

IN the Matter of WESTINGHOUSE AIR BRAKE COMPANY *and* WESTINGHOUSE AIR BRAKE OFFICE & TECHNICAL UNION, AFFILIATED WITH THE NATIONAL FEDERATION OF SALARIED UNIONS

Case No. 6-R-1103.—Decided October 29, 1945

Messrs. Thorp, Bostwick, Reed and Armstrong, by *Mr. Donald W. Ebbert*, of Pittsburgh, Pa.; and *Mr. W. C. Landis*, of Wilmerding, Pa., for the Company.

Messrs. Robert W. Allison and *H. C. Jones*, both of Pittsburgh, Pa., and *Mr. C. S. Sekera*, of Turtle Creek, Pa., for the Independent.

Mr. Allan D. McNeil, of Pittsburgh, Pa., and *Messrs. Calvin Fulmer* and *Harold Briney*, both of Wilmerding, Pa., for the U. E.

Mr. David V. Easton, of counsel to the Board.

DECISION

AND

DIRECTION OF ELECTIONS

STATEMENT OF THE CASE

Upon a petition duly filed by Westinghouse Air Brake Office & Technical Union, affiliated with the National Federation of Salaried Unions, herein called the Independent, alleging that a question affecting commerce had arisen concerning the representation of employees of Westinghouse Air Brake Company, Wilmerding, Pennsylvania, herein called the Company, the National Labor Relations Board provided for an appropriate hearing upon due notice before Allen Singheimer, Jr., Trial Examiner. Said hearing was held at Pittsburgh, Pennsylvania, on June 4, 5, and 13, 1945. The Company, the Independent, and United Electrical, Radio & Machine Workers of America (CIO), herein called the U. E., appeared and participated. All parties were afforded full opportunity to be heard, to examine and cross-examine witnesses, and to introduce evidence bearing on the issues. The Trial Examiner's rulings made at the hearing are free from prejudicial error and are hereby affirmed. All parties were afforded an opportunity to file briefs with the Board.

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

64 N. L. R. B., No. 93.

FINDINGS OF FACT

I. THE BUSINESS OF THE COMPANY

Westinghouse Air Brake Company, a Pennsylvania corporation with its principal office and plant located at Wilmerding, Pennsylvania, is engaged in the manufacture, sale and distribution of air-brake equipment for railroads, trolley cars, trucks and busses, and in the manufacture and distribution of related products. During the past year, the Company purchased for use at its Wilmerding facilities raw materials valued in excess of \$1,000,000, of which more than 50 percent was received from points outside of Commonwealth of Pennsylvania. During the same period, the Company manufactured finished products valued in excess of \$1,000,000, of which more than 50 percent was sold and shipped to points outside the Commonwealth of Pennsylvania.

The Company admits that it is engaged in commerce within the meaning of the National Labor Relations Act.

II. THE ORGANIZATIONS INVOLVED

Westinghouse Air Brake Office & Technical Union, affiliated with the National Federation of Salaried Unions, and United Electrical, Radio & Machine Workers of America, affiliated with the Congress of Industrial Organizations, are labor organizations admitting to membership employees of the Company.

III. THE QUESTION CONCERNING REPRESENTATION

The Company has refused to grant recognition to the Independent as the exclusive bargaining representative of certain of its employees until the Independent has been certified by the Board in an appropriate unit.

Statements of a Field Examiner for the Board, introduced into evidence at the hearing, and statements of the Trial Examiner made at the hearing, indicate that the Independent represents a substantial number of employees in the units hereinafter found appropriate.¹

We find that a question affecting commerce has 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.

¹ The statements of the Field Examiner and the Trial Examiner indicating the interests of the Independent and the U. E. in the units hereinafter found appropriate, as evidenced by the submission of designations by these organizations to Board agents, are summarized by the following chart

<i>Unit</i>	<i>Total number of employees therein</i>	<i>Independent</i>	<i>U E</i>
Inspectors-----	68	49	3
Clerical and technical (approximately)-----	764	267	26

IV. THE APPROPRIATE UNITS

A. The contentions of the parties

The Independent seeks a unit consisting generally of all hourly paid and salaried office, clerical, and technical employees of the Company, including inspectors of the Engineering Division, but excluding supervisory and confidential employees; in the alternative, it is willing to represent the inspectors in a separate unit.

The U. E. seeks to represent certain employees encompassed by the Independent's contentions, asserting that hourly paid inspectors of the Engineering Division,² salaried factory accounting clerks of the Accounting Division of those salaried file clerks and typists of this division who work with them in shop offices, and hourly paid or salaried general duty clerks,³ who are not expeditors and hourly paid material chasers in the Manufacturing Division, comprise an appropriate unit; this organization also would be willing to represent the inspectors in a separate unit. However, aside from these employees, the U. E. indicated that it had no interest in representing any of the other employees sought by the Independent.

The Company contends that inspectors are managerial employees and should not be represented for collective bargaining purposes, or, if entitled to bargain collectively, should be represented as a separate unit; that salaried and hourly paid workers should be represented in separate units; and that certain employees and classifications of employees, hereinafter discussed, should be excluded as confidential, managerial or supervisory employees.

B. Inspectors

In a previous proceeding,⁴ the Board specifically excluded inspectors from the unit of production and maintenance workers it established and which is currently represented by the U. E. Although part of the Engineering Division, these employees perform the duties usually associated with their classification, working throughout the plant in close proximity to production and maintenance workers, and under substantially similar working conditions.⁵ They have authority to reject faulty work and to have it corrected, but they exercise no supervisory control over the employees whose work they inspect, being concerned solely with the quality of products manufactured. They are not supervisory employees and are not otherwise identified with man-

² All inspectors are hourly paid and are part of the Engineering Division

³ The hourly paid general duty clerks were occasionally referred to in the record as stores clerks

⁴ *Matter of Westinghouse Air Brake Company*, 4 N. L. R. B. 403.

⁵ As previously noted, inspectors are hourly paid workers, and they have the same working hours as the production and maintenance employees.

agement. The Company, if overruled in its assertion that inspectors are managerial employees, asks that they be placed in a separate unit, and neither the Independent nor the U. E. raises any serious objection to this request. Under all the foregoing circumstances, we are of the opinion that inspectors properly comprise a separate appropriate unit.⁶

C. The office, clerical, and technical unit

1. *Its general scope*

As indicated above, the units proposed by the two labor organizations include both salaried and hourly paid employees, an amalgamation which the Company contends is improper. However, where, as here, the method of computing the compensation of employees has little or no relation to their functions or skills,⁷ it does not furnish a reliable criterion for determining how employees should be grouped for collective bargaining purposes. We therefore find no merit in the Company's contention.⁸

Nor are we of the opinion that the employees in the unit proposed by the U. E. constitute an appropriate bargaining group. The organization seeks a so-called "plant clerical" unit which is not confined to any particular division or department of the Company, and which does not include all employees identically classified or performing similar work. Thus, the U. E. would include 8 file clerks and 6 typists in the Accounting Division because they work with the factory accounting clerks in the factory offices, but would exclude 11 other file clerks and 6 other typists in this division who work in the factory accounting office.⁹ Similarly, it would include salaried general duty clerks of the Manufacturing Division who are not expeditors, and hourly paid material chasers in this division, but would exclude salaried expeditors and general duty clerks who perform the functions of expeditors, despite the fact that the duties of material chasers, expeditors, and general duty clerks who perform the functions of expeditors, are practically identical. Finally, the Independent has made a substantial showing of interest among the employees in the more comprehensive unit which it seeks, including the employees in whom the U. E. is interested.¹⁰ As stated in *Matter of Union Switch and Signal Company*,¹¹ "The Board

⁶ The parties agree that J R Barbor, R A Datz, Percy Murry, and T. C Speidel are supervisory employees and should be excluded. We so find.

⁷ For example, the record indicates that hourly paid material chasers perform substantially the same duties as the salaried expeditors and general duty clerks who act as expeditors. In addition, the three salaried general duty clerks assigned to the various storerooms perform duties similar to those of the hourly paid general duty or stores clerks, who, the Company states, may be transferred at any time to a salaried status.

⁸ See *Matter of Edgewater Steel Company*, 56 N. L. R. B. 1778

⁹ Moreover, all typists and file clerks in the Accounting Division can be transferred at any time to other positions in the same division

¹⁰ See footnote 1, *supra*

¹¹ 58 N. L. R. B. 531.

customarily will not predicate its unit finding on the extent of one union's organization where, as here, organization of employees by a rival union has been effected on the basis of a broader and more appropriate bargaining unit." Consequently, we are not convinced of the propriety of the unit proposed by the U. E., and are of the opinion that the more inclusive unit desired by the Independent is appropriate.¹²

2. *Its specific composition*

The Company and the Independent agree that all employees or classifications of employees listed upon Appendix A, attached hereto, are not supervisory, confidential, or managerial workers. These parties further agree that all employees or categories of employees listed upon Appendix B, attached hereto, are confidential, managerial, or supervisory workers. As noted above, the U. E. is interested only in certain of the Company's employees. Its contentions with respect to these employees coincide with those of the Independent. We shall include those employees and classifications of employees listed on Appendix A, within the office, clerical, and technical unit, and shall exclude therefrom those employees and classifications of employees listed on Appendix B. With respect to employees and classifications of employees concerning whom there is dispute, we shall list such employees or classifications whom we hereinafter find are properly part of the collective bargaining unit on Appendix C, attached hereto, and we shall list such employees or classifications whom we determine as being properly excluded therefrom on Appendix D, attached hereto. The appropriate unit shall also include or exclude employees currently performing the duties of persons named on all four appendices.

We now turn to a discussion of the disputed employees and categories of employees.

(a) The Accounting Division

The Company urges the exclusion of the following employees and classifications of employees; the Independent contends to the contrary; and, insofar as it has an interest among certain of these employees, the U. E. supports the Independent's contention:

¹² See *Matter of Union Switch and Signal Company, supra*.

We note that the U. E. represents few employees in its proposed unit. The following chart sets forth its showing of interest among the employees in the unit which it seeks:

Accounting Division :	<i>U. E.</i>
75 accounting clerks-----	6
6 typists-----	0
8 file clerks-----	1
Manufacturing Division :	
19 material chasers-----	0
29 general duty clerks (hourly paid stores clerks)-----	7
51 salaried general duty clerks (who are not expeditors)-----	9

Departmental chief factory accounting clerk: These employees are responsible for the work of from 1 to 13 clerical subordinates. They receive between 10 and 25 percent more pay than the highest paid person responsible to them and have authority not only to grant leave to their subordinates, but to make effective recommendations affecting their status. We find that departmental chief factory accounting clerks are supervisory employees and we shall exclude them.

Miscellaneous personnel in the Accounting Division: From the evidence adduced at the hearing we are of the opinion and find that the following persons whose status is also in dispute possess authority to recommend effectively the discharge, discipline, or change of status of employees: *John P. Attig* (assistant tabulating machine supervisor); *Paul P. Carroll* (cost estimator); *Clarence E. Cortright* (cost accountant); *Elsie J. Davis* (file clerk); *Samuel W. Dorsey* (cost clerk); *W. K. Edwards* (cost estimator); *Louis P. Elwell* (cost clerk); *Charles R. Remley* (accountant); *B. L. Marsh* (accountant); *John G. Shutter* (supervising cost estimator); *Alex W. Stright* (senior time clerk); *J. F. Thompson* (cost estimator). We shall exclude them.

On the other hand, the record indicates that the following employees possess no supervisory authority within the meaning of our customary definition, are not otherwise identified with management, and do not perform duties which afford them access to confidential information directly pertaining to labor relations: *Richard C. Beswick* (cost accountant); *James Brown* (cost clerk); *Helen G. Berkoben* (accountant); *F. C. Graham* (cost accountant); *W. R. Merhaut* (accountant); *Kenneth W. Marrow* (tabulating machine operator); and *Robert R. Scott* (accountant). We shall include these employees.

(b) The Industrial Relations Division ¹³

Disagreement exists between the Company and the Independent with respect to employee *Marion Abate*. The Company would exclude her and the Independent would include her. The record indicates that Abate is in charge of 12 messengers, and has authority to make recommendations with respect to their discipline and discharge which ordinarily would be followed. We find that Abate is a supervisory employee and we shall exclude her.

(c) The Sales Division ¹⁴

Disagreement exists between the Company and the Independent with respect to the following classifications of employees, whom the Independent would include and the Company exclude:

¹³ The U. E. has no interest in the employees in this division.

¹⁴ The U. E. has no interest in the employees in this division.

Commercial engineers: The Company employs four commercial engineers. These persons are either professional engineers or possess equivalent training, and are required to have a thorough knowledge of the Company's equipment and engineering policies. Their duties involve the preparation of specifications and quotations, particularly in the case of unusual or special products which may be manufactured by the Company to meet the particular needs of customers. They carry on correspondence with the customers on behalf of the Company under the name of its vice president or general sales manager, and are authorized to make commitments on its behalf. Under these circumstances, we shall exclude the commercial engineers as managerial employees.¹⁵

Sales engineers: There are three employees in this classification. One, *A. J. Groth*, supervises the activities of the Company's distributors throughout the country. He handles correspondence with them, interpreting and administering company policy. His decisions with respect to the treatment of the orders of domestic distributors, who are independent contractors, are binding upon the Company. Thus, he makes delivery commitments, accepts or rejects cancelations of orders, and passes upon the credit of distributors in the first instance. Another, *S. Jory*, represents the Company in its foreign sales, and performs duties with respect to foreign orders similar to those performed by Groth with respect to domestic orders. The third sales engineer, *P. E. Lagatolla*, performs duties similar to those of the commercial engineers, except that their work is performed in connection with the regular air brake field, whereas his is performed in the field of compressors, accessories, and related products. We shall exclude all three sales engineers.¹⁶

Order correspondents: There are two employees in this classification. One, *E. E. Vogel*, determines priorities on deliveries to customers. In the course of his duties he is responsible for the activities of three subordinates concerning whose status he has authority to make effective recommendations. The other order correspondent, *H. R. Walton*, has similar duties, except that his discretion is limited, and he performs no functions which can be considered as supervisory. We shall exclude Vogel as a supervisory employee, but shall include Walton.

(d) The Engineering Division ¹⁷

Dispute exists between the Company and the Independent with regard to the following employees or classifications of employees, the Independent seeking their inclusion :

¹⁵ See *Matter of Spicer Manufacturing Company*, 55 N. L. R. B. 1491.

¹⁶ See *Matter of Spicer Manufacturing Company*, *supra*.

¹⁷ Other than inspectors, previously discussed, the U. E. has no interest in the employees in this division.

Test engineers: These employees perform duties relating to test and development work, and may have assistants or testers assigned to them in the furtherance of their functions.¹⁸ At the present time all, except one test engineer, have such assistants. However, these assistants look to a foreman who assigns them to the test engineers rather than the test engineers as their immediate supervisor.

The test engineers plan, schedule, and assign work to the testers, and are responsible for and carry out tests from the set-up to the making of test records. They have no authority to make official recommendations affecting the status of their assistants. Furthermore, although the test engineers and indeed, the testers also, have access to confidential files relating to the Company's engineering processes in the ordinary course of their duties, the test engineers do not have access to files containing confidential personnel information. Accordingly, we shall include all test engineers within the unit.¹⁹

From the evidence adduced at the hearing we find that engineering clerks, *W. C. Burgess* and *G. C. Croushore*, have authority to make effective recommendations with respect to the status of subordinates. We shall exclude these persons as supervisory employees. On the other hand, we find, based upon all the evidence, that statistical clerk *L. E. Cattell* and staff engineer *Wilbur M. Lewis*, do not perform duties which can be considered as supervisory or confidential. Accordingly, we shall include them.

(e) *The Manufacturing Division*²⁰

Disagreement exists with respect to the following employees and classifications of employees whom the Company would exclude and the Independent would include:

Telephone operators: The Company seeks the exclusion of persons so classified on the ground that they are confidential employees. These individuals perform the duties usually associated with their classification, and, in the proper performance of these duties, have no occasion to obtain knowledge of confidential matters pertaining to labor relations. We shall include them.²¹

Tool and equipment design engineers and tool and equipment designers: These employees design and develop tools and equipment. Although the product of their work may indirectly determine wage rates insofar as any change of equipment may affect such rates, they

¹⁸ As a matter of practice, certain testers are customarily assigned to work with the same test engineer.

¹⁹ Cf. discussion of tool development men in *Matter of Spicer Manufacturing Corporation, supra*.

²⁰ Insofar as the employees hereinafter discussed are concerned, the U. E. is interested solely in the general duty clerks.

²¹ See *Matter of Continental Steel Corporation*, 61 N. L. R. B. 97.

themselves have no authority to make such determinations. We are of the opinion that these employees are not so identified with management as to warrant their exclusion; accordingly, we shall include them.

The record indicates that general duty clerks, *C. L. Beswick*, *George Brown*, *Margaret Hay*, *H. H. Kiebler* and *John Kirk*, and production expeditors, *W. H. Beswick*, *C. A. Cruz*, *H. A. Doughty*, *W. L. Fell*, *E. Hilderbrand*, *C. W. Johnston*, *T. R. Lloyd*, *C. C. Lintner*, *F. H. McEvoy*, *W. D. McVicker*, *William Mateer*, and *G. K. Morrow*, are responsible for and in charge of various subdivisions of this division and supervise the work of between 1 and 16 subordinates. Each of these named individuals has authority to make effective recommendations regarding the status of their subordinates. We find that they are supervisory employees, and we shall exclude them.

The Company seeks the exclusion of general duty clerk, *Emma L. Crowell*; typist, *Charlotte Bickerstaff*; and stenographers, *Thelma I. Ginnell*, *Dorothy L. Jones*, and *Cecelia McMahan*, as confidential employees. The record indicates that the duties of Crowell, Bickerstaff, Ginnell, and Jones require that they have free access to confidential files relating to personnel matters. Under these circumstances, we shall exclude them as confidential employees. On the other hand, the evidence with respect to McMahan indicates that, although she sometimes substitutes for Crowell, and in these instances also has access to confidential files, apparently these occasions are infrequent, and her connection with personnel matters is thus relatively slight. Under these circumstances we shall include her.

3. Conclusions

We find that the following groups of the Company's employees at its Wilmerding, Pennsylvania, operations, constitute units appropriate for the purposes of collective bargaining within the meaning of Section 9 (b) of the Act:

(1) All inspectors, excluding *J. R. Barbor*, *R. A. Datz*, *Percy Murry*, and *T. C. Speidel*, or persons currently performing the functions of these individuals, all other supervisory employees with the authority to hire, promote, discharge, discipline, or otherwise effect changes in the status of employees, or effectively recommend such action, and all other employees; and

(2) All office, clerical and technical employees, including employees and categories of employees listed upon Appendices A and C, attached hereto, but excluding employees and categories of employees listed upon Appendices B and D, attached hereto, all other supervisory employees with authority to hire, promote, discharge, disci-

pline, or otherwise effect changes in the status of employees, or effectively recommend such action, and all other employees.

V. THE DETERMINATION OF REPRESENTATIVES

We shall direct that the question concerning representation which has arisen be resolved by directions by secret ballot among the employees in the appropriate units who were employed during the pay-roll period immediately preceding the date of the Direction of Elections herein, subject to the limitations and additions set forth in the Direction.²²

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, as amended, it is hereby

DIRECTED that, as part of the investigation to ascertain representatives for the purposes of collective bargaining with Westinghouse Air Brake Company, Wilmerding, Pennsylvania, 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 Sixth 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 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 elections, to determine whether they desire to be represented by Westinghouse Air Brake Office & Technical Union, affiliated with the National Federation of Salaried Unions, or by United Electrical, Radio & Machine Workers of America (CIO), for the purposes of collective bargaining, or by neither.

²² Since the U. E. has indicated some showing of representation among the employees in both units, we shall accord it a place upon the ballot in the two elections. See *Matter of Thompson Products, Inc.*, 63 N. L. R. B. 1495. However, we shall permit that organization to withdraw from either or both elections, if it so desires provided it gives notice that it wishes to do so within 10 days from the date of the Direction.

APPENDIX A

ACCOUNTING DIVISION

Accounting clerks	File clerks and junior file clerks
Billing machine operators	Key punch operators
Comptometer operators	Reproducing machine operators
Cost clerks	Tabulating machine operators
Cost estimators	Time clerks and junior time clerks
Factory accounting clerks	Typists
Supervising Accountant Philip J. Sweeney	

LEGAL AND PATENT DIVISION

Detail draftsmen and lay-out draftsmen	Junior engineers
	Stenographers and typists

INDUSTRIAL RELATIONS DIVISION

Janitors

OFFICE SERVICE DIVISION

Chauffeurs	Messengers and city messengers
File clerks	Reproducing machine operators
General duty clerks	Secretaries (Except those listed on Appendix B)
Janitors and janitresses	Stenographers
Mail clerks	Teletype operators
Typists	

PURCHASING DIVISION

Assistant buyers (Except those listed on Appendix B)	Purchase expeditors
File clerks	Secretaries (Except those listed on Appendix B)
General duty clerks	Stenographers

SALES DIVISION

Artists	Order clerks
Advertising and publicity copy-writers (Except those listed on Appendix B)	Order interpretation clerks
General duty clerks	Price clerks
Librarians	Reproducing machine operators
	Stenographers and typists

ENGINEERING DIVISION

Chemical laboratory testers	Machinists
Design engineers	Mechanics
Detail draftsmen	Messengers
File clerks	Reproducing machine operators
General duty clerks	Stenographers
Junior engineers	Testers
Janitors	Time clerks
Laboratory technicians	Tracers
Laborers	Utility workers
Lay-out draftsmen.	Staff Engineer John Canetta

MANUFACTURING DIVISION

File clerks	Production expeditors (Except those listed on Appendices B and D)
General duty clerks (salaried, except those listed on Appendices B and D)	Stenographers (Except those listed on Appendices B, C, and D)
General duty clerks (hourly rated)	Typists (Except those listed on Appendix D)
Messengers	
Material chasers	

TREASURY DIVISION

General duty clerks (Except those listed on Appendix B)	Statistical clerks
Paymaster	Stenographers
Special duty clerks (Except those listed on Appendix B)	Typists

APPENDIX B

ACCOUNTING DIVISION

Ass't Factory Accounting Clerk Supervisors:

Harvey H. Allhouse

J. H. Bailey

Vice President and Comptroller: John V. Bowser*Secretaries:*

Ruth A. Lusk

Dallas H. Ulm

Supervising Accountants:

Paul C. Brooks

E. A. Rahde

E. C. Troutman

Cost Estimator William J. Beatty
 Cost Accountant Frank W. Coulter
 Works Accountant H. C. Donaldson
 Assistant Works Accountant Walter D. Ferree
 Supervising Time Clerk Harry K. Guckert
 Key Punch Supervisor Edna M. Kerr
 Factory Accounting Clerk Supervisor Murray E. Lintner
 Auditor W. W. Martin
 Supervising Cost Estimator Frank E. Merhaut
 Tabulating Machine Supervisor Ralph L. Moore
 Accounting Clerk Agnes M. McCune
 Assistant Auditor F. S. Rittman
 Comptometer Rose M. Webb

LEGAL AND PATENT DIVISION

Patent Attorneys:

P. C. Kuhnert
 F. E. Miller
 A. A. Steinmiller
 R. T. Whitney

Priorities Specialist R. J. Brown
 Secretary Margaret M. Huemme
 Chief Clerk R. T. Shafer
 Executive Patent Attorney A. L. Vencill
 Assistant Vice-President A. M. Wiggins

INDUSTRIAL RELATIONS DIVISION

All employees except the janitor and Marion Abate

OFFICE SERVICE DIVISION

Secretaries

Josephine R. Ammon	Mary Eleanor Neely
Rachel G. Black	Ann I. Rogers
Mary H. Looney	Elizabeth S. Stein

Supervisors

Charles Berkoben, Jr.
 Dora H. Peterkin
 Cook Gibson Braxton
 Clerical Supervisor G. R. Bruner
 Assistant Cook Alfred Rector, Jr.
 Statistical Clerk Harry C. Whitlatch
 Vice-Pres. and Sec'y R. O. Yearick

PURCHASING DIVISION

Buyers:

E. C. Caves	Secretary Helen Smythe
W. W. Dietrich	Assistant Buyer E. L. White
H. I. McKeever	Director of Purchases H. W. Wolff
W. C. Reich	
H. C. Schuch	

SALES DIVISION

Supervisors:

L. A. Colclasser
 G. C. Dehne
 Walter R. Grim
 R. G. Dunn
 Walter M. Leuzinger
 F. D. Smith

Secretaries:

M. F. Briggs
 Sara K. Rasel
 Ethel M. Shrader
 Bertha Stein

Managers:

J. A. Ralston
 W. V. Walkinshaw
 General Sales Manager C. H. Beck
 Assistant to Manager James P. Cooper
 First Vice-President S. G. Down
 Advertising and Publicity Copywriter Edwin E. Flynn
 Supervising Commercial Engineer George W. Misner
 Assistant Vice-President S. L. Poorman
 Chief Clerk Charles B. Strickler
 Chief Photographer John Stanger

ENGINEERING DIVISION

Chemists:

W. K. Aites
 J. B. Evans

Foremen:

C. W. Maliphant
 J. R. Weaver
 R. G. Widmyer

Supervising Engineers

A. J. Bent	W. B. Kirk
R. J. Bush	C. E. MacFarlane
M. B. Cameron	G. T. McClure
P. L. Crittenden	C. A. Nelson
C. M. Hines	E. A. Owen
C. F. Hammer	R. R. Stevens

Secretaries

Florence Mateer	E. M. Wesley
E. P. Miller	R. E. Williams
G. J. Sauter	

Chief Engineer E. E. Hewitt
 Staff Engineer E. V. Kramer
 Test Engineer W. F. Meier
 Director of Research J. C. McCune
 Vice-President C. D. Stewart
 Machinist Supervisor J. H. Heatley

All staff engineers except those listed on Appendices A and C

MANUFACTURING DIVISION

Foremen	Superintendents
Assistant foremen	Assistant superintendents

Secretaries

Myrtle J. Atwood	Helen Phillips
Elsie E. Brisbin	Cornelia Schmidt
Melva J. Eremic	Jean Statler
Margaret McGough	Viola Weaver
Edith M. Petrie	

Stenographers

Fanny Elias	M. M. Smith
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General Duty Clerks

D. M. McBride	Minna Williams
L. E. Nelson	

*Time-Study Operators**Assistants to the Superintendents*

David H. Allhouse	G. H. Simmons
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Assistant to Works Manager P. A. Bevan
 Assistant Works Manager A. B. Fox
 Construction Engineer C. H. Gueth
 Shop Equipment Engineer Frank Leffard

Works Manager W. C. Landis
 Director of Factory Operations H. L. Nicholson
 Chief Telephone Operator Edna A. Morris
 Captain of Plant Guards J. F. Richards
 Works Engineer D. L. Shelly
 Production Expediter E. A. Mraz

TREASURY DIVISION

Secretaries

Alma J. Closson
 William N. Hunter

Virginia C. Riley

Assistant Treasurers

S. G. Devey
 Assistant Paymaster Glenn W. Curry
 Vice-President and Treasurer S. C. McConahey
 Special Duty Clerk and Cashier John C. Aiton
 Chief Credit Clerk Barbara Hunt
 General Duty Clerk Truman C. Wampler

C. M. Graham
 J. C. Smith

APPENDIX C

ACCOUNTING DIVISION

Cost Accountants

Richard C. Beswick
 F. C. Graham

Accountants

Helen G. Berkoben
 Cost Clerk James Brown
 Tabulating Machine Operator Kenneth W. Marrow

W. R. Merhaut
 Robert R. Scott

SALES DIVISION

Order Correspondent H. H. Walton

ENGINEERING DIVISION

Test Engineers
 Statistical Clerk L. E. Cattell

Staff Engineer Wilbur M. Lewis

MANUFACTURING DIVISION

Telephone Operators
 Tool and Equipment Designers

Tool and Equipment Design Engineers
 Stenographer Cecelia McMahon

APPENDIX D

ACCOUNTING DIVISION

Departmental Chief Factory Accounting Clerks

William L. Erickson	James R. Love	John M. McKay
James H. Furlong	James J. Morrison	Walter C. Pricener
Clifford F. Gilmore	Frank J. McConnell	William H. Pickford
John M. Haler	Roderick A. McCoy	Harry K. Powelson
Edward F. Kemerer	James F. Rising	Raymond Parker
Samuel S. Leighner	Fred W. Stanger	George A. Richard
Robert J. Raspet	James Mc. Walter	Willis P. Sullivan
Albert H. Travis	George J. Fetters	Martha K. Weight
William Logsdon		

Cost Estimators

Paul P. Carroll	W. K. Edwards	J. F. Thompson
Assistant Tabulating Machine Supervisor	John P. Attig	
Cost Accountant	Clarence E. Cortright	

Cost Clerks

Samuel W. Dossey	Louis P. Elwell
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Accountants

Charles R. Femley	B. L. Marsh
File Clerk Elsie J. Davis	
Senior Time Clerk Alex W. Stright	
Supervising Chief Cost Estimator	John G. Shutter

INDUSTRIAL RELATIONS DIVISION

Mail Clerk Marion Abate

SALES DIVISION

Commercial Engineers	Order Correspondent E. E. Vogel
Sales Engineers	

ENGINEERING DIVISION

Engineering Clerks

W. C. Burgess	G. C. Croushore
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MANUFACTURING DIVISION

General Duty Clerks

C. L. Beswick
George Brown
Emma L. Crowell

Margaret Hay
H. H. Kiebler
John Kirk

Production Expeditors

W. H. Beswick
C. A. Crux
E. A. Doughty
W. L. Fell
E. Hildebrand
C. W. Johnston

T. R. Lloyd
C. C. Lintner
F. N. McEvoy
W. D. McVicker
William Mateer
G. K. Morrow

Stenographers

Thelma I. Ginnel

Dorothy L. Jones

Typist Charlotte Bickerstaff