

"Marshall Field and Company Was Built On Integrity"



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James L. Palmer
Executive
Vice-President
of Marshall
Field and
Company

— ● —

"Marshall Field and Company was built nearly a hundred years ago on integrity.

"Despite the general weakening of the moral fabric of the whole country and the world, we have hewn to the line right through these troublous and hectic years. We have broken no laws. We have evaded no OPA. We have broken no wage ceiling regulations. We have gone further than that: We have indulged in policies with respect to our customers, sometimes almost single-handed in the industry, because they were fair and honest and decent. We didn't need to do it, but we did.

"Unless you personally have a basic integrity toward people and toward your job you might as well throw the whole paraphernalia out the window.

"You must not only try to be fair, you must know your facts and you must be able to handle the given situation with full intelligence.

"Your own handling of your people, the development of your own understanding of perfectly rudimentary economics and perfectly rudimentary psychology, if you please, your ability to transmit that understanding to people with whom you work, before you are through with it will make the difference between a successful operation under adversity or some kind of dire problem."

Conference Quotes

"We believe that the mill is a vital part of the community in which it operates."—Macon P. Miller.

"If you want to be great, let the ideals of Jesus come to life first in your hearts, then in the earnest energies of your desire, and then in your human relations."—Dr. Francis P. Gaines.

"The best known way yet evolved for attaining maximum utilization of our human resources with the greatest degree of individual satisfaction is to give first consideration to the human factor."—Thomas G. Spates.

"Highlights of The Retail Personnel Program"



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Garrett L. Bergen
Divisional Vice-
President and
Personnel
Manager
of Retail Store

— ● —

"What we are talking about this week-end is bigger than 'Industrial Relations.' It's the core of this business.

"Management considers one of the most important responsibilities of a supervisor to be his responsibility for personnel management in his section, department, or shift.

"The best way to do the personnel job is to put yourself in the employee's place. It's strange but true: Most of the things which are important to people are things about which only their supervisors can do something.

"The basic goals of personnel administration are:

"1. Increased efficiency of the working forces which, in turn, leads to a better product, improved service, increased sales, decreased costs, and increased worker earnings.

"2. Improved morale, attitudes, physical well-being and job satisfaction of employees.

"3. Public 'good will'.

"Everything we do must be tested against these goals. Unless it fits all three, it probably should be discarded.

"We maintain wages at a level as high or higher than other employers in our community for similar work.

"We provide fair pay differentials for different jobs, based on the relative difficulty, importance and responsibilities of the jobs.

"We are also proud of our promotion-from-within program.

"We can have the best policies, the best union contract in the country, the best intentions, but unless our policies are properly interpreted and applied by the people who actually supervise employees, the policies themselves have little significance.

"Our big problem is to make what management thinks is in effect **actually go into effect** at its point of contact with the employee.

"We can't get our situations **humanly straight** by getting our words **legally straight** on annual contracts. It is the constructive, man-to-man, day-to-day relationships between the supervisor and employees which determine whether employees are effective, satisfied, and satisfactory human beings."