

Personnel Work: An Executive in each Company should be appointed and should, in addition to his executive duties, have the work of supervising and controlling the duties of the college men who enter the utility companies for over a period of at least two years.

We give a few suggestions as to the general attitude which would govern the companies in dealing with college material:

a. Each student should be given a personal interview which should not be hurried or formal and should be of such a nature that the student will feel free to speak confidentially of his prospects and ambitions.

b. Those who show promises should be offered a definite job and advised that they will be under the personal guidance of the executive.

c. After entering the employ of the Company, these men should be given the hard and rough work in the first year or two, on the theory that such work is necessary to an understanding of labour and the handling of men; this applies particularly to operating work.

d. The authority of the Executive should be understood to include the right to hire or dismiss and the right to transfer and also authority over wages, even where the student is not working in the department directly reporting to the Executive.

General Observations

The plan suggested may be difficult to put into effect wholly, but certain parts can be taken up, thus putting the whole plan into effect gradually.