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Called to see me. Older man than I expected. He tellse me in his judgment that scientific management is making satisfactory progress in France. That it has received excellent attention in the newspapers. Promises to send me papers - "Information", which he says may be called the official paper of the laboring people in which there are many different articles.

He tells me that he was called to the shipyard at St. Nazarine about hree years ago to see what could be done. Found things in a bad condition; - production slow, workmen dissatisfied, wages low. They were all on day wages as they had sometime before some trouble over piece work but being fairly dealt with. He told the manager that their plan and routine was bad and that he would begin there, not attempting time studies or setting tasks until he was more familiar with the working body. But he did begin with a little labatory work on time studies. This was open to the workmen who watched it and were interested in the results. They began to ask questions. He advised the management to let them convince themselves and make the advances. After a certain time the workmen came to the management and asked why the new system could not be applied in the factory. They said that they were convinced that restricted output was a mistake! they said they were sure it was an idea spread by the Boches in order to keep France behind Germany.

Mr. deF. talked to them, said time studies would begin on a variety of work until the whole plant was practically under the system. The men sometimes complained that the tasks set were out of the question in time. They were asked to do pieces of work in three hours on which they had formerly worked nine. DeF. was very frank with them and said "Here is an analysis of your tasks. Now, tell me just at what point you are unable to keep up to the time schedule. If it is wrong, we will have it changed. Find out why you cannot do it in the time I have suggested." He said that sometimes he found that they failed because the material had not come to them promptly; again the tools were bad. He says that as soon as they discovered that all their suggestions and complaints were promptly and frankly dealt with, that there was no trickery about it, the shopmen were converted.

They have been running now three years with 3,000 men and constantly improving in skill and production.

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The work is difficult at St. Nazaire. Building and repairing shops, repairing the marine engines. Rarely they do the same work twice, that is, it seems there the experience is the same he says it is in many parts of France - the workmen are requesting rather then objecting to the system.

deF is now at Creuzot where there are something over 17,000 men. He says that the plant supports the schools for the town. A primary school from which the pupils are entered into a school of general instruction of a three-years course. If at the end of the first year it is found that a pupil is not getting on in general knowledge, he is put into the technical school. ~~If~~ At the end of the second year the pupils are examined and according to their progress and aptitude sent either into the technical school or allowed to take the third year of training. At the end of the third year some of them are sent into higher technical schools - some of them to the universities.

They are all supposed to come back to Creuzot to go into the shops or into the administration. There is practically nobody in authority at Creusot who has not come out of the factory, that is, grown up from the working body. Practically all of the directors have shop ancestry.

The plant is almost owned by Schneider. No stock is in the hands of the workmen or management. What you seem to have here is a system of training through which workmen themselves can arise to the highest positions.

There seems to be no reason why Creuzot should not be a state institution. The only difficulty would seem to be that you cannot readily get away from Creuzot, or if you were not bred or born there, get into it.

There is a parellel here worth following up with the Cheney Silk Mills. DeF speaks of the hospital, the town, etc. as being practically all that could be desired.

Tells me of Lyons. He says that there I should see the Berliet plant and by all means the mayor, Herriot. Says that Herriot is very liberal minded and greatly interested in the management of the industries in his town. From what he says Lyons is an extraordinay contrast to Lille and vicinity. Some of the factories of the Northwest have already been transferred to Lyons.

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We talked of the lady superintendents here. He is interested to know what we have done. Knows Boyd Fisher, Bisch and Miss Gilson. Thinks the school here amateurish, I gather, but on the right lines.

Thinks that England is the country in which scientific management has least chance, because of labor's idea that you must produce as little as possible inorder to have work to go around. He states that France has not this idea. Agrees with me that there is a general feeling among all classes of working people that there should be training, the apprentice system dying and the desire for technical schools increasing.

States that the training that is required by the Government for many positions is superficial - that the bravet and diploma do not necessarily mean much.

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