

Committee of Award
C/O Forbes
120 Fifth Avenue
New York City

Dear Sirs:

It was in February that I first noticed your announcement of proposed recognition for 'The Business Man Who, During the Year, Has Done Most to Humanize Business.' Noting the eminence of the members of the Committee, I clipped the page with the thought "Here is something really worthwhile - non-partisan - genuine....."

Stimulated by the later announcement, I feel moved to put in nomination the name of an eminent American business executive whose quiet purpose, power and success are reflected in the steadiness and peace of the organization over which he presides.

In order to present my nomination in terms of the specifications for the Award, I have gathered from those of his own organization and from others who know him facts for some of the following statements:

For Better Living Conditions -

It is difficult to separate his accomplishments of 1938 from those of 1937, and 1936, and 1935, and the years on back to 1910, when his career as a business executive began. He has been a builder - his accomplishments are those of steady substantial growth, without ornament and without promotion. Security, safety, industrial medical research, hospitalization, retirements, relief benefits, insurance, were old words in his organization when they were new words in Federal and State enactment. Ten years ago the standards in his organization in many of these respects were above the present legal minima.

For Better Wages -

It is his policy to maintain base wage and salary rates equal to or above the levels of the communities in which his men work. Base rates in his organization are set with a high degree of discrimination on the basis of accurate job and position analyses that reach clear through to the high executive levels. He insists on performance records and annual merit reviews from top to bottom. While the general level of base rates necessarily varies with changes of economic level, he inaugurated, put into effect, and has consistently maintained, since May 1936, perhaps the most unique and liberal wage and salary adjustment plan in American business. Under it his employees have received extra compensation in 1936, from May, 10-3/4%, in 1937 - 13-1/2%, and even under the conditions of 1938 (up to and including June) 4%. These figures speak for themselves. These are additions to base rates that themselves are not only fair, but liberal. Hourly rates are 38% higher than they were in 1929.

Special service payments have come at New Year's for the past two years to all of his more than 40,000 employees. Forty-five per cent and more of the gross income of his company over a period of years has been paid out in wages and salaries.

For Better Hours -

Forty hours is the established "basic week" in his shops and has been since August 1935. This applies throughout his far-flung organization regardless of Local or Federal laws setting a higher maximum. Under the conditions of 1938 his hourly employes have averaged about thirty hours. To raise the volume of work to justify forty hours is the objective toward which he bends his efforts. Overtime beyond the "basic week" is at overtime rate.

Vacations with pay for both hourly and salary paid of service are standard.

For Better Cooperation -

His management philosophy is reflected in his often quoted statement:

"Every business is the product of the human beings who compose it..... and it can be no greater than they."

and again

"Hold a man responsible for results..... and give him every reasonable freedom to exercise his own brains to achieve the results expected."

Every three months he has a meeting of all his principal managers and after laying before them the current problems, he is accustomed to say, "You are the managers..... I would like to help." His philosophy of high office is that it serve.

For Better Relationships -

"Men of Good Will" is a phrase he frequently uses in speaking to his inner circle. When a difficult problem involving employe relationships is brought to him, the simple test he applies to the suggested solution is "Is it right?..... Is it fair?..... It is unthinkable that this organization do anything small or mean." Out of his philosophy has come an organization of more than 40,000 workers and 40,000 stockholders who have prospered because of peace and harmony of relationship - an organization marked by long service records, records of employment of fathers and sons, of fathers and daughters, of brothers - an organization of family solidarity. He rejoices genuinely in the individual successes of the humblest members of his organization.

For Better Employe Understanding -

When he talks to his employes, whether by word or through the printed page, he uses their language..... the terms of their daily life and daily means in telling them of the trend of the business. He speaks not of gross millions, but of dollars and cents that reflect the individual's part in the whole. He speaks of the pride and satisfactions that are to be had in building things of worth - in building well the products that serve human needs.

He often says, "I predict that ours will come to be known as a Lucky Organization. It will get the breaks." But his managers do not repeat that, for they see in it their leader's modesty. They know it is not Luck to guide wisely, firmly, in such years as 1938. They know that such consistent results through the years do not come from 'breaks'.

My nominee for the high honor of your Award, Mr. Editor and Committee, is Westinghouse's Andy Robertson - Andrew Wells Robertson, Chairman of Westinghouse Electric. Measure him by the results he has achieved, and those results you will recognize came through the power of quiet leadership - leadership of purpose, of pattern, of ideals, of objective, of courage, and of conviction.

Mr. Robertson is a man of vision who, I firmly believe, has caught that thing that when the final appraisal of our time is reached will be recognized as its distinguishing mark differentiating it from the days that have preceded - the thing that the poet so aptly defines,

"The strange identity of man as man."

It would augur well for industry, for democracy, for America, and for the world if more of our 'Captains' could catch the gleam that has come to this great leader whom I nominate as

The Outstanding Business Humanizer for 1938.

Sincerely yours,