October 4, 1938

To the Committee of Award
% Forbes Publishing Company
120 Fifth Avenue
New York City

Dear Sirs:

I have the honor to nominate as the business man who during the present year has done the most to humanize business Andrew Wells Robertson, Chairman of Westinghouse Electric & Manufacturing Company.

My right to make a nomination in this contest is based -

1) On a twenty five or more years of observations of industrial practices and relations in large numbers of American industrial plants north and south, among them the Westinghouse Electric.

2) On an intensive study recently made of methods of training and advancing men in the plants which Mr. Robertson directs.

3) The testimony of a large number of executives who work with Mr. Robertson in carrying out his ideas of humanizing business.

BETTER LIVING CONDITIONS:-

Mr. Robertson's program for conditions cover security, safety, industrial medical research, hospitalization, retirement, relief benefits, insurance. These were old words in his organization when they were new words in Federal and State enactment. Ten years ago he had raised the standards in his organization frequently above the present legal minima. In 1938 he has not only sustained but enlarged his efforts for better living conditions.

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WAGES:-

Mr. Robertson has always maintained a basic wage and salary wage equal to or above the levels of the communities in which his men work. In 1936 he inaugurated and has maintained through 1938 a unique and liberal wage and salary adjustment plan. 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%. Hourly rates are 38% higher in 1938 than they were in 1929.

HOURS:-

In August 1935 Mr. Robertson established a "basic week" of forty hours in all shops. Through the depression of 1938 his hourly employees averaged about thirty hours. He has struggled incessantly to raise the volume of work to justify forty hours. Over-time beyond the "basic week" is paid at over-time rates. Vacations with pay for both hourly and salary service are standard and have been maintained during the depression of 1938.

CO-OPERATION:-

Mr. Robertson has always sought the fullest co-operation of the entire body of men and women employed in the enterprises he directs. A basic plank in his industrial philosophy, as he explains it to his fellows, is that "every business is the product of the human beings who compose it, and it can be no greater than they." He has never ceased to emphasize the necessity of the free and full co-operation if the good of each employee is to be served. In every possible way he seeks to extend the idea in his enterprises to work out better and better methods of realizing it.

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VISION OF WORK IN THE FUTURE:-

The year of 1938 is distinguished by his enlarged vision of what work must mean in the future. His hope and belief is that a new conception of work will come. It will be "a happy exercise of man's desire to create and to accomplish something." He is doing his utmost to realize this new vision by securing for the men and women in the enterprises he directs not only better living conditions, wages and hours, but a better understanding of the meaning of co-operation in industry, the methods by which it is to be realized, while holding before them a new and more satisfying concept of the work they do.

Convinced as I am that co-operation and a new vision of the meaning of work are the largest possible contributions to the humanizing of business, and knowing no man who in 1938 has done so much to emphasize and advance these concepts I name A. W. Robertson for the Forbes Award.

Very sincerely yours

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