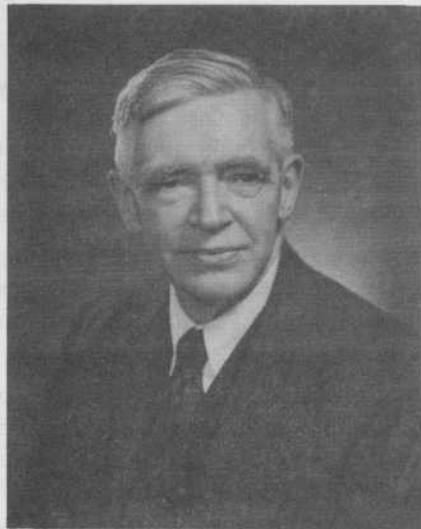


NEWS *Mr. McLeod* on the DOT

VOLUME 3 NO. 2

DEPARTMENT OF TRANSPORT STAFF PUBLICATION

MAY 1952



HONOUR "ANDY" THOMSON

Andrew Thomson, Canada's No. 1 Meteorologist and Controller of the Meteorological Division of the Department of Transport, was signally honoured on March 22 last when he was presented with the 1952 Gold Medal of the Professional Institute of the Public Service of Canada. The presentation took place at the luncheon which featured the 32nd. annual meeting of the Institute.



Here to study the operations of Canada's marine and canal services with the Department of Transport, two young engineers from Pakistan are welcomed by Departmental officials. In Canada on a one year fellowship under the Colombo plan, these two Pakistan engineers will study the application of Canadian methods to the rivers of East Pakistan and particularly the Ganges. Left to right are shown C.W. West, Director of Canal Services, H.V. Anderson, Director of Marine Services, B. Husain and P.B.A. Salim. (See also page 9)

In making the presentation, Institute President Harold McLeod quoted from the report of the Board of Award Judges which stated that "Mr. Andrew Thomson has acquired for himself an enviable position in world meteorological council. He carries high the banner of Canadian science. The Medal of the Professional Institute of the Public Service of Canada is a fitting tribute."

The judges' report further said that "One of the most striking developments in the meteorological service under Mr. Andrew Thomson's direction has been the work in the polar areas. With the rapid development of aerial service in the far north, and with the increasing importance of that area from the standpoint of defence, the need for meteorological knowledge, day by day, has become urgent."

"Mr. Thomson has shown foresight and vigour in developing this important service. The scientific progress in meteorology both in ground level and upper air altitudes, for which Canadian meteorological officers have been responsible, is being widely recognized."

In responding, Mr. Thomson said that "the credit for winning the medal should go to the members of the Meteorological Staff," which he said, was a very large team with some 1500 players serving in some 1100 stations. "The medal is awarded to a team, extraordinarily scattered, but who, thanks to communications, play together with unbelievable smoothness."

In his kindly manner, Mr. Thomson likened the Meteorological Service to a village cricket team he had seen many times in his nine years' stay in Robert Louis Stevenson's island of Samoa in the southwest Pacific. "It wasn't a regular cricket team with a captain and ten men on a side, but the whole village - men and women, boys and girls - played as one team against the team from a neighbouring village. When a team won, it was through the combined efforts of the entire village."

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Andrew Thomson Receives Gold Medal. Left to right, Dr. O.M. Solandt, J. Stuart McGiffin, Mr. Thomson, President Harold McLeod, Hon. P. Martin, Min. of Nat. Health and Welfare, Hon. L.B. Pearson, Min. of External Affairs.



Left to right - back row - B.J.C. Scarfe, A.J. Becker, F.M. Skinner - front row - E.J. Brassara, K.A. Bersea, F.J. Dunbar, OIC Dog Creek Range, holding black gun.

Photo by A.J. Becker

The staff of the Dog Creek Radio Range are dressed in the garb typical of the Cariboo where the station is located 50 miles south of Williams Lake, the cattle centre of British Columbia.

In fact, it is situated almost in the centre of the vast rolling range land of the great Circle S Ranch. To the south and west across the Fraser

THE DOG CREEK RADIO RANGE *Rustlers*



River, the vast expanse of the Gang Ranch lies in the lee of the towering Coast Range. In the Alkili Valley 20 miles to the North are located Alkili Ranch and Alkili Indian Village. Beyond Williams Lake the Chilco Ranch spreads to the northwest.

Often when enroute to town for supplies the staff are required to herd cattle from the road which is done with our Ford V8 since none of us can ride a horse.

We had considered using this medium to advertize low priced beef but the sheriff is hot on our trail and even we have to pay \$1.00 per pound for hamburger.

NEW WEATHER OBSERVING STATION

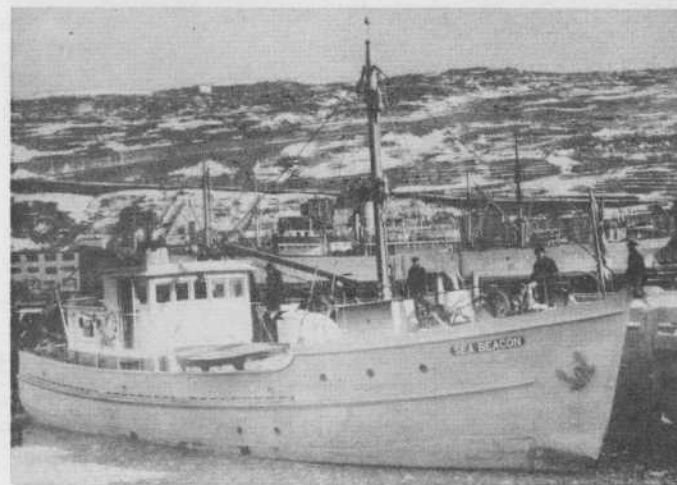
Road maps of British Columbia show a route northward from the central interior town of Vanderhoof, on the C.N.R. west of Prince George. A fairly busy gravelled highway for the first forty miles, it carries freight and tourists to and from Fort St. James, a bustling lumbering community on Stuart Lake, where the Hudson's Bay Company established its trading post over a century ago.

During the recent war, the next twenty-odd miles saw special traffic connected with a valuable mercury mine at Pinchi Lake. Now for the most part only tourist cars venture beyond Fort St. James. Licence plates from as far as Texas, and from most States between, are seen each summer and fall, as visitors laden with camping, fishing and hunting gear point their radiators toward the Arctic Divide. Across this flat ridge, only about 75 miles north of Vanderhoof, they are in the vast drainage basin of the Peace River, and in these north-flowing waters are the Arctic grayling which tempt anglers to return year after year.

This is the country of the Nation River, and beyond are lakes and streams and mountains where gold has been panned and sluiced, and other rich minerals dug, where prospector, trapper and hunter are in their own element. The road, a rough track past the Nation, continues for 65 miles until, past Manson Creek of mining and Hudson's Bay fame, it comes to an end at the Omineca River. There lies tiny Germansen Landing, now one of Canada's newest weather observing stations.

The location was chosen as one of great value in the network of observing points, to fill, in part, the large gap between Prince George and Smithers to the south, Fort St. John to the east, and Fort Nelson, Dease Lake and Telegraph Creek to north and west. Here it gives warning of the southward flow of Arctic air, and marks the passage eastward of Pacific moisture toward Alberta.

Instruments were installed by E.D.M. Williams, Meteorological Inspector, Vancouver District. In charge of this station is Weather Observer Fred E. Brumblay, local postmaster, storekeeper, and host to tourists. Three times daily his report on local weather goes out over his radiophone to Dease Lake, where a Radio Division operator relays it to Watson Lake to be placed on the Meteorological Division's northwest teletype circuit. It thus becomes incorporated in the mass of weather data required by the forecast offices at Vancouver, Edmonton, Winnipeg, Regina, Calgary, Victoria, as well as Seattle, Billings, Salt Lake, San Francisco -- and perhaps more. So each observation of wind, cloud, temperature, humidity and precipitation has international significance.



The new lighthouse vessel "Sea Beacon" which has but recently been turned over to the St. John's Newfoundland marine agency. Built for the Department of Transport at the Clarenville shipyards, the vessel is 65 feet long and 15 feet 5 inches wide and is powered by two 75 h.p. diesel engines. The "Sea Beacon" will be used in servicing lighthouses, navigational buoys and other facilities along the Newfoundland and Labrador coast. Captain R.J. Randell of the Department took the vessel over.

FROM PILOT TO PROPS

After hours

As a relaxation from his somewhat arduous task of testing aircraft, Desmond Murphy, DOT's Chief Test Pilot, enjoys making props for the different presentations of the Ottawa Classical Ballet. Making paper mache fruit, bells, flintlock rifles and even trees, animals and other props for the ballet requires considerable ingenuity and skill to say nothing of artistic ability. His main achievement has been a boar's head on a platter with realistic ears and ugly tusks.

When he is not test flying a new jet aircraft, attending a convention, or carrying out departmental investigations in some other part of the country, Des Murphy is often to be found in his home workshop, elbow deep in paste-pot, masking tape, old newspapers and paint.

After deciding on an object and making foundation shape, strips of newspaper soaked in glue are applied until the proper modelling has been completed. When dried, the various props are painted in keeping with the requirements of the ballet scenery. The great advantage of the paper mache articles is the lightness of these props which have to be carried by the dancers in their skilful evolutions.

In making the apples shown in the accompanying picture, Des Murphy first greased the fruit, then



covered them with layer upon layer of newspaper cut in narrow strips. When the glue was hard, he cut the apples in half, removed the real fruit and pasted the shells together again. They were then painted.

As Mrs. Murphy is president of the Ballet Appreciation Society which sponsors the Ottawa Classical Ballet, Des was bound to become involved sooner or later. Mrs. Murphy came home one night in a great state when they were planning to present Coppelia and said "Desmond, we've just got to have a bell and I don't know where to get one." He stayed awake until four o'clock that night by which time he had figured out how to make the necessary prop. From then on props have been a mainstay of his leisure hours.

STRIKES AND SPARES

On April 16th, the finals were held for the Montreal Airport D.O.T. Bowling League between the Cubs and the Schmoos, under the captaincy of H. Gourdeau of Airways and R. Brooker of Meteorology respectively. The Schmoos eliminated the Cubs in three noisy and hard fought games to claim the championship for the 1951-52 season, thus gaining possession of the coveted D.O.T. Bowling League Trophy.

The annual banquet took place on April 30th at the Town of Mount Royal Community Hall. This year each member of the League was asked to bring either his wife or her husband, or a guest. Following a substantial turkey dinner topped off with apple pie a la mode, the President, D. Grenier, presented the team championship trophy to the Acting Captain (in the absence of the Captain) of the Schmoos. Among the ladies, Miss C. Uchida carried off all the honours, chalking up the high average, high single and high triple. In the men's section S. Hall (high average), H. Murphy (high single) and W. Woodley (high triple) received awards for their achievements.

FOR CURLERS ONLY

Winnipeg

"What to do for exercise?" asked one of the outdoor types. After racking our brains, someone came up with a solution.

"Let's curl."

Davie Silverberg with pencil and paper surveyed the whole staff and came up with the following information:

1. There were thirty-two who were willing to make a try at it.
2. Sixteen had curled previously including the one-game veterans.
3. We could get ice at the West Kildonan Curling Rink.

What else could we ask for? Then began the process of forming rinks. That proved a problem. The skips were chosen on the merit of their previous experience, i.e., all those who had curled one full season or more were to stand to one side. Anyone with a nodding acquaintance with a broom was automatically made a third. Then the seconds

Continued on Page - 10



The Department of Transport's Marine Sub-Agent at Port Arthur, Commander E.O. Ormsby, RCN (R) is shown here greeting the Royal Couple. As Commanding Officer of HMCS "Griffon" at Port Arthur he was in charge of arrangements for the Royal Tour reception at the Lakehead. The photo was taken at the DOT's airport at Fort William and it was at this spot Her Majesty inspected the Royal Guard. Others in the photo, reading from left to right are: Rt. Hon. C.D. Howe, Mayor H. Badanai of Fort William, Mrs. Howe (the last two are partly obscured) Mrs. Badanai, Mrs. Robinson and Mayor F.O. Robinson of Port Arthur.



Sunny, Fair with Showers



CALGARY C.B. Cooper

A very successful staff party was held recently at the home of Miss Marion Peterson, one of the observers in the Met Service.

Most of the members who were not on duty and their wives attended. The evening was spent in dancing and games and a very good time was had by all. It was generally felt that this should be done more frequently in the future.

During the evening several pictures were taken by A.F. McQuarrie, Officer in Charge.

Allan McQuarrie was a delegate from the Alberta district at the annual meeting of the Professional Institute of Canada, held in Ottawa, March 21-22.



CALGARY MET STAFF ENJOY A PARTY - STANDING (LEFT TO RIGHT) N. ZAMOLSKY, BOB VERGE, BOYD WILSON, BERT HARTWELL, GEORGE BUSCHE, MRS. HARTWELL, MRS. M. MASON, MRS. BUSCHE - CENTRE ROW - NICK ZAMOLSKY, MRS. VERGE, MARION PETERSON, MURRAY MASON, MRS. N. GASKARTH, MRS. WILSON - SEATED - TOMMY DAVIDSON, MRS. DAVIDSON, MRS. C. COOPER, CED COOPER, PART OF NORMAN KILBACK'S HEAD, MARY KRIGOVSKY. (ALLAN MCQUARRIE IS NOT SHOWN - HE TOOK THE PICTURE.)

HEAD OFFICE

The Controller of the Meteorological Division, Andrew Thomson, was honoured recently by the award of the 1952 Gold Medal of the Professional Institute of the Public Service of Canada (see story elsewhere in this issue).

A very successful annual meeting of the Air Services Civil Service Association was held in Toronto on March 25. Mr. K.B. Fox presided at the function which took the form of a combined dinner-dance-business affair. About sixty guests and members were present. Officers elected for the coming year are: K.T. McLeod, President; F.W. Rayfield, Vice-President; Isobel Bagnell, Secretary; Fred Page, Treasurer; F. Hughes, C. Brint and Eva Omoto, district council delegates. The outgoing executive were accorded a hearty vote of thanks, and honoraria were voted L.T. O'Neill, John Laraway and Bernice Hall.

The following item appeared in the consolidated progress report of the Edmonton Air Services District: "A press release was made consisting of a story on the effects of the coal wave in January at Snag as applied to living conditions. The story was prepared by L.E. Mann,

Met. Assistant at Snag." We can only suggest that the caption for this release should read: Snag Solves Fuel Problem; perhaps we should all go to the Yukon for low cost fuel.

Bob Graham, erstwhile OIC, Main Meteorological Office, Dorval, has arrived at HQ to take up his new duties as Superintendent, Trans-Oceanic Aviation (or as John Wingfield would say, trans-o-scenic).

Fred Page, verification expert on aviation forecasts, got off Toronto Island in the nick of time, bought a new home in Islington, just as 10-foot waves were breaking over Ongiara Avenue, his old-time hangout.

Only a few Meteorological Offices have responded to HQ appeal for items for "News on the DOT". On the honours list are: F.M. McCallum (Watson Lake, Yukon); W.A. Craigie (Kapuskasung); C.B. Cooper (Calgary); Tommy Davidson (Calgary). How about it, all the rest of you: pictures, cartoons, poems and prose of your comings and doings. Send it to HQ as soon as you get it; don't let it pile up. We'll print it - if suitable.

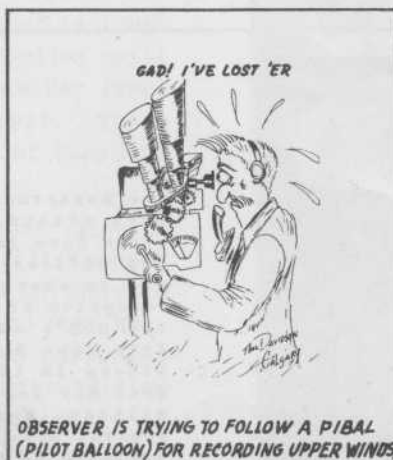
Mac (R.M.) Clelland, radiosonde expert, newly wedded on March 25th. His bride and he will occupy the departmental house on Toronto island, headquarters for radiosonde trainees. This home, by the way, is the only floating radiosonde station in the world, now that the island is underwater. Mac's house, sitting a scant six-feet above high tide, has the only dry basement on the island.

KAPUSKASING KAPERS Jerry Craigie

As old Sol begins to set later each day, the staff at Kap. are anxiously looking towards the Spring and its warmer weather with various motives. Jim Dunlop and "Shorty" Upton, our two ardent gardeners, are busy leafing through their various seed catalogues, while Jerry Craigie plans for the building of his Summer cottage at Remi Lake. A considerable portion of Norm Seguss's time is spent polishing and oiling his golf clubs and fishing tackle.

"For He's A Jolly Good Fellow", is the theme in order for Eric Gillies who will be reporting to Sudbury in the near future. Eric arrived at Kap. shortly before Christmas to act as relief man while the remainder of the Kap. staff took their Annual leave.

Congratulations are in order for Jim Dunlop on the successful results obtained on his Barrier Examination. What, no cigars Jim?



Across Canada with D.O.T. Reporters

MONTREAL

A move, in order to enhance the already harmonious relations within the Montreal District Air Services Branch, was made during the month of December 1951. A meeting of the Montreal District Office Air Services employees was called with a view to organizing a recreational association. It was unanimously agreed to form such an association. A slate of officers was elected as follows:- President, C.H. Skelton; Vice President, D. Grenier; Treasurer, S. Hall; Secretary, Mrs. C. Daniel.

It was unanimously agreed, also, that the District Controller of Air Services be made an Honorary President, and Mr. de Niverville graciously accepted this position.

The association is to be known as the 'Montreal District Air Services Club'.

H.M. Hutchon, formerly Met Liason Officer at Ottawa, reported here on the 17th to take over the duties of District Meteorologist, R.C. Graham, who was transferred to Toronto Headquarters to the position of Superintendent, Trans-Atlantic Weather.

R.C. Graham left Montreal for Toronto on the 29th of March. On the eve of his departure, a farewell and presentation party was held in his honour in the district offices, which was attended by all District Officers and O.I.C.'s of local Units.

AT THE QUEBEC CONTROL TOWER

Aviation, possibly more than any other form of transportation, calls for the maximum in resourcefulness and alertness. Air traffic controllers, the men in the control tower at the airport, who guide the aircraft safely to land, have certain duties to perform in bringing home aircraft and patrolling the air lanes. There are, however, unusual situations where the book of rules cannot be used and the controller is often called upon to use his own ingenuity which in this industry pays dividends in the saving of lives and aircraft.

Take one snowy day last January, the scene was the Quebec airport tower and Bill MacKay was on duty. Two visiting Harvards contacted the tower by radio and advised Bill they were very low on fuel and unable to confirm their positions although they were 'contact at 500 feet' with very poor visibility. Luckily, for the pilots, Bill MacKay had a good knowledge of the countryside around Quebec. With a mental picture of it, he requested the pilots to keep him advised of any prominent landmarks that they might see as they flew along. Shortly thereafter, they reported they were over an island with a long bridge running in a northerly direction. At the far end of the bridge was a two lane highway running in an east-west direction. Bill immediately concluded that the bridge was the one from Isle de Orleans east of Quebec and that the highway was the one from St. Anne de Beaupre to Quebec City. He advised the pilots to set course at 240 Deg Magnetic which should bring them in the vicinity of the airport. In a few minutes they reported that they had the city in sight and shortly afterwards with more checking of landmarks and advice from Bill they landed safely at the airport with barely enough fuel left in their tanks to taxi onto the tarmac.

It is not hard to imagine the probable fate of the crew of these two aircraft if an alert, resourceful controller had not been on duty at the time of the incident.

RECENT CHANGES IN A.T.C.

Mr. Garry Fee, a very popular controller at Montreal Tower has been promoted to Senior Controller of the Ottawa Tower. Garry assumed his new duties on April 1st. We were very sorry to see him go but wish him success and happiness in his new post.

Mr. Dick Whitall, an air traffic control assistant at Montreal Tower has been promoted to Air Traffic Controller Grade 1 at Windsor Tower. Dick reported to Windsor on April 8th and I am sure he will be as popular with the staff there as he was at Montreal.

There have also been some recent transfers in the district. Fred Finnie, Air Traffic Control Assistant at Montreal, was transferred to Cartierville Tower. Rene Proulx, Air Traffic Control Assistant at Cartierville, now at Montreal Tower as an Air Traffic Control Assistant. Rene Charrette, Airport Attendant at Cartierville, transferred to Montreal Tower as an Air Traffic Control Assistant.

GOOSE BAY

The March issue 'News on the DOT' reported the death of Radio Operator S.L. Higham at Goose Bay. Mr. Higham had been stationed there and was occupying a departmental dwelling, together with his wife and four children. His passing was so sudden that his family were left with practically no immediate means for the consequent heavy expenditure which, of necessity, must be borne in such cases. When news of the tragedy and the plight of the family became known, it appears that the DOT area at Goose became electrified and in less than 24 hours, a fund of \$1,600 had been collected towards the immediate needs of the family.

H. Whitney, the DOT Agent at Goose, was the prime mover in the latter incident. We quote Mr. Whitney, in part, as follows: 'The tragedy has shown the generosity and kindness of fellow-workers at Goose. I am sure that no woman, in the face of tragedy, need feel that she would be left entirely on her own, as there was not a man or woman in the area and, in cases, outside the area, who did not come forth with help and suggestions.'

C.H. Skelton.

Montreal District News Reporter.

JOTTINGS FROM NEWFY

SORRY, NO FEMALE SERVICE

It has been announced that a new Post Office is to be opened on Belle Isle, N.E., this spring and a regular air mail service will be inaugurated. This will be welcome news to the personnel stationed in this isolated spot, who look forward keenly to the receiving of mail and unless my guess is wrong, the dropping off of an odd female would also be appreciated, and would help brighten things considerably.

OCCUPATIONAL HAZARD

I went out to send a Pibal up,
Quite cheerful and light of heart.
Tramping bravely into the cold,
Willing to do my part.

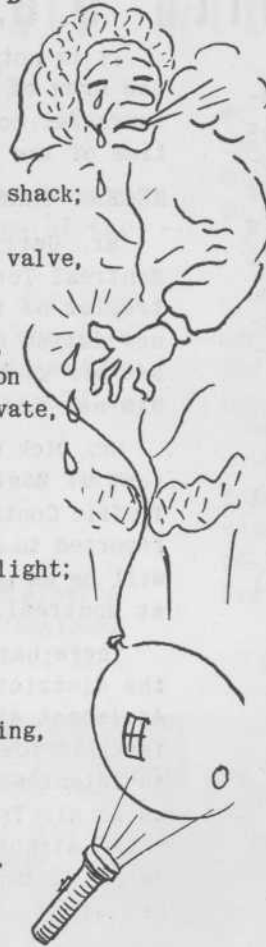
I opened the door of the hydrogen shack;
(How else was I to get in?)
Mounted balloon and turned on the valve,
The gas began to seep in.

As the balloon was slowly filling,
My thoughts flitted thither and yon
Of worries I have but they're private,
And not to be written upon.

When the Pibal was fully inflated
I tied it and fastened the lamp;
Picked up the board and the flashlight;
For up on the roof I must tramp.

I removed the theodolite cover,
The balloon in the other hand.
The flashlight was up on the railing,
Everything perfectly planned.

I tried to lower the theodolite,
But it seemed quite tightly stuck.
Normally the process is easy,
But I have the darndest luck.



So I took a hold of it firmly;
Good grief but that thing was jammed.
I gave one good heave and it loosened,
And came crashing down on my hand.

Did you hear a scream? Well you should have;
For it pained like the fires of hell.
The blood spewed out like a fountain,
My thumb had been punctured quite well.

A bolt had gone through my mitten,
Piercing the thumb nail and meat.
By gad but it ached, and the numbness!
I felt I was pretty well beat.

But I struggled to light the lantern,
Released the balloon to observe;
But after I'd taken eight readings
The pain caused my sight to be blurred.

So, nuts to the whole blooming business
I decided, and ran down the stairs,
And into the warm cozy office,
With someone my sorrow to share.

So that's how my hand got mangled,
And I swear it's the truth, not a yarn.
I'm glad I could tell it to someone,
Even though you may not give a darn.

F.M. McCallum,
Watson Lake, Yukon Terr.

ANDREW THOMSON - Continued from Page 1

Thanking the President of the Professional Institute for the Gold Medal which had been presented to him, Mr. Thomson referred to the fact that this medal had been awarded to a group of distinguished civil servants over the years. "It is a great honour indeed to be included in such a roster of men who have added honour and distinction to the Civil Service although I must confess my own work seems very small indeed compared with theirs."

The presentation of the Institute Gold Medal to Mr. Thomson took place before a large assembly of members of the Institute, Cabinet Ministers, Diplomats, Deputy Ministers and honoured guests. Included among these were Sir Robert Watson Watt, father of radar, vice-president of the Institute of Professional Civil Servants of Great Britain and a personal acquaintance of Mr. Thomson of some 30 years standing; Dr. O.M. Solandt, Director of Defence Research Board; and Dr. M.M. MacOdrum, President of Carleton College, one of the three Medal Award Judges. The other two eminent educationalists who adjudged the submission, Dr. R.C. Wallace, former Principal of Queen's University, and Very Reverend J.C. Laframboise, Rector of Ottawa University, were unable to attend.

Canada's Controller of Meteorological Services was nominated for the highly prized Gold Medal of the Professional Institute of the Public Service of Canada by his own Deputy Minister, J-C. Lessard, by Dr. C.J. Mackenzie, President of the National Research Council, and by Professor T.R. Loudon of the University of Toronto. In their nomination they stated that Andrew Thomson "has brought credit and distinction to himself, the Meteorological Division and the professional Civil Service in Canada. He has also earned for himself and the Division a position of esteem and respect in international meteorological circles."

Andrew Thomson has had a highly interesting and varied scientific career. After joining the Department of Terrestrial Magnetism at the Carnegie Institution of Washington he enlisted in the United States army but was seconded to serve as personal aide to Thomas A. Edison on defence projects. In 1919 he was physicist on a solar eclipse expedition to the interior of Brazil. This was followed by being placed in charge of investigations on atmospheric electricity on a 26-month round the world cruise aboard the research ship "Carnegie". In 1922 he was appointed scientific advisor to the Apia Observatory, in Samoa, and the following year was appointed its Director. In 1929 he was appointed Aerologist for the Dominion of New Zealand. This was followed by a year in advanced studies in Meteorology at leading European Research Institutions.

Returning to Canada in 1931, Andrew Thomson was appointed Chief of the Research Division of the Meteorological Service of Canada, followed by his promotion to Assistant Controller in 1939, and Controller in 1946.

KAPUSKASING KAPERS - Continued from Page - 4

A sad note crept into a usually cheerful office recently upon hearing of the death of Norm Seguss's father. Mr. Seguss passed away while on duty with the Ottawa Fire Department.

The installation of a drop-style map Analysis Plotting Board has greatly increased the ease and efficiency of the staff in the briefing of pilots. This chart together with a plotted map prognostic, current sequences, field conditions, and up-to-date route forecasts are conveniently displayed in the office. Since its installation a few weeks ago, the pilots of R.C.A.F., Private, and T.C.A. aircraft have expressed their appreciation for its aid in helping them obtain a weather picture over the route they expect to fly.

HUMAN RELATIONS

A NEW ART BRINGS A REVOLUTION TO INDUSTRY

"If it were desired to reduce a man to nothing," wrote Fyodor Dostoevsky in *The House of the Dead*, "... it would be necessary only to give his work a character of uselessness." In the 20th century, such a character of uselessness was, in fact, imposed on much of the work done in American factories and offices. It was not a sudden occurrence; it was the result of a long historical process, sped by typical American haste and thoughtlessness.

The Industrial Revolution, which replaced the tools of the independent workmen with machines owned by lenders of capital, had transformed handicraftsmen who were their own bosses into hired hands subject to the orders of managers. Gradually, men felt themselves swallowed by a vast, impersonal machine, which rubbed away their self-respect and, in a way, their identities. In anger against this betrayal of the human spirit by the Industrial Revolution, millions of workers listened to the false promises of Marx's counterrevolution which, as Russia has proved, offered only greater loss of self-respect and, in the end, slavery.

Now a second Industrial Revolution, quieter but more profound, is sweeping through U.S. industry. Its name: Human Relations in Industry. Its purpose: to give the American worker a sense of usefulness and importance (and thus improve his work). Its goal (stated in one sentence): to make life more fun by making work more meaningful.

DOT Seeks to Develop Its "Human Relations"

'Time's' article on *Human Relations* is a fascinating review of a new approach to one of our oldest problems -- how to get along with other people. In its simplest terms, it is the art of living with your own family and your neighbours; it becomes progressively the art of living with people beside whom you do your daily work; and finally, a means by which nations can live together in peace and harmony. It is not strange then, that the principles that apply in getting along with your family and friends can be applied to getting along in your work, or in the dealings of business with business, and nation with nation.

In the Department of Transport, the conception that lies behind *Human Relations* programmes is being carefully studied. Already nearly 100 members of the Headquarters' staff have taken part in a short course in *Job Relations*, an important phase of such a programme.

Job Relations Training is designed to help maintain good morale and to assist in dealing with work problems. Its greatest emphasis is laid upon the acceptance of people as individuals who are entitled to both recognition and respect.

During the winter months, the Civil Service Commission has been conducting a course in *Counselling Techniques*. Two of the Department's Staff Training Officers have attended this course to study methods of helping people, not only with work problems, but with career planning; and to learn about employee welfare.

From this experience, a training course in *Human Relations* is being developed for the benefit of the whole Department.

The Shovelers & the Spinners

The seeds of this change were sown by two great pioneers whose names are scarcely known—Frederick Winslow Taylor, a onetime day laborer, and Elton Mayo, an Australian immigrant turned Harvard sociologist. Their work did not seem related, but it was. Taylor, who died in 1915, was the father of scientific management; he increased industrial production by rationalizing it. Mayo, who died in 1949, was the father of industrial human relations; he increased production by humanizing it.

While working at the Midvale (Pa.) Steel Works in the 1880s, young Taylor made a discovery: it was the workers, not the bosses, who determined the production rate. The workers could go only so fast because, having learned their jobs by rule of thumb, they wasted steps, motion and time. Using a stop-watch, Taylor found that he could determine the most efficient speed for every operation by breaking it into its component parts.

Later, for Bethlehem Steel, he studied employees shoveling ore, coal, etc. He found that because they used different sized shovels, output varied widely. Taylor tried the workers with a shovel holding 34 lbs. of ore, then shifted to a shorter shovel holding 30 lbs. For every reduction in the load, each man's daily tonnage rose—until a 21-lb. load was reached. Below that, output fell. Taylor set 21½ lbs. as the ideal shovel load. Result: the yard force was cut by two-thirds, yet daily loadings rose from 25 tons per man to 45.

Taylor's pioneering in time and motion studies helped bring the mass-production era which enabled workers to raise not only their output but their wages as well. Taylor's own ruling motive, as Justice Brandeis observed at a memorial for Taylor, was to help his fellow men. Yet he also created a monster. By gearing human operations to the precision of machines, Taylor's system caused management to think of workers as little more than machines that had to eat. Since the only measure of efficiency was the utmost utilization of time, men were subjected to the intolerable nervous strain of the "speed-up," where assemblies moved always a little faster than men's natural work pace.

A point came where greater "efficiency" no longer yielded greater output. Example: at a Pennsylvania textile plant where the labor turnover in one of the spinning departments was 41 times higher than elsewhere in the plant, efficiency experts in 1923 set up various wage incentives, yet production remained low and spinners kept quitting. When Elton Mayo was called in, he discovered the men were poor producers for a reason which had not occurred to anyone: they were unhappy. The machines had been set up so as to deprive the men of virtually all human contact with one another; lonely, they fell into melancholy and hypochondria. Mayo prescribed four daily rest periods when the workers could relax, brought in a nurse to whom they could complain. The change wrought by these two relatively minor steps was startling. Turnover immediately diminished; production for the first time reached the established quotas.

Four years later, something even more startling happened. At its Hawthorne Works near Chicago, Western Electric tried to determine the effects of lighting on the worker and his output. As a test, it moved a group of girls into a special room with variable lighting, another group into a room where lighting remained as before. To its amazement, production shot up in both rooms. When the lighting was reduced in the first room, production continued to rise. But it also kept rising in the second room. Not until Mayo was called in to make tests of his own did the company discover what had happened. The simple answer: both groups were producing more because they had been singled out for special attention. The excitement of the experiments made them feel that they were no longer mere cogs.

Mayo's Hawthorne experiments were widely hailed as a landmark in social science. Actually, they revealed nothing which could not have been learned from any factory hand: every human being likes to feel that his work is important, that the boss is interested in him, and appreciates what he does. In a sense, the importance attached to Mayo's findings is a measure of the indifference to people into which management had fallen in its singleminded pursuit of Taylor's efficiency. Because of this indifference, the deep-rooted mutual interests of workers and management, as partners in production, were lost in shallow attitudes of suspicion and hostility. The folklore of each nourished a class warfare disturbingly like that which Marx had predicted.

The Myths of Labor & Capital

In the accepted myths of hardheaded, hardfisted management, tenderness was weakness; workers could not be "coddled" lest they loaf; the only drives to which they responded were greed (more money) or fear (of dismissal). To praise them was simply to invite increasing demands. Workers, for their part, nursed long memories of hired spies who betrayed their unions and of uniformed thugs (e.g., the "coal & iron police") who smashed them.

In labor's mythology, management was a silk-hatted capitalist who automatically opposed anything good for the workingman; by reflex, the worker opposed anything management favored.

For Mayo's new science to make headway in this charged atmosphere, there had to be a great change in basic attitudes. The change began with the U.S. Supreme Court's 1937 decision upholding the Wagner Act; it made management realize it had to learn to live with unions. The change was sped by World War II, which not only brought the patriotic necessity for the U.S. industrial machine to achieve maximum output, but flooded the labor force with millions of housewives and other new recruits relatively free of the old suspicions and hostilities.

Management began to learn that the once-feared unions themselves held potentials of higher production. In Pittsburgh, the United Steel Workers challenged one management to name its most productive department. Then the union boosted production there by 210% in a month. In the Toronto plant of Lever Bros., union and management, working together, trimmed the payroll from 693 to 512, the wage bill by 17%, yet achieved greater output in a 40-hour week than in 48 before.

Moreover, housewives coming into war plants were amazed to discover that they could far exceed the normal output of old hands. At a big Cleveland war plant, one housewife found that she could easily produce 800 grenade pins daily, *v.* the plant quota of 500. When fellow workers warned her to slow down, she discovered another thing: old hands deliberately limited their output from fear that Taylor's time-and-motion-study disciples would cut their pay rates by raising production quotas. More & more managers realized that maximum output could be realized only by finding ways to remove these old fears.

In dozens of plants, surveys of employees exploded the prize cliché of management's folklore—that workers wanted only more money. Actually, higher pay rated far down the list of workers' desires. For example, 100 shop workers who were polled by Psychologist S.N.F. Chant on twelve alternatives rated "high pay" as sixth. The Twentieth Century Fund found that wage disputes, the ostensible cause of 80% of all industrial conflicts, are only secondary causes: "Some of the industries most plagued by strikes . . . are among those where the highest wages are being paid." After ten years of polling workers, Elmo Roper concluded that their four chief desires are 1) security ("the right to work continuously at reasonably good wages"), 2) a chance to advance, 3) treatment as human beings, 4) dignity.

Yet the alarming fact, as agreed by all investigators, was that modern industry largely frustrates these desires. Detroit Edison, in a poll of its 11,000 employees, found that 43% did not believe that the company was "really interested" in their ideas. After a study of the auto industry, Author Peter Drucker, management consultant, concluded that the average worker regards his status as frozen, with little hope of advancement, and hopes to keep his sons from doing the same work.

There was equal agreement on the causes of such widespread discontent and emotional frustration. Businesses had grown to such a size that the average worker lost all sense of personal contact with his employers. The constant increase in mechanization took away his sense of personal pride and self-identification with the final product; frequently he did not even know the use of the part he made. The robot nature of many tasks thwarted the craving for prestige; the hope of advancement was lost in the growing tendency to choose management material not from men up from the bench, but from young, college-trained technicians.

The New Managers

These discoveries came to a head at a time when U.S. management was best equipped to do something about them: management itself had undergone a revolution. Death and taxes had all but eclipsed the great owner-management dynasties epitomized by Carnegie, Ford and Rockefeller. In their place had come the professional managers, the engineer-trained technicians, *e.g.*, Du Pont's Crawford Greenewalt, General Electric's Philip Reed, General Motors' C. E. Wilson, Standard Oil's (N.J.) Frank Abrams. They took over industrial societies grown so huge that the average owner (*i.e.*, stockholder) seldom exercised more than theoretical control. Profits were still the test of efficiency, and a fair return to the stockholder a prime duty of management. But the tremendous diffusion of ownership enabled the professional manager to give first concern to the economic health of the whole corporate body, in which the welfare of workers was as vital as that of stockholders. Since increased welfare promised greater efficiency, the new managers welcomed experiments.

In Marion, Va., the Harwood Manufacturing Co., which had 600 employees, mostly women, making pajamas, discovered that whenever it changed the work, only one-third of the workers ever got back to their old output rate. Many others quit, and most union grievances followed such changes. The company tried an experiment: one group was simply told of the change, another was told of the necessity for it and permitted to work out for itself the necessary revisions in quotas and rates. Result: its production quickly passed the old average of 60 hourly units per

worker, and reached more than 80. The first group barely exceeded 50 units, and 17% of its members shortly quit. It also filed a complaint with the union that the new rate was "unjust," although investigations proved it generous. Yet when the survivors of this group were trained in the new way, they went up to a score of 73 within eight days.

At Detroit's Bundy Tubing Co., which had a history of ill will against the speed-up and fear of cuts in output rates, every attempt to boost production by special incentives had failed. The company offered the union a novel proposal: set a certain standard for labor costs, and let workers and management share all the savings when increased output drove costs below that figure. Not only did production beat all records, but the workers themselves began prodding slackers and berating absentees.

These lessons have borne fruit. In most big U.S. corporations, the new field of human relations is regarded as important, and equally as promising, as industrial research. Ford Motor Co. is spending millions to explore the untapped potentials of man. General Motors, the world's biggest industrial corporation, is drawing useful lessons from its World War II experiences.

At one G.M. aircraft parts plant, the manager almost turned down the offer of a visit by a combat-scarred B-17 and crew; he feared it would disrupt production. Instead, output shot up, not because the workers were thrilled by the bomber, but because the maintenance crew told them for the first time what the parts they made were used for. Another G.M. plant, which had to train workers to make carbines, had each new employee shoot the actual carbine, take it apart to see the significance of the part he would make. Despite their lack of skill their output was high.

Other companies are tackling the problem of size and resulting loss of individual identity. Robert Wood Johnson, whose family's famed Johnson & Johnson had grown up as a huge plant at New Brunswick, N.J., decentralized much of it into small, new, ultra-modern factories, each making a single product line and small enough so that the president can usually call every worker by name. Not only has Johnson & Johnson been free of strikes, but the C.I.O. Textile Workers union is the first to praise its enlightened methods.

Many plants are encouraging their workers at self-government through broadening their corporate responsibilities. Parker Pen replaced the hated time-clock with an honor system, found that tardiness virtually vanished. The Commerce Trust Co. of Kansas City met the time loss from the morning "coffee rush" by providing free coffee.

A new concept of the role of employers and employees in the corporation is being formed. Some examples: Pittsburgh's Wiegand Co. lends money, interest free, to employees who need it to buy homes, etc.; Allegheny Ludlum Steel holds "open houses" to let families see what their breadwinner does, and production goes up on visiting days; Weirton Steel now tags almost everything moving through the plant to let workers know what it will make.

The New Philosophy

Actually, far from being an occult science, human relations is nothing more than good will—and applied common sense. Much of it depends on simple things, such as making a plant more comfortable, and a friendlier place to work. Virtually every big company now sponsors plant bowling, baseball, dances, etc.; Westinghouse abets employee operettas, orchestras, picnics, even shows movies in its plants during lunch hours.

Yet that does not mean that every employer has seen the practical value of the new concept, or has accepted it. Some bitter-enders still regard any concession to the workers as a threat to their own authority. Others sometimes do more harm than good by doling out favors with an air of paternalism. Said one Kansas City industrialist: "We give our employees a Christmas party and that keeps 'em happy until we throw 'em a summer picnic." Still others have made the mistake of trying to create good human relations by mere words.

But by & large, the intent of this swiftly growing trend is not only genuine, but represents a movement toward an entirely new philosophy of management.

Nowhere has this new philosophy been better expressed than by General Foods' Chairman Clarence Francis at a postwar convention of the National Association of Manufacturers. Said Francis: "You can buy a man's time, you can buy a man's physical presence at a given place; you can even buy a measured number of skilled muscular motions per hour or day. But you cannot buy enthusiasm; you cannot buy initiative; you cannot buy loyalty; you cannot buy the devotion of hearts, minds and souls. You have to earn these things . . . It is ironic that Americans—the most advanced people technically, mechanically and industrially—should have waited until a comparatively recent period to inquire into the most promising single source of productivity: namely, the human will to work. It is hopeful, on the other hand, that the search is now under way."

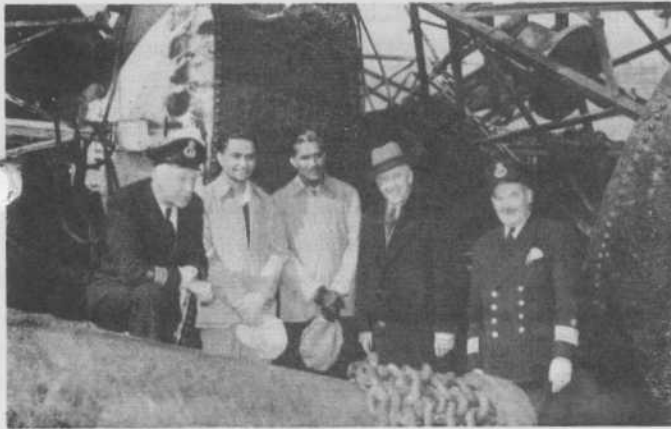
In that search, at mid-century, lies the finest hope and promise of the Capitalist Revolution.

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GENERALLY SPEAKING



The two engineers from Pakistan are shown here on arrival in Halifax after studying and observing buoy laying operations along the coast on board the *Lady Laurier*, March 21-29. After returning from Halifax the engineers accompanied the *Grenville* out of Prescott to see buoyage operation in the fast water of the upper St. Lawrence. The photo caught them talking to a department official and two of the ship's officers. They are left to right S.A. MacLean, B. Husain, P.B.A. Salim, J.C. Theakston, Marine agent, Halifax and Captain Julien Talbot.

JOTTINGS FROM NEWFY - Continued from Page - 5

WOMAN VS RADIO

Magistrate (explaining radio licence to operator with no licence)
 'You see, it's the same as any other licence, - car licence, driver's licence, etc., - they all come due the 1st day of April.'
 Defendant 'What about a marriage licence, Your Honour?'
 Magistrate 'That is different. There the poor husband is always paying, and besides with a radio there is the extra privilege of being able to turn it off.'

WELCOME GUESTS

We recently had the pleasure of a visit from J.R.K. Main, Assistant Controller of Civil Aviation, Ottawa, and H.J. Williamson, D.C.A.S., Moncton. We appreciate having those gentlemen drop in to see us, as we are always happy to greet officials and co-workers from Headquarters and other Districts.

A FILE SPRING CLEANING

L.O. Monette of Ottawa recently overhauled our system and as a result of his efforts and advice we are now much better organized in this respect.

G.H. Hierlihy

VANCOUVER

TELEGRAPH AND TELEPHONE SERVICE

A report from the Vanderhoof B.C. office tells of the staff experiences when The Aluminum Company of Canada construction contractors commenced work on their project at Kitimat in northern B.C. From a very routine workaday our staff was called upon to cope with an onrush of traffic. Emergency calls were put through and no effort was spared to see that urgent needs were met.

An emergency radio speaker gives direct connection with the Nechako Dam site, enabling our operators to call for a doctor in case of an accident.

Meeting the demands of the public includes many diversified requests such as calling taxis, hiring baby sitters, making dates for the boys out at the camp, giving messages to wives and families hundreds of miles away and ringing the fire alarm.

Helen Parliament
 Vancouver District Telegraph & Telephone Service

L.T. Campbell, formerly stationed in the Public Weather Office at Dorval is now Liaison Meteorologist at Ottawa replacing H.M. Hutchon.

Dr. William A. Prowse from Toronto, was recently appointed by the Civil Service Commission to head the Civil Aviation Medicine Division of the Federal Health Department. As Chief of Civil Aviation Medicine, Dr. Prowse is working closely with the Department of Transport in developing medical standards for pilots and in maintaining regulations regarding the medical aspects of flight which affects the safety, comfort and health of persons working in civil aviation.

Galibert (Gil) Rocque, Executive Assistant in the office of the Deputy Minister, left Ottawa for Paris, France, to take up the position of Executive Assistant to the Director of European Operations of Defence Production (Canada Ltd.). He is on loan for two years.

A.S. McDonald, Executive Director and Legal Advisor, Air Transport Board, has been appointed Queen's Counsel.

G.A. Thompson, District Controller of Air Services, Vancouver, has been hospitalized for several weeks having undergone an operation. Reports are that he is progressing favourably. Our good wishes go for his speedy recovery.

Les MacHattie, of the Rockcliffe Weather Station, left in March for Ireland. He is on loan to the Irish Meteorological Service for several years.

John C. Evans, age 25 of Guelph, Ont., Meteorologist attached to the RCAF STATION at Summerside, P.E.I. was injured and severely shocked in the crash of the RCAF Lancaster at that station on April 25. Mr. Evans was on an operation tour in the aircraft which was returning from Goose Bay prior to taking part in the air-lift service to the joint Arctic weather stations.

When the aircraft broke in landing, Mr. Evans was thrown out. He staggered away in a seriously shocked condition and was rushed to the camp hospital with minor head wounds.



Allan McQuarrie, OIC Calgary Met Office - Alberta delegate to Professional Institute Annual meeting, Ottawa.

FOR CURLERS ONLY - Continued from Page - 3

were drawn from a hat. That solved the sweeping problem - the leads. And so, the Department of Transport Curling for 1952 was underway!

Saturday January 5th, saw the rinks assembled for their first competition. The green curlers were given a short briefing before the game, and there ensued the following remarks:

"This is my right hand, see, and when I hold it out like this, see, ya give me the in-turn, see. This other hand is my left hand, see, and when I hold it out, ya give me the out-turn, see. Good luck and may the best man get over the hog-line, see!"

"Eh Skip, what is this broom for?" "Am I expected to get this big rock all the way down there?" piped a sweet young thing. "Can we get coffee here?"

Eventually the Skips about-faced, departed for the vicious circle and called for the first rock.

It wobbled down about half way and died a lingering death. The opposing lead, wound up a la Bob Feller, straightened and let her go. There followed a mad scramble as the opposing Skips made a mad dash for the safety of the back wall. And so for the first twelve rocks! Then came the Skips' duel with the cleanest house they had ever witnessed.

By about the fifth end, most of us were confirmed curlers and got into the spirit of the thing, with the brooms losing some of their newness. The scores were still in the bracket of a finalist's bonspiel, but all were happy and puffing merrily.

Then there came Monday! What a bunch of cripples and semi-invalids sauntered up to their respective desks and offices! The smell of liniment took over from Chanel No. 5 for the rest of the week, but by Thursday most of us could raise a pencil to the sharpener and manipulate the crank.

A. MIRON

FOLLOW ME MEN!
TO THE ANNUAL COSTUME BALL THAT IS -



LEADERSHIP.
SOME ARE BORN WITH THIS QUALITY - SOME ACHIEVE IT AND OTHERS HAVE IT THRUST UPON THEM. IT'S SIMPLE TO BE A LEADER ALL YOU'VE GOT TO DO IS FIGURE WHERE YOU FIT IN THE SCHEME OF THINGS AND PLAN ACCORDINGLY USE PSYCHOLOGY. FOR EXAMPLE, IF A PROBLEM IS SIMPLE, DON'T BE CHICKEN - MAKE IT COMPLICATED. THIS WILL NOT ONLY GIVE YOU A FEELING OF ACCOMPLISHMENT BUT WILL IMPRESS OTHERS WHO WOULDN'T HAVE UNDERSTOOD WHAT YOU WERE TALKING ABOUT IN THE FIRST PLACE.

THE DRINKS ARE ON ME BOSS!



COOPERATION.
THIS IS THE QUALITY GENERALLY KNOWN AS "HELPING OTHERS". IF YOU HAVE A COMPLEX OF SOME SORT WHICH YOU THINK MIGHT BE RETARDING YOUR PROGRESS TAKE STOCK OF YOUR SELF AND RESOLVE TO DO BETTER. VERY OFTEN IT'S A MINOR THING SUCH AS YOUR SMILE ISN'T BROAD ENOUGH OR YOUR BEAM IS TOO BROAD. YOUR BEST APPROACH IS TO OFFER TO BUY THE BOSS A DRINK.

ANIMALIES -
NEBULOUS -
NEPOTISM -
HYPNOTISM -
CRITERIA -
IMPOUNDERABLES -



IMPROVE YOUR VOCABULARY.
NOTHING DISTURBS THE EARS OF INTELLIGENT PEOPLE MORE THAN POOR ENGLISH. ALTHOUGH IT'S IMPORTANT TO HAVE A GOOD COMMAND OF THE ENGLISH LANGUAGE ALWAYS HAVE A FEW SNAPPY EXPRESSIONS UP YOUR SLEEVE WHICH YOU MAY CASUALLY INTERJECT AT THE RIGHT MOMENT, SUCH AS:
"IF YOU'LL CALL OFF YOUR DOGS, I'LL CLEAR THE MATTER THROUGH THE DISTRICT OFFICE."

YOU SAY THAT LACK OF FUNDS PREVENTS YOU FROM IMPROVING YOUR APPEARANCE?

THAT'S RIGHT - I'M FLAT-BUSTED 'TIL PAY-DAY



GOOD APPEARANCE.
DRESS SMARTLY AND HAVE GOOD DEPORTMENT. TRY TO ATTAIN AT LEAST ONE OF THESE QUALITIES.

MADE IT!



BE PUNCTUAL.
ALWAYS BE ON TIME. IF, FOR SOME REASON YOU'RE LATE AND THE BOSS ICILY REMARKS "YOU SHOULD HAVE BEEN HERE HALF AN HOUR AGO." BE NONCHALANT LIKE THE OFFICE BOY AND SAY "WHY, WHAT HAPPENED?"

IN CONCLUSION -
IF YOU'VE TRIED ALL OF THE FOREGOING AND HAVE DONE A GOOD JOB OF WORK, DON'T DESPAIR IF YOU STILL FEEL YOU'RE BANGING YOUR HEAD AGAINST A BRICK WALL. CONSULT A PSYCHIATRIST AND EXPLAIN YOUR PROBLEM TO HIM. YOU MAY FIND THAT HE, TOO, IS CONFRONTED WITH A SIMILAR PROBLEM. IF SUCH IS THE CASE, IN ALL PROBABILITY YOU WILL BE ABLE TO TEE UP A FISHING TRIP WITH HIM AND FORGET ABOUT THE WHOLE THING.

