APPENDIX A

Note

This particular protocol is selected for its coverage and comparatively straightforward approach in dealing with the topic.

12 PRC (PRINTING)
SUPERVISOR

1. Increase in productivity mostly depends on three things: Job Methods, Job Relations and Job Instructions.

2. In our printing section we need to consider first how the time of workers can be saved from certain unnecessary things which gives M/C detention.

3. The printing M/C is a complicated thing with trays, rollers and blades.

4. First thing necessary is proper cleaning of the rollers, trays etc. - as soon as the II shift is over - otherwise the colour gets dry and takes too much time for cleaning.
5. The I shift workers won’t get tired or bored at the beginning of their shift, if we take this cleaning operation in II shift end.

6. Secondly, due to market, fluctuations we have to reallocate the work to various people.

7. This affects the production as the worker has to adjust to the other M/C.

8. A constant working on one M/C has its advantages in damage reduction and quickness in M/C starting and operation.

9. Another thing, the workers have to bring all the accessories to the M/C themselves - as getting three to four colours, getting appropriate rollers etc.

10. This consumes more time of these people.

11. The time of sample approval also can be reduced.

12. We have a separate M/C for samples, but the things on large scale or bulk printing needs some adjustments and this involves changes in colour proportions etc.
13. This time can be saved by proper organisation of work.

14. We have the difficulty of lorries, on which we pile the cloth-due to shortage of lorries, we have to pile the cloth on ground on some cloth which increases the damage percentage.

15. Especially, in rainy season, our difficulties increase.

16. There is no place around the M/Cs where we can conveniently pile the cloth.

17. Also we have to pull the lot around and damage increases.

18. Coming to the workers - important thing is their health and then the training.

19. Of course the tricks of the trade can be mastered only through experience.

20. As the work demands hard working, naturally, very few educated people remain in this section.

21. Literate people are necessary so that we can decrease the damage percentage.
22. The workers here are very cooperative.

23. The union trouble is not all there with us.

24. The cooperation from the workers is possible only when you look to their difficulties and give needed facilities of the material.

25. Supervisory level should be qualified, but mere qualification is useless - if they are not ready to work with the labour force.

26. They have to mix with them and take the work.

27. You have to pass down the responsibilities and help them to carry out them.

28. But if the help is not coming, the workers will just follow the instructions - and you can guess what will happen if they do as you say.

29. Not only you should give them responsibilities but put confidence in their capacity and ability.

30. Our departmental head helps us and guides us - there is mutual cooperation amongst us.
31. If the work is properly distributed and responsibilities are clearly told them the work will be interesting and challenging.

32. If many people are supervising one work, they are bound to clash and with the varied instructions the workers get baffled.

33. One person giving instruction and taking the work is the necessity for reducing damages and getting more production.

34. There are no policies or procedures here.

35. Everything depends on the Managing Agent.

36. He is no doubt a good man, but he does not give us proper understanding about our performance.

37. Merely threatening the people is very bad.

38. By these threats supervisors becomes thick skinned.

39. He loses the interest in work and merely puts his presence for 8 hours.

40. Even the senior assistant and departmental head cannot take work from him, as he is ready to
bang back - "What you have done for me so that I should work. Do your own business; I will do mine."

41. What happens next, is the show cause, fines etc. starts.

42. He starts getting harassed and the result is he feels disgusted.

They should clearly tell him he is not wanted, he should search a job somewhere else.

43. Harassing affects the morale of the whole department.

44. A steady policy which is a must for steady production is not there.

45. We just don't feel free to do the work.

46. A fear accompanied by tension always hangs on.

47. In productivity, another important thing is thinking of ways and means to reduce damages and increase production.

48. But when you just demand production - and the supervisor has to show the figures - the tension
mounts up and thinking is impossible.

49. The things are just rushed through.

50. We all are adults here; we know our responsibility and want to retain the job - Managing Agent should not treat us then as unwanted children.

51. Secondly, Departmental Head's activeness is also important.

52. He should be very active in improving and helping (a kind of democratic leadership).

53. If he starts finding faults, there is no end to it, and can get as many as he wants once he starts searching for them.

54. This naturally ends in avoiding responsibility or passing the back.

55. The Departmental Head should put sortwise attention through supervisors.

56. We don't get any idea what conspires between Managing Agent and Departmental Head.

57. Then our work remains in just following the instructions.
58. We have every responsibility but no authority.

59. I cannot stop the M/C for oiling-greezing whenever necessary.

60. The cloth should continue to move as long as a M/C is running.

61. The supervisor gets fines and show cause notices here.

62. We are the part and parcel of management - they say - and the management fines us.

63. What a understanding? What a double talk? What a philosophy?

64. The Managing Agent has the knowledge (attitude) that the jobs are scare these days especially for those who are less qualified - even if I (Managing Agent) won't give them increments where they can go - they have to work with me.

65. Yes Sir! We have to work with you! That's our destiny!

66. But are we really working? Are we trying to put the cost down? Are we using only the required
quantity or trying to reduce waste? Are we keeping the M/C in order?

67. Yes Sir! We are working with you! But can you call this as working?

68. Proper understanding between the top man and people at the lowest category is a must to increase production - and that is totally lacking here.

69. Management has lost confidence in people and the people in management.

70. This confidence is lost by the behaviour of some officers, but the generalization affects us - the supervisors.

71. The Managing Agent always asks us about production, threatens, bangs the table and is very sincere about it.

72. But can anybody - even himself - tell us of a day when a question is asked about the people, their difficulties, their well-being.

358
73. I feel that is too much to expect from management but certainly I feel without this.

74. Mere modern techniques and methods won't improve the production or bring down the cost per unit.