

been very profitable. However, it is far more profitable than shutting the mill down."

TRANSFERRING PERSONNEL

Closely allied to the dovetailing of seasonal products is the dovetailing of jobs by transferring employees from one process or one department to another within the existing plant without introducing new products. While difficulties are met in such transfers, they are not ordinarily so serious as those involved in the complete dovetailing of products. In many cases there is the advantage of increasing the employee's interest in his work by the added variety.

Examples of this method are numerous. A miller has found no difficulty in transferring employees from package machines where the work is entirely automatic, to sewing machines in the sack department. A large canner of soups and beans continually changes employees from one department to another. In 1924 a packer of dried fruits transferred 341 of his 634 employees from one job to another to offset slumps. In another food factory the foreman of the conserve department is also foreman of the peanut butter department, and during the height of the conserve season the peanut butter workers are turned to making conserves.

In industries where the work requires higher skill, the transfer of employees is more difficult, but not impossible. A manufacturer of steam shovels has reduced his turnover 50 per cent. by transferring employees from one department to another. Manufacturers of typewriters, calculating machines, duplicating machines and supplies, heating apparatus, parchment and writing paper, cameras, and clothing have all found this device useful.

PRODUCING FOR STOCK

The marked trend toward standardized specifications—a movement sponsored by many trade associations, and actively