

Green Lands,
Moughland Lane,
RUNCORN.
21st Nov., 1947.

My Dear Hugh,

I am sending this note by Frank Garratt. I will give you some of the particulars which we have worked out as concrete evidence of improvement.

Production. During the critical years of the war 43/45, when we were so short of labour, we never lost a pound of production from any stoppage or slow-down, or dis-organisation, arising from dis-content. The present figures show that we get the same rate of output per man, as we were before the war. We have recently gone over to the 5 day week, and we have maintained our ~~production~~ production, and it is interesting to note that the cost of production has only risen 'ld per pound, that is for labour.

Sickness. It is difficult to make any real comparison here, but it is interesting to note that from April to October corresponding figures were :-

Men	$\frac{1946.}{2'34\%}$	$\frac{1947.}{1'86\%}$
Women	4'5 %	2'7 %

Absenteeism This constitutes no real problem. The figures for the men are something like '1 %, and for the women 1 %. There has been a vast improvement in the last 12 months, ~~among women~~.

Lateness. It is almost unknown amongst the adult workers, to have late comers..

Discipline. It is a fact that discipline rests on the real teamwork that exists between the Works Council, Trade Union, and the Management. The interesting fact is that criticism therefore is directed more against the Works Council and Trade Union than against Management.

Quality. It can be quite accurately stated that there is a great improvement in the care taken in the out-turn of the leather.

A record was established the other week, when a pack of Butts was considerably damaged by overheating, which is quite a serious matter. The men concerned came at once and reported it, rather than pass it on to someone else, as has so often happened!

I think this pretty well covers the practical details.

I would like to pass on to you one or two thoughts that I