

INSTRUCTIONS
GOVERNING
EMPLOYMENT OF
WOMEN
FOR RAILROAD SERVICE
ON
THE PENNSYLVANIA RAILROAD

INTRODUCTION

Absorption of the nation's manpower by war industries and the armed forces has depleted the number of men available for railroad employment to the extent that women must be utilized in filling some positions normally occupied by men. Officers must make preparation for the introduction of women into railroad service. Women must be used in lieu of men during the present war emergency, and must be fitted into the service so as not to affect the efficiency of the operation. Officers will carry out a systematic and comprehensive program for surveying the sources of potential women workers, for their employment, apprenticeship or training and for their integration as loyal and efficient components of the railroad personnel.

This publication has been prepared for the use of officers. It outlines some of the essential factors to be considered in the employment of women, and will serve as a guide in solving some of the problems that may arise in the training of the new women employees.

HOW MANY WOMEN ARE NEEDED ?

To determine the number of women, by qualifications, which may be required to fill railroad positions normally occupied by men, officers are asked to prepare lists showing, by locations and occupations, the number of positions which may be created or become vacant within a given period. As these requirements cannot be fully anticipated owing to fluctuations in the drafting of men for military service and to seasonal and other variables in conditions of employment, a reserve list of women available for different occupations should be maintained.

TRANSFERRING MEN TO POSITIONS NEW WOMEN CANNOT FILL

There are types of work in connection with railroad operation which cannot be performed by women. Certain positions require highly specialized training; others involve the possession of physical strength in excess of a woman's capacity. In order to most effectively utilize the men who are available, consideration should be given to assigning male employees of experience and other qualifications to work that women cannot perform.

WHERE TO SECURE WOMEN FOR RAILROAD WORK

In compiling a list of women available for railroad work, the information should include the name, age, address, marital status, the number and age of children, the husband's or father's position and tour of duty, and the previous training and education of the applicant. Such a listing of potential women employees can be secured through the cooperation of:

- (1) municipal, State and Federal employment services;
- (2) employees now in railroad service;
- (3) families of employees now in the armed forces;
- (4) vocational training schools;
- (5) boards of education, other school authorities;
- (6) school and college placement boards; women's university and college clubs.

SELECTING THE NEW WOMEN EMPLOYEES . . . AND THEIR QUALIFICATIONS

It is important to bear in mind that the quality and character of women initially employed in a given location will influence the type of women willing to enter railroad service thereafter.

While previous training in certain crafts is a prime consideration in the selection of women employees to serve during the current emergency, the following qualifications shall also be considered:

- (1) mental ability which carries with it an aptitude for efficient performance after reasonable instruction and experience;
- (2) physical fitness;
- (3) stability on the job;
- (4) adaptability to railroad environment and discipline;
- (5) sense of responsibility;
- (6) emotional control, appearance and personality (especially for occupations involving contact with the public);
- (7) willingness to accept increased responsibility. This qualification applies particularly to women being considered for employment in occupations where a line of transfer and promotion normally is present.

FAMILY RELATIONSHIP AND OTHER FACTORS GOVERNING EMPLOYMENT OF WOMEN:

The employing officer should assure himself that prospective women employees have no family responsibilities which are likely to interfere with the continuity of efficient work.

Women who are related to employees are more likely to be interested in their work, and wives, mothers or children of employees may be hired. However, no employee shall be hired to serve under the direct supervision of a relative. In the employment of women, it is preferable to secure the required personnel from communities in reasonable proximity to the job, thus avoiding housing or transportation problems.

Restrictions currently applying to the employment of alien men shall also govern the selection of alien women.

EDUCATIONAL REQUIREMENTS

To the extent that they are available in their respective localities, selection of women should be made from candidates with not less than grammar school education. This will tend to attract and retain women susceptible to instruction and training, and who are more capable of becoming cooperative members of the railroad organization. In selecting women for positions where they will come in direct contact with the public such as agents, ticket sellers, information or reservation bureau attendants, passenger ticket examiners, ushers, baggage checkers, ticket collectors or passenger brakemen, and which may require more intelligence and education, an effort should be made to secure college trained personnel.

MANAGEMENT-EMPLOYEE RELATIONSHIPS

. . . A Frank Description of the Job Essential to Good Will of New Employees

It is essential that the employing officer, in preliminary interviews with prospective women workers, avoid any misrepresentation of the character of the work, the wages, permanence of the job, or the opportunities for advancement. While it is permissible and desirable to emphasize the need of supplementing present railroad forces in the all-out effort necessary to meet the nation's transportation requirements, the prospective employee should understand that railroad personnel now in the nation's military organization possesses seniority rights protected by Federal Law and by agreements entered into with the labor representatives of the employees involved, so that the new employee has no definite assurance of a railroad job when the war is terminated.

SUBJECTS

TO BE DISCUSSED WITH NEW WOMEN EMPLOYEES

In addition to preparing the usual application forms and records of employment, the employing officer should briefly discuss with the newly hired woman railroader the following topics:—

- (1) the nation's urgent need of efficient and dependable transportation;
- (2) the importance of efficient work by each employee at his or her designated task;
- (3) the reliance that railroads must place upon employees for regular and prompt attendance on the job;
- (4) the necessity for willing acceptance of responsibilities;
- (5) the necessity for cooperative effort in the common objective;
- (6) safety, both personal and in train operation;
- (7) observance of the general rules of the Pennsylvania Railroad with respect to deportment while on duty.

KEEPING

THE EFFICIENT WOMEN IN THE SERVICE

While it is important that the most desirable and efficient women be employed, it is equally essential that women of this character be retained in the service for at least the duration of the emergency. Therefore, the employing officers should be alert to the appearance of any evidence of dissatisfaction or waning interest in the work of women employees. A thorough understanding of the causes of such reactions will provide a foundation for tactful suggestions or adjustments which will in the end serve to retain desirable employees. In the event that an efficient and otherwise suitable employee resigns, she should immediately be interviewed to ascertain if any practicable steps are required to attract and retain her in the service.

PROBLEMS

Peculiar to the Utilization of Women Employees

Employing officers must studiously avoid any appearance of prejudice against the employment of women. On the contrary, they must recognize the necessity of encouraging and assisting these women in becoming efficient workers whose cooperation is essential in the war effort.

For the inexperienced woman worker, railroading will constitute a new line of endeavor in an unfamiliar environment. Under these conditions, some women may become nervous and sensitive to criticism and may interpret routine supervisory instruction or similar action as evidence of partiality. The supervising officers will be on the alert for symptoms of such reactions and be prepared to clarify any misunderstandings.

Where a group of women are employed under the direct supervision of a man, consideration should be given to designating one of the women to act as a representative in discussing situations or conditions which might be embarrassing to discuss with a man.

Special facilities for women's use

Special toilet, washroom, locker and rest room facilities for women are required. Providing attractive facilities of this type may be a factor in the railroad's ability to employ and retain the more desirable class of women.

WOMEN AND SAFETY

The emotional difference between women and men must never be overlooked by officers. This is especially true as it relates to safety. In issuing safety instructions and in reviewing the safety rules, supervisory officers will guard against unduly alarming female employees by exaggerating the hazards to be encountered.

New women employees should be informed that their personal safety is largely a question of exercising attentive common sense, and that it is carelessness and inattention which cause personal injuries. It should be explained that many of the hazards encountered in railroad employment are similar to those to which women are accustomed in the home and in every day life, such as are inherent in the use of tools, stepladders, appliances, operation of power equipment, walking on the streets, using stairs, getting on or

off vehicles and ordinary tripping or falling. In this connection it is to be noted that simple correctives may be found for the added hazards peculiar to female workers. It is suggested, for physically active occupations, that:—

- (1) women wear slacks, overalls, or divided skirts;**
- (2) the wearing of high-heeled or open-toed shoes be prohibited (shoes suitable for the class of work should be worn);**
- (3) the wearing of loose-sleeved, oversized, or otherwise hazardous garments be prohibited;**
- (4) head or hair covering protection be required;**
- (5) the wearing of rings or other jewelry be prohibited when it may catch on tools or materials being handled, create blisters, etc.**

TRAINING NEW WOMEN EMPLOYEES

Basic types of training procedure

Employing officers should provide facilities for the training of women at locations where a shortage of manpower is expected. To clarify these requirements, it is suggested that each occupation which may be filled by women be classified as follows:—

- (1) occupations in which women can immediately be put to work subject to current instructions and supervision;
- (2) occupations for which women may be instructed and trained through observing employees in actual performance of the work, and under supervision;
- (3) occupations for which women may be given special training in locations separated from regular production work or railroad operation.

QUALIFICATION OF TRAINERS

The number of persons to be trained and instructed, together with the facilities available and the occupations involved, will largely determine the local training methods and organization required.

For some operations it may be necessary to provide a place in the shop, or other facility where, with necessary tools or equipment, the trainee may be instructed by those delegated for the purpose. The supervising officer should make frequent checks to determine if proper progress is made as the most dexterous mechanic or competent clerk may lack a capacity for imparting his knowledge to others.

SOURCE OF TRAINERS

In locations where no qualified regular employees are available to act as trainers or where the training process might interfere with normal operations, it may be desirable to engage qualified retired employees for the training work. After women have been trained and have shown proficiency in their occupations, some with an aptitude for teaching may prove useful as trainers.

Women employed in positions calling for relatively little skill but who show qualifications for work demanding greater mental or physical capacity, should be trained for occupations requiring full use of their capabilities, especially if there is a lack of qualified male workmen.

DEVELOPMENT OF INSTRUCTORS OR TRAINERS

Later, it may be found necessary to set up more comprehensive training organizations at some points, not only for women employees, but also for trainers, and for women supervisors of women employed in some operations. Candidates for the latter should be carefully selected from women who have shown special proficiency in their work, and who have the intelligence and other qualifications for leadership.

POSITIONS

FOR WHICH WOMEN ARE, OR CAN BE, QUALIFIED

Women are now used extensively for the operation of all kinds of machinery where great physical exertion is not requisite. The experience of industries employing large numbers of women demonstrates that they are proficient in occupations requiring patience, care and constant alertness, keen eyesight and manual dexterity. Many women quickly develop the ability to work to precise tolerances.

The four Regions and Altoona Works of the Pennsylvania Railroad have suggested certain railroad occupations which might be filled by women. These have been tabulated in the following appendix.

OCCUPATIONS WHICH MAY BE FILLED BY WOMEN

(Based upon the experience and recommendations of the Regions and Altoona Works of the Pennsylvania Railroad)

G—*Occupations in which women could be employed generally.*

L—*Occupations in which women could be employed on lighter types of work.*

N—*Occupations in which women are now employed.*

<i>Occupation</i>	<i>Note</i>
Agent & Asst. Agent—Station	G-N
Armature Winder (Small Armatures)	G
Attendant—First Aid	G
" —Information Bureau	G-N
" —Lamp Room	G

<i>Occupation</i>	<i>Note</i>
Attendant—Parcel Room	G
" —Rest Room	G-N
" —Salvage & Storage Plant	G
" —Station	G
" —Store	G-N
" —Tool Room	G
Baggage Checkman	G
Baggageman—Train	G
Batteryman	G
Block Operator	G-N
Brakeman—Passenger	G
Car Distributor	G
Carman	L
Cleaner	G-N
" —Coach	G-N
" —Freight Car	G
" —Locomotive	G
" —Station	G-N
" —Misl. cleaning of air brake parts	G
Chauffeur (See Truck Driver)	G
Clerk	G-N
" —Chief	G
" —Lead	G
" —Specialist	G
" —Ticket	G-N
Collector—Train Service (L.I.R.R.)	G
Conductor—Passenger	G
Cook—Camp Car	G

<i>Occupation</i>	<i>Note</i>
Coremaker	G
Crew Caller	G
Crew Dispatcher	G
Deckhand (Ferry Boat)	G
Dismantling, cleaning, assembling small control and regulator parts in elec- trical departments	G
Draftsman	G
Drawbridge Tender	G
Engine Dispatcher	G-N
Gateman	G
Helper—Carman	G
" —Machinist	G-N
" —Maintenance of Equipment	L
" —Painter	G
" —Welder	G
Janitor	G-N
Laborer (Light work in M.E. Dept. such as filling lubricators, sweeping and clean- ing, tooling locomotives and handling stores, etc.)	G-N
Lampman	G
Leverman	G-N
Machinist	L
Mail Handler	G
Mail Truck Driver—Stores & Station Depts. (See Truck Driver)	G
Manager—Telegraph Office	G
Matron	G-N

<i>Occupation</i>	<i>Note</i>
Messenger	G-N
Manufacturing Laboratory—Mixing light materials, etc.	G
Nurse	G-N
Oiler—Shop & Yard	G
Operator—Clerk	G-N
" —Car Retarder	G
" —Certain Light Machines	G
" —Crane	G
" —Drill Press	G
" —Elevator	G-N
" —Hump Motor Car	G
" —Light Pipe Cutting & Threading Machines	G
" —Plain Grinder	G
" —Printer	G-N
" —Sewing Machine (See Upholsterer)	G
" —Small Engine Lathe	G
" —Small Turret Lathe	G
" —Small Shaper	G
" —Telephone Switchboard	G-N
" —Tractor	G
" —Turntable	G
Painter	G
Painter—Car & Locomotive	G
Powerman	G
Receivingman & Deliveryman	G
Rivet Heater	G

<i>Occupation</i>	<i>Note</i>
Sealer	G
Sheet Metal Worker	L
Shelling Patterns	G
Shipper and Receiver	G
Smoke Inspector	G
Space Distributor (Pullman & Sleeping Car Reservations)	G-N
Station Master and Assistant	G
Stenographer	G-N
Stewardess	G-N
Switchtender	G
Tallyman	G
Telegrapher	G
Ticket Collector (Ferry)	G
Ticket Collector (On Trains)	G
Ticket Examiner	G
Trackman	L
Train Dispatcher	G
Truck Driver (See Chauffeur and Mail Truck Driver)	G
Trucker—Freight and Baggage	G
Upholsterer (See Operator—Sewing Machine)	G
Usher	G
Warehouseman	G
Watchman—Cut	G
" —Highway Crossing	G-N
" —Track	G
Welder	L



INDEX

	<i>Page</i>
Adaptability, of women	5
Aliens, employment of	6
Appearance, of women	12-13
Attitude toward women employees .	8-11
Board of Education	5
Character of women	5
Clothes, safety	12-13
College clubs, as source of women for employment	4
College placement boards	4
Control of emotions	5
Criticism, sensitive to	11
Discussions with new women employees	9
Dissatisfaction, women employees .	10
Education, required	7
Employee-management relationships	8
Employing relatives	4-6
Employment services, as sources of women for employment	4
Family, relationship	6
Federal employment services	4
Hair, protection for	12-13
Housing problems	6
Information, data on women available	4
Instructors	14-15-16
Locker rooms	11
Management-employee relationships	8
Men, effective utilization of	3
Mental qualifications	5

INDEX (continued)

	<i>Page</i>
Occupations, in relation to training	11-14
Officers, attitude toward women employees	8-11
Personality	5
Physical qualifications	5
Positions women can fill	17-18
Positions women cannot fill	3
Problems peculiar to women employees, personal	11
Qualifications, for employment . . .	5
Responsibility, sense of; acceptance of	5
Rest Rooms	11
Requirements, number of women . .	2
Safety	9-12-13
Selection of women	2
Seniority rights	8
Slacks, wearing of	12-13
Sources of women workers	4
Stability of women employees	8-10
Trainers, instructors, competence as teachers	15
Trainers, qualifications; number of .	15
Trainers, sources of; women as . . .	16
Training	14
Training, prior to employment . . .	5-7
Transfer of men	3
Transportation of women employees, off-rail.	6
Toilets	11
Type of women applicants and employees	5
Vacancies, women required to fill .	2-14
Vocational training schools	4