

## Hesston Manufacturing company handbook

### Section 1, Pages 1 - 30

This handbook from Hesston Manufacturing Company was distributed in March 1953 to the management team detailing their roles and duties. This publication funded by the National Historical Publications and Records Commission through the Kansas State Historical Records Advisory Board.

Creator: Hesston Manufacturing Company

Date: March 1, 1953

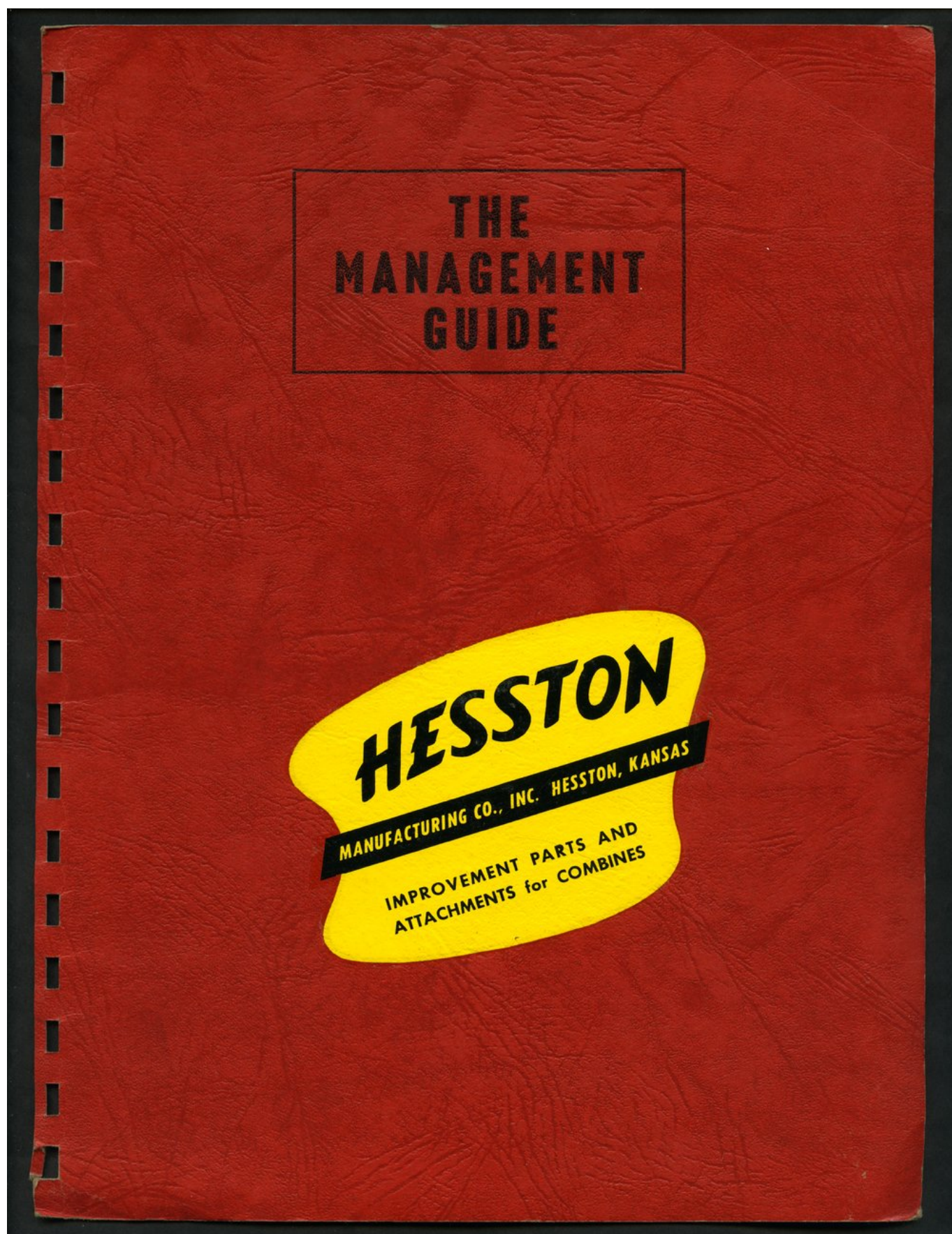
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## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

FRONTISPIECE

No. A-1

### HESSTON MANUFACTURING CO., INC.

#### HESSTON, KANSAS

#### THE MANAGEMENT GUIDE

Issued by

THE HESSTON MANUFACTURING CO., INC.

of

HESSTON, KANSAS

. . . .oOo. . . .

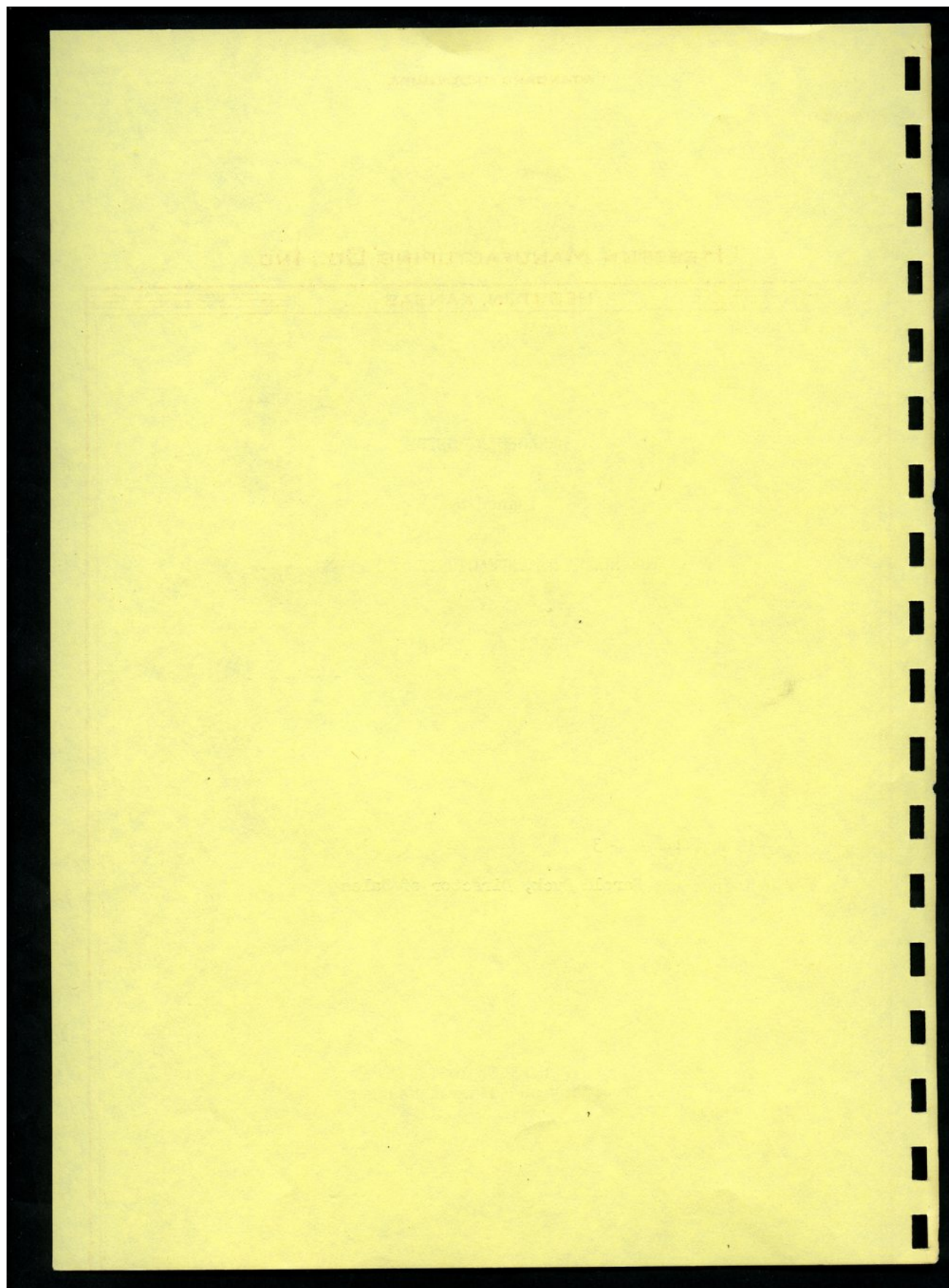
Manual No. . . 3 . . . . .

Loaned to. Harold Dyck, Director of Sales . . . .  
Title

March 1953

LYLE E. YOST  
President and General Manager

## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

SECTIONAL DIVISIONS AND INDEXES

No. A-2

Page 1 of 1

## HESSTON MANUFACTURING CO., INC.

### HESSTON, KANSAS

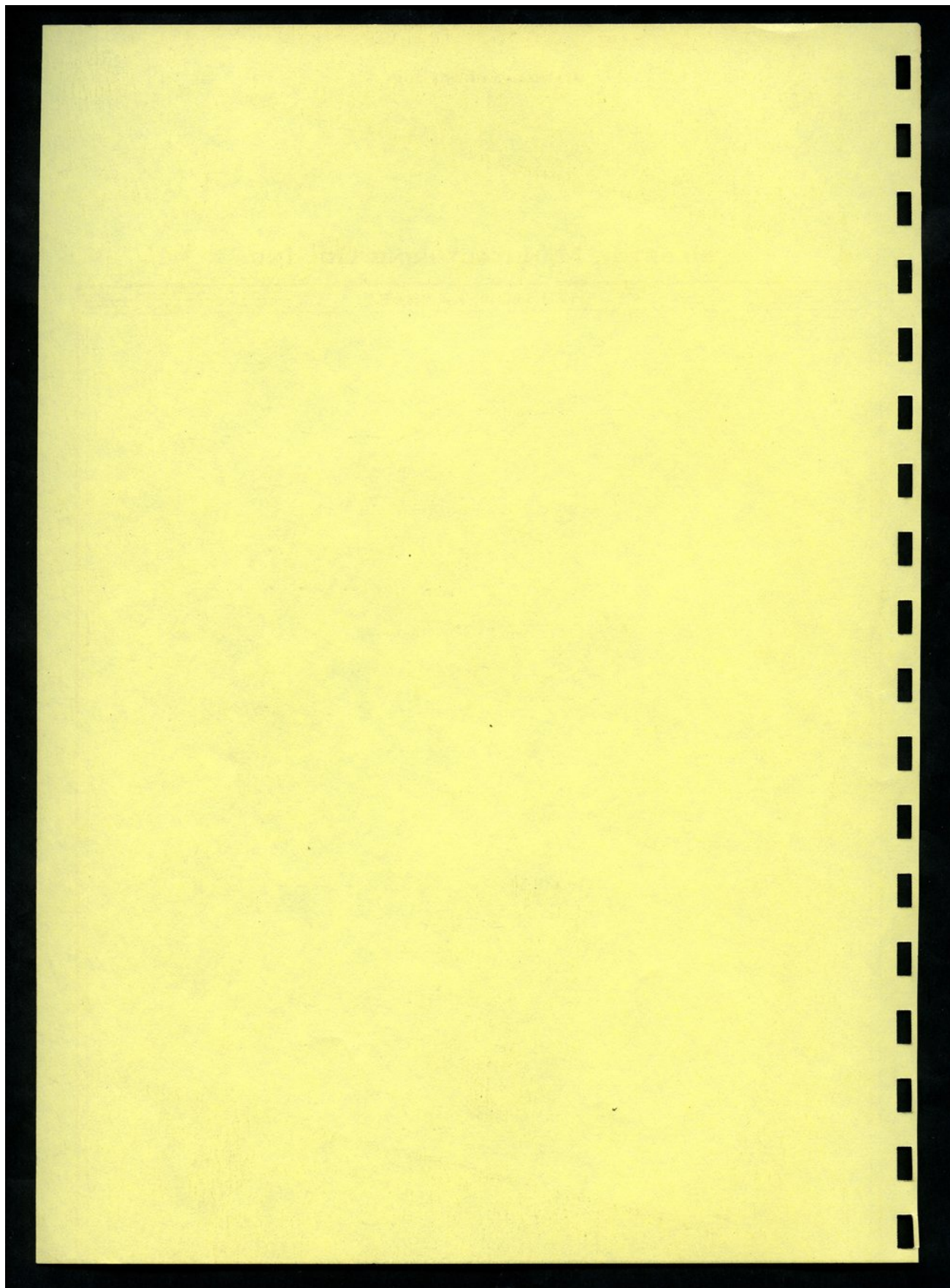
#### SECTIONAL

#### DIVISIONS AND INDEXES

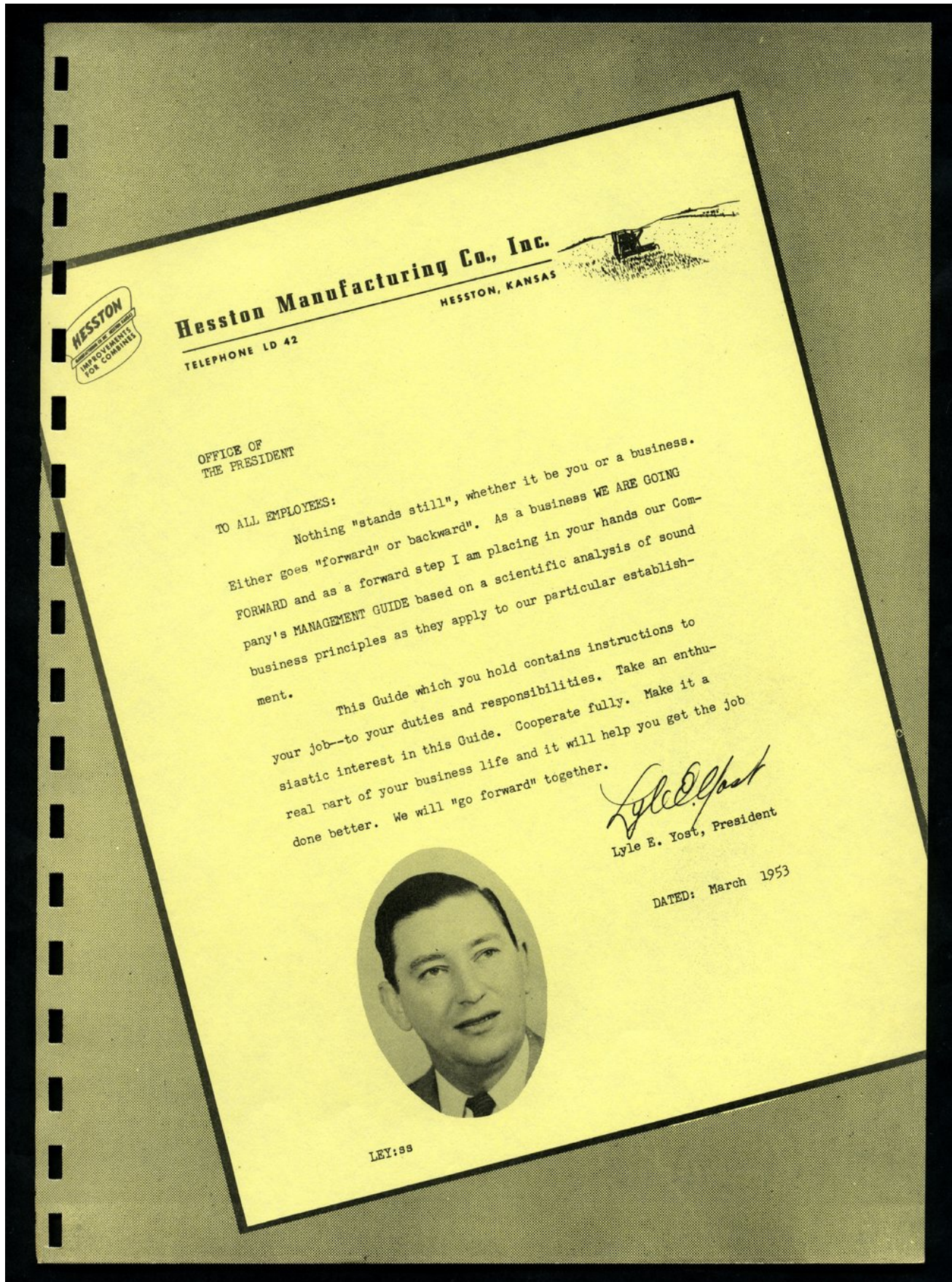
A-1. . . . .	Frontispiece
A-2. . . . .	Sectional Divisions
A-3. . . . .	General Manager's Letter
A-4. . . . .	Foreword
"B". . . . .	Introductory
"C". . . . .	Organization
"D". . . . .	Ownership
"E". . . . .	Management
"F". . . . .	Finance
"G". . . . .	Control
"H". . . . .	Production
"J". . . . .	Distribution
"K". . . . .	Engineering
"L". . . . .	Tool and Die

"The costs of being idle are almost as great as the costs of work."

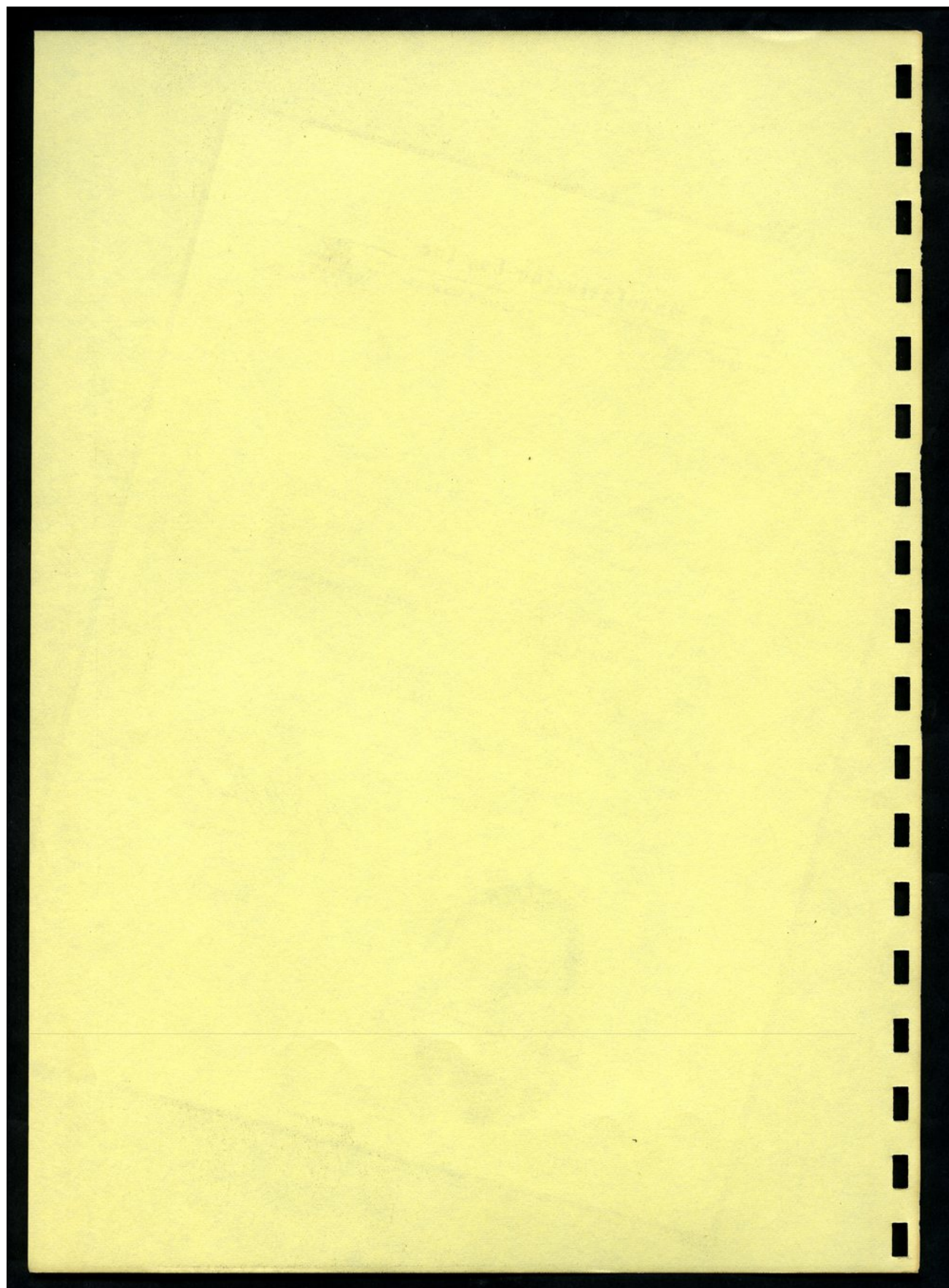
## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

FOREWORD

No. A-4

Page 1 of 4

### HESSTON MANUFACTURING CO., INC.

#### HESSTON, KANSAS

1. BASIC CONCEPT                      The first thing a reader of a scientific or technical text looks for in any "Handbook" or "Manual of Procedures", is the name of the author and the date when the work was published, printed or typed. Specifically:

- (a) This MANAGEMENT GUIDE is issued and sponsored by our Management. The basic or fundamental procedures are developed by the largest Business Engineering Organization in the world. Subsequent procedures, treating of important details, will be written or edited and approved by our Management. All are made authentic by the personal signature of our General Manager.
- (b) Every Standard Procedure has been developed with care and based on a scientific analysis of sound business principles as they apply to our particular establishment.

## Hesston Manufacturing company handbook

Standard Procedure

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2. KNOW YOUR  
GUIDE

All Guides are not alike. Some contain more Standard Procedures than others. This Management Guide, which you hold, contains instructions pertinent to your job . . . to your authority, duties and responsibilities. Please make a serious effort to know your Guide. You are held responsible for an intimate knowledge of the text and its full meaning. No officer, executive or key employee can understand or comprehend the full meaning without serious thought and much diligent study. If, after reading any one of the Standard Procedures in your GUIDE several times and actually trying to understand it, you feel that any part of it is unimportant and does not apply to you or your responsibilities, you may be sure that you do not comprehend its true meaning and significance. If you do not fully understand, see your immediate superior. Persist in a strong determination to completely grasp the meaning.

3. VALUE

THE HESSTON MANUFACTURING COMPANY of Hesston, Kansas is making an investment in our Management Guides. We can all derive much benefit from the investment if we develop a proper attitude toward our Guide and co-operatively strive to use it as a real guide and help in our daily tasks. The best Guide book in the world is of no value to anyone who does not read it. A technical manual must

## Hesston Manufacturing company handbook

Standard Procedure

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not only be read but diligently studied for maximum value. The HESSTON MANUFACTURING COMPANY will receive returns many times the investment value of our Guide but only to the extent to which every executive and key employee earnestly studies it and cooperates in its use and application to our business.

#### 4. GAIN

We must make it crystal clear, however, that the successful executive or key employee who does not take an enthusiastic interest in his Guide and who does not cooperate fully in making its contents a real part of his business life, overlooks an opportunity for self-improvement. We all benefit in direct proportion to the effort we apply. Time alone is the final test for all of us collectively and for each of us individually.

#### 5. RESULTS

Results are what really count. Our Business Engineers are engaged to do no more than lay a straight and clear track. We must carry on and do the "traveling". As we travel we observe and learn of method and procedure improvement which, by experience, is the best of all teachers. Not only must the key personnel of the HESSTON MANUFACTURING COMPANY, participate heartily in the writing of additional Standard Procedures, but every worker as well. The alert employee is constantly aware of changes which may appear desirable. Many an excellent idea is lost because it was not promptly written into Standard Procedure form.

## Hesston Manufacturing company handbook

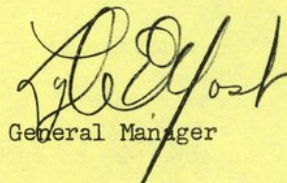
Standard Procedure

Page 4

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Management will edit and approve every good idea brought into our operation picture. Let's make our GUIDE a veritable "Business Bible" by which we can live soundly, work harmoniously and prosper effectively. Compensation follows a natural law, and if you want RESULTS you can attain them.

APPROVED:

  
General Manager

END

DATED: March 1953

"B"

B

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## INTRODUCTORY

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### INTRODUCTORY

#### Sectional Index

##### "B" Index

B-1 Introduction to Standard Procedures

B-2 Issuance of Standard Procedures

B-3 Revisions and Reissues of Standard  
Procedures

B-4 Instruction for Numbering, Indexing  
and Filing Management Guides.

B-5 Assignment of Management Guides

"A good organization with a poor plant will do better  
than a poor organization with a good plant."

## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

INTRODUCTION TO  
STANDARD PROCEDURES

No. B-1

Page 1 of 3

## HESSTON MANUFACTURING CO., INC.

### HESSTON, KANSAS

#### 1. PURPOSE

This MANAGEMENT GUIDE has been prepared especially for the HESSTON MANUFACTURING COMPANY, and is a guiding record for "key" personnel, outlining definite management policies with respect to its routines. Its Standard Procedures are written so that each executive, manager, supervisor, department head, or other "key" persons who may be responsible for any operating expenses, will have a workable understanding of the duties, procedures and responsibilities pertinent to the task to which he may be assigned.

#### 2. ADVANTAGES

There are a number of advantages accruing from a policy of operating our business in accordance with our MANAGEMENT GUIDE. Some of the more important advantages are as follows:

- (a) Defines and clarifies all instruction.
- (b) Affords an authoritative reference in answer to all questions pertaining to procedures.
- (c) Improves administrative control.

## Hesston Manufacturing company handbook

Standard Procedure

Page 2

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- (d) Provides an important aid in the training of new personnel.
- (e) Relieves management of the necessity of making repetitive decisions.
- (f) Promotes uniformity of results.
- (g) Facilitates measurement of performance.
- (h) Eliminates disputes and bickering over "what" is the proper procedure and "who" has the duty and responsibility.
- (i) Promotes more cooperation among employees.
- (j) Establishes the correct relationships among functions, departmental groups, and employees.

### 3. PRESERVATION

Each Guide Holder is charged with the safe custody of his copy of this MANAGEMENT GUIDE. Each Holder will file each Standard Procedure, when received in its proper position and sequence with other Standard Procedures already in the Guide. The subject treated in the Standard Procedure will determine its proper location in the Guide. Each Standard Procedure has a number with a letter prefix preceding the number. Soiled or worn sheets are to be returned to the Office Manager for prompt replacement.

### 4. OWNERSHIP OF MANUAL

This Guide is the property of the HESSTON MANUFACTURING COMPANY, and will remain so. It contains confidential information which has been entrusted to you. It will be kept in a safe place

## Hesston Manufacturing company handbook

Standard Procedure

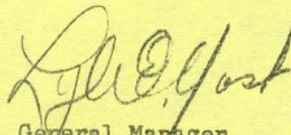
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and not be made available to unauthorized persons. The Guide shall be surrendered to the Company upon demand.

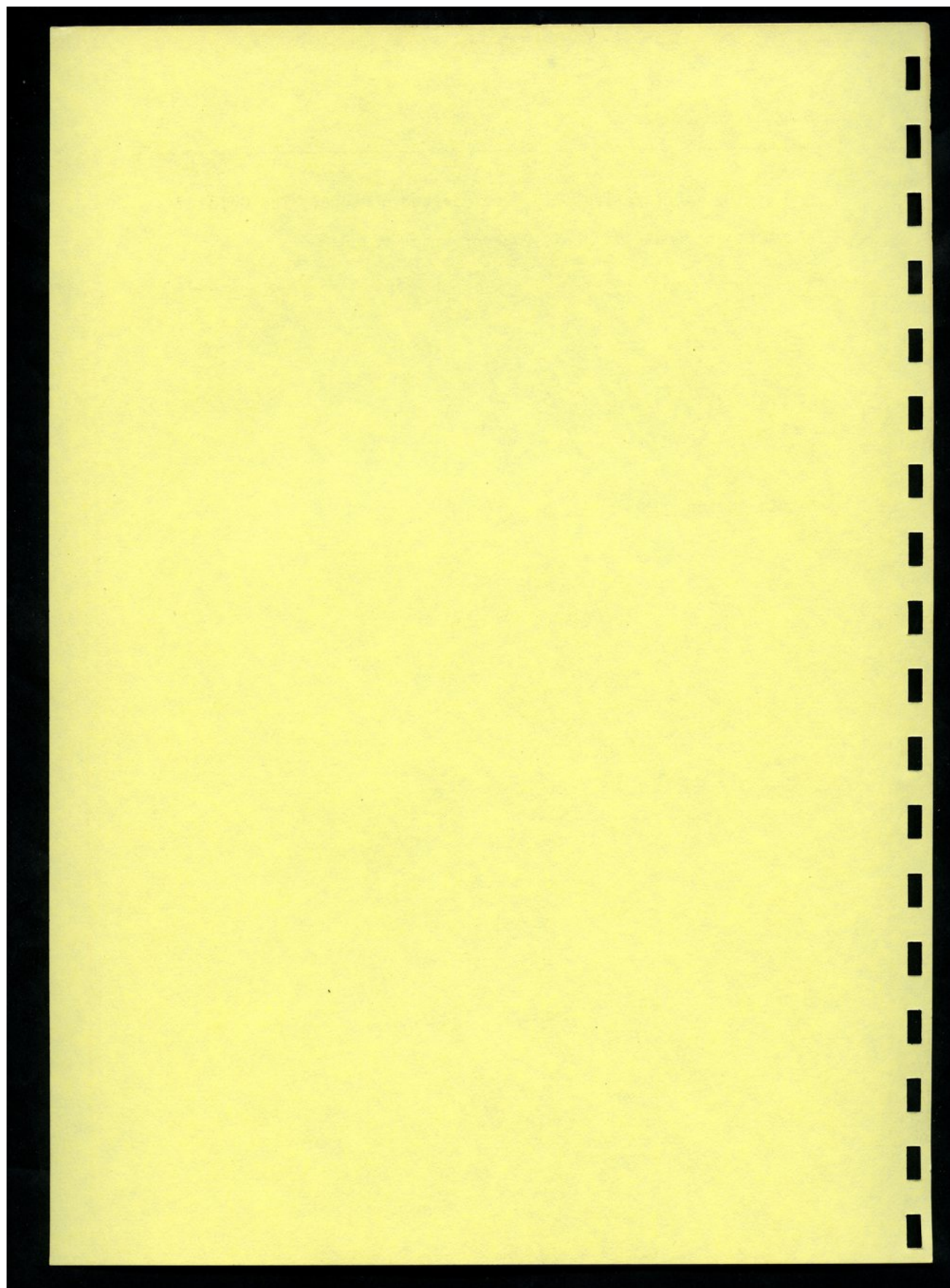
END

APPROVED:

  
General Manager

DATED: March 1953

## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

ISSUANCE OF  
STANDARD PROCEDURES

No. B-2

Page 1 of 2

### HESSTON MANUFACTURING Co., Inc.

#### HESSTON, KANSAS

1. ISSUANCE                      Effective immediately all procedures, routines, methods, practices, policies, and performance standards upon which Standard Procedures have been, or will be written in the future, will be made official by the issuance of such procedures.
2. PURPOSE                      The primary purpose of issuing Standard Procedures is to standardize the methods and policies of the Company by clearing all such matters through our control authority. Any policy which has been established by Standard Procedure will not be changed until another Standard Procedure is issued replacing it.
3. APPROVAL                    Any executive or key person may prepare the substance of a Standard Procedure, but will obtain the approval of the General Manager before issuance. The Office Manager will be responsible for the Master Guide, the correct assignment of index numbers and their issuance to key personnel.



## Hesston Manufacturing company handbook

Standard Procedure

Page 2

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### 4. RELATIONSHIPS

Standard Procedures provides a practical method to ensure that the correct procedure will be used when employees are transferred from one position to another. Each Standard Procedure therefore, will clearly outline the task to be accomplished and the relationship, authorities, duties, responsibilities and accountability of each individual position to the organization.

### 5. RESPONSIBILITY

Standard Procedures will be issued to the person responsible for its correct usage and where a knowledge of Procedures is necessary. Each employee will preserve all Standard Procedures issued for the position held by him. Upon any change of assignment, his MANAGEMENT GUIDE will remain with the position for the person assuming the duties.

### 6. OFFICE GUIDE

Complete MANAGEMENT GUIDES will be maintained by certain designated executives and department heads, other GUIDES will contain only the procedures that pertain to the position. The "official guide" will be the one maintained by the Office Manager.

END

APPROVED:

*Lyle E. West*  
General Manager

DATED: March 1953



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

REVISIONS AND REISSUES  
OF STANDARD PROCEDURES

No. B-3

Page 1 of 1

### HESSTON MANUFACTURING CO., INC.

#### HESSTON, KANSAS

#### 1. SUPERSEDING PROCEDURES

It will be the duty of the Office Manager to write the work "super-sedes" in red, across the page, or a paragraph, of any Standard Procedure that may have been revised, also a cross reference directing the reader to the superseding procedure. Minor changes may be made by the use of a proper explanation at the bottom of the page. If this cannot be conveniently done, a new procedure will be written.

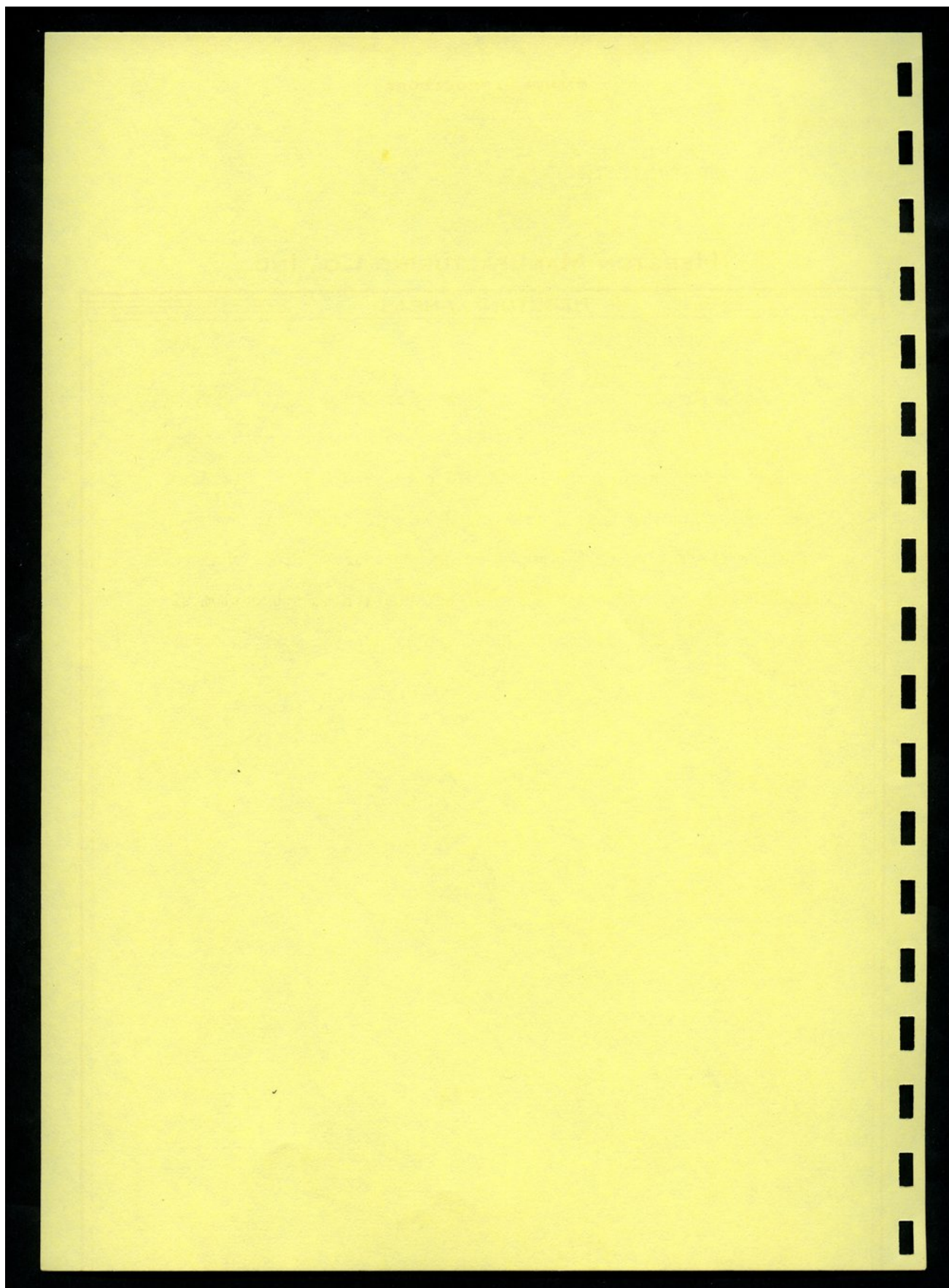
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APPROVED:

*Lyle G. Post*  
General Manager

DATED: March 1953

## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

INSTRUCTIONS FOR NUMBERING,  
INDEXING AND FILING MANUALS

No. B-4

Page 1 of 3

### HESSTON MANUFACTURING Co., Inc.

#### HESSTON, KANSAS

1. COOPERATE WITH  
THE CONTROLLER

All holders of MANAGEMENT GUIDES  
will cooperate in filing each

Standard Procedure as distributed by the Office Manager who will  
attach to each copy of the Standard Procedure a memorandum in-  
structing each individual just where to file his copy.

2. TABULATION  
SYSTEM

Each holder of a MANAGEMENT GUIDE  
will observe that all Standard

Procedures are given compound numbers. The first part is a ca-  
pital letter. Either A, B, C, D, E, F, G, H, J, K or L. The  
second part is followed by a hyphen and a numeral. The prefix  
letter "I" is never used as it may be confused with the numeral  
"1." In general, all "A" procedures are filed together in one  
section of the manual; all "B" procedures are filed together  
in another section; all "C" procedures in a third section, and  
so on up to and including "L" section. Each section starts with  
and is separated by a sectional index page, identified as follows:

"A" -- Table of Contents

"B" -- Introductory

"C" -- Organization

## Hesston Manufacturing company handbook

Standard Procedure

Page 2

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- "D" -- Ownership
- "E" -- Management
- "F" -- Finance
- "G" -- Control
- "H" -- Operations
- "J" -- Distribution
- "K" -- Engineering
- "L" -- Tool and Die

### 3. FILING AND NUMBERING

Following each sectional index page, the Standard Procedures are to be filed alphabetically and numerically in consecutive order. Since all MANAGEMENT GUIDES do not carry a full quota of procedures, every consecutive number may not appear. However, the higher numbered procedures will follow the lower numbered ones. This is an important provision and if not meticulously followed, it would be futile indeed to attempt to index any of the GUIDES.

### 4. FORM NUMBERS

All printed forms will carry an identifying prefix letter and number to correspond with the Standard Procedure covering its description and instructions for its use.



## Hesston Manufacturing company handbook

Standard Procedure

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5. TITLE AND  
DATE

At the top of each Standard Pro-  
cedure will be stated the "title"

or exact nature of the subject matter contained within that parti-  
cular Procedure. When a "date" appears on a Standard Procedure  
that is the date the Procedure becomes effective and operative  
and which will remain in effect until the issuance of a super-  
seding or correcting Standard Procedure.

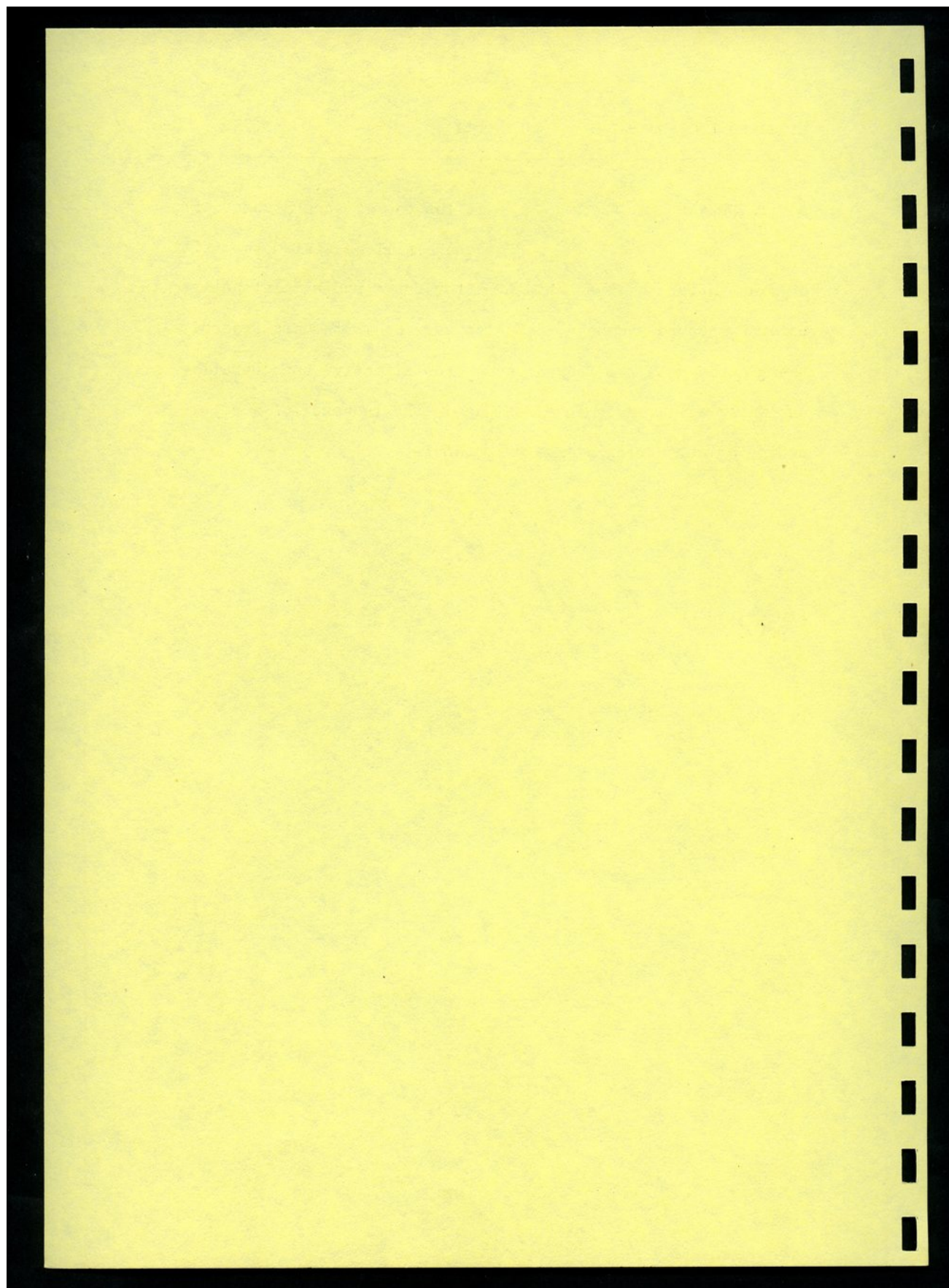
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APPROVED:

*Lyle D. Gost*  
General Manager

DATED: March 1953

## Hesston Manufacturing company handbook



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

ASSIGNMENT OF  
MANAGEMENT GUIDES

No. B-5

Page 1 of 2

### HESSTON MANUFACTURING CO., INC.

#### HESSTON, KANSAS

1. MANUAL FOR  
MAJOR FUNCTIONS

MANAGEMENT GUIDES, either complete  
or partial, will be issued to the

head of each major function of the HESSTON MANUFACTURING COMPANY  
of Hesston, Kansas.

2. EACH GUIDE  
IS NUMBERED

Each Guide will bear a different  
serial number which is known as

the Guide Number. A detailed listing of the Guide numbers, to-  
gether with their functional positions, will be submitted to the  
General Manager for his approval before issuance by the Office  
Manager.

3. ISSUED TO:  
COPIES TO:

Whenever Standard Procedures are  
issued, one will be directed to

the position responsible for performing the duties outlined in the  
procedure. Copies will be distributed to related positions con-  
cerned with the subject matter for the purpose of keeping the  
personnel of the related positions informed.

## Hesston Manufacturing company handbook

Standard Procedure

Page 2

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4. NUMERICAL LIST OF  
MANAGEMENT GUIDES

The MANAGEMENT GUIDES will be numbered in sequence and assigned and issued to the employees by the Office Manager. Each Guide will be numbered and registered at the time of issuance.

MANAGEMENT GUIDES have been assigned to the following positions:

1. President and General Manager
2. Controller
3. Plant Superintendent
4. Director of Sales
5. Methods and Time Study Engineer
6. Chief Engineer
7. Tool and Die Manager
8. Production Controller
9. Purchasing Agent
10. Shipping Manager
11. Receiving and Stores Manager
12. Office Manager

END

APPROVED:

*Lyle E. Post*  
General Manager

DATED: March 1953

"C"

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## ORGANIZATION

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C

### ORGANIZATION

#### Sectional Index

"C" Index and Master Chart C-3

C-1 Theory of Functional Organization

C-2 Plan of Functional Control

C-3 Description of the Plan of Management  
Control Chart

"Our system of organization, based on scientific method,  
is as much of an asset as plant or equipment."



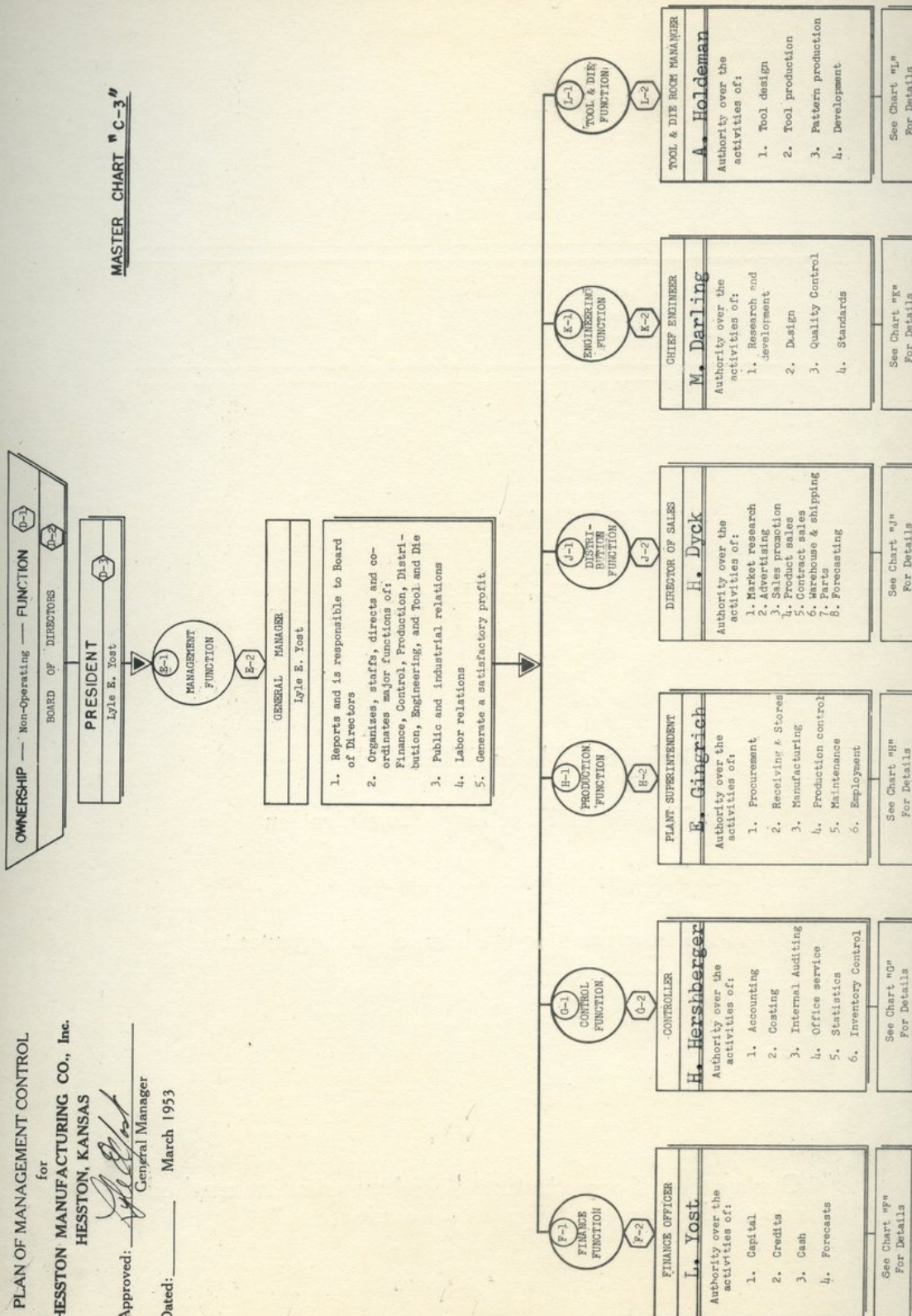
### PLAN OF MANAGEMENT CONTROL

for  
HESSTON MANUFACTURING CO., Inc.  
HESSTON, KANSAS

Approved: *Lyle E. Yost*  
General Manager

Dated: March 1953

### MASTER CHART "C-3"



## Hesston Manufacturing company handbook

### STANDARD PROCEDURE

#### SUBJECT:

THEORY OF FUNCTIONAL ORGANIZATION

No. C-1

Page 1 of 7

### HESSTON MANUFACTURING Co., Inc.

#### HESSTON, KANSAS

##### 1. PRIMARY OBJECTIVE

The HESSTON MANUFACTURING COMPANY was created by private capital, and is obligated to the sources of that capital for the preservation of the principal, and as capital has a measurable market value our Company is further obligated to contribute a return for the use of that capital.

##### 2. SECONDARY OBLIGATIONS

Our Company has of course assumed other obligations: Obligations to its customers, to its employees, to our suppliers and to the public. It must, however, be fully realized that these objectives are truly secondary, assumed only to facilitate and make possible the attainment of the profits which are the prime reason for the very existence of the business. It is quite obvious that all other aims become quite impossible of fulfillment unless the primary purpose, that of generating a profit, is first attained. The primary purpose and aim of all legitimate business is the realization of a measured profit at a measured risk. It is not business but rather management which competes.