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OFFICE OF
WILLIAM RANDOLPH HEARST
LA CUESTA ENCANTADA
SAN SIMEON, CALIFORNIA

April 3, 1930.

Dear Miss Morgan :

I am sorry about Dan Ryan, too, but as a matter of fact he was fearfully spoiled.

Mr. Slattery was a very bad manager, in my opinion. I think I have found that everything he did was done in an extravagant manner. He was also very obstinate and opinionated, and insisted upon doing things his own way, making it necessary to have many things re-done at added cost.

He allowed excessive salaries to be paid. Mr. Keep pays \$125 for a teamster when a perfectly good one can be had for \$75. Mr. Keep also pays \$140 for a pruner and orchard hand when we think we could get a perfectly satisfactory man for \$90.

Mr. Rossi used to prevent those things and got into some conflict in doing it, but he did do it.

Mr. Parks believes in having a uniform rate of salaries throughout, and I think he is right; and management of that systematic kind means not only economy but harmony.

Ryan should have been paid about \$40 a week. He got a salary and overtime and extras. Then he got an increase in salary to cover the overtime and extras and still got the overtime and the extras.

In the end he was getting paid about twice what he should have been paid, and as is usually the case in such situations became more or less indifferent and difficult to manage.

I think the situation is greatly improved by the loss of Mr. Ryan. He did not do anything well, either in his electrical job or in his moving picture job.

In fact, we finally had to pay Mr. Ryan for the moving picture job and then bring an operator up from Los Angeles to do his work for him.

Finally, Miss Morgan, I think as a matter of system, it would be well to have the people working here on the Hill Top either definitely under Mr. Parks or definitely under Mr. Rossi or definitely under Mrs. O'Brien.

I think where there is divided authority, the employe manages to evade both authorities to a certain degree. I think if the authority is definite, however, and Mrs. O'Brien wants someone

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temporarily who is under Mr. Rossi's jurisdiction, she can get him by a requisition on Mr. Rossi for a certain time for a certain job for which she will pay.

And where Mr. Rossi wants someone from Mrs. O'Brien's household staff, or Mr. Parks' department, requisition can be made upon Mrs. O'Brien and the services paid for.

I believe this kind of a system will avoid expense and avoid confusion and avoid employes getting in the condition that Mr. Ryan was in.

As Mr. Ryan has already been spoiled, however, I think there was nothing to do but let him go.

Sincerely,

J. M. Hearst
JH

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