

OFFICE OF PRODUCTION MANAGEMENT

Labor Division
“Training Within Industry”

Policy Bulletin

TRAINING WORKERS TO MEET DEFENSE NEEDS

The rapidly increasing need for more training on the job in Defense plants calls for a common understanding of training objectives.

During this emergency we must keep our eyes on the one common objective—much more production in the shortest possible time. With the unanimous approval of the Labor Division’s Advisory Committee on Training. The following statement of policy is issued for the information of workers and management.

This bulletin is supplemented by two others. One of these is Bulletin 1—the Training Within Industry Program—which outlines measures for giving effect to the policies described. The other is Bulletin 1-A—Organization and Personnel—which lists those who are charged with putting the policies and program to work throughout industry. Other bulletins issued by this branch take up various phases of training most essential to Defense.

C. R. Dooley, Chief
Training Within Industry

LEARN BY DOING—PRODUCE WHILE LEARNING

In this emergency, as well as in more normal times, it is good American practice and efficient business to have each worker make the fullest use of his best skill up to the maximum of his individual ability. Only through such use of the intelligence and skill of the nation’s man-power will production keep pace with defense needs.

1. Additional workers will not be trained unless the available unemployed of equal skill have been absorbed or none are available locally.
2. There are normal losses from among skilled workers due to advancement into supervisory positions, changes to other occupations, sickness, death, and retirement. These losses go on continuously, and it is necessary to bring along well-trained workers to replace them. In addition, there is need to make up for the lack of apprentice training during the past ten years. These are the reasons why organized apprenticeship programs are so important now.

There are two important phases of apprenticeship training:

Definitely planned program of experience, scheduled and assigned step by step to enable the apprentice, over a pre-determined time, to acquire skill on increasingly difficult kinds of work in a trade.

For every skilled job there is related technical matter, much of which can best be taught off the job. To be effective, this related instruction must be very closely tied into the current job experience. Practice, related theory, and technical knowledge must go hand in hand. Workers, employers, and technical educators should collaborate in determining what shall be included in this instruction and how it can best be related to work experience.

The proportion of apprentices to be trained can best be determined in local areas in numbers and programs agreed upon in joint conferences between management and interested groups of employees or by agreements arrived at by collective bargaining units.

3. In a less formal way, many workers acquire a breadth of experience by learning one job at a time and becoming skilled in that, and advancing to a higher grade of work when opportunity permits. In an upgrading program the time cannot be definite and is controlled by available opportunities, depending upon production programs and specific vacancies as they occur. This differs from an apprenticeship program where the opportunity is controlled by advance agreement. Therefore, while craftsman experience may be gained by an apprentice in from three to four years, it may take the production specialist two or three times as long, or longer, to acquire corresponding skill and versatility through an upgrading program.

In times of rapid expansion when there is a shortage of skilled workers, there is no choice but that of using inexperienced workers from other kinds of work or young people without any work experience but with good orientation background gained in public vocational schools during pre-employment training. Through intensive instruction they then must be brought to their highest skill on a limited operation in the shortest possible time. Advancement into more skilled work should always be made from among employees of longer experience on jobs which are good foundations for the higher skills. Attempts should not be made to replace skilled workers by narrowly skilled specialists.

This puts upon management a two-fold responsibility:

Foremen, instructors and experienced workers must assist less experienced workers in acquiring new skills, and

They should see that employees who have the desire and capacity for advancement be not kept indefinitely on jobs requiring skill in single operations.

4. Apprenticeship, upgrading, and supervisory training programs within industry are greatly implemented by making available opportunities for individuals to get instruction and related knowledge which enables them to fit themselves for advancement. Whether these facilities are made available by public educational institutions, employers, or organized labor groups, it is essential that there is continuous consultation among students, management, and educators. Only through such cooperation can the instruction be of immediate practical value.

Such philosophy, such practices, and such consultation should result in well-balanced training programs, and bring about an orderly and an effective approach to creating and maintaining a supply of competent workers available to meet the rapidly increasing needs of defense industry.

APPROVED BY THE ADVISORY COMMITTEE ON TRAINING
OF THE LABOR DIVISION, O.P.M.

M.F.Burke

United Aircraft Corporation

C.S.Ching

United States Rubber Company

E.C.Davison

International Association
of Machinists

C.S. Golden

Steel Workers Organizing Committee

John Green

Industrial Union of Marine and
Shipbuilding Workers of America

M.H.Hedges

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Newport News Shipbuilding and
Dry Dock Company

John E. Rooney

Operative Plasterers' and Cement
Finishers' International Assn.

OFFICE OF PRODUCTION MANAGEMENT
TRAINING WITHIN INDUSTRY
DISTRICT OFFICES

For information or advisory assistance concerning the training of workers while on the job, apply to the Training Within Industry district office listed below that is nearest to you.

Atlanta, Ga., Georgia School of Technology,
225 North Ave. N.W. (Hemlock 6890)
Baltimore, Md., Room 3106, Baltimore Trust Bldg.
(Plaza 1654)
Boston, Mass., Room 1039, Park Square Bldg. (Hubbard 0380)
Buffalo, N.Y. (location pending)
Chicago, Ill., Room 1441, 20 North Wacker Drive (Andover
1744)
Cincinnati, Ohio, Room 802, Fifth-Third Union Trust
Bldg. (Cherry 3740)
Cleveland, Ohio, Room 797, Union Commerce Bldg.,
925 Euclid Ave. (Cherry 2984)
Denver, Colo., Room 518, U.S. National Bank Bldg.
(Keystone 4151-596)
Detroit, Mich., 702 Boulevard Bldg., 7310 Woodward Ave.
(Trinity 1-5520)
Houston, Texas, Room 3201, Gulf Bldg. (Fairfax 9842)
Indianapolis, Ind., Room 1428, Circle Tower Bldg. (Market 9411)
Los Angeles, Calif., Room 452, Roosevelt Bldg. 727 West
Seventh St. (Trinity 2104, 2105)
Minneapolis, Minn., Room 1800, Rand Tower Bldg.
(Bridgeport 7591)
Newark, N.J., Room 601, 605 Broad St. (Mitchell 2-1114)
New Haven, Conn., Room 513, 152 Temple St. (6-5186)
New York, N.Y., Room 2026, 11 West 42nd St.
(Pennsylvania 6-0486)
Philadelphia, Pa., Room 2301, 12 South 12th St. (Walnut 6820)
Pittsburgh, Pa., Room 360, Administration Bldg., Carnegie
Institute of Technology (Mayflower 2600)
Raleigh, N.C. Raleigh Bldg., Fayetteville and Hargett Sts.
(2-3306)
St. Louis, Mo., 603 Shell Bldg. (Central 4206)
San Francisco, Calif., Room 702, Newhall Bldg.
260 California St. (Exbrook 0369)
Seattle, Wash., Room 957, Stuart Bldg.,
4th and University Sts. (Eliot 6404); affiliated
office located at Portland, Ore.,
Room 1006, Bedell Bldg. (Broadway 0380)