

OFFICE OF PRODUCTION MANAGEMENT

Labor Division
Training Within Industry

Bulletin #1

THE "TRAINING WITHIN INDUSTRY" PROGRAM

The Office of Production Management has established this service for defense contractors and sub-contractors to assist them in meeting the increasing needs for skilled workers and supervisors.

The underlying PURPOSE of this activity is:

To assist defense industries to meet their manpower needs by training within industry each worker to make the fullest use of his best skill up to the maximum of his individual ability, thereby enabling production to keep pace with defense demands.

Based upon types of requests for assistance which have been received from industry, the PROBLEM of providing the kinds of skill needed divides into three parts:

1. Inventory of present skills. This should include those employed below their greatest usefulness as well as the unemployed. Various national and local governmental agencies, and other cooperating groups, are at work gathering this information, but each plant should also take stock of the talent and experience of its own employees and make internal adjustments before employing new men.
2. Training outside of industry. This includes pre-employment instruction and related supplementary instruction. This part of the program is being provided for by public and private vocational and trade schools and by engineering colleges, but it is of such vital interest to industry that the closest kind of cooperation must be continuously maintained with them.

National Youth Administration, Work Projects Administration, and Civilian Conservation Corps also offer opportunities for pre-employment work experience making for better preparation for work in defense industries.

It is of utmost importance that the industries served participate actively with the schools in setting up entrance standards, so that all who complete the school training will be acceptable for employment. It is also important that the numbers of persons trained be not greatly in excess of the needs of the industries served. Industry can well afford to supply some of its first-class employees to schools as teachers. Some of their retired employees may be excellent instructors. Industrial management can also assist these other agencies in making their services increasingly useful to industry by constant consultation regarding job requirements.

3. TRAINING WITHIN INDUSTRY. This particularly deals with industry's own training responsibilities, and is the area in which the efforts of this activity are concentrated. It is accomplished through upgrading of all classes of personnel as their experience and abilities warrant, through planned job progression, job rotation, and intensive supplementary instruction both on and off the job.

The conclusions of various recent conferences confirm experience that this training includes three phases:

- a Development of production specialists through intensive instruction on the job according to basic operations.
- b Development of all-around skilled mechanics through trades apprenticeship, in accordance with federal standards, separate from production worker training, for the purpose of developing a pre-determined, limited number of all-around journeymen mechanics.
- c Development of supervisors through careful selection, assignment of supervisory duties of increasing responsibility, and provision for related organized help through discussions and conferences under both plant and outside auspices. Technical and other management assistants must be developed also.

This organization renders specific ADVISORY ASSISTANCE to defense industries in inaugurating programs which they carry on within their own plants at their own expense. The availability of this service is widely known, but it is not compulsory. There is no authority to go into a plant on any basis other than at management's request.

Four general types of assistance apply in most cases and are being adapted to fit the various conditions in each specific plant.

1. Help in the analysis of training aids
2. Aid in setting up a program within the plant to meet its needs
3. Experience of other employers who have met similar problems is made available through headquarters and field clearance.
4. Availability of the services of tax-supported government agencies—such as the state and federal employment service, vocational and trade schools, engineering colleges, N.Y.A., C.C.C., and W.P.A.—made known to plant managements so that the fullest use may be made of them. Only through interpreting the needs of industry to these agencies, and their closest coordination, can they furnish the most effective pre-employment education and pre-employment experience as well as related instruction for employed workers.

A COUNTRY-WIDE ORGANIZATION to assist individual defense manufacturers in the solution of their training problems operates through 22 field offices of the Training Within Industry branch of the O.P.M. Labor Division. These district offices are listed on the reverse of this page.

In charge of each is a District Representative who is the direct agent of headquarters at Washington. Borrowed from industry, he was selected for his background in production and industrial relations. In most districts he is supported by an Assistant Representative.

Associated with the District Representative in each district are four advisors, two who represent Management and two representing Labor. With a broad background in their respective fields, the Advisors promote helpful relationships and stimulate wider interest in the advantages of training in the plant.

The personal service that Training Within Industry renders to the individual manufacturer is performed most often by one of several Consultants. They are part of the district organization and are members of the industrial community they serve. Consultants bring to their tasks extensive experience in the fields of management, production, and personnel, and have an understanding of local factors. Upon request, their services are available to the District Representative.

Activities of the field organization are directed from headquarters at Washington.

THE HEADQUARTERS' STAFF consists of the Director, Associate Director, Assistant Directors, and specialists with broad experience in the training problems of industry. The staff is assisted by an Advisory Committee composed of six representatives of Labor and six of Management. Technical Consultants, responsible for the successful administration of training in industry, complete the staff.

Both the headquarters and district offices are described, along with listings of personnel, in Organization and Personnel Bulletin #1-A. The territory served by each office is shown by a map included in the bulletin.

Washington, D.C.

August 15, 1941

C. R. Dooley, Director
Training Within Industry

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DISTRICT OFFICES
TRAINING WITHIN INDUSTRY

Branch of the Labor Division
Office of Production Management

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. Your request should be addressed to the District Representative who is in charge.

Atlanta, Ga., Georgia School of Technology,
225 North Ave. N.W.
Baltimore, Md., Room 3106, Baltimore Trust Bldg.
Boston, Mass., Room 1039, Park Square Bldg.
Canton, N.C., 27 _ Church St.
Chicago, Ill., Room 2105, Merchandise Mart,
222 North Bank Drive
Cincinnati, Ohio, Room 802
Fifth-Third Union Trust Bldg.
Cleveland, Ohio, Room 797, Union Commerce Bldg.,
925 Euclid Ave.
Denver, Colo., Room 518, U.S. National Bank Bldg.
817 Seventeenth St.
Detroit, Mich., 702 American Radiator Bldg.
1346 Broadway
Houston, Texas, Room 3201, Gulf Bldg.
Indianapolis, Ind., Room 915, Circle Tower Bldg.
Los Angeles, Calif., Room 452, Roosevelt Bldg.
727 West Seventh St.
Minneapolis, Minn., Room 1800, Rand Tower Bldg.
Newark, N.J., Room 601, 605 Broad St.
New Haven, Conn., Room 513, 152 Temple St.
New York, N.Y., Room 2026, 11 West 42nd St.
Philadelphia, Pa., Room 2301, 12 South 12th St.
Pittsburgh, Pa., Room 360, Administration Bldg.,
Carnegie Institute of Technology
St. Louis, Mo., 603 Shell Bldg.
San Francisco, Calif., Room 702,
260 California St.
Seattle, Wash., Room 957, Stuart Bldg.,
4th and University Sts. (affiliated
office located at Portland, Ore.,
Room 1100, Public Service Bldg.)
Upstate New York (location pending)

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