

## TRAINING WITHIN INDUSTRY BULLETIN SERIES

Bureau of Training  
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### HOW TO MEET SPECIFIC NEEDS

You are faced with meeting a definite responsibility your management has assigned. Training is an everyday part of getting out the work. A training program is simply management's organized attention to the problems related to introduction, instruction, and coaching the individual workers and supervisors.

Every supervisor has a part if the training program is well set up and coordinated. Your job is to help each supervisor to meet his responsibility. You can help him by doing some things for him, but the biggest help is to equip each supervisor with knowledge, tools, and skills which will enable him to make the most effective use of the manpower under his supervision.

The business of your plant is different. Even though the finished product is the same as in some other plant, there are many internal factors that control the effectiveness from a production point of view. These must be dealt with in your specific plan. Here are some ideas and methods of attack that have proven useful in many companies. They can be adapted to your program if you clearly understand the specific needs of your own plant which can be met through training.

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### WHAT TRAINING IS NEEDED IN YOUR PLANT?

Is your plant the same as it was in 1940? Or did you have a plant in 1940? If you are in an organization which has been in existence for some years, and you still work in the same building that you did before the war, are you making the same product? And do you have the same operators, craftsmen, and supervisors as you had two years ago? Or, were you a training director in the old days?

No war contractor in the country can say "yes" to all of these questions. We all have new jobs, new equipment, new people. We have a training job.

#### Identifying Training Needs

Each plant has training problems of its own. The product it manufactures, the materials and machinery used, the men and women who turn out the work—all these combine to make the situation in your plant different. The training director of the plant is the one management holds responsible for looking closely at just what his own plant needs.

#### Planning a Program

In order to meet the needs of your plant, you must first spot the specific needs—the ones which need your attention now. Training is planned by deciding on the content, who will be trained, who will do the training and when, how, and where it should be carried out. But there is no training done unless the training plan is sold to management and gets support not only from the top but down through the line organization. And, of course, all training must be checked for results.

No single training plan stands alone. You cannot start to train supervisors one day, and set up to produce skilled mechanics on the next, and arrange for a local vocational school to give related instruction without considering their effect on each other. And you cannot ignore the drain you put on supervision if you involve certain supervisors in too many parts of a program at once.

Your program must be coordinated to use the talent in the plant in ways which will help the line organization to get out production.

### WHAT ARE “TRAINING NEEDS”?

The training director has to plan his own program—but he can check the common needs found in most plants. He then has a start on planning the way he will meet his own plant's needs. You get your best tips in terms of things that are interfering with production—turnover, accidents, rejected work, tool breakage, scrap, errors in following instruction, poor inter-departmental relations. These must be improved through organized training.

#### Induction of New Workers

Getting on to “the way of doing things” is one of the most important factors in getting the new worker off to a good start. Whether you plan it or not, every person whom the new employee meets when he first comes to your plant gives him some information or impression of the place where he is starting to work.

Are there things you want him to know? Are there rules you will expect him to live up to? Of course, there are. And do you suppose he wants to also know such things as just how he is supposed to conduct himself, such as when, where, and how he gets his pay; what he should wear on the job; and whether there are any privileges or penalties regarding his new job?

Would you like him to get this information that he wants or needs from someone who will give it to him straight—or do you want to leave it for chance remarks, perhaps from some worker (who, though older in service, may not be too sure about the answers?)

An induction plan is just the simple giving of attention to the necessity of providing a definitely coordinated way for the new man or woman to learn what he needs to know, when he needs to know it.

#### Training of Non-Supervisory Employees

Information about the plant is not all that the new worker needs. He must learn to do a job which will contribute to the whole war production of the plant. Perhaps your plant used to have men who carried on a series of operations. When the new women come in, you may need to train each of them to do a single job.

You have to know what specific jobs are being filled by new people—and you have to know what it takes to do that job. Then too, these days, many of your experienced people are being transferred to jobs new to them. These are training needs easy to identify and to plan to meet.

Is every person in your plant working full time at his highest skill? Or does someone spend valuable time on jobs which could just as well be performed by a less-skilled person? Both good business and good relations require that we use people at their highest levels.

But using highest skills is not enough. Sometimes we have to “produce skills.” Amazing production records can be achieved by engineering jobs so that relatively new people can be instructed quickly to perform individual operations. But the plant still needs skilled craftsmen. It would be shortsighted if we failed to build our supply of all-around skilled workers through well planned upgrading and apprentice programs.

Much plant time can be saved if the public training courses for pre-production and supplementary instruction are utilized. For example, on some jobs, ability to read blueprints is necessary—and how to read a blueprint can be learned in a school before coming to work.

Many public training agencies are really doing production training where they set up shops which give the person new to industry familiarity with machines and operations. In order for a worker to be upgraded to a more difficult job he may need some training which he can get off the job. Do you know the facilities which are available in your community? Do the training agencies know what you need? And are your workers fully informed of how they can take advantage of these opportunities?

#### Improving a Supervisor's Knowledge of Work and of Responsibilities

Supervisors are not usually thought of as skilled workers, but to do their jobs they certainly needs skills. Skills are not enough. Some things they just have to know. They must know their own work—what goes on in their departments—what it takes to turn out production—just what men and women in their departments must be able to do. And they must know just what is expected of them as management's representatives. They have to know what they are responsible for, and only their own plant operating executives can tell them.

A big training field here is often ignored by assuming that “the supervisors know, or else they wouldn't be supervisors.” It is your job, as training director, to provide a way for them to acquire what they need to know.

#### Training Supervisors to Conduct Meetings

Do your supervisors ever have to get any information across to a group of people? Or do they ever have to try to get a department to accept some change? Or do you use supervisors to help on parts of various kinds of programs?

Skilled “conference leaders” are rare. They grow through experience. But some simple techniques are easy to acquire, and they are of value in any plant. Supervisors gain confidence through using them. If the people to whom you assign training responsibility cannot “put it across,” your training program may fail.

#### Improving Instruction on the Job

Training Within Industry's program for Job Instruction is used in many war production plants. But is your plant getting full value out of this simple but effective way to break in a new man on a new job?

#### Increasing the Supervisor's Skill of Improving Methods

Job Methods Training may be new in your plant. Would it help to see that the right people get Job Methods Training? And that they use it? It will help them to avoid waste of machine time, materials, and workers' efforts.

### Coaching in Everyday Relations on the Job

Job Relations Training will help your supervisors to acquire skill in working with individuals and groups. Constant use of basic fundamentals of good relations will also prevent many problems.

### Selecting New Supervisors

Do you ever have to appoint new supervisors in your plant? Almost every day it seems. Yesterday they were operators—today they are in charge of units. Even if the plant has provided a way to train those beginning supervisors in the skills and knowledge that they need—is it enough? Are you sure that you are training the right people?

There is a simple means that the training director can use to spot among the rank-and-file workers—those who are the best bets for the fulfilling of supervisory responsibility. Sponsoring and using such a plan is a definite part of a comprehensive training program.

## ORGANIZING THE PLANT PROGRAM

When you have identified the training needed in your plant, and planned ways of training to meet those needs, you still must organize your plan into an overall program. There may be a man who is the very best in the plant to get a new person off to the right start, who is splendid with working with the public schools in planning related instruction, who really knows just what is expected of a supervisor in this particular plant. Are you going to use him for all those jobs? You probably cannot.

You may have hundreds of new employees coming into your plant every week. There is much about your own establishment to learn. Are you going to give it all to them at once? Probably not. You may need production operators, and job instructors, and set-up men, and supervisors. Where do you get started?

Organizing a plant training program is simply planning WHO does WHAT, and WHEN and WHERE. What happens next depends on the understanding and backing the program gets from the entire executive and supervisory staff.

## RESPONSIBILITY FOR RESULTS THROUGH TRAINING

The LINE organization has the responsibility for making continuing use of the knowledge and skills acquired through training as a regular part of the operating job.

A STAFF group, or often one staff person, provides plans and technical “know how”; does some things FOR, but usually works THROUGH, the line organization.

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