

April 14, 1945

MEMORANDUM

TO: W. S. Cooper
J. H. Kohlerman

FROM: Walter Dietz

SUBJECT: Program Development for Chinese Air Force

Just to make it official, I presented Program Development certificates today to both Major Wang and Captain Lia. The captain's plan was better than many I've seen from our own people - and some surprising English usage convinces me it wasn't copied from anything - and anyway, whatever is gained from their work with us is to the good, so I have no scruples about some slight deviations.

And both Frances and I now have some Chinese messages, and we can't understand those, so maybe we're all even.

cc - A. G. Blake

刘 友 钢

What is the Production Problem? The ring assembly department fails to meet the production schedule

EVIDENCE: Give facts and figures; underlying causes and conditions; what has to be corrected improved, suggested

1. was always on schedule in the past until last three months.
2. According to schedule the production should increase 7% per month from January to June.
3. Production of this department was 5% behind schedule in last month. This will delay the airplane production.
4. Equipment and machines are plenty enough to meet the requirement for the production.
5. 20 new employees are inducted to meet the increase of production.
6. New employees are trained in a training school before they come to this department and their training has been proved to be satisfactory.
7. New employees couldn't help much in production work for a long time after they came in the department
8. The employment department works out O.K. in their part of induction of the new employees
9. Leadership doesn't know how to help worker.
10. New employees have to wait for employees for help. This indicates their work too.
11. The employees delayed their work in looking for tool crib in getting tools out.
12. Morale is low, employees are not enthusiastic in their work.
13. Airplane parts to be assembled are delivered to this department on time.

EVIDENCE	RECOMMENDED ACTION (PROPOSED)		OTHER ACTION (PERFORMED)
	Initiated for whom?	Training in what?	
1.	_____	_____	_____
2.	_____	_____	_____
3.	_____	_____	_____
4.	_____	_____	_____
5.	_____	_____	_____
6.	_____	_____	_____
7.	Leadmen	Induction-How to put new employees to work and job instruction	_____
8.	Leadmen	Induction-the responsibility of a leader to a new employee and what he should explain to new employees during induction.	_____
9.	_____	_____	_____
10.	Leadmen	Induction-procedure for a new employee to obtain tools from the crib	Introduce the new worker to crib man
11.	Supervisor	How to keep up morale and raise interest.	_____
12.	_____	_____	_____
13.	_____	_____	_____

What is the Specific Plan? Induction of new employee in fire assembly department

Training For whom headmen Training for how many four

What Content	How Can It Be Done Best	Who Will Train or Help?	When? How Long?	Where?
1. Who responsibility of the headman in induction the new employee.	Explain	Supervisor	15 minutes	Conference Room
2. That the headmen should explain plain and soon to the new employees: (a) Show him around the dept, general layout, cafeteria, toilet, locker rooms and tool cribs. (b) Tell him how to "ring" the time card. (c) explain special safety for his work in the dept. (d) procedure to get the working tools from the crib.	Explain and question ask the headman to make a note include all the detail induction procedures in order to check the each item has been explained.	Supervisor	1 1/2 hrs. Coming Wed. 2 - 4 p.m.	Conference Room
3. How to instruct the new employee to do their job.	Session	T-1 Job Instruction Trainer	10 hrs. 5 sessions every Monday and Thursday 2-4 p.m. from next week.	Conference Room

That is the addition of this Plan to Other Current Training Plans and Programs? This plan does not interfere

with the other current training plans in the plant.

STEP 3

To: Plant Manager

From: Training Director

From the plant production meeting on April 8, we found that the production of the Wing Assembly Department was not able to meet the production schedule in the last three months. Following are the figures which tell how much the production was behind the schedule:

January - - - - -	1 %
February - - - - -	2 %
March - - - - -	5 %

This, of course, will delay the airplane production if the situation is not improved. However, the production of the Wing Assembly Department was ahead on schedule in the past until the production is planned to increase since last January.

According to our production schedule, the production in Wing Assembly Department should increase 7% per month, from January to June this year. Twenty new employees had been employed and four leadmen were promoted in that department in February and March in order to meet the increase in production. These employees, after the induction by the employment department, were sent to our mechanics training school. They received six weeks training to learn the skills and basic knowledges in wing assembly, and they had passed the standard test before they went to that department.

Since the machines and the parts are delivered on time, the cost for delaying work lies inside the department. It appears that the new men do not help much in production work for lost time after they came into the department because the workmen didn't know how to help them and put them to work correctly. The new employees wasted time and interrupted work in asking for help and looking for the things that they wanted. The morale of that department is also low. The employees didn't work hard, even though they know the production was behind schedule.

After being discussed with the superintendent of assembly department, Mr. XX, I recommended the training plan for the supervisors and leadmen of that department for your approval. No special training cost is needed for this training, only the supervisors and leadmen have to be taken away from their work at a total of twelve hours each. Their work can be taken care of by others during training period and we will not interfere with the production.

The training classes are: I. Induction Training for Four Leadmen in Wing Assembly Department

<u>Subject</u>	<u>Trainer</u>	<u>Time</u>
1. The responsibility of the leadman in inducting the new employee	Supervisor of that department)	2 hours
)	April 11
2. The procedures of induction.	Supervisor)	2 - 4 p.m.
3. Job Instruction	TWI Job Instruction Trainer	Total - 10 hours
		Apr. 16, 19, 23, 26, 30
		2 - 4 p.m.

11. Job Relation Refreshing Training for Supervisor
in Ling Assembly Department

<u>Subject</u>	<u>Trainer</u>	<u>Time</u>
1. 4-step method in handling problem.	Job Relation Trainer	4 hours April 12, 14 2 - 4 p.m.
2. Foundations for good relations	Job Relation Trainer	4 hours April 17, 18 2 - 4 p.m.
3. How to keep up morale and raise interest	Job Relation Trainer	2 hours April 20 2 - 4 p.m.

STEP 4

Check Result - The result can be checked by observing the morale of the department and the working conditions of the new employees. And, of course, we expect the production can be increased to catch up with schedule in this month.

Air Mail - Special Delivery

February 24, 1945

MEMORANDUM

TO: Mr. W. S. Cooper

FROM: Walter Dietz

SUBJECT: Extension of TWI Programs to China

Major T. H. Wang of the Chinese Air Force - which is not a flying service but an aircraft group - has been talking with us over a period of time about making the TWI programs available in China. They have a very interesting plan. There is now in this country a Captain Liu who was on the receiving end of the three "J" programs at Pratt & Whitney, and who wants to broaden his experience with these programs and also with Program Development. He will go back to China shortly to get one program started. A second representative will be qualified in another program, and so forth.

Major Wang is a splendid young man. I am very much impressed with both his sincerity and his grasp of what we are trying to do. His English comprehension is good as long as we don't talk too fast or use too much jargon. Both he and Captain Liu are going to be in Detroit at the Ford Trade School from March 5 through March 17. When you are in here - as I understand it it will be either February 27 or February 28 - I want to have Major Wang come down and meet you and discuss the concrete steps we can take.

I hear that you are anxious to put on a PD Institute and that you think you might as well take advantage of what we already know about what we could do the manual. Miss Kirkpatrick's plans have been changed and she is going to be in town the first of next week and says she will lose no time in drafting the PD changes we have already agreed upon.

Now, can you plan to run a PD Institute in the Detroit area opening early in the week of March 19 and include in it Major Wang and Captain Liu? This seems to me to be an ideal chance as it should be possible to arrange for them to work on a production problem at Ford. That angle might be difficult to arrange if you had to make a cold start but will mean that you would spend quite a bit of time with them in this interval between the two sections of the Institute and Frances would be available to give them any possible help on just what we are up to and why.

What I would like them to have is a regular Institute plus everything else that we can give them. This will push us a bit, but I

think it is worth it and we will hold up our end of the bargain. The arrangements at Ford have been made for Major Wang and he does not at this time know the name of the contact person there. We can find this out or you might have someone in the Detroit office inquire of the Ford Trade School.

I am hoping that when you get here we can make a definite commitment that we will have a PD Institute that they can attend. This would mean, of course, that with good luck we would have the PD manual buttoned up by the end of March and that a new processed manual could be ready for the field the end of April.

FK:ls

cc: Mr. Blake

NOTE: FK to call Major Wang Tuesday or before - DEatur 6700, X 35.