



# *They call it* **TWI**

Instructor Bob Adams conducting a Job Relations class in the Home Office, with representatives of three departments taking the course

**I**T looks and sounds like the abbreviation of an airline, but in reality TWI stands for "Training Within Industry," a part of the War Manpower Commission which provides a series of practical, on-the-job courses of instruction that are going over in a big way throughout busy America.

In our own organization thirteen men have been trained as Instructors, and as this is written 2264 Standard Oilers, representing practically all Company departments and operations, have taken TWI training, and the work is still going on. Before we get into this phase of the program, however, let's look at the short but brilliant career of TWI.

The project got its start back in 1940, when it became evident that this country was going to become the "Arsenal of Democracy." All-out production meant tremendous changes in

plants and equipment. It meant that America would have many new industrial problems, including the necessity for thousands of men and women to learn unfamiliar operations and to work under emergency conditions. It also meant a whole string of headaches for old and new supervisors who would need help in handling new processes and products.

The situation called for some kind of a concentrated, easy-to-administer training program, adaptable to any industry, that would straighten out misunderstandings on the job and secure the maximum cooperation of employees. TWI was the outcome.

Owen D. Young, Honorary Chairman, General Electric Company, suggested the creation of a service that would provide what its name promised—training within industry—streamlined, down-to-earth instruction that could be given and received with

only a little actual loss of working time. The idea caught on immediately. In August, 1940, a committee chosen from the outstanding training experts in the country was appointed to direct the work.

These men swung enthusiastically into the job of organizing a workable national program. By February, 1941, a field organization of 22 districts

Charles W. Poole (right) receives the 100,000th TWI certificate in the Pacific Southwest District from Director Garner A. Beckett, with Standard Vice-Pres. T. S. Petersen looking on



had been created, each with a District Director, an Advisory Committee of Management and Labor, a Headquarters staff, and a panel of Training Consultants made up of experienced training executives in local industries.

The present successful program is in reality three basic programs, applicable to any and all industries, designed to develop skill in streamlining methods, shorten instruction time, make the most of a man's ability, and improve worker-supervisor relationships. These three courses are known as Job Methods Training, Job Instruction Training, and Job Relations Training, and referred to, in the modern manner, as JMT, JIT and JRT.

Each course provides ten hours of intensive instruction, to classes of approximately ten persons so that all may take active part. A certificate is issued in the name of each "graduate" stating that he has satisfactorily completed the ten-hour course and has pledged to apply the principles taught therein in his daily work.

Because of its concentration of varied war industries, Southern California was selected as the proving ground for these services, and their present form was adopted only after trials and improvements had been made in cooperation with the supervisors in many different companies. Next came the work of training Instructors; this was accomplished through Training Institutes covering approximately one week for each course, usually held at the TWI District Headquarters. Here selected men from industry, in groups of ten, were intensively schooled by the TWI staff so they could go back and teach the courses in their own plants and offices.

To date over 13,000 industrial plants have taken advantage of this program. Close to a million and a half supervisors have been trained. And more are being trained at the rate of 10,000 every week.

As mentioned earlier, in our organization thirteen men have been trained as Instructors, and they in turn have given some form of TWI training to 2264 employees. These hard-working Instructors deserve special commendation on two counts. First, for their enthusiastic presentation of the courses,



E. P. Wright, Assistant Chief Engineer, passing out JRT (Job Relations Training) certificates to one graduating class in the Engineering Department



Instructor Carter C. Camp conducting a TWI course at 11-C Camp, Taft, attended by supervisors from various divisions of that producing area



Luncheon honoring TWI 100,000th graduate in the Pacific Southwest District