

## T.W.I. OPERATING DIFFICULTIES WITHIN WAC ORGANIZATION

Over an uninterrupted period of nearly four years we have built up, and specially trained, an organization to contact war plant managements for one specific purpose--to get them to do their own training in their own plants, using their own people.

- We have a good record of performance.
- We have the confidence of many industrial leaders and top executives, as a different type of government organization.
- They want us to continue the same kind of activity just as it is.

We are essentially different from other training agencies in that there is no course and no series of meetings, which, when completed, means the end of our training in industries engaged in war production. Our only purpose is to keep top managements active to a point of continuing the specific application in their plants as a management function, of our simple programs every day for as long as the business operates.

This is not a new statement to anyone, but it is different from the normal view of training as presented by the established educational institutions. What may be new is that since the organization of the Bureau of Training began to function in the field our effectiveness has shown a decided drop.

Taking figures from September 25 to October 16 of last year, our weekly production was 14,516 (ten-hour units) per week. From May 27 to June 17 of this year, our weekly production was 10,565 per week. During the same period last year our force in the field was 275 and during the same period this year our force was 357.

Certainly one factor, which we can successfully demonstrate, that contributes to this loss is the confusion and chaos caused by new and hastily-formed area and state training directors' organizations, the chiefs of which feel assigned the full responsibility of operating T.W.I., completely restraining

any forward movement of our work.

They have tried to make T.W.I. into something it never was, or ever was contemplated to be. This is understandable because what experience in training that the training directors have had is of the formal institutional kind. They do not understand T.W.I. To understand, it takes several months of drilling under an experienced T.W.I. leader. We are endeavoring to give this appreciation, but it takes our time from work in plants and often the W.M.C. director and training chief have not the time or the inclination to really master the philosophy.

This may not be the fault of these organizations because the setup certainly does put full responsibility for all war production training on them. We know perfectly what conditions the W.M.C. faced when Mr. Appleby took over. Perhaps no other setup would have done as well.

However, the net result so far as T.W.I. is concerned has been, and will be, to slow it up, require many hours for meetings, conferences, discussions, etc., which take so much time for productive work. Now that the budget must be allocated by regions, there is a question of how much, if any, control Washington Headquarters now has. We insist that we and we alone can set up the kind of programs and select the men necessary to do the job. We insist that we and we alone can judge the quality of the programs and the quality of leadership necessary to insure it. We alone are best qualified to properly present the program to management. If every area and every state and every regional staff are also going to attempt the same thing, we may as well recognize that a direct conflict of authority is being faced.

We can not let go of our control and responsibility and keep up the quality of job done. Someone must tell us, and quickly, just where the authority and responsibility does rest. Someone must say to what degree we lose control when budgetary control is passed on to the regions and states. We believe Congress is the only agency that has this authority.

Training as promoted by T.W.I. is a very different thing from the general conception of training as put forward by the regular state and local educational institutions. T.W.I. jobs cannot be compared with regular training jobs except in the most general way. T.W.I. is really not training in the ordinary sense but is more nearly comparable to production engineering.

The T.W.I. program is not only exceedingly technical from beginning to end, being the result of a great deal research and of constant improvement through experience, but the very manner in which it is presented to employers follows a technique which requires constant study and drill in order to obtain satisfactory results.

Even though the particulars of J.I.T., J.M.T., J.R.T., and P.D.T. are laid out in manual form, the staff members must make constant use of the programs under varying circumstances which are reported to Washington, where reviews are made from time to time. While the staff members do "not have the responsibility for planning and organizing a variety of courses of study for the particular needs of a plant and the devising of various teaching techniques," they do have to get results in accord with local situations and record their experiences looking to improvements in pattern. They must be competent to handle the individual problems brought in for discussion. These problems are different in every group. The standardized technique is thus not static, but a growing thing geared to the needs of industry, not only in its technical application, but in its psychological understanding and application.

There is no inherent technical relationship between T.W.I. positions and other training positions in the War Manpower Commission; rather, the relationship is one of cooperation - of being helpful and avoiding interference.

The line and staff principle is sound, but a newly formed and untrained line taking over an experienced crew with its precision tools should require restraint and willingness to look to T.W.I. for results and not pressure to conform to pattern.

T.W.I. has been apprehensive ever since the spring of '43. We have "gone along" at every turn--changing some district boundaries, changing some district office locations--submitting to direction (supposed to be limited to urgency cases as to when and where)--agreeing to many changes in budget and personnel procedures on the basis that the WMC direction would be reasonable once it understood the T.W.I. program, but instead, the direction is getting steadily more dictatorial.