

THE CHALLENGE
to the
EXECUTIVES
of the
MANITOWOC SHIPBUILDING COMPANY

BEATING, not just MEETING,
SCHEDULED DELIVERY DATES--
MAINTAINING QUALITY STANDARDS--
with the LEAST POSSIBLE WASTE!

Walter Dietz.

TO THE DEPARTMENT HEADS CONCERNED:

Due to the step-up in production schedules, it is essential that the production force on Submarines and Y.T.L. boats be very materially increased. To accomplish this increase, all departments will be required to absorb men as rapidly as possible. Trained and experienced men are now seldom obtainable for most crafts. Unskilled men, or men whose previous experience has been in some way parallel to the requirements of your trade must be used. These men must be trained "on-the-job" and up-graded as quickly as possible.

The Employment Department has been instructed to send men to the various departments in accordance with the attached schedule, which shows the rate at which men must be absorbed to meet our needs:

Fitters	15	Men per week for	Fourteen weeks	Total	210
Erectors	2	" " " "	" "	"	28
Fabricating	2	" " " "	" "	"	28
*Furnace (Slab)	1	Man " " "	Ten "	"	10
Grinding	1	" " " "	Twelve "	"	12
Bolters	5	Men " " "	Fourteen "	"	70
Drillers	2	" " " "	Eight "	"	16
Chippers	4	" " " "	Twelve "	"	48
Burners	4	" " " "	Fourteen "	"	56
Welders	15	" " " "	Twenty "	"	300
Stagebuilders	3	" " " "	" "	"	60
*Sheet Metal Dept.	2	" " " "	" "	"	40
Riggers	5	" " " "	Six "	"	30
Mach. Tool Opr.	5	" " " "	Fourteen "	"	70
Mach. Assembly	8	" " " "	Eighteen "	"	144
Outside Mach.	10	" " " "	Twenty "	"	200
*Electricians	10	" " " "	Fourteen "	"	140
*Pipe Fitters	8	" " " "	Twenty "	"	160
*Joiners & Carp.	2	" " " "	Fourteen "	"	28
Crane Opr.	20	" when needed			20
Paint Dept.	4	" Per week for	Eighteen "	"	72
Laborers	60	" when needed			60
*Blacksmiths	10	" " " "			10
Acetylene Weld.	1	Man per week for	Ten "	"	10
Material Handlers	2	Men " " "	Fifteen "	"	30
			TOTAL		1852

*The trades marked above will probably have 50% or more of skilled or partially skilled men available.

All applications for skilled men as they are received by the Employment Department will be submitted to the foremen of the respective departments and/or interviews between applicants and foremen arranged. Men whose experience is closely parallel to the job requirements will also be handled as above stated. Unskilled men, or trainees without job experience, who are to be up-graded, will be judged by the Employment Department, using tests or job-specifications which will be worked out by them with your help for this purpose.

Additional courses for Supplementary training of the men being up-graded will be arranged as needed. Increases in pay and classification will be assigned which reflect this added training.

A. L. PITZ, Vice Pres. & Gen. Supt.
Manitowoc Shipbuilding Company

AN ANALYSIS

of the problems of the MANITOWOC SHIPBUILDING COMPANY, based upon material already available, plus additional material made available by the WAR PRODUCTION BOARD, through the TRAINING WITHIN INDUSTRY, LABOR DIVISION, and with the cooperation of the GENERAL MOTORS INSTITUTE OF TECHNOLOGY, at a conference of Training Coordinators held at Flint, Michigan, Feb. 17-22 inclusive, 1942, and adapted to the particular problems of this plant.

F. W. Towne.

Director of Training,
Labor Department,
M.S.B. Co.