

TWI NEWS LETTER

"AMERICA'S STRATEGIC MILLION"

At a national dinner meeting to honor "America's Strategic Million," sponsored by the National Association of State Chambers of Commerce under the auspices of the New Jersey State Chamber, "Industry's Award" to WMC's TWI Service was presented February 3, at Newark. (See page two.) At the same time, Director Dooley presented TWI's one millionth certificate to Foreman Charles E. Palmer of the Hercules Powder Company, Baraboo, Wisconsin.

Foreman Palmer in turn "stole the show" with a two-minute speech in which he told of what increased supervisory skill, acquired through TWI training, has meant to him. Himself a veteran of World War I, Mr. Palmer has been fighting on the home front and has given three sons to the armed forces in World War II. One of those sons has been killed in action. He received a tremendous ovation as he ended his brief speech.

Present, at one table, were the nine foremen of the American Steel Castings Co., Newark, the first group of supervisors to receive the 10-hour JI training, and later the first to receive JM, and with them was TWI Panel Consultant Howard Pardee who had trained them.

At an adjoining table were the men, known as the "Founders," who as panel consultants met June 9, 1941, to work out the details of the JI program. They are: A. T. Garrett, Western Electric; D. M. Heider, du Pont; W. R. Mullee, American Hard Rubber Co.; R. C. Oberdahn, American Cyanamide; J. H. Vertrees, Rutgers University; Bartley Whiteside, Wright Aeronautical; Arthur Wrigley, State Department of Vocational Education. Mr. Pardee and Arthur H. Myer, TWI's District Representative, #5, were also members of this committee.

-Essex House's banquet hall was crowded to capacity (500-600), with an outstanding gathering of industry executives, many of whom brought with them foremen who have had TWI training. Representatives of 17 State Chambers of Commerce were there, and present from Washington were Director Dooley, Associate Director Dietz, and Assistant Directors Kane and Conover.

Thomas Roy Jones, President, New Jersey State Chamber, presided, and Charles A. Eaton, Jr., President of the National Association, introduced the representatives of other State Chambers. TWI's Dist. #5 Director, Glenn L. Gardiner, spoke on "America's Strategic Million," and Paul G. Hoffman, President, The Studebaker Corporation, South Bend, Indiana, and Chairman of the Committee for Economic Development, made the principal address detailing management's acceptance of TWI. Chairman Jones made the presentation of the award to TWI, and Director Dooley accepted in a short speech of appreciation.

Can you read this? See page 3.



FEBRUARY 5, 1944

INDUSTRY'S AWARD

b. y

Thomas Roy Jones, Pres., New Jersey State Chamber of Commerce

"I know that I express the desire of thousands of industrial enterprises in commending the Training Within Industry Service of the War Manpower Commission for its outstanding contribution to our national war production effort.

"On this occasion the TWI Service presents its certificate to the one millionth foreman who has successfully completed a TWI training program. We thus commemorate the work of the first million foremen trained through this service and for the vital part they are playing in the most stupendous industrial accomplishment of all time.

"In recognition of the inestimable service of this government agency, I have the honor on behalf of the State Chambers of Commerce of our country to present 'Industry's Award' to the TWI Service--the first recorded instance in which an appreciative industry decorates a government agency. This award is made to the TWI Service because that agency, in the eyes of industry, has measured up to these standards:

- "(1) It is a service measurable in practical results
- "(2) The service is timely and shorn of non-essentials
- "(3) The service is economical in proportion to results obtained
- "(4) The personnel of the agency consists of people who intimately understand the practical problems of industry, and recognize the value of the established system of free enterprise
- "(5) It is a service which does not undertake to do for industry the things industry can do for itself
- "(6) It renders a service devoid of all other purposes except that for which it is constituted.

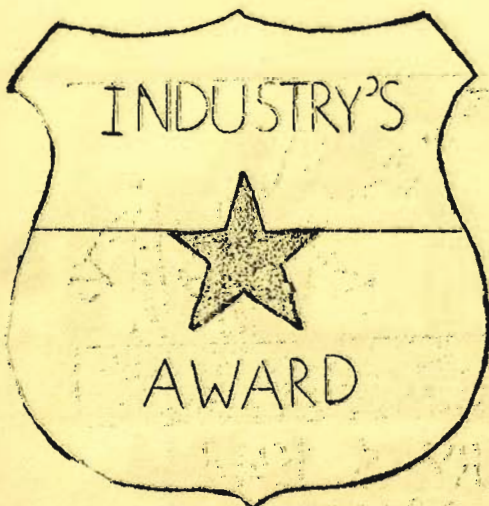
"Therefore, in recognition of its great and invaluable service and because it has met these criteria, industry's highest award to government is presented to the Training Within Industry Service of the War Manpower Commission."

0

The award is a shield-plaque in red, white, and blue, with a centered white star and the lettering, INDUSTRY'S AWARD.

SOUVENIR

As a souvenir of the occasion, the New Jersey State Chamber of Commerce gave out a booklet, with a reproduction in colors of the shield-plaque on the cover and the title "The First Million." This booklet gives the story of TWI, its formation and development, and details of each program, Job Instruction, Job Methods, Job Relations, and Program Development. It also carries the full text of the Award and the list of TWI "top management," National and District.



TWI PRODUCTION FIGURES

TWI production dropped off a bit for the week ending January 29, as compared with the preceding week, but with a 3-program total of 12,633 it was still well above our showing during the "depression" weeks. And it is to be noted that whereas on February 3, up in New Jersey, we celebrated the issuance of our one millionth supervisor certificate, our all-time, 3-program cumulative on January 29 was 1,110,719. Detailed figures:

	<u>Week Ending 1/29/44</u>	<u>Fiscal Cumulatives</u>
JI.	5,480	203,187
JM.	1,926	80,198
JR.	5,227	164,161
All 3 programs.....	12,633	447,546

All-time cumulatives: JI--787,691*; JM--113,662; JR--209,366; all 3 programs--1,110,719.

*There was an error in the all-time JI figure in last week's NEWS LETTER.

WHAT THE FLAGS SPELL

The signal flags at the bottom of page one spell "ONE MILLION"

TWI AND THE CANNING INDUSTRY

From a report to the WMC Rural Industries Division on the Minnesota Canning Association: "It may be advisable to arrange to give instruction (JIT) to foremen in the training of new recruits, or to arrange a course of training to be given workers, if necessary.....It was explained to the members of the Association present that the War Manpower Commission is giving JI training for the Minnesota Valley Canning Company and already has trained for the Owatonna and Faribault companies. The comment by the managers of those plants, and by Mr. John McGovern, president of the Association, was that the training was well accepted and well worthwhile, and that they were well pleased with the results. By virtue of this it is expected that practically all of the plants will want training in one form or another before the season starts."

BENEFITS FROM ALL TWI PROGRAMS

District #7 & 8 says: Bendix Radio at Towson, Md., James H. Kahlert, Industrial Relations Director, reports that their production now is 71 times what it was, and with an increase in personnel of only 11 times, so that production per worker is about 6 times what it was. He has said this achievement was due in a great measure to their improved methods, their supervisory training programs of JI, JM, and JR, and conferences on policies and procedures.

CINCINNATI, #10--Our reorganization plan got under way last week with 5 of the staff devoting the week to JM. When they have completed that program we'll have two "three-letter men" on the staff--men who've completed institutes on all three programs. Then, too, two of the three staff prospects have been processed in all three programs.

Job Instruction

Westinghouse Electric & Mfg. Co. (Steam Div.), Lester, Pa.--One month after the JI program was started, reject tickets were reduced about 50% in two departments with 2,500 workers.

Consolidated Vultee Aircraft, Miami, Fla., (Stan Lewis to TWI's I. L. Murray)--"The JI program is really going over with a punch, thanks to you, and our follow-through is making good headway. Some of the supervisors who have just finished JI express the desire that all the people in their departments be given the full 10-hour program. We may not be able to carry it that far, but it certainly shows supervisor interest."

Torrington Co. (Bantam Bearing Co.), South Bend--This company is starting to use TWI programs with Follow-Through 100%. They insist that nothing will stand in their way in getting out their quota of bearing products.

Houston Natural Gas Co., Eugene George, Vice-Pres.--Because of job breakdowns our foremen have been able to get new Service men up to an efficiency point in about one-half the time formerly required.

Job Methods

White Motor Co., Cleveland--Lapping oil pump and cam shafts in pairs by the use of an adapter, saves 16 skilled man hours per day, releases one engine lathe, saves all lapping tool costs, saves needed floor space, and eliminates 4 hours of trucking per day.

Ex-cell-o Corp., Detroit--Results of the efforts of a JM group were outstanding. The total in savings from this group were 3,960 man hours and 3,080 machine hours per week, plus a considerable saving in material which was difficult to measure in definite terms.

Puget Sound Navy Yard, Bremerton, Wash.--The Pipe Shop Supervisor proposed the installation of an extension 'phone from the office to the material balcony, claiming that it would save 205 man hours per month. The shop Chief Quarterman was auditing the second JM and heard this improvement proposal. He presented it to the group, and by 9 o'clock the next morning the extension had been installed.

Firth Carpet Co., Auburn, N.Y., John G. Sager, Asst. Supt.--"Since 1937, we have been attempting to improve a layout in connection with our Finishing Department. Through a proposal submitted by one of the members of the JM group, it is possible to increase our production 20% and much of the problem of six years standing has been solved. We had other proposals of like nature and are very appreciative of the value of JM."

Armour & Co., Fort Worth, Texas, Roy Thornton says that they have broken down and improved many jobs in his department. New time studies for jobs as a result of shortened man hours were necessary. Rearrangement of the department, costing several hundred dollars, was approved; quite a reduction in scrap is evident.

Westinghouse Elec. & Mfg. Co., Mansfield, O.--(1) Improved method for spraying binocular rings saves 50% of one operator's time, increases the capacity of one baking oven 33 1/3%, and saves 3100 feet of walking per week. (2) Revised method for milling slots on a binocular part saved 1/3 of one operator's time, and gives us 35% more effective use of one milling machine and a

Westinghouse Elec. & Mfg. Co., Mansfield, O.

35% increase in production. No cost involved for this improvement. (3) Revised method for milling an aileron hinge upgrades one operator and makes one milling machine available 100% of the time for other work.

Sunn Products Co., St. Louis--(1) On a job estimated to run 3 months, 750 man and machine hours were saved on the milling of flats on special cap screws by making a change in the jig. This job was a bottleneck before the JM improvement was introduced. (2) By applying the JM plan to the job of firing a boiler, a saving of 75 hours per year is estimated and the new method makes the job much easier and safer. (3) The use of a simple jig on a spot welding operation netted a saving of 300 man and machine hours per year, and improved quality of output.

Job Relations

South West Corrugated Box Co. (#18), Truman West, Supt., reports definitely good results from the one JR session so far held. Supervisors, he says, are more able to handle situations arising in their departments without referral to superintendents.

Hinde-Dauch Paper Co., Detroit--Manager Harvey said that JR is a very definite help to their supervisors, and asked, "What else can you do to help us"? JM was scheduled as a result of that query.

TWI IS WORKING ON THE RAILROADS

From a press release issued by the ODT--"The Office of Defense Transportation announces that well over 20,000 supervisors in the transportation industries have been given Job Instruction training, Job Methods training and Job Relations training through the War Manpower Commission's Training Within Industry Service.

"Railroads, intercity bus lines, local transit companies, trucking lines, taxicabs, pipelines, waterways, airlines and garages report a substantial rise over last summer's figures in the number of supervisors receiving instruction. In railroads alone, some 6,000 supervisors have increased their skill in instructing men on the job through the "show-how" method since that time, the ODT said.

"Letters telling of practical experience with the TWI program reveal that, through the new training methods, time has been saved in evaluating the talents of new workers as well as in instructing "green" workers in the use of mechanical devices. Creation of higher interest and morale among the workers has also been noted by some companies using the system."

DAMON AND VIRGIL (NOT PYTHIAS)

"Virg" Rowland, upon his arrival in the Pearl Harbor area as WMC-TWI Headquarters representative in Hawaii, was pleasantly interviewed for half a column in one of the Honolulu papers by a news writer, name of Annabel Damon. They must have struck up a friendship somewhat comparable to the one that is legendary, for Damon certainly gave Virgil all the breaks. And did Virgil give Damon a good line of TWI talk!

MEASURED BENEFITS OF JI AND JR

The National Lock Co., (Rockford, Ill., plant) with 3,000 employes, where JI and JR were started in July '43 and completed in January '44, has made a report to TWI Dist. #15, Chicago, showing the following measured benefits derived from the two programs:

	<u>JI</u>	<u>JR</u>
Break-in time reduced	20%	20%
Increased production	5%	5%
Scrap loss reduced	5%	5%
Man hours saved	5%	5%
Complaints or grievances reduced	5%	20%
Absenteeism or turnover reduced	5 to 15%	5 to 20%
Man hours in lost-time accidents reduced	10%	5%

~ Among the Districts ~

NEWARK Our first training council meeting at the State level was held Jan. 24; James L. Wall, WMC State Training Director, Chairman; TWI represented by Dist. Dir. Glenn Gardiner and Dist. Rep. Arthur Myer. Discussion centered on policy, clearance, contacts, and the advisability of preparing a booklet descriptive of all agency training programs. Therefore a Committee on the State level is to meet Feb. 4 to approve the outline, preparation, and sponsorship of this booklet. A two-day meeting will be held Feb. 10-11 for a presentation of each of the programs.

SAN FRAN- District Director Arthur Ford: "I have noticed on my return from the CISCO Washington Conference that TWI programs seemed to be getting quite a heavy play at two of the Richmond Shipyards. I have just been informed that the Bethlehem-Alameda Yard has had some startling results from JM, which is giving a very marked boost to the old training set-up."

PITTS- Associate Director Walter Dietz addressed 400 engineers and executives BURG of important Pittsburgh industries Jan. 28; subject, "Handling Men From the Viewpoint of the Supervisor"; reaction--enthusiastic..... Director Chan Dooley also visited us during the week, and Bill Conover was with us recently on his way to Washington.

CLEVE- At the Timkin Roller Bearing Co., Canton, enthusiasm for JI is growing LAND from week to week. In our contact with Mr. Donze, Vice-Pres. in charge of operation, we learned that in a plant check-up they found only 8 cases of indifference to the program out of 1200 supervisors who have had JI.

PHILADEL- Herbert Dean, Vice-Pres. of the Bell Telephone Company for Pennsylvania, PHIA conducted 3 JR Institutes and has scheduled groups involving 1600 Bell Telephone Co. supervisors. The trainers are from their own departments and train their own people.

ATLANTA Fourteen mills in Dist. #9 are making tire cord (critical materials list). Nine of them are located in Georgia and they make two-thirds of the tires in the United States. Next week a JR Institute for the tire cord companies is scheduled for Macon, Georgia.

ST. LOUIS North American Aviation, here, has been complimented by their Director of Education from the parent plant at Englewood, Cal., on the excellence of its JI Follow-Through, which is being suggested as a guide to other plants.

BOSTON It has been a pleasure to have with us for several days this week, Paul Mertz, of Headquarters, who has brought us some good suggestions and plans which we think will be helpful to the operation of this District.

PORT- Kaiser Co., Inc., Swan Island, wants at least three, possibly five, more JM trainers, and Willamette Iron & Steel also wants more JM trainers. Both companies will be taken care of in the next Institute.

MINNEAPOLIS Dist. #16 is beginning to show results in the greater acceptance of TWI in industrial organizations, such as Brown & Bigelow, St. Paul, who ran only one group of JI more than a year ago, and now are sending a man to one of our institutes and will carry on training. This is also true of Heinz Pickle Co., Muscatine, Iowa, and the Northern Pacific RR.

HOUSTON The pattern established at the Washington Conference has been followed in our first management contact since that meeting, at the Pennsylvania Shipyard at Beaumont, where we met with 30 superintendents and assistant superintendents, including the Works Mgr. and the Personnel and Training Directors. A JI Institute is set up for Jan. 31; a JR Institute will follow on Feb. 21, and a JM Institute is scheduled for March 13, with Follow-Through established as each TWI program is installed.

SEATTLE A second meeting of all JR trainers in this area will be held Feb. 5. It had been intended that these meetings be held monthly, but the trainers themselves insisted that they be held bi-weekly, until they could cover thoroughly the entire Manual procedure.

NEW YORK To date, we have served 196 war plants with 203,000 employees in the Buffalo area. Of these plants, 99 used TWI Service for the first time in 1943. A total of 12,806 persons successfully completed our programs in 1943: JI--9,433; JR--2,547; JM--826. Follow-Through has been set up and plant men have been trained to cover 93% of the supervisors processed since July 1. We conducted 3 PD Institutes for Training Directors in 25 plants in the Buffalo area with a total employment of about 70,000.

INDIANAPOLIS Dist. Rep. "Bill" Murphy says: "It was very refreshing upon my return from the Washington Conference to find the entire staff highly enthusiastic about the possibilities of having a very successful year and of working very hard toward that end."

DETROIT Ernest Johnson has been working with the regional officers of the CIO for the Flint area. As a result, a JR Institute exclusively of shop stewards has been set for Feb. 21. Those certified will assist in the training of 1,000 stewards....Without exception, staff members genuinely support Washington Conference thinking. The idea of being TWI men rather than program men is particularly appealing to them.

NEW HAVEN Armstrong Rubber Co., having been designated as the No. 1 critical company in New Haven, has, we are pleased to report, been completely scheduled for all 3 programs, starting with JR Feb. 7 with top management groups, including the president of the company. Next week we have a FDT Institute starting in Hartford.

	J I		J M		J R			
TWI District	Cert'd This Week	Cert'd All-time Cum've	Cert'd This Week	Cert'd All-time Cum've	Cert'd This Week	Cert'd All-time Cum've	Certified All 3 programs This Week	Certified All-time Cumulatives All 3 programs
1 Bost.	186	31,735	45	2,439	142	7,367	373	41,541
2 N. H.	555	32,205	103	6,614	296	7,391	954	46,210
3 & 4 N. Y.	335	55,181	287	7,242	331	13,078	953	75,501
5 N. J.	114	41,163	165	10,012	115	10,835	394	62,010
6 Phila.	176	38,418	147	9,181	164	9,509	487	57,108
7 & 8 Balto.	442	62,694	134	4,014	166	17,815	742	84,523
9 Atla.	246	35,417	110	3,659	476	16,189	832	55,265
10 Cinti.	509	32,900	50	5,109	232	9,970	791	47,979
11 Pgh.	177	35,403	127	8,571	220	5,875	524	49,849
12 Clev.	550	51,159	48	8,552	386	9,472	984	69,183
13 Det.	125	40,638	54	5,587	348	14,594	527	60,819
14 Ind.	221	26,731	73	4,887	237	10,117	531	41,735
15 Chic.	342	61,049	78	6,054	306	16,462	726	83,565
16 Mpls.	159	20,823	41	3,157	79	5,214	279	29,194
17 St. L.	346	35,361	88	3,177	281	11,228	715	49,766
18 Hous.	188	40,351	31	2,493	95	7,530	314	50,374
19 Denv.	76	13,605	80	1,481	17	4,670	173	19,756
20 L. A.	303	63,395	86	8,261	609	15,371	998	87,027
21 S. F.	165	35,128	135	6,257	368	8,406	668	49,791
22 Seat.	97	21,702	15	5,065	246	6,809	358	33,576
23 Port.	168	12,633	29	1,716	113	1,298	310	15,647
TOTALS	5,480	787,691	1,926	113,662	5,227	209,366	12,633	1,110,719

Training Within Industry Service
Bureau of Training
War Manpower Commission

Score Sheet

11/29/44
7-3322-B8-BU-Final