

(2) The duration of the individual engagement of Aids for the 2,649 cases set out in the above table was as follows :—

Under one week	..	..	..	2,051
One week and under two weeks	..	..	..	392
Two weeks and under three weeks	..	..	..	174
Three weeks and over	..	..	..	32
Total	..	..	..	2,649

SECTION 7.—PERSONNEL ADVISORY SERVICE

(1) It is proposed that a small, well-qualified staff located in the main centres of population should be maintained to give advice and carry out investigations on personnel problems at the request of firms, organizations, Government Departments, &c. To this end, Mr. J. R. Jennings, who has had considerable experience of work in this field in Great Britain, has been appointed to organize such a service, and took up his appointment in January, 1948.

(2) This Personnel Advisory Service plans to give industry assistance in overcoming the day-to-day problems that arise, including problems regarding recruitment and selection of staff, problems of absenteeism and abnormally high turnover, supervisory and staff training problems, and the numerous difficulties which centre round particular conditions of work as they affect individuals. Investigations into improvements in matters such as methods, layout, and organization will also be undertaken in their relationship to the human factor.

(3) Overseas experience has shown that very considerable contributions to efficiency and output can be made through an adequately expert attention to the multiplicity of small and not always obvious things which affect the individual in performing his work. It will necessarily be some months before the Personnel Advisory Service will be ready to meet requests from industry, but at that point it is hoped, through it, to make a very real contribution to New Zealand industry.

SECTION 8.—TRAINING WITHIN INDUSTRY FOR SUPERVISORS (T.W.I.)

(a) *Purpose and Methods.*

(1) The Training Within Industry for Supervisors scheme (commonly known as T.W.I.) is being sponsored in New Zealand by the Department of Labour and Employment. For this purpose Miss E. Huntington was appointed to the Department in 1947 after having undergone special training in England.

(2) The scheme, which originated in the United States of America during the war years and has spread to Great Britain, Canada, South America, and many other countries, was brought into being by practical industrialists to meet the needs of industry, and here, as overseas, the Government is sponsoring the scheme as an aid to industry.

(3) The scheme aims at developing the skill of any supervisor, and the term "supervisor" is used to represent any one in an organization who has the responsibility of directing the work of others. The scheme is therefore directed to a wide range of supervision, extending from the newly appointed charge hand upwards to senior executives.