

(4) The basic theory of T.W.I. is that supervisors at all levels have five essential needs. The first two (*Knowledge of the Work* and *Knowledge of Responsibilities*) are, of course, peculiar to individual concerns and may vary considerably from one establishment to another, but the three remaining supervisory skills have universal application and are dealt with in three separate programmes, viz. :—

Skill in Instructing (the Job Instruction Programme).

Skill in Leading (the Job Relations Programme).

Skill in Improving Methods (the Job Methods Programme).

(5) The Job Instruction Programme deals with the fundamental skills involved in imparting instruction so that it is clear, complete, and logical, properly broken down into appropriate stages, and presented to the learner under conditions which will enable him to reach full competence quickly with interest and without unnecessary effort and errors. It helps supervisors to develop well-trained workers and so to reduce waste of time, effort, and materials in correcting mistakes and redoing work, and to reduce damage to equipment and accidents.

The Job Relations Programme aids supervisors in handling human problems. It develops an understanding of individuals in the working force.

The Job Methods Programme helps supervisors to make the best use of available man-power, material, and machines.

(b) *Organization and Development.*

(1) T.W.I. is essentially "on the job" training. Each programme involves attendance at five two-hour sessions held on consecutive days during working-hours. Supervisors meet in a conference group of not more than ten at the direction of management and under the guidance of a trained leader. The training is centered on demonstrations and problems drawn from their own experience.

(2) T.W.I. is offered only to managements and for the training of their supervisory staffs. It is presented in three stages : firstly, appreciation, or giving top management full understanding of the scheme and what it can do for their particular firm ; secondly, training of all executives and supervisors by the ten-hour programmes ; thirdly, follow up or integration of T.W.I. methods into operating procedures.

(3) To assist this integration it has been agreed, in consultation with industry, that firms should, as far as possible, undertake their own training in T.W.I. techniques. The Department, therefore, is training representatives of firms and other Departments as T.W.I. Trainers or Group Leaders. These Group Leaders will in turn undertake the training of all supervisors within their own establishments. Where this is not possible, it is encouraging firms to combine to obtain T.W.I. training through associations of which they are members. Officers of the Department, known as District T.W.I. Trainers, will in future be available to train supervisors in cases where the appointment of firm's Trainers is not justified and the services of an association Trainer are not available. The chief function of the Department in sponsoring T.W.I. is, however, to develop and co-ordinate the scheme and to introduce it in new fields and to new firms.

(4) During the period under review twenty-three Job Instruction Programmes were conducted, and in these 217 supervisors were trained. An experimental twenty-hour integration course was held for twelve firms and departmental representatives. In addition, 3 firm's Trainers and 3 District Trainers were trained in the presentation of the Job Instruction Programme by a forty-hour course. Seven Job Relations Programmes were conducted during the period, and in these 64 supervisors were trained. At present the Department is concentrating on launching the Job Instruction Programme in Wellington and Auckland.