

become widely recognized in the leading industrial countries. In establishing a personnel advisory service the Department aims at providing expert voluntary assistance to industry in this field, either in a consultant capacity with personnel officers and similar executives or by actually making investigations into specific problems at the request of individual employers.

(2) The Department established its Personnel Advisory Service early in 1948 with the appointment of a highly-qualified officer with wide practical experience in Great Britain. This officer has necessarily required time to familiarize himself with New Zealand industries and to establish contacts with employers' and workers' organizations and with individual employers. In recent months a commencement in actual field service has been made in the Wellington and Lower Hutt districts, and this will be further extended as circumstances warrant.

(3) Service on specific problems has been rendered in nineteen instances and has included advice on ventilation and lighting problems, production bottlenecks, lay-out problems, selection of staff for specialized work, and excessive labour turnover. In addition, a number of addresses on personnel problems have been given to various groups and organizations, and a larger number of preliminary or general discussions with individual firms or organizations have taken place.

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

(1) An outline of the purpose, methods, organization, and development of the Training Within Industry for Supervisors scheme (commonly known as T.W.I.) was given in the report of the Department for the year ended 31st March, 1948.

(2) During the past year the Department has concentrated on launching the Job Instruction Programme in Wellington and Auckland. This ten-hour programme is presented in five two-hour sessions to groups of not more than ten persons whose work involves the supervision of others. It aims at developing skill in instructing so that learners will be brought to full competence quickly, with interest and without unnecessary effort, errors, and loss of production.

(3) In the year under review 734 supervisors have been trained in the Job Instruction Programme, comprising 292 in Wellington and Lower Hutt, 320 in Auckland, and 122 in other towns. The total number trained since the commencement of the scheme in 1947 is 951, comprising 506 in Wellington, 323 in Auckland, and 122 in other towns. Of these, 561 were employed in manufacturing industries, 321 in Government Departments, 44 in hospitals, 11 in retail establishments, 10 in the building industry, and 4 in other fields.

(4) Thirty-two members of firms and Government Departments have been trained during the year as Firms' Trainers to enable them to undertake the training of supervisors in the Job Instruction Programme within their own establishments. These Firms' Trainers have trained 314 of the 734 supervisors trained during the year, the remainder of 420 having been trained by this Department's District Trainers.

(5) At present the Department has two District Trainers—one in Wellington and one in Auckland. These officers are engaged in giving employers a full understanding of the Job Instruction Programme, in training supervisory staffs in the programme where employers so desire, and in follow-up work to assist employers and supervisors in the application of T.W.I. techniques in order to obtain the fullest advantages from them. In the coming year it is hoped to provide for the introduction of the scheme to other centres—particularly Christchurch and Dunedin—and some preliminary work has already been done to this end.

(6) It is pleasing to record that firms which have fully adopted the T.W.I. method of job instruction have spoken most appreciatively of the increased production, elimination of waste, and general increased efficiency and improved morale resulting from its use.