

# Training At International Latex

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If any training program is to survive, it must produce measurable results, be geared to the company philosophies, policies and operations, and answer five important questions. They are:

1. What are our needs and what courses meet these needs?
2. Who will be trained and how will they be selected?
3. Who will prepare and present the various training sessions?
4. How can you follow-up to insure that your training provides continuing practice and improved performance?
5. Does the program include courses that produce measurable results that can be reduced to dollar and cents savings?

To answer these questions in order, we have several sources to determine who will be trained. First, we proceed under the belief that you cannot train anyone unless he or she has the desire, drive and ambition to engage in a self-development plan.

Our appraisal program at International Latex is designed to include a compre-

hensive development schedule for every technical or salaried employee. Strengths and weakness are weighed and a program outlined to highlight the strength and bolster or overcome the weaknesses. If the individual involved agrees to the suggested plan and shows a sincere interest in pursuing it, a scheduled program is followed, including in-plant courses, enrollment in university extension courses, seminars on selected subjects, etc.

We have two primary concerns regarding every employee, (1) Will he be able to "keep-up" with his current assignment in our expanding company, and (2) What can we do to help him advance and fill higher level positions in accordance with our policy to promote from within.

Other requests for people to be trained come from managers and supervisors for courses and subjects they recognize as important to their employees.

## Courses

Employees at all levels interested in their own development request courses and subjects that they find necessary to

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keep abreast and/or to advance to better jobs. These requests range from grade and high school subjects to craft skills, mechanical courses, etc. Of course, new employees are enrolled in operator skill training on the technique that will permit them to work accurately, quickly and conscientiously.

In the matter of subjects to be presented, we are guided solely on the basis of need. These needs are established through evaluating requests for training, through studies made of the various operations and from Management Development Appraisals.

Each course is weighed against the factors of (1) is it practical and usable at this time in our company, and (2) will it produce results on a continuing basis? If at any time, there is evidence that the course does not fill a real need, it is discontinued and replaced with others showing current importance to our people and/or to our company efforts.

### **Presentation**

Our philosophy and policy regarding who will present or conduct a course, can be summed up in a very few words, "Any course worth presenting is worth being presented well." Instructors practice and rehearse, study and revise materials and audit each other's presentations to make sure each session "pays its way." We often use employees not on the actual Training Staff to present material where their educational or experience background can be used to advantage. Here again, the material is carefully checked and the individual thoroughly trained in the essentials of instruction, effective oral presentation

and proper use of charts, visual aids and equipment.

We select top management people as graduation speakers at the end of each course — this impresses the people with the importance management attaches to training and also keeps management aware of the program.

### **Measurement**

To measure fullest management cooperation, the training program must include courses that produce dollar and cents value or savings. Methods Improvement or, as some wish to call it, Work Simplification, is in this category. Here employees are taught to analyze each step of any task, apply the use of simple but effective tools and techniques to remove the waste and to improve the job. The project is reduced to writing the new method installed and put into actual practice and the savings are calculated and validated by Industrial Engineering and/or Systems and Procedures and finally by the Cost Accounting Department.

In our case, this program produced tangible savings the first year amounting to \$150,000, and two years later in fiscal 1959, exceeded \$500,000 in a plant of 1800 people. It can be geared to any employee level and to any manufacturing, office, maintenance or engineering situations.

To measure the results of our operator skill training, we compare the quality and quantity production of each trainee at various stages with the standards and curves established through Industrial Engineering time and methods studies. In nearly every case, the properly trained employee's production

exceeds the standards in less time than the engineering studies indicate, creating a savings and allowing adjustment in the learning curves for the future. Other benefits derived from this type training are, (1) less spoilage, (2) a more versatile operator, (3) better morale through greater job satisfaction, (4) less turnover due to the operator reaching a higher incentive level at the earliest possible time, and (5) a means to determine the suitability of the operator to the operation at an early date to eliminate dissatisfaction and malcontentment later in those cases where the individual's abilities and the job requirements do not match.

In other courses such as *Essentials of Supervision*, *Practice of Management*, etc., tangible results are difficult to measure.

In such courses as effective oral presentation, effective writing, MTM, statistics, etc., the improvement and application of the material by the individual is, or should be, noticeable in their everyday work.

In academic subjects such as mathematics, chemistry, shorthand, etc., the individual can put them to use and show progress and results.

### **Follow-Up**

In the matter of follow-up, one of the most important factors in the continuing effort to get maximum results from training, we assign each instructor areas on a rotating basis to follow up with managers, supervisors and employees to insure participation and activity in the skill they have learned. Specific assignments are made through supervision and

the program is "kept alive" in this way. Without constant and effective follow-up, the results will diminish rapidly.

### **Materials**

Returning to the course content an example will help explain the actual mechanics as to how the material is prepared and presented. After considerable research, we were unable to find a textbook course on "Secretarial Practices" that we felt met the needs and requirements we wished to cover. In our rural area experienced secretaries are few and far between on the labor market, so we are forced to take high school graduates and inexperienced girls and train them to perform secretarial functions.

Our course consists of lectures and discussions on our office practices, ethics, and skills. The Office Services Supervisor is the one in charge of the course and she and her staff conduct all sessions under the supervision of the training staff. Each of the Services, Communications, Mail Room, Print Shop and Stock Room and Travel Agency are covered by the supervisor in charge of the section — explaining what service is available and how a secretary may use it to the mutual advantage and benefit to all parties.

The session handout material is so arranged that at the end of the course, each trainee has the equivalent of a *Secretarial Handbook*, specifically designed and tailored to our company's policies, practices, philosophies and facilities. Each instructor is carefully trained and rehearsed to insure the effective presentation of their particular materials.

## Cooperation

We have been particularly happy with the cooperation and active participation of all levels of management. It is now common practice for the major departments to furnish an outline setting forth the training needs for the period ahead — this enables ample time to prepare courses and also to provide management with more accurate budget information for our operation.

Our Educational Assistance Program ties in with our training program and is one of the most active and liberal on record. Employees at all levels are urged to further their education through courses and subjects available through

local high schools, colleges and correspondence schools. With practically no restriction as to the type or cost of the course requested, the employee with his supervisor's approval, furnishes a certificate showing completion of the course and the total tuition is reimbursed. These courses cover practically every subject from a complete high school correspondence enrollment to high math and sciences, etc., at universities.

A complete record is maintained showing the individual's basic educational background and a history of all training or educational courses completed.

A recent catalog of courses is shown below.

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## International Latex Training Catalog

### 1. *Practice of Management*

A course designed to indicate and emphasize that effective management lies in the area of communicating and understanding on the broad organizational level rather than on a singular departmental plane. Conferencees study and practice the process of fact gathering and investigation that lead to sound decisions on short and long range problems and cases as well as how and when to apply particular management skills and techniques.

DURATION: 10 — 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

### RECOMMENDATIONS

For Department Managers and section Managers with considerable ILC Management experience.

### 2. *Essentials of Instruction*

Lectures, demonstrations and conference application on the techniques of effective instruction. Three practice lessons are given by each participant with group criticism on each. This course is designed to develop and improve the skill and techniques of daily formal and informal training sessions.

DURATION: 10 — 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For first line factory and of-office supervisors whose responsibility includes teaching job skills to others. Especially important for newly appointed supervisors.

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### 3. *Essentials of Supervision*

A basic course for first line supervisors which explores and defines the duties, responsibilities and problems involved in performing the supervisory job. Among other subjects the course includes discussion on communications, leadership, self-improvement, work distribution, handling employees, etc.

DURATION: 8 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

### RECOMMENDATIONS

First line Supervisors (Especially applicable to those appointed or promoted to Supervisory positions from hourly-paid ranks).

### 4. *Effective Oral Presentation*

Combining instruction on the basic principles of good oral communication with individual participation and practice to master the techniques and to develop self confidence and skill in this important field of day to day contact with others.

DURATION: 9 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For Managers and Supervisors at all levels. Newly appointed first line supervisors should participate in "Essentials of Instruction" prior to attending this course.

### 5. *Effective Writing*

Providing instruction and practice designed to produce clear, concise, understandable memos, letters and reports that get the desired action. Conferees plan, outline and complete various types of written assignments for class discussion and constructive criticism.

DURATION: 8 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For Supervisors, technical people, and for secretaries who have frequent memo, letter or report writing assignments.

### 6. *Selecting and Recruiting Technical Employees*

This course is designed to furnish aids that will assist managers in furnishing field recruiters with pertinent information and to improve interview and selection techniques to insure that we employ the best qualified people for every job opening. Lectures and role playing are used to highlight the material covered.

DURATION: 4 - 1½ hour sessions  
PRESENTED BY: ILC MANAGEMENT DEVELOPMENT STAFF

For Managers who requisition and participate in the selection of technical employees.

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## SKILL TRAINING

### 1. *Methods Time Measurement (MTM)*

Composed of description, techniques and application of this study, including analysis and breakdown of a normal operation or method into the basic motions required to perform it properly and the assignment of a pre-determined time standard to each motion.

DURATION: 15 - 4 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For Planning and Control Engineers and Production Managers and selected key supervisors.

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## 2. *Statistical Approaches to Solving Production Problems*

The study of basic statistical concepts and techniques which can be used as an aid in solving production problems. The course includes basic statistical principles, probability, control chart techniques, tests of significance, and the setting up and diagnosis of various sampling plans.

DURATION: 10 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

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## RECOMMENDATIONS

For Planning and Control Engineers and Production Managers.

## 3. *Methods Improvement*

Concentrated instruction, study and practical application of techniques of work simplification, within the grasp of any employee, creating personal interest in their own job as well as over-all company operations and producing other results including:

1. Ability to recognize tasks and areas that may be improved through better overall knowledge of the total job.
2. Teaches application of tools and techniques to analyze, chart, improve and calculate savings on projects.
3. Instructs on presentation, follow-up and installing of projects.
4. Provides a substantial contribution to our Cost Improvement Program.

Through various combinations of subjects and demonstrations, courses are tailored to be appropriate and applicable to any employee level and to any factory office or Maintenance situation.

DURATION: 8 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

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For all employees in all areas, supervisory and non-supervisory.

## 4. *Work Distribution and Work Sampling*

Designed to give Department and Section Managers an Organization and Administrative tool to investigate, chart and reassign tasks to insure maximum output with a minimum number of people. Work Distribution Charting is particularly useful to capture time savings reported through Methods Improvement projects.

Work Sampling techniques provide an accurate, shortcut method of measuring productivity, machine utilization, etc. without the necessity of making a 100% check.

DURATION: 6 - 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

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For all Department and Section Managers. (Having completed a Methods Improvement or Work Simplification course is helpful but not essential).

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## ON-THE-JOB SKILL TRAINING

## RECOMMENDATIONS

1. *Sewing Machine Operator Training*

Starting with basic machine familiarization and company orientation, the trainee advances through fundamental techniques and exercises leading to skill in the overall operation of the machine and handling of the materials. The course is so designed that an operator may advance to actual production as rapidly as she demonstrates ability to sew at required speeds and with acceptable quality to match pre-determined standards, and display a suitable mental attitude toward the work.

The normal vestibule training period of two weeks equips the average trainee with sufficient skill to produce at least 30% of standard production requirements.

2. *Product Inspector Training*

A course with appropriate and accurate tests to instruct the trainee on the defects that may be found in any garment and the proper method to use to identify and classify each, resulting in assurance that only top-quality products will reach our customers. Periodic Inspector tests insure accurate performance. Since Inspectors are generally selected from qualified and experienced production operators, the actual training period is reduced materially.

3. *Secretarial Practices*

The material covers general office practices, and specific training on the proper use of such facilities as the Travel Agency, Stockroom, Mail Service, Print Shop and Communications service.

This is not a textbook course but one developed to be particularly adaptable to our Company policies, philosophies, practices and facilities. Handout material will be presented as the course progresses which will be a valuable aid after the sessions have been completed.

DURATION: 8 - 1½ hour sessions  
PRESENTED BY: THELMA RICCI AND  
OFFICE SERVICES STAFF

Designed for new or relatively inexperienced employees now filling secretarial positions or whose abilities give promise of promotion in the near future to this type work.

## ACADEMIC COURSES

Actually there are little or no restrictions on studies that may be undertaken by any employee through the Company Educational Assistance program. The basic requirements include the condition that the subject matter will better equip the employee to keep abreast of the job he now holds, that it will provide background for advancement, or that it will lead to a degree, even though the subject matter is not related to any work situation.

In planning outside courses not listed below, the employee should feel free and welcome to contact the Training Section.

To furnish advice and instruction on any requested course or subject the Training Section searches for the best qualified instructors, often these come from our own employees, and in many cases in local high schools and colleges.

A few of the most requested courses follow:

1. *Organic Chemistry*

A basic Organic Chemistry Course to acquaint the employee with the principles and theory of the subject and to engage in Laboratory exercises as the course develops.

DURATION: 2 Semesters — 16 weeks each  
2 hours lecture and 2 hours Laboratory each week  
PRESENTED BY: DELAWARE STATE COLLEGE

## RECOMMENDATIONS

Prerequisites to this course are Inorganic Chemistry and sufficient Algebra to properly equate the problems.

2. *Algebra*

This course covers the basic principles of Algebra for beginners. It consists of the use of: symbols, equations, ratio and proportion, exponents, radicals, formulas, and the slide rule.

DURATION: 16 — 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For any employee desiring and needing Algebra to further his educational background.

3. *Intermediate Algebra*

Covers a review of elementary algebra and includes special products and factoring, fractions and fractional equations, exponents and radicals, quadratic equations and systems of quadratic in two variables.

DURATION: 16 — 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

Especially designed and presented for those contemplating courses in Organic Chemistry. Prerequisite — Elementary Algebra.

4. *Basic Arithmetic*

This course covers all forms of basic Mathematics as applied to everyday practices. It consists of addition, subtraction, multiplication and division of whole numbers and fractions. It includes the use of decimals, percentages and averages together with the following types of measure: linear, angular, circular, surface or volume.

DURATION: 16 — 2 hour sessions  
PRESENTED BY: ILC TRAINING STAFF

For those requiring basic math in their work or a review before taking Algebra, etc.

5. *Beginners Shorthand*

Teaches the basic fundamentals of shorthand, develops ability to form words and sentences.

DURATION: 16 — 2 hour sessions  
PRESENTED BY: LOCAL HIGH SCHOOLS

For those employees showing promise of advancement to stenographic or secretarial positions.

6. *Advanced Shorthand*

A follow-up course to Beginners Shorthand with emphasis on short-cuts, speed and accuracy.

DURATION: 16 — 2 hour sessions  
PRESENTED BY: EXPERIENCED INSTRUCTOR IN PLANT OR LOCAL SCHOOLS

Prerequisite: *Beginners Shorthand*. A Refresher course for those requiring more proficiency in taking dictation.

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**SEMINARS ON DEPARTMENTAL OR  
SPECIALIZED COMPANY FUNCTIONS**
**RECOMMENDATIONS**1. *Machine Data Processing*

Basic survey course designed to acquaint management personnel with the functions and services of the Machine Data Processing Department. The material covered will include sessions on the use of the punch card and other types of storage media, types of machines and machine functions, machine mathematics, programming and the 7070 system.

DURATION: 6 - 2 hour sessions  
PRESENTED BY: ILC MACHINE DATA  
PROCESSING STAFF

For Managers and Selected personnel.

2. *Functions of Cost Accounting*

A survey course designed to inform Management personnel of the Cost Accounting functions as they pertain to ILC Manufacturing activities.

DURATION: 7 - 2 hour sessions  
PRESENTED BY: ILC COST  
ACCOUNTING STAFF

For Managers and Selected personnel.

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**EQUIPMENT SEMINARS**

Presenting material helping in selecting, maintaining and operating various types of equipment in wide usage at any of our plants.

Such material has been presented on Spray Equipment, Water Pumps, Air Conditioners, IBM Typewriters and various makes of Calculators and 10 Key Adding Machines.

DURATION: Varies depending on complexity  
of equipment or extent of study undertaken  
PRESENTED BY: MACHINE VENDORS

(These same type Seminars may easily be arranged and presented at any Branch by contacting vendors of widely used equipment.)

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**MANAGEMENT DEVELOPMENT SEMINARS**

Advanced training and development in both Technical and Managing skills may be made available to selected personnel through sources outside, as well as inside the Company. These include University Seminars and Workshops, American Management Association programs, consultant and other Management Service sponsored courses.

Outside education and training will be made available as a part of planned individual development programs, based on appraisals and careful Managerial review. Courses and subjects will be evaluated in light of the contribution that they can make to the individual's ability to improve his job performance and his potential for assuming greater responsibilities.

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**FILMS**

In addition to the orientation film titled "Playtex Plants and People," motion pictures have been made showing several Manufacturing Operations, especially those involving sewing on bras and baby pants.

Taken at close range in normal and slow motion speeds these films are widely used as aids in our operator skill training program.

Other films have been made for Process Engineering studies on new equipment, research projects and also showing machine and process layouts to assist the branches in their installation of similar operation.

This service is available within the limitations of our equipment and experience.

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