

THE TRAINEE SPEAKS

You've hired me—and now I get training to help me be worth more to your business than my pay. Brief me on your organization. Introduce me to all these strange people, my new associates, and thoroughly explain my first assignment. Boss, make my first impressions good—be thorough and sincere.

Now put me to work. It's the first *real* job I ever had and the most important in the world to me. Check me occasionally to answer my stupid questions. I realize my seeming worthlessness, and I'm afraid you'll find it out. Praise on some little point is necessary right now because my confidence is at an all-time low. Boss, "P" fits "raise" almost as well as "\$."

Give us the best training you can—because well-trained, competent employees are your biggest asset, the backbone and most of the appendages of your business—and worth more than your physical plant. Give us the best you can, and we will give you the highest return on this, your business investment.

Remember, however, that we learn best by *doing*. One man claimed 70 years' experience after doing only 35 because he worked twice as hard as anyone else. Take this hint, Boss, and pile on the work. A hard worker hasn't time to be unhappy—and the beginner wants to start making a profit for you before you expect it.

After my first weeks, I consider your business, too. Now put me on a different and more challenging job—maybe before I think I am ready. Force responsibility

on me and let me sink or swim. If I rise above the responsibility, you've developed a good worker and can congratulate yourself on doing the *world's most difficult job*.

Boss, there's more difference between your trainees than their fingerprints. Machines are only similar—it is mathematically and physically impossible to have even two identical ball bearings—and you'll agree man is infinitely more complex. Treat us as individuals—make friends with us as individuals and treat our problems separately. You have a big job cut out for you.

"I don't have time for all that," you say. You'd better find time. Be smart, Boss, spend your time with and for your employees. Respect them, fight for them, do everything in your power to make them rich in experience and money.

Teach us everything *you* know, let's learn more *together*, treat us as individuals—and we will be inexperienced in only one thing—finding *new* jobs.

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Two of the advertisements listing positions open in the September-October issue of the *Journal* drew more than twenty-five replies each. It pays to advertise in the *Journal*.

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