



Put Quality To Work

TRAIN AMERICA'S WORKFORCE

A national campaign dedicated to one single challenge: to assure that America's workforce gets the level of workplace training that will lead to greater productivity, higher quality products and services, and increased national competitiveness.

Competitiveness, Productivity, and the Workforce Challenge

American business faces a workforce crisis! The quality, competence, and productivity of the U.S. workforce have fallen behind the demands of global competition. From the board room to the shop floor—in

■ **The average 1.4% of payroll that U.S. companies invest in training reaches only 10% of the workforce.** Japanese and European-owned companies based in the U.S. spend three to five times more on employee training than American companies.

■ **The K-12 education system will not be able to help most of the people who will be working in the year 2000.** Ninety percent of the people who will be working then are already working now.

■ **Within the next ten years, 75% of Americans working today will need retraining.** In manufacturing alone, as many as fifteen million jobs will require different skills than those required today.

■ **The surplus labor force of a few years ago has dwindled to almost nothing.** By the year 2000, there will be too few trained and knowledgeable workers to satisfy the nation's economic needs.

■ **The process of bringing innovations to the marketplace takes too long in the U.S.** The Japanese can get a new car to market in 40 months; it takes Americans 5 years. The United Kingdom is able to get pharmaceuticals to market in half the time it takes American companies.

American business has the technology it needs to be more productive, but it cannot afford to wait for the school system to produce a new generation of workers capable of capitalizing on new technology.

But American business can—and must—afford its human capital investment... its investment in training.

large corporations and small businesses across the country—CEOs and line managers, union officials and training professionals are asking sobering questions.

What can companies do to help today's employees gain the skills that mean greater productivity in a constantly changing workplace? How can employees best learn to produce quality products and services that are competitive in the global marketplace?

Even as the questions are asked, foreign competitors are capturing market share in industries that U.S. companies invented. The competitive edge will grow sharper for companies that confront the following facts:

“People have to continue learning new techniques and new ways all the time. Having a well-educated and empowered workforce is going to change how companies are run.”

**David T. Kearns
Chairman and Chief
Executive Officer
The Xerox Corporation**



Training—A Tool That Sharpens The Competitive Edge

Meeting the workplace challenge—the challenge of increasing the skills and knowledge of today's employees, of increasing worker productivity, and remaining globally competitive—requires work-based training.

Training directly helps employees develop vital skills, and—more important—helps them develop the capacity to learn on the job...to learn how to learn. As knowledge contributes more and more to the production of quality goods and services, training has become one of a company's most important tools. What the workforce learns on the job helps make a company more productive and the entire country more competitive.

The investment in learning on the job has contributed more than half of all increases in the nation's productive capacity over the last 40 years. That is almost three times more than the investment in machine capital has produced.

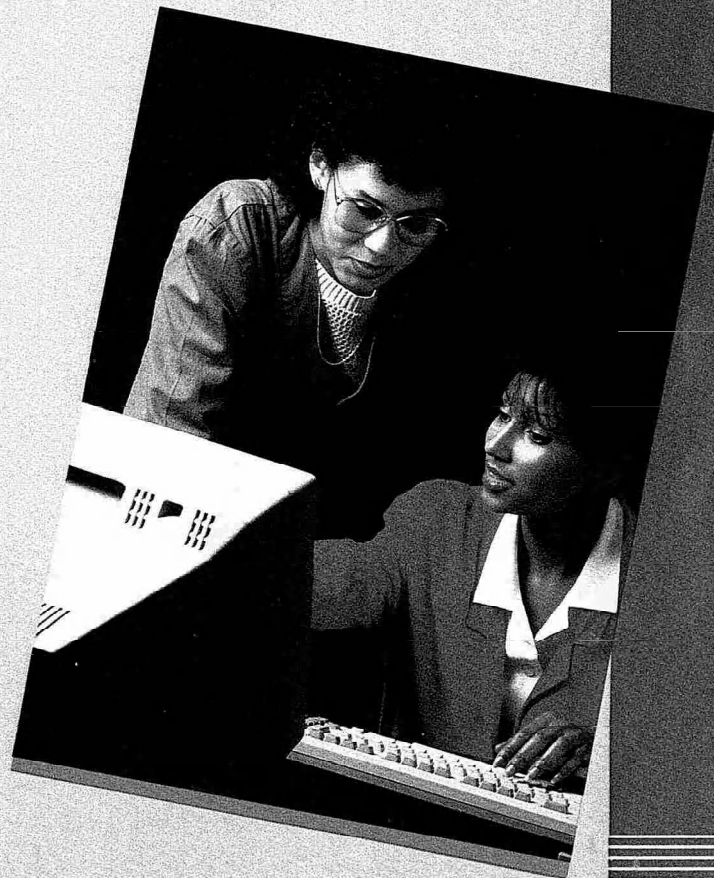
The most solid and successful companies are already making the employee-training investment. By investing in human capital and developing it strategically, these companies are building a workforce that makes better use of technology, manages more effectively, solves problems more readily, thinks more creatively, and increases its ability to learn as jobs change.

Training makes a real difference for companies committed to building quality, improving customer service, and capturing greater market share. CEOs in all American companies—with the help of other business leaders, line managers, labor leaders, and training professionals—can do something today, within their own companies to create positive change for their employees and their businesses, and thus to enhance quality.

The first step is to **put quality to work** by training America's workforce.

“The kind of company that is successful today, is a very different breed. It's designed so that the workforce is multiply-skilled and multiply-trained and can be redeployed quickly as issues change.”

**Rosabeth Moss Kanter
Professor
Harvard University**



Train America's Workforce—Put Quality to Work

“To succeed in today's competitive world economy, the U.S. must achieve leadership in technological innovation and leadership in efficient production of quality goods and services. Key to achievement of these goals is a renewed commitment to a vastly improved education and training system.”

James E. Burke
Chief Executive Officer
Johnson & Johnson

American business requires nothing less than a bold and innovative response to the challenge of global competitiveness. America must increase learning and performance in the workplace.

That response is TRAIN AMERICA'S WORKFORCE—a national campaign dedicated to one single challenge:

To assure that America's workforce gets the level of workplace training that will lead to greater productivity, higher quality products and services, and increased national competitiveness.

TRAIN AMERICA'S WORKFORCE is sponsored by the American Society for Training and Development, the world's largest professional association in the field of workplace learning and performance.

The TRAIN AMERICA'S WORKFORCE campaign acknowledges the nationwide learning enterprise made up of public and private employers who spend \$30 billion annually on training. It taps the knowledge and experience of leading chief executives, line managers, labor leaders, officials at state and national levels, educators, and training experts. It aims to create an environment that will move corporations to increase their collective investment in training and to place workforce learning higher on the national policy agenda.

Specific TRAIN AMERICA'S WORKFORCE initiatives will include:

- Direct CEO involvement. Chief executives whose companies have pioneered training programs and reaped greater quality and productivity will communicate directly with the business community.
- A national training summit in 1991. Business leaders, labor leaders, government officials, policy makers, and experts in the training field will exchange ideas about best training practices and put forward a national training agenda.



- Special events, to carry to communities nationwide the message that training builds productivity and competitiveness. The 50,000 members of the American Society for Training and Development will conduct "mini-summits" and seminars for line managers and others to demonstrate the bottom-line impact of training.
- Major national and local media initiatives, exploring the connection between workforce training and quality, productivity, and competitiveness.

Overall, TRAIN AMERICA'S WORKFORCE will help to shape a new corporate culture around workplace training. It will aim to make tangible—to the business community and the entire nation—the benefits of training. It will seek to provide both CEOs and line managers the knowledge they need about training systems and practices that can make the competitive difference.

“It's a built-in fact that people are the real resource of any enterprise, and that those people have to be given every chance to optimize their abilities and knowledge and skills.”

Donald E. Petersen
Former Chairman
Ford Motor Company



“We want to do more for people, and that means providing them with the skills and training they need to function at their fullest potential. This will also increase companies' productivity and competitiveness.”

Owen Bieber
President
United Auto Workers

Put Quality to Work in Your Own Company



Whether your company is large or small, high-tech, manufacturing or service—training is an effective tool for building a workforce that functions more effectively, efficiently, and productively. Training can be a major factor in sharpening your competitive edge—and the nation's competitive edge.

Training works. The success of such companies as Aetna, ALCOA, Dayton-Hudson, Ford Motor Company, IBM, Motorola, and Xerox are the proof. Each of these companies is committed to and invests in training.

And training has made a difference for them—in productivity, market share, national and global competitiveness, and profitability.

Your company can get the same kind of results by increasing its investment in training. You can put the following action steps into practice immediately:

- Determine what skills and knowledge your employees have now and will need in the future, and find out how work-based training can help meet those needs.

- Measure how much training your company already does. Identify areas for future concentration and improvement.

- Set goals and standards for training practices.

- Increase investment in training. An annual commitment of two percent of payroll is a good start.

- Link training to short- and long-range business plans and strategies.

- Treat training as a business investment—comparable to an investment in research and development.

- Be a champion of training. From the boardroom to the shop floor, articulate the benefits of training to line managers, the board of directors, shareholders, and employees.

“I can't imagine trying to run a large business of any kind without formal, detailed training, education and development. I don't know how you would do it any other way.”

**Ronald E. Compton
President
Aetna Life & Casualty**

Put Quality to Work Throughout the Entire Workforce

With an official launch date of September 1990, TRAIN AMERICA'S WORKFORCE is building momentum toward the national training summit planned for Spring, 1991. No other assembling of leaders around training as a national priority is underway on this scale, and those who participate in TRAIN AMERICA'S WORKFORCE will have an opportunity to shape the national training agenda.

Achievement of the campaign's goals rests upon participation from:

- Chief executive officers whose companies have instituted successful training practices, along with those who want to achieve that goal;
- Labor leaders who recognize that a good job is a job with training;
- Public officials looking for ways to make America competitively strong;
- Educators committed to helping workers already beyond the reach of K-12 education;
- Training professionals who can offer models for training practices and solid experience with training that works;
- Line managers who will use those models and apply that experience.

Individual leaders will be asked to communicate their experience and knowledge about training systems, improved practices, and better standards through a variety of TRAIN AMERICA'S WORKFORCE vehicles—from letters to their peers, to editorials in publications, to participation in the national training summit.

The American Society for Training and Development urges leaders from all sectors to participate in TRAIN AMERICA'S WORKFORCE. To get more information on TRAIN AMERICA'S WORKFORCE, complete and mail the attached reply card, or call the American Society for Training and Development, at 703/683-9599. You will receive further information at key stages in the campaign.

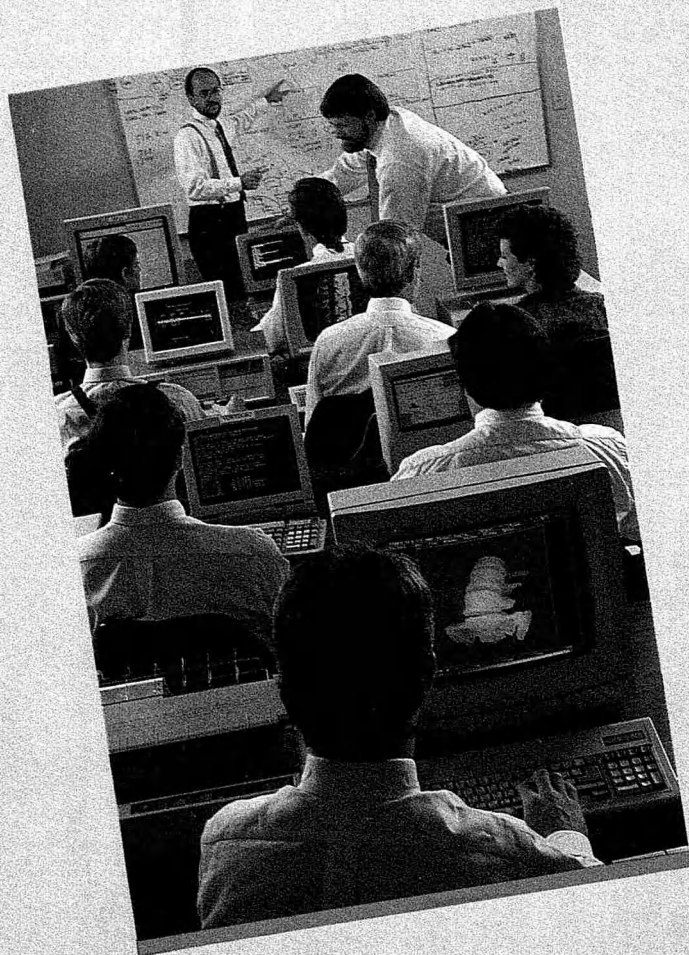
“We talked about the importance of training for years, but until we instituted comprehensive and mandatory programs, our efforts (to improve quality) never matched our intentions.”

**James R. Houghton
Chairman
Corning Glass Works**



The American Society for Training and Development

The American Society for Training and Development (ASTD) is the natural leader and catalyst for the TRAIN AMERICA'S WORKFORCE campaign. ASTD is the world's largest professional organization in the field of employee training. Its 50,000 members are linked directly to the core of the American economy—the American workforce. ASTD represents managers, administrators, practitioners, educators, and researchers who design and implement training and development programs in more than 10,000 companies.



ASTD is recognized nationally as the primary source of research and information in the field of employee training. Its work includes:

- Applied research on “best practices” in major U.S. corporations.
- Information about the models for state-of-the-art training systems, practices, and standards.
- Conferences featuring the world's largest exposition of training products and services.
- A computerized data base providing ASTD members with direct access to research and information.
- A wide range of publications providing both information and training aids.

On Capitol Hill, ASTD leads coalition efforts to place work-based training on the national agenda and is a frequent resource to legislators seeking research data on employer-based training.