

Training Needs Communication

MEMO TO: ALL DEPARTMENT
MANAGERS

SUBJECT: EMPLOYEE TRAINING

This is a second memo to you regarding Employee Training. On March 3, 1959, a memo was sent to you outlining the re-alignment of the Education Division and reemphasizing our interest in being of service to you, if and when you call for training assistance.

This memo is designed to discuss "Training Needs" with you. What are training needs? *Very simply, they can be defined as the difference between what an employee is actually doing and what you expect him to do.*

There are two types of training you can spot without even leaving your chair:

A. *Obvious Training Needs, i.e.*

1. A new employee joined your department
2. The procedure of an "old" job was changed
3. Employees being switched to different jobs not previously performed
4. Working relationships within your department have been altered

B. *Not-So-Obvious Training Needs, i.e.*

1. Individual employee's problems

2. Departmental problems

"A" is a very identifiable area. "B" is an area where needs must be diagnosed and analyzed, based on problems either existing or foreseeable in a work situation. We are prepared to study either "A" or "B" with you.

Like everything else, training is expensive. You, as a manager, can be of immeasurable assistance to Education, if you pin point training needs and define the limits of training. In turn, Education detects the situation immediately and can program the correct instruction for your people.

"Training is a continuous process, only ending when ambition halts," says an outstanding educational personality, and IBM Rochester educational philosophy is keeping in touch with you, and being of ready assistance when any training needs appear in your area. May we recommend that you look again at "A" and "B" in this letter.

Thank you.

HAROLD E. KAMM, Program Manager
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P.S.—With a limited staff, the above memo points toward a defined concept and approach to Employee Training for you and for us.