

# Outline of a Training Policy

*Does your company have its training policy in writing? Is this policy reevaluated and restated at regular intervals in the light of changing needs and conditions? The following outline of the Training Policy for American Airlines (Maintenance and Supply Technical Training) provides an example of what should be included either when writing up a training policy for the first time or when evaluating one. A. J. Lynch, Director of Training for American Airlines, Tulsa, Oklahoma, has written saying that he will be happy to supply ASTD members with copies of a full explanation of the outline if they will write to him direct.—Ed.*

## A. GENERAL

1. Training and good supervision go hand in hand. Neither one is possible without the other. Therefore, the quality and amount of training he administers is one measure of a supervisor's ability.
2. Each employee needs a comprehensive knowledge of his job for satisfaction in his work and advancement. He gains this knowledge in proportion to his willingness to accept training and learn on his own.

## B. RESPONSIBILITIES

1. Each administrative supervisor is responsible for the know-how of employees in his region, station or shop, shift or group.
2. Full or part-time training personnel should be assigned as needed to assist the supervisor.
3. The fact that the Company sponsors training does not relieve an employee of the responsibility for keeping himself proficient in his work.

## C. SCOPE

1. Total job knowledge required, minus the employee's know-how, equals the training needs.
2. Training should be administered as necessary for the efficient performance of the operation: when new or changed procedures are installed—when new equipment or materials are used—when deficiencies need correction—when the level of know-how must be raised—when eligible employees are to be promoted—and when new or transferred men are fitted into their jobs.
3. All training should be coordinated with the administrative and functional groups concerned, and fitted into the over-all program.
4. When there is a large flow of like work, employees should be specialized and trained for greatest skill. As production permits, they should be rotated through jobs as necessary to maintain interest, protect the operation, and prepare eligible employees for promotion.

When the work is of great variety, employees should be assigned and trained so the knowledge and skill required are within the scope of their abilities, consistent with full use of manpower.

5. Instruction given to an employee should be determined by the requirements of his work area, his classification and qualifications.
6. Training shall be based on instructions in Company or other approved manuals and American Airlines accepted job practices. These instructions should be complete, arranged in a learning sequence, and available for training use. All such instructions shall be taught without deviation, unless previously approved. Additional instructions prepared for training shall be coordinated with the Standards and Inspection Branch.

#### D. SCHEDULING

1. Training needs should be anticipated. Instruction should be completed before new equipment, procedures, work, etc. are put into effect.
2. Training should be scheduled during the employee's tour of duty. When this is not practical, training should be scheduled so it has the least effect on the employee's rest and time off, consistent with the urgency of the instruction.
3. Attendance at training sessions is required. Absence shall be handled in the same manner as absence from duty.

#### E. FACILITIES

Suitable space, equipment, aids, and materials shall be provided as needed for efficient training.

#### F. METHODS

All instruction shall be planned, coordinated, taught, tested, followed up, recorded and evaluated. Approved training procedures shall be followed.

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The seventh session of Management Problems for Executives is being sponsored this fall by the University of Pittsburgh, School of Business Administration, and the Education Committee of the Pittsburgh, Pennsylvania, Chamber of Commerce. Accounting, Administrative Practices, Finance, Industrial Management Engineering, Industrial Relations, Marketing Policies and Statistics are among the topics being covered. One hundred sixty-eight executives representing sixty-seven companies and the U. S. Government in eighteen states and eleven foreign countries are attending. Their average age is thirty-nine years.

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#### POSITION OPEN

#### WANTED

Training Director by iron ore mining company in Lake Superior region. Salary open. Write

**Box No. 19, The Journal**

## Indiana Trainers Plan For Coming Year

Officers of the Industrial Training Association of Indiana (Indianapolis) discuss their plans for the coming year. The program includes nine meetings, September through June, with the exception of March in 1952. On the 12th, 13th and 14th of March, the Association will be hosts to the 8th Annual National ASTD Convention at French Lick, Indiana. This Convention will be the highlight of the year's program and extensive preparations have already been made. The Convention's General Chairman, W. C. Christensen of Eli Lilly and Company, Indianapolis, has appointed fifteen committees with three Associate General Chairmen to handle the event.



Reading from left to right: Paul Butz, Farm Bureau Insurance Company, Assistant Secretary; C. P. Robertson, Stokely Foods, Inc., Vice President and Program Chairman; A. W. Collins, Purdue University Center, President; Edward Susat, Purdue University Center, Secretary; and D. W. Flagg, Western Electric Company, Treasurer.

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A Training Co-ordinator's Institute, sponsored jointly by the Northern Ohio Chapter of ASTD (Cleveland) and Western Reserve University started September 18 and will run for fifteen weeks. All sessions are held in the eve-

nings. Members of the Northern Ohio Chapter who are instructing in the Institute are Ken Moody, Lloyd Depner, Tom Dana, Dick Guyon, Joe Fleming, Charlie McBride, Fred Dunmire, Bill Greer and Bill Gilman.

# Eighth Annual Conference

## American Society of Training Directors

MARCH 12, 13, 14, 1952

FRENCH LICK, INDIANA

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Host Chapter—Industrial Training Association of Indiana

*Conference Objective*—This conference is designed for *You* and others interested in Business and Industrial Training. It will provide —

A timely opportunity for your professional development  
Ideas for making training programs more effective  
Inspiration through contacts with new and old acquaintances

*General Chairman* —W. C. Christensen, Eli Lilly and Company

*Host Chapter President*—A. W. Collins, Purdue University Center

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(Continued on following page)

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