

# TRAINING IN INDUSTRY

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# TRAINING IN INDUSTRY

A REPORT  
EMBODYING THE RESULTS OF INQUIRIES  
CONDUCTED BETWEEN 1931 AND 1934  
BY THE ASSOCIATION FOR EDUCATION  
IN INDUSTRY AND COMMERCE

EDITED BY

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HONORARY SECRETARY OF THE ASSOCIATION FOR  
EDUCATION IN INDUSTRY AND COMMERCE, 1919 TO 1930  
EXECUTIVE CHAIRMAN OF THE ASSOCIATION, 1931 TO 1934



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## NOTE ON THE WORK OF THE ASSOCIATION FOR EDUCATION IN INDUSTRY AND COMMERCE

FOUNDED in 1919, under the Presidency of the first Viscount Leverhulme, the Association, familiarly known as the "A.E.I.C.," was designed primarily to establish contact between British firms carrying on schemes of Education and Training for their employees. In the constitution the principal aim of the Association was stated to be "the encouragement of definite educational work in industrial and commercial undertakings." This "encouragement" has taken various forms. The Annual Conferences, for example, have provided abundant opportunity for interchange of views, and discussion of mutual difficulties, between representatives of member firms—Directors as well as those responsible for education and training departments.

Addresses by leaders in business or in education have suggested new lines of activity and given a very real impetus to inquiries which were subsequently pursued by specially appointed committees. The work of these committees has been perhaps the most characteristic feature of the Association. To them has fallen the detailed and difficult business of collecting information bearing on the questions under investigation. Such information has been analysed and grouped in appropriate synthesis, so that a clear picture of the educational methods of various firms and the results achieved has ultimately been made available, not only to members of the Association, but to anyone whose interests were affected or involved.

Most of the reports resulting from these inquiries have hitherto been published in pamphlet form: a few have achieved a more limited circulation as stencilled documents. A list of the printed reports and other publications of the Association appears here as an Appendix.



**X            NOTE ON THE WORK OF THE ASSOCIATION**

Even in the new conditions under which the A.E.I.C. is now a part of the larger organization—the British Association for Commercial and Industrial Education—these publications may still be obtained, by anyone interested, on application to the Honorary Secretary of the B.A.C.I.E.

We would make it clear that, in the new conditions here indicated, the work performed by the A.E.I.C. will not cease. "The encouragement of definite educational work in industrial and commercial undertakings" forms the Terms of Reference of a Committee on Staff Training which is a part of the new organization (B.A.C.I.E.). That Committee is largely composed of persons having first-hand experience of the kind of work indicated above.

The gathering of essential information on Education *in* Industry and Commerce, and its issue in appropriate form will therefore be continued.

## ACKNOWLEDGMENT

CORDIAL thanks are due, and are here tendered, to the forty members of the A.E.I.C. who contributed material for this Report and who, in most instances, revised their memoranda subsequently to ensure that the information presented is in accordance with present practice and arrangements. Without their generous co-operation and assistance the compilation of the Report would have been impossible.

The following gentlemen have also rendered most valuable service by reading the manuscript and making important constructive suggestions—

Mr. J. Knox (Messrs. Lever Brothers, Ltd.).  
Mr. Percival Leech (Messrs. Reckitt and Sons, Ltd.).  
Mr. H. W. Locke (Messrs. Rowntree and Co., Ltd.).  
Captain P. J. Pither (Messrs. United Dairies, Ltd.).

Mr. A. Abbott, C.B.E., and Mr. J. Wickham Murray have kindly read the proofs and pointed out various ways in which the value of the Report might be materially increased.

REGINALD W. FERGUSON

*September, 1935*

# APPENDIX I

## MESSRS. ROWNTREE & COMPANY'S SCHEME OF TRAINING WITHIN THE INDUSTRY

### ENTRANTS

THE bulk of the entrants into the Cocoa Works may be grouped roughly according to age and educational attainments—

(a) 14-15: elementary school children engaged for factory work which is relatively unskilled.

(b) 16-20: secondary and public school girls and youths who are engaged as technical apprentices, office juniors, or office trainees.

(c) 20 upwards: university graduates engaged as trainees, or adults with special qualifications, e.g. chemists, salesmen.

### SELECTION

Those in group (a) have to pass psycho-physiological and medical tests to ensure a minimum standard of mental capacity and physical health, and in the case of girls especially, their aptitude for various types of manual work. Those in groups (b) and (c) are required to pass medical and psychological tests, and in some cases educational tests as well, the standard being graded according to the type of vacancy. During the past two or three years the recruitment of youths and young men for the offices has been restricted to those engaged under a special "trainee" scheme, and details of this scheme will be given under a separate heading.

### TRAINING

The training of factory workers, i.e. those in group (a), is intended to place them in possession of the best technique, and is organized in a very definite way. It is not proposed to explain this, by reason of the limitation placed upon the present investigation.

Girls in group (b) usually begin work in the messenger service, in which they learn the general layout and the personnel of the factory. After about nine to twelve months in this work they are transferred to one of the following branches of office work: calculating machines, shorthand and typewriting, or general clerical work. In making such transfers the result of the selection test and the tastes of the individual girls are taken into account.

Graded practical training is given in the office departments, and girls are required to attain certain minimum standards of proficiency in both the theory and practice of their work by the age of 20, i.e.

*(a) General Clerks and Machine Operators*

Royal Society of Arts Intermediate Certificates in English, Arithmetic, and two other approved subjects.

**NOTE.** It is possible that this clause may be altered in the near future to allow "cultural" instead of commercial subjects to be taken in approved cases.

*(b) Shorthand Typists*

The Company's Grade II Shorthand Typists' examination, consisting of the following tests—

- (1) Knowledge of English language (2 hours' paper).
- (2) Shorthand: 100 words per minute.
- (3) Typewriting: 50 words per minute, together with MSS. and display work (about one hour's paper).

*(c) Comptometer Operators*

The Comptometer Diploma of Messrs. Felt & Tarrant.

Shorthand is compulsory for all juniors.

Classes in shorthand, comptometry, and typewriting are held after work hours, whilst intensive training for special work is given periodically. In cases where juniors are engaged in work which does not train them for senior posts, they are given training in some other branch of office work, such as book-keeping or typewriting, or the manipulation of calculating or printing machines.

These are the requirements which junior girl clerks are expected to fulfil. General clerks are recommended to continue their studies up to the advanced stage of the Royal Society of Arts examinations. Shorthand typists are recommended to qualify for the Grade I Shorthand Typists' examination and the Company's Secretarial Certificate.

**SECRETARIAL COURSE FOR GIRL CLERKS**

As its name indicates, the Secretarial Certificate examination was designed with the object of providing a standard of ability and attainments for such posts as secretaries to Directors and Divisional Managers. The ordinary commercial examinations in themselves were felt to be hardly comprehensive enough, either in scope or subject-matter, for this purpose. It is not to be expected therefore that suitable classes for the examination would be included in the prospectus of classes organized by the Local Education Authority. For the benefit of clerks who wished to prepare for this examination, a series of special courses has been held at the Cocoa Works during the last three or four winter sessions. The series includes English, Secretarial Practice, and Rowntree Organization, Policy and Practice. In addition to these, clerks attend the usual classes in shorthand and typewriting. Although no definite time limit is set, the course in effect takes about three years to complete.

**"TRAINEE" SCHEME**

This scheme is an attempt to provide for the firm's future requirements in the way of trained and capable executive officers. The direction and control of the scheme is in the hands of one director, who is advised by a committee known as the Staff Development Committee, composed of senior executive officers drawn from each main branch of the business.

Trainees are recruited both from existing staff and from outside, the usual age limits being from 17 to 25, although certain exceptions have been made. They are finally chosen by a committee of Directors and Managers, who separately interview each selected applicant and award marks in respect of a number of listed qualities, grouped broadly under the headings of personality, intelligence, and education. Allowance is made in cases where special qualifications are desired, as for instance, older applicants who have had some specific business experience. Candidates are also given a psychological test and are required to pass a medical examination. Appointments are made definitely on a probationary basis, trainees being required to sign an agreement stating that their contract is terminable at any time, subject to one month's notice on either side. The probationary period is three years, during or at the end of which the Company may terminate the contract if it comes to the decision that the candidate is unlikely to become a successful executive officer or salesman.

The trainee is intended to get a thorough grasp of the general work and routine organization of one of the main branches of the business, those showing aptitude for any particular function being selected for training in that function. Care is also taken to give trainees a knowledge of the Company's policy and practice by means of courses of lectures on these and related topics, and regular meetings of the trainee staff, at which business conditions are reviewed and matters of current trade interest are discussed. All trainees, with the exception of those engaged in purely clerical work, e.g. accountancy, are expected to spend a certain period working in the factory. In addition to the training in the general work of the department, trainees are given frequent opportunities to do special jobs, and to "sit in" at meetings of various committees, to attend trade exhibitions and industrial conferences, and wherever possible to fill temporary vacancies, such as replacing travellers on holiday, or members of other staffs who may be away from work. The progress of trainees is carefully watched by the Staff Development Committee. A departmental report on each trainee is sent in every six months. These, together with reports from the Staff Office and the Education Officer, are discussed by the Development Committee. Trainees who obtain a series of consistently bad reports are dismissed.

It is expected that by the end of the probationary period of three years trainees will be placed in suitable positions. The scheme has not yet been in operation sufficiently long to show

how this will work out in practice, but our experience so far indicates that permanent positions are available for trainees before their training has been completed. Appointment to such a position, however, does not remove the trainee from the control of the Staff Development Committee. This normally would not occur until a man had reached the age of about 27 or a position of some responsibility.

#### TRAINING OF SALESMEN

Candidates for an ordinary position as salesman should be about the age of twenty-two, and they should have had experience with a good-class retail or wholesale confectionery or grocery firm. They are first interviewed by a Divisional Sales Manager, and asked to fill up a special application form. If they pass this stage they are then interviewed by the Headquarters Sales Manager, whose interview is supplemented by a special psychological test. Those who are definitely selected are then given a short period of intensive training at headquarters, which includes a few days in the Sales, Advertising, Demonstration, and Visitors' Departments, together with a tour of the factory. This is followed by about a month under the direction of the local superintendent who places them with regular salesmen, and gives them opportunities of doing some minor sales work—showrooms, and so on. At the end of this month they go out definitely as auxiliary travellers, starting with experience with a show van, taking minor calls, then as sick and holiday reliefs and assisting in special sales campaigns. This part of the training may take from two to four years, according to the man's aptitude for the work and the opportunity for promotion. A constant check is kept on their work and selling costs, and their progress is reviewed every six months. If found to be satisfactory they are finally appointed as vacancies arise.

#### GENERAL

One important factor in this training work is the Company's policy of promotion, and its practice of advertising inside the works vacancies on the administrative staff. Equal opportunity is offered to all employees to rise to positions of responsibility, and, other things being equal, first preference is given to an existing employee. Success in passing approved examinations is, of course, taken into consideration by the Company when making promotions to the higher grades.

The Company also seeks to provide or arrange reasonable opportunities for the education and training of employees who wish to qualify for promotion. The application of this policy has the effect of bringing to the notice of the management possible candidates for higher posts who might in other circumstances be passed over, and by publishing the opportunities available it stimulates the ambitious young men and women to qualify themselves for promotion. They are further encouraged to do this by

a special arrangement, under which any clerk of not more than 25 years of age who has obtained four R.S.A. Advanced Certificates or passed examinations of equal value, or who has the Company's Secretarial Certificate, may apply to be transferred to any other department in order to gain further business experience. The Company has, moreover, an educational grants scheme, the purpose of which is to assist clerks who might be debarred for financial reasons from pursuing these advanced studies.

## APPENDIX II

### SCHEME OF TOOTAL BROADHURST LEE COMPANY FOR TRAINING WITHIN THE INDUSTRY

INTERNAL training for positions of responsibility in the works has not materially changed since the evidence was given for the "Report on Education for Management," issued by the Association in 1925.

On the merchandising side of the business the chief occupations are (a) *clerical*—including correspondence (home and foreign), accounts and statistical work, (b) *producing cloths*, i.e. determination of texture, finish, colour, and design (to be executed by the works), laying-in stocks of these cloths in advance of a "season," and responsibility for the sale of the cloths; (c) *sales organization*: by representatives calling on buyers in the retail and wholesale trades at home and abroad.

#### CLERICAL

Girl correspondence clerks have usually received a secondary school education, and on engagement are placed on probationary work under tuition, in a special department (a section of the education department) for a few months. During this time they are "lent out" for short periods to various departments, as required, for temporary work during absence of staff clerks or in times of extra work. With this experience they become acquainted with various styles of dictation and composition, together with technical terms about cloth, and with names and places at home and abroad. Clerks who have received "outside" tuition in a foreign language are given opportunities to undertake occasional correspondence in that language.

#### MERCHANTING

As the organization and procedure of most of the cloth departments is fairly uniform, the training of a youth or of a University apprentice consists of first giving him the first stage of work in a department and passing him into succeeding stages by promotion, on ability alone, for the next higher stage. Training is not given as a progressive experience automatically, but is obtained as service and by promotion on ability. This may not appear to be an organized training as distinct from progress; but the system of giving special apprentices a defined period in different departments and on each job in one department was found to be defective, and has been discarded in favour of the above system. The objection to the latter system is that entrants do not feel the urge to work their way up, and they do not appreciate the value of small economies and of competitive effort. On attaining



ability for one of the higher grades of departmental work, as "first man," "second man," etc., under a manager, a youth may be transferred to a higher grade of work in another department with a view to his taking further responsibility in that department later.

As "first" or "second" man to a manager, the youth would be introduced to the selection of new designs, and to negotiations with cloth manufacturers and finishers in the buying of cloth, or with customers in the selling of the cloth offered to the market.

#### SALESMEN

As a preliminary to his work "on the road," a man transferred or appointed to the "travelling" selling staff is given a course of instruction, inside the works and warehouse, consisting of—

(a) Instruction on cloth manufacture, in addition to any technological instruction he may have received prior to his appointment as a salesman.

(b) Instruction given by the manager of each department whose cloth he has to sell, dealing with detailed information relating to the marketing of the cloth, i.e. as to suitability for wear or special markets, and the "guarantees" which are given with the cloth.

After this training "in the goods," the salesman is then introduced to the *art of selling* and the *science of sales* organization, under the direct supervision of the Sales Manager.

This is followed by a probationary course "on the road," which takes the form of accompanying a regular salesman in his daily routine and of practice in selling under his supervision. Later he is transferred to the reserve staff, where he takes on temporary relief work; when a territory falls vacant he is appointed to the regular staff.

In order to keep the staff salesmen up to date, they are brought into the House twice a year for "refresher" courses; during their absences from the "road" for these courses their work is done by the men in training. In sales organization they are given instruction in the organization of their work pertinent to sales service to their customers.

Salesmen for foreign markets are given experience in the Shipping Office, and usually "go out" in company with an experienced salesman in the market, on their first journey.

## APPENDIX III

### TRAINING DEPARTMENT ACTIVITIES AT HARRODS LTD.

THROUGHOUT the recent years of difficult trading, no attempt has been made here at Harrods to reduce the Staff Training Department. In fact, the express policy of the Management has been, and is, to put more pressure into the training of the personnel, and the new Training Department is conclusive proof of this.

The new premises comprise nine rooms, one of which, the large lecture hall, can be divided into two, three, or four rooms by means of soundproof partitions. Special lighting devices have been introduced in the lecture hall to give to the meetings colour in more ways than one. New metal furniture has been used to furnish the rooms, so that the whole atmosphere is one of modernity, and the first impression of the store received by all new members of the staff is one of up-to-date efficiency, which, however, is tempered with the warmth of personal attention and understanding which are essential qualities of the staff of any Training Department.

#### OBJECT IN TRAINING

The aim of our training is to teach the staff to think for themselves, to visualize their work in its relation to other departments, and through co-operation with other sections to take an interest in the activities of the store as a whole. To achieve this result, the training must be varied constantly, so that it appeals to the imagination of the staff, being presented in such a way that they not only learn but enjoy learning. The following is our scheme of training put as briefly as possible—

*Training Department.* The personnel of the Training Department numbers seven. The personnel of the store is well over 6000. It is therefore apparent that a certain amount of the training must be decentralized, i.e. done through the executives of the different sections. In describing the work, therefore, it is simplest to divide it into two sections, centralized and decentralized.

#### CENTRALIZED TRAINING

This falls into three groups—

1. Initial Training.
2. Group Meetings.
3. Research and Error Follow-up.

1. *Initial Training.* All new members of the staff report to the Training Department, buyers and executives alike, as well as staff for Selling and Non-selling Departments.

To the selling staff training in system is given every morning of the first week (this embodies instruction in the use of the various books, an explanation of the store organization, history and layout, and a tour of certain departments which affect them). At the end of their second and third weeks they return to the department for a review in system and store directory respectively so that at the end of three weeks we feel that they are familiar with the store organization and layout.

Non-selling staff come up for one morning only for a discussion of store organization and layout. Instruction more detailed than this cannot very well be given by the Training Department, as the needs of the non-selling sections vary so tremendously, and new employees are usually assigned to a senior who trains them in the special work of the department.

We have already mentioned the importance which we attach to the promotion of the feeling of personal attention being extended to the staff by the personnel section and executives, and in this connection we may mention that the Staff Manager makes a point of interviewing all new employees personally during their first week of employment.

2. *Group Meetings.* Group meetings we have found to be extremely valuable in promoting the feeling of co-operation within and between departments, and we have therefore developed this aspect of our training to a very great extent. The subjects discussed and the method of conducting these discussions vary, of course, with the status of the group, but their main value lies in the fact that they help the staff to lose the purely departmental attitude towards store problems, and to think of things from a store-wide point of view.

The following group meetings are held—

Assistant Buyers . . . . .	Weekly
Assistant Executives (Non-selling) . . . . .	Fortnightly
Cashiers . . . . .	Monthly
Contingents . . . . .	Weekly
Demonstrators . . . . .	Fortnightly
Hairdressing Staff . . . . .	Weekly
(Store Events discussed)	
Junior Selling Group (Girls) . . . . .	"
Junior Student Group (Boys) . . . . .	"
Lift Operators . . . . .	"
Selling Representatives . . . . .	"
(A six months' course for Salespeople selected by Buyers)	
Telephone Order Clerks . . . . .	"

A recent and interesting development of the work this year has been the group meetings held with the non-selling sections, such as Advertising, Bought Ledgers and Marking-off Room, Correspondence, Mail Orders, Sales Ledgers, Staff Restaurant and Workrooms, and these have served to bring the non-selling staff into closer contact with the selling staff.

*Students.* Special training schemes have been organized for students under two categories—

(a) University graduates take a two-year course, including the merchandise system and the selling system, and prepare themselves during this time for an executive position.

(b) Students from 16–18 years of age of good education take the selling system, and then work out a three-year course in different departments, with a view to working in one of them eventually.

(There are only men in these groups.)

*Contingents.* We have a group of saleswomen, mostly University graduates, who come under the immediate supervision of the Staff Controller, as a "Flying Squad" for special selling events or to replace staff away ill. They acquire experience in different departmental systems through being placed in many different departments by the Staff Controller. Each contingent is given one week's initial training in the Training Department in system, selling, and so on. Thereafter they meet once a week in the Training Department with the contingents' group to discuss organization, salesmanship, fashion, textiles, etc.

"*Big Bangs.*" With a staff of seven in the Training Department, it is obviously not possible to maintain direct contact with a staff of six to seven thousand through the group meetings only, and in order to make contact with the entire staff we organize from time to time special "Big Bangs," partly as a stimulus to the staff and partly as a means of publicity for the department.

We have one of these campaigns about every six months, running it always on different lines. At one time members of the Management addressed the staff on "Friendliness to the Customer." Another time a special show of Christmas merchandise was displayed in the Training Department, and talks given on Suggestion Selling.

*Fashion Studies.* At the beginning of each season special fashion studies are organized for the fashion staff, so that they are acquainted with the style trends not only in their own merchandise, but also in allied merchandise. In this way we feel we are ensuring that the customers receive better service from a fashion point of view.

3. *Research and Error Follow-up.* This branch of our training speaks for itself. Through the group meetings we have encouraged the assistant buyers and executives to report to us difficulties encountered by them, and they have learned to realize that individual cases of error are of greater value than mere generalities. For that reason we are notified by them of errors and system difficulties, and are so enabled to do individual follow-up work.

#### DECENTRALIZED TRAINING

*Departmental Meetings.* In order to avoid the danger of training becoming too theoretical and divorced from the needs of the departments, we have developed our decentralized training to

quite a great extent. Departmental meetings are held in the departments every week by the buyers and assistant buyers alternately, the meetings being devoted to Merchandise and aspects of Service respectively.

The subjects of these meetings are suggested through a weekly bulletin issued by the Training Department, the bulletins being so worded that they contain a concrete idea to be easily enlarged upon by an executive, comprise an element of humour and vitality, and appeal not only to the fashion section, but also to the hardware and food sections. Reports of the departmental meetings are sent to the Training Department, together with any suggestions made by the staff, comments on the bulletin, and so on.

This year we introduced a new plan which met with great success. Arrangements were made for certain buyers to talk to the staffs of departments selling allied merchandise. For instance, the buyer of travelling rugs spoke on his merchandise to the staff of trunks and dressing bags; the buyer of linens discussed the fashion trend of linen with the furnishing salesmen, and so on. This aspect of training we hope to develop more fully in future.

#### OTHER ACTIVITIES

Apart from this scheduled training within the store, the training work consists of various other activities—

1. Presentation of Plans and Reports.
2. Preparation of Manuals.
3. Giving of Pre-employment Tests.
4. Organization of a Reference Library.
5. Arrangements for Evening Classes.

1. *Presentation of Plans and Reports.* Yearly plans and half-yearly reports are drawn up and submitted to the Management in order to keep them advised of the progress of the work.

2. *Preparation of Manuals.* Rules, policies, and manuals of standard practice are drawn up for the guidance of the staff, such as the Staff Guide, The Responsibilities of an Assistant Buyer, System Manual, Merchandise Manual, Lift Operators' Manual, etc.

3. *Pre-employment Tests.* Pre-employment Tests are given in the Training Department. These are given as follows—

- Assistant Buyers.
- Salespeople.
- Students.

Counting House Juniors.

4. *Reference Library.* A Reference Library, containing more than three hundred volumes, forms an important item in the equipment of the Training Department, and, being subsidized by a grant from the Management, is free to the staff.

5. *Evening Classes.* During the winter months, evening classes are held on the premises for the staff from 6.30 to 7.30. These are free to all members of the staff, and include Commercial Law, Interpretation of Accounts, Appreciation of English, French, German, Shorthand, Typewriting, and Physical Culture.

## APPENDIX IV

### STAFF TRAINING ARRANGEMENTS OF UNITED DAIRIES LTD.

THE problem of Staff Education confronting a multiple shop organization is altogether different from that of most industrial undertakings. One factor which must be borne in mind when considering the educational and training methods adopted by the Company, is the large area over which the staff is distributed, making it difficult to get them together. The problem is further complicated by the entirely different types of people engaged in the various branches of the Company's activities. Some of the difficulties will be understood when the diversity of occupation is realized. The Company employs saleswomen in some eight hundred shops, and its salesmen visit every street in the Metropolitan area. In addition there are plant workers who are concerned with the processing of the milk, and the large office staffs.

#### VOCATIONAL TRAINING CLASSES

One feature of the Company's educational work, which carries staff training beyond its usual application, is concerned with the training of prospective junior employees. Under this scheme, classes have been arranged in conjunction with the local Education Authorities, at certain Day Continuation Schools and Institutes. They are attended by girls leaving school between the ages of fourteen and sixteen, who wish to become clerks or saleswomen in the Company's service. Applicants are interviewed by the Welfare and Education Officer, or, where this would involve a long journey, by the local person responsible for engaging staff, and are given written and oral tests of a practical nature. Those who complete these tests satisfactorily are then interviewed by the Committee of Management for the school nearest their homes. Thus there is a double check on the applicants' suitability.

A word about the committees referred to above may not be out of place; these consist of the Directors or Managers of the section of the Company where the girl will be ultimately employed, the Principal of the School, and the Company's Welfare and Education Officer. It has been found a very happy arrangement to have at least one lady, generally the wife of one of the directors or managers concerned, on the committee.

The term "Vocational Training Classes" is somewhat misleading, as although the Company's system of book-keeping and the principles and practice of salesmanship are taught, these subjects only occupy about 25 per cent of the syllabus, the other 75 per cent being devoted to ordinary scholastic subjects. While

some of the subjects are given a vocational bias, such as including under arithmetic practice in giving change, making out bills, and long and cross tots, they are of such a nature that should students fail to reach the standard required to obtain employment with the company, the training is of very real value to them in seeking other employment.

The Company provides instructors in Salesmanship, but the Education Authorities assume full responsibility for the classes and the teaching of the other subjects included in the curriculum. At the end of each term, special tests approved by the Education Authorities are set in connection with the vocational subjects. These tests are drafted and corrected in the office of the Welfare and Education Department.

After they have spent about two terms in one of the classes, girls who appear likely to be satisfactory are found practical training, consisting of ten hours per week spent in one of the offices or shops, in the area where they will subsequently be employed. This still further helps to bridge the gap between school and business.

The Company undertakes to find employment for those who satisfactorily complete the course and pass the required tests. The period of training for girls leaving elementary schools is from nine to twelve months, while for those who have received a secondary or central school education, only six months may be necessary, the exact length being determined by the girls' ability and progress, and the frequency with which vacancies occur.

A progress report on each girl is sent to the Welfare and Education Department after she has been in employment for six months. Throughout the whole course of training and employment the co-operation of parents is encouraged and private interviews with the Welfare and Education Officer are arranged.

Not least among the benefits of this scheme are the opportunities it provides for physical and mental development during an important period of adolescence, and the facilities it offers for the training of character; while the link it provides with their future occupations gives the students a stimulus which would be lacking in classes entirely divorced from business.

The scheme has been in operation for eight years, and some eight hundred and fifty girls have passed through the classes.

#### SCHOOL FOR SALESWOMEN

The instruction of probationers and saleswomen is carried out at the Company's Training School. In the first instance the course was of one week's duration, but this proved to be inadequate and, consequently, the period of instruction was raised to a fortnight.

A whole appendix might very well be written on the nature of the instruction to be given, but it must suffice to outline the underlying principles upon which it is based. Experience proved that to endeavour to impart technical knowledge alone was not sufficient, and that to be a success the instruction must have an

educational background in order that the knowledge acquired might be used intelligently. In addition, an endeavour must be made to develop latent qualities of character, and to interest trainees in the Company through an understanding of its policy and administration.

The Training School is conducted in a model shop, the technical instruction being given by an expert in salesmanship. Besides learning something of the changes that have taken place in the production and distribution of dairy produce, trainees receive instruction in window and counter display, and a knowledge of milk, dairy produce, and sundry goods. Service to customers, personality, character and personal efficiency are also dealt with, and attention is paid to the question of stock and stock-keeping, and the laws and regulations governing dairy produce. Practice is given in completing the forms in use in the Company's shops, and in giving change and making out bills. A visit is also paid to a bottling depot. Ample opportunities are afforded for practical work, particularly in relation to window and shop display, and service to customers.

#### PUBLIC AND SECONDARY SCHOOLBOYS

A number of public and secondary schoolboys have been selected for special training which will fit them to occupy positions of responsibility. This course extends over a period of years, the candidates spending from six to nine months on each of the various branches of the Company's activities. A Management Committee is responsible for the selection and supervision of these trainees, and regular reports on their progress are rendered to this committee.

#### TRAINING ROUNDS SALESMEN

In addition to the training already described, members of the staff receive pamphlets dealing with subjects connected with their work, and lectures are arranged from time to time, as this has been found the best method of approach to rounds salesmen, for whom a special manual has also been prepared.

#### EVENING CLASSES

All employees are given every encouragement to continue their education by attending evening classes. Under this scheme fees are refunded for approved courses, which need not necessarily be directly concerned with their work, providing that attendances are satisfactory and good reports are received. Prizes are also awarded for passing certain recognized examinations.

#### CONCLUSION

It will be seen from the foregoing paragraphs that the Company recognizes the great importance of employees receiving proper training, and that it has addressed itself to the solution



of its individual problems, bearing in mind certain important principles.

Training consists not only of instruction in the duties to be performed, but serves as an introduction to the Company, its policy and methods of administration. In the case of juveniles with no previous experience of business life, care is taken to see that their first impressions, which are often permanent, are founded on a correct knowledge of the traditions they will be expected to uphold. They learn the importance to the organization of the work they are to perform, and an effort is made to develop character and personality.

## APPENDIX V

### METHODS OF TRAINING ADOPTED BY RECKITT & SONS, LTD.

It will perhaps be best to state at the outset that in most cases we have no cut and dried schemes for training inside the business, and, further, that it is not always possible to consider such training as altogether distinct from that given by outside organizations, such as the Local Education Authority.

As a general manufacturing firm, we have to deal with a number of isolated cases requiring individual attention, rather than with groups of men, all of whom require the same training. For such units we have not found it possible, or indeed desirable, to frame a comprehensive system of training, preferring to take such action as is most suitable to individual needs.

All youths, when first engaged, are interviewed by the Education Department, and are at once advised as to suitable studies, courses extending over several years being planned for the more ambitious youths. Supervision of studies throughout their career then becomes part of the routine work of the Education Department, whilst their training inside the business is undertaken by departmental heads, by whom they are sympathetically handled.

Where such supervision of work and study is carried on, it is an easy matter, by comparing notes, to decide which youths are suitable for promotion.

The arrangements mentioned above are followed up in a variety of ways, as follows—

1. Our Day Continuation School for employees of 14–18 years of age.
2. A comprehensive set of regulations, requiring all youths to take up suitable studies, with which is coupled a Reward Scheme.
3. Lectures by Departmental Manager (in certain cases only).
4. Moving employees from one department to another for the sake of experience.
5. The exercise of care in placing employees in positions for which they are best qualified.

Other expedients, actually employed more frequently in the factory than in the office, are—

6. The appointment of a skilled worker to train a group of learners.
7. Help given by experts to students weak in certain subjects.
8. Time allowed for study during working hours.

For each class of student, certain minimum attainments are tabulated. Engineers and electricians, for example, are expected to reach National Certificate standard, the best students being encouraged to pursue their studies further.

The methods mentioned above can be regarded as, broadly speaking, the system on which we work.

The selection of a man for intensive training is often dependent on his work at external classes. For whilst in some cases a man is definitely trained inside the business for a certain job, well in advance of the time when he will be required to take it up, in other cases men virtually appoint themselves to various positions through qualifying by means of external classes. Such men are given the necessary opportunities of inside experience before being promoted.

The training of individuals who are qualifying for higher positions is carried on in a number of ways. Some are allowed to attend Hull University College or the Technical College during work hours, to supplement the training they are receiving inside the business. In exceptional circumstances, an employee may be sent to the University for a whole-time course. Others are brought from branches to the Head Office for further experience, and similar interchanges have taken place with associated firms.

Even a well-qualified specialist, newly appointed, may be advised and helped to qualify in other directions, with a view to future developments.

It should be stressed that opportunities are equal to all who show the necessary ability. Whilst a clever youth from a public school may mark himself out for promotion soon after entering our employ, on the other hand, youths who have had only an elementary school education have, in the past, by sheer grit, application and ability, proved their worth, and won the right to special training for important positions.

Mention should be made of our Staff Association, comprising heads of departments and assistants from office and works. Fortnightly lectures are given, alternately by members of our own staff and by outside lecturers. Those given by our own members generally deal with some phase of their work; the other lectures are usually a course in some subject of interest to all business men.

Certain selected men on the Office Staff are encouraged to take the examinations of the Advertising Association.

With respect to salesmanship, a much more definite scheme of training has been established. Young recruits are first given a period of intensive training at headquarters, where they are made to follow the courses of actual orders through office, warehouse, and factory. When new lines are to be marketed, also, men are brought to headquarters for a special course of instruction.

The new salesman is then given practical training with an experienced man, and afterwards works his territory under a senior representative, with whom he is in close and constant touch. He is also in constant touch with headquarters, as he reports at least three times a week, and part of his work, in addition to actually selling the goods, consists of the placing of advertisements.

In connection with this, he is encouraged to study advertising, so as to be in a position to make the very best use of all the selling helps that reach the trade through his hands.

The ultimate aim of our various training schemes is to produce a highly-trained and efficient staff of workers, and to create a reserve of well-qualified men on whom we can draw when opportunities occur.

## APPENDIX VI

MESSRS. LEVER BROTHERS, LTD.

NOTES ON THE STAFF TRAINING COLLEGE,  
PORT SUNLIGHT, AND SCHEME OF PRIZES AND AWARDS  
FOR CONTINUED EDUCATION

MANY developments have taken place at the Staff Training College since it was instituted by the late Lord Leverhulme in 1917. At the present time the educational facilities provided by the Company to their junior employees at Port Sunlight may be briefly summarized as follows—

1. *Factory Girls 14 plus to 16 plus.* One full day each week for two years at the College. The eligible girls are divided into two equal sections, one of them attending on Tuesdays and the other on Wednesdays.

The main subjects taken each session are English, Arithmetic, Hygiene, Domestic Science, Handicrafts, and Physical Training, and, in the summer-time, Swimming. In addition, there are short periods for reading and discussing a daily newspaper, for free study, and for hobbies.

2. *Factory Boys 14 plus to 16 plus.* The boys similarly attend, half of them on Thursdays and the other half on Fridays.

The main subjects for boys are English, Arithmetic, Geography, Industrial History, Chemistry, Electricity, Free-hand Drawing, and Physical Training.

3. *Office Students 16 plus to 18 plus.* As these students are School Certificate or Matriculation people, their curriculum is chiefly vocational, and they attend four hours per week for one year, and two hours per week for the second year. All first year students take English and Commerce, and either Shorthand and Typewriting or Arithmetic and Book-keeping. Second year students take Shorthand and Commerce or Arithmetic and Book-keeping.

4. *Apprentices to Skilled Trades.* During the winter months these employees attend the College every Saturday morning. The classes are tutorial in character, according to the various trades and National Certificates. In addition, apprentices during the first two years of their apprenticeship attend the College one afternoon a week for classes in English, Advanced Arithmetic, Chemistry, Cost Accountancy, and Free-hand Drawing.

5. *Chemistry Apprentices.* Special tuition is provided one half-day a week for students entering for the intermediate London B.Sc. Examination.

6. *Evening Classes (Voluntary).* During the winter months evening classes are provided at the College in all stages of English, Arithmetic, Shorthand, Book-keeping, Commerce, and several foreign languages. Students attending are expected, at the end

of the session, to take the Royal Society of Arts Examinations according to the stage in which they have been studying. The fees are refunded to all students who make 85 per cent of the total attendances.

In addition to these facilities, an Education Prize Scheme has been provided by the Company since 1921. This scheme has worked extremely well, and many students have been encouraged to take the advanced stages of various Royal Society of Arts Examinations, National Certificates, and University degrees.

In order to encourage the members of the staff and all employees in the factory and offices at Port Sunlight, Unilever House, or any Branch Office, to attend evening classes, the Company refund the class fees to all students taking courses of study, directed by the Local Education Authorities, who make 85 per cent of the possible attendance at their classes and sit for the recognized examinations.

In addition to the payment of class fees, the Company offers a special scheme of prizes to be awarded annually according to the results in examinations held by the—

University of London and Provincial Universities.

Institute of Chemistry.

Institution of Civil Engineers.

Institution of Mechanical Engineers.

Institution of Electrical Engineers.

Chartered Institute of Secretaries.

Incorporated Secretaries' Association.

London Association of Accountants.

Institute of Cost and Works Accountants.

Advertising Association.

Institute of Transport.

Royal Society of Arts.

London Chamber of Commerce.

London City and Guilds and other Public Examining Bodies of similar standard.

Prizes are usually awarded in books, or in payment of fees in connection with further education, or, by arrangement with the Company, in cash towards the expenses of a Continental holiday.

(The Prize Scheme covers the Matriculation, Intermediate and Final Examinations leading to B.A., B.Sc., and B.Com. Degrees; Associateship of the Institute of Chemistry; Graduate or Associate Membership of the various Engineering Institutions; Associateship of other bodies recognized by the Company; as well as approved single subject examinations of the City and Guilds of London Institute, the Royal Society of Arts, and other examining bodies of similar standing.)

## APPENDIX VII

### PERSONNEL TRAINING IN THE METROPOLITAN-VICKERS ELECTRICAL CO., LTD.

THE training of personnel for a large engineering works covers the organization of further experience of many kinds, all of which are necessary for "the adaptation of entrants . . . by business in business." The assistance of educational institutions is essential to enable the individual to obtain theoretical instruction given by such external bodies in order that he may understand the problems with which he is confronted unless parallel courses are organized by the works concerned, which is unnecessary where adequate facilities for such instruction already exist.

Training with the Metropolitan-Vickers Electrical Company may be considered under four main groups of personnel—

- (A) The professional engineers.
- (B) The artisans.
- (C) The general non-engineering staff.
- (D) The women.

Fully-trained employees under these four headings are essential to the efficient working of the whole organization, and any individual in each group has ample opportunity to progress and develop if the necessary ability and keenness are displayed.

#### GROUP A: TRAINING FOR PROFESSIONAL EMPLOYMENT

Two apprenticeship courses are arranged for the training of recruits for ultimate professional employment—

1. Young men are recruited from universities or certain senior technical colleges who have a degree or diploma in engineering. Two schemes of training under this heading are arranged—

(a) Those who come direct from a university after obtaining a degree.

(b) Those who are selected on leaving a public or secondary school to enter the works for a year's preliminary practical training and then proceed to a university, returning to the works during their summer vacation periods, and complete their final practical training after they have obtained their degree.

2. Those who are recruited from public and secondary schools who have attained at least Matriculation standard of education are accepted in the works for an apprenticeship of four years' duration. These apprentices are required to attend the College of Technology, Manchester, or the Royal Technical College, Salford, throughout their apprenticeship, for part-time technical instruction, and monthly reports are obtained on their work and progress. Many of these follow special courses of training leading to the External Honours Degree in both Electrical and Mechanical Engineering of London University.

Practical training for these groups consists, in the main, of a series of transfers from one department to another, to familiarize the apprentices with the manufacturing methods used, and at the same time they are encouraged to acquire information regarding the organization and problems which exist in each department. When the apprentices are transferred, reports are obtained from the foremen on their work, progress, and general attitude. Towards the completion of their apprenticeship the apprentices specialize in a particular section of the works, such as manufacturing, design, research, commercial, or accounting, and are given opportunity to enter the departments where they will obtain the necessary experience. They also attend a series of weekly lectures given by members of the Company's staff which are held at the works during the evenings. These lectures cover both a works course dealing with practical workshop problems, and also lectures by the managers of the various sections of the works in turn. They are encouraged to attend foreign language classes arranged for groups of three or four students.

#### GROUP B: TRAINING FOR ARTISAN EMPLOYMENT

Boys of 14 to 16½ years of age are selected for a Trade Apprenticeship Course. Candidates from elementary, junior technical, central, and secondary schools are selected after an examination and a personal interview at the works. They serve a probationary period in the works of from six to twelve months, at the end of which they are bound to one of the following trades: Fitting, turning, tool making, moulding, instrument making, pattern making, armature winding, etc.; during their apprenticeship they are given experience in various departments appropriate to their trade. Periodical reports are obtained from the foremen, and tests on craftwork are made every six months. They are encouraged to attend evening classes at the local technical schools, but such attendance is not compulsory; those who attain a satisfactory standard are given the opportunity to attend the part-time day courses at the College of Technology, Manchester, or the Royal Technical College, Salford. The Company pays their wages while they are absent from the works, all school fees, and also for the necessary textbooks, etc. It is not essential that the trade apprentices continue evening class work until they are 21 years of age in order to become efficient workmen, but those who do so and obtain the required standard of technical education are considered for promotion to test departments, drawing offices, commercial departments, etc., as juniors, and they have the opportunity to obtain executive positions with the Company if their progress is sufficiently satisfactory and they have the necessary ability.

During their apprenticeship they attend the works school each week for instruction in practical work complementary to their workshop experience; this instruction is not alternative to that which they receive at the evening and part-time day technical



courses. In order to encourage good workmanship and progress two trophies are competed for each year, one open to boys under 19½ years of age, and the other to boys under 21 years of age. Special facilities for further training are arranged for the winners of these trophies.

Some years ago an Apprentices Association was formed for the purpose of fostering *esprit de corps* and the general healthy development of the boys in social and athletic activities outside works hours. This is divided into two sections corresponding to the professional and artisan grades of apprenticeship. Each section has its own officers and committee who organize social and athletic activities. The officers of each section form the Apprentices Association Council, which governs matters of mutual interest, arranges visits to other works, inter-section sports, social activities, etc., and controls the apprentice magazine, *The Rotor*, which is issued quarterly. The Company believes that experience gained by the officials of such a body in the handling of its affairs, negotiation, and the organization of its activities, has a high value and forms a definite part of its training schemes.

It is the Company's policy to recruit its junior professional staff from among those who complete their apprenticeship courses satisfactorily, and the Company continues its interest in the subsequent careers of these juniors and, in selected cases, arranges further progressive training. Arrangements are made for a sequence of transfers from one section to another, and for other suitable training to enable these men to progress to more responsible employment, and for specific posts either with the company at home or abroad or with customers.

#### GROUP C: GENERAL NON-ENGINEERING STAFF

This section is almost entirely composed of the costing and works accounting staff dealing with all matters relating to wages and works costing and accounting proper. The juniors in these departments, who show that they will profit by further instruction, are trained in various subsections by transfers from one class of work to another, and are encouraged to take courses of study at evening schools in accountancy and allied subjects. Periodical reports on their work and progress are obtained, and their promotion depends upon the keenness and ability shown. A junior has the opportunity to rise to any of the higher positions. University graduates, who have a particular interest in works accounting, are trained for employment in the more senior posts in works accounting. They are given preliminary workshop experience and, in the later stages, are transferred to the various sections of the Works Costing and Accounting Departments for specialized training.

#### GROUP D: TRAINING OF WOMEN

This group may be subdivided into four parts—

1. Women supervisors, research workers, and engineers.

2. Canteen workers.
3. Women workers engaged on manual operations.
4. Women office staff.

1. The technical women research workers, engineers, and supervisors have usually had full-time University or Training College courses leading to a degree or diploma. They are specialists in their own sphere, and upon entry into the works they are given an opportunity to become familiar with the Company's products, and usually have a period of special training. In some cases women have been trained entirely in the works in conjunction with special courses at evening schools.

2. The canteen staff consists of kitchen maids, waitresses, cooks, clerks, storekeepers, buyers, and supervisors. While it is unusual for any worker in the kitchen to progress to the supervisory and higher grades, the clerical staff may make such progress that they become supervisors, but supplementary training in domestic science classes at suitable schools is essential. It is customary to permit domestic science students from training colleges to have two or three months' experience with the canteen staff. This affords opportunities to select future personnel.

3. Women workers are engaged for manual operations of a repetition nature. Those who show the necessary progress and ability obtain promotion to positions as foremen's clerks, charge hands, or forewomen. Classes for young girls employed on this work are organized in order that they may take greater interest in their work and increase the value of their work; the programme for this class of work is being extended. Other classes are arranged for those who wish to become works clerks.

4. Girls in the offices are employed as stenographers, copy-typists, dictaphone operators, routine clerks, tracers, comptometer operators, hollerith operators, time and wages clerks, accounting clerks and secretaries to the heads of departments. Classes in shorthand, typewriting, dictaphone and comptometer operating, English and arithmetic are held on the premises after works hours. These are comparable with those given by evening schools in the district, but they have the advantage that particular reference is made to matters and methods which concern the Company's business, and entail less strain on the girls as they attend for not more than two evenings per week, instead of the usual three evenings per week at evening schools. The works classes finish at 7 p.m. instead of 9 p.m. or later. Girls who wish to train as tracers attend tracing classes to become familiar with the particular type of printing, methods of layout, neatness, and general tracing practice required in the drawing offices. No vacancy on the staff is filled by a new entrant until every effort has been made to find a suitable employee within the organization, and girls are transferred progressively from one occupation to another.

A number of non-vocational classes are arranged and a nominal fee is charged. The Women's Supervision Department

is responsible for the organization, and instruction given in the non-vocational classes.

#### GENERAL

It will be noted that in the courses of training arranged for each group, the necessity of combining internal training with that which may be obtained at the various colleges or schools organized by educational bodies is emphasized, as the knowledge acquired from each course is complementary. On the one hand, the trainee learns the intricate and particular requirements of his present position (and possible future positions) with the Company, and on the other, he gains the theoretical knowledge of his special branch without which it would be impossible for him to succeed.

There is a Works Club open to all male employees, and the women have access to some sections. There is a complete series of clubs covering cricket, football (both rugby and association), hockey, athletics, tennis, bowling, fishing, shooting, and boxing. In addition there is a dramatic and operatic society, debating society, lending library, chess and draughts club and billiards club, all organized by those employees drawn from both staff and manual workers who are interested. Each is run independently and has its own committee. The management gives every encouragement and support to these various activities, but does not centralize any organization, thus encouraging individual keenness and enthusiasm. Such contact between employees, particularly between staff and manual workers, is recognized as leading to a team spirit within the Company which is a most valuable asset, and assists in the development of its employees to their own benefit as well as that of the Company.

## APPENDIX VIII

### MEMORANDUM ON THE DEVELOPMENT OF TECHNICAL EDUCATION IN JAMSHEDPUR

(Contributed by the Tata Iron & Steel Co., Ltd.  
Jamshedpur, India)

I. PRIOR to the inception of the Jamshedpur Technical Institute in 1921, the problem of securing suitable technically trained Indians for the Tata Iron & Steel Company was a very difficult one indeed. It was absolutely necessary to find ways and means of imparting such technical education, as the establishment and the development of the Tata Iron & Steel Company were then established facts. It was recognized by the leaders of the industry that the success of an enterprise depends upon the eventual manning of the industry by the sons of the soil. It was considered suicidal to depend on imported experts for ever. It was therefore decided to start a Technical Institute in Jamshedpur to enable the Indian graduates to qualify themselves for superior positions in the works, as it would have been a short-sighted policy to encourage the manufacture of steel in this country without at the same time encouraging the training of Indians to make steel.

#### II. THE TECHNICAL INSTITUTE

The Technical Institute has the following several divisions—

1. Technical Institute.
2. Foreign Training.
3. Apprentice School.
4. Technical Night School.
5. Apprentice Scheme, 1927.

1. The Jamshedpur Technical Institute was started, and the first batch of twenty-four students was recruited during November, 1921. The minimum admission standard was I.Sc. with Physics, Chemistry, and Mathematics. The students were drawn from the various provinces in India every year as follows—

Bengal . . . . .	5
Bihar and Orissa . . . . .	10
Punjab . . . . .	3
Madras . . . . .	3
Sir Ratan Tata Trust . . . . .	2
Rest of India . . . . .	1
	—
Total . . . . .	24
	—

The Institute gave an intensive training in Iron and Steel Metallurgy and the allied subjects. The course extended over three years. During the first two years the students attended the institute and the works every alternate week, and in the third year they were given specialized training in one department only, and spent the whole time in the works. During the three years of their apprenticeship they were paid Rs. 60 per month.

In January, 1932, the Training Scheme as mentioned above was modified in accordance with the plant requirements. Under this new scheme, which is working now, the students must be graduates either in science or in engineering of a recognized Indian or foreign University or College. About ten admissions are made every year. They are divided into two classes, "A" and "B." The "A" class men have usually high academic qualifications and, in some cases, possess foreign iron and steel works experience, whereas the "B" class men are ordinary graduates. It is expected that the former class will ultimately fill the positions of Superintendents and Assistant Superintendents, and the latter those of Foremen and Assistant Foremen in the works. It should, however, be emphasized here that there is absolutely no bar to a "B" class man ultimately rising to a position open to an "A" class man. The only difference lies in the initial salary on employment, which for the "B" class is to be somewhat lower than that for the "A" class.

The course of training is identical for both the classes, and extends over a period of two years, of which eighteen months are spent in general training in the various departments of the works, and the remaining six months in a specialized training in one particular department. One member of the staff spends his time chiefly in the works, and supervises and helps the students in their work. No lectures are given during the day, but three times a week they are required to attend evening lectures on Metallurgical Processes, Works Maintenance, Cost Accounting, and Industrial Economy, etc., which are delivered by experienced officers of the Company, experts in their own subjects. These lectures are also open to other qualified employees provided accommodation is available. There are now 31 students on the roll, 14 of whom are old Technical Institute students, and the rest have been recruited under the new scheme.

They receive no stipend in the first year, but are paid Rs. 75 ("A" Class) and Rs. 50 ("B" Class) per month in the second year. Special foreign trained graduates are paid Rs. 200 a month throughout the course. The whole scheme, however, is at present under consideration, and a sub-committee has already been appointed to examine it carefully and modify it in the light of past experience and future requirements.

The Institute is at present administered by a Committee responsible to the General Manager and the Agents.

The Jamshedpur Technical Institute is the only one of its kind in India. Here students live and breathe the atmosphere of the

technique for which they are to be trained. Here they not only get theoretical training, but practical experience, by actually coming in contact with men, machinery, and materials. There are now 127 past students employed in the works, 104 under contracts, and 23 without. One of them has already been placed in charge of an important department, while several others hold responsible positions. Some of the Production Departments, such as the Open Hearth, the Rolling Mills, and the Blast Furnaces, are at present practically manned by technical graduates who have successfully replaced foreign experts. It may perhaps, therefore, be stated with pride that the Technical Institute has amply justified its existence.

2. *Foreign Training.* The Steel Company has also a scheme under which past students of the institute, who show sufficient ability in the works, are sent abroad for a year's training. Up till now seven students have been sent out under this scheme, the entire expense being borne by the Company. Financial help has also been given partly to two other students who went abroad for experience on foreign plants.

3. *The Apprentice School.* This was started in January, 1932, with the object of building up a band of loyal, disciplined, self-respecting, skilled workmen. There is a day-time school for these apprentices. Accommodation is available for 250 boys at present, each studying two days a week in the school. The school course is of four years' duration during the five years of apprenticeship. Attendance at school counts as work for purposes of pay. The standard for admission is the Middle English pass, with an age limit of 15 to 18 years. Fifty admissions are made every year, but the number will be increased to seventy-five from 1934. The course comprises General Education, Elementary Science, and Technology as required in the works. In recruiting, preference is given to dependents of local employees.

Apprentices are given a five years' course of practical training in the works of the Tata Iron & Steel Company, working four days a week for four years and whole time in the last year. The entire cost of training is borne by the Steel Company. This is administered by the same committee as for the Technical Institute. The working of the scheme is being very carefully watched, and further improvements and modifications are contemplated in the near future.

This school has become very popular, and there is a great competition for admission. Incidentally, it may be mentioned that this has given a strong impetus to Primary Education in Jamshedpur. Whereas in 1930 there were only 1350 boys reading in the Primary Schools, there are at present 3000. The parents of these boys hope that after passing out of the Middle English School, they will be admitted into the Apprentice School.

4. *The Technical Night School.* This is a separate establishment. This school is run on a fee-paying basis, and is supported by the Steel Company and the Provincial Governments. It is divided

into two—a Junior School in which the teaching is done in Vernacular, and a Senior one in which the teaching is through the medium of English. The school is open to the residents of Jamshedpur. Most of the men who attend the school come from the Maintenance Departments, and study Mechanical and Electrical Engineering. It has also been decided to introduce Trade Courses to meet the requirements of the Steel Company and its subsidiaries. The course extends over six years. There are at present seventy students on the roll. This school is usually patronized by the younger foreman class.

5. *Apprentice Scheme, 1927.* In 1927 the Steel Company also started a properly organized apprentice department. This is administered at present by the same committee as for the Technical Institute, and includes—

(i) Students from Colleges who wish to come for "vocation training" without pay.

(ii) Students from Colleges who have passed their lecture course, and wish to attend for two and a half to three years in order to qualify for a College diploma or a degree.

(iii) Students who have passed the Matriculation and have to do a five years' course in the Maintenance Departments.

(iv) The sons of "Mistries" who wish to do a five years' course in a particular shop.

In reference to (i) and (ii), the scheme is very popular, and a large number of applications are received every year from the various Engineering Colleges in India. The number of admissions, however, is limited by the accommodation available in the shops, and does not exceed thirty-five at any one time. Up till now ninety-eight students have taken advantage of this scheme, and twelve of them have been employed by the Steel Company.

In reference to (iii) and (iv), recruitment was stopped in view of the starting of the Apprentice School. The following statement shows the present position in respect of these apprentices—

Employed on completion of training	38
Transferred to other departments	
during training . . . . .	57
Discharged . . . . .	35
Resigned . . . . .	14
Died . . . . .	2
Under training . . . . .	12
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	158
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III. It is a recognized fact that the Technical Institute in Jamshedpur has come up to the expectations of its builders. The graduates of the Institute have played a very important part in the Indianization of the Company, and the majority of them are holding important and responsible positions in the works. The Steel Company has taken a very broadminded view of technical

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education, and has backed its belief by bearing the major portion of the cost. As the apprentices come from all over India, the educational activities of the Company have been very beneficial in furthering Technical Education in this country. This should be accepted as a contribution to the benefit and welfare of the whole of India.

*October, 1933.*



## APPENDIX IX

### APPRENTICE TRAINING IN THE WORKS OF G. & J. WEIR, LTD., CATHCART, GLASGOW

AN Engineering Establishment engaged in the manufacture and development of specialized plant must gather together a technical personnel with expert knowledge of its products, and continually train men in its own particular field.

The technical training provided by colleges and evening schools forms only the basis upon which such expert knowledge can be readily accumulated. The formation of habits of industry, observation and consistent study are essential, and encouragement towards this end should be given to all employees. Particularly is this necessary among the youths entering the establishment.

Great care should be taken to create an atmosphere which will stimulate and maintain an active interest in the products of the firm, their manufacture, operation, and development.

The main flow of youths through an engineering works is usually in the form of apprentices, a very suitable field from which to choose lads for Junior Staff positions, as vacancies arise. Apprentices come from homes of widely varying circumstances, having received their education at different types of schools. By careful selection all Junior Staff positions can be filled with lads of the right type, having the required characteristics and qualifications. This method of staff recruiting has been adopted by the firm for many years with gratifying results. The selection is based upon the reaction of the lads to the work in the shops and works school, and to the amount of technical knowledge they have acquired at either evening or day classes held by the Educational Authorities in Glasgow.

The Principal of the works school receives reports of the progress and conduct of apprentices in the Works Departments twice a year, and selects lads for Junior Staff positions as vacancies arise. The process of selection lasts through the greater part of the apprenticeship period. The intimate contact with apprentices in the school and the Apprentice Engineering Society provides better opportunities for judging the character and potential ability of the lads than the workshop reports.

Several methods of organizing the works school have been tried during the fifteen years since its adoption as a definite part of apprentice training. The present system is the result of these experiments, and is unlikely to be greatly changed in the future. The school results are better than those obtained by the earlier methods, and less friction occurs between the works departments and the school due to the withdrawal of apprentices.

The apprentices attend school for fifteen weekly periods at regular intervals during apprenticeship. The school hours are:

Monday to Friday, 9.0 a.m. to 12.30 and 1.45 to 5.30 p.m. ;  
Saturday, 9.0 a.m. to 12 noon.

The schoolroom is large and well lit, having formerly served as a drawing office. Each student is provided with a table 6 ft. by 3 ft., drawing board, T-square, mathematical and steam tables, drawing and blotting paper, ruler, pen and ink. The room is equipped with cinematograph, and facilities for experimental demonstrations. Lantern slides are used for illustrative purposes, and diagrams for sketching parts of machines requiring descriptive notes.

A class consists of twelve to fifteen apprentices, and the school curriculum is divided into fifteen groups—

**FIRST YEAR—**

Steam Generating Plant.  
Prime Movers (Steam and Internal Combustion Engines).  
Auxiliary Machinery.

**SECOND YEAR—**

Ferrous Metals.  
Non-ferrous Metals.  
Displacement and Kinetic Pumps.

**THIRD YEAR—**

Feed Heaters and Feed Heating.  
Condensers.  
Air Extraction Apparatus.

**FOURTH YEAR—**

Evaporators and Distilling Machinery.  
Feed Water Circuits.  
Air Compressors.

**FIFTH YEAR—**

Internal Combustion Engines.  
Marine Power Plants.  
Land Power Plants.

Besides these regular courses, special weeks are arranged for lads desiring to sit for local examinations, such as the entrance examination to the day or evening classes of the Royal Technical College. Training for external scholarships is given to lads of exceptional ability.

The subject-matter in the school curriculum is arranged in relation to the firm's products, and assumes the continuous attendance of apprentices at evening classes. This serves as an additional urge to apprentices to continue their evening studies, and those who do so derive the most benefit from the work done in the school.

For lads who reside near the works, evening classes are held during the autumn and winter months in the works school in

conjunction with the Glasgow Education Authority. A Friday tutorial class grants to the apprentices the facilities of the school for drawing and the preparation of home-work for evening classes.

An Apprentices' Engineering Society, whose officials and committee consist of apprentices elected annually by ballot, arranges lectures, social evenings, and visits to works in the vicinity of Glasgow, and provides a further opportunity for observing the characteristics and ability of the apprentices.

From the description given, it will be seen that the purpose of the school is to show the appreciation of the firm of the efforts exerted by the apprentices to equip themselves for future service in the industry, and their desire to take an active part in these efforts.

## APPENDIX X

### TECHNICAL EDUCATION IN THE LAUNDRY INDUSTRY

(Abridged by the Editor of this Report from a pamphlet bearing the same title, issued by the National Federation of Launderers, Ltd.)

DURING the last few years there has been a growing realization within the Laundry Industry of the need for and practical advantages of technical and commercial education.

It was in the autumn of 1928 that the experiment was made of holding evening classes at the Federation Offices at 17 Lancaster Gate, W.2. There were four of these classes at first: (1) Government Regulations; (2) Engineering; (3) Advertising; and (4) Staff Training; all of these subjects, of course, being treated from the point of view of the Laundry Industry. The following autumn a further experiment was made with a class for Wash-housemen.

These experiments were so successful that classes have been held at 17 Lancaster Gate each spring and autumn since 1928, though the actual subjects have varied from year to year.

This movement soon spread to the provinces, and with the willing co-operation of various technical colleges, classes on the general subject of Elementary Chemistry for Laundries (and in a few cases on Engineering) have been held in Birmingham, Brighton, Burnley, Cardiff, Hull, Leeds, Leicester, Liverpool, Middlesbrough, Newcastle-on-Tyne, Nottingham, Portsmouth, Salford, Colchester, Norwich, Worksop, Cambridge, Southport, Sheffield, and Scarborough. Additional centres are opened from time to time.

Since 1928 there have been about 2000 students at these various classes.

The British Launderers' Research Association has for the most part supplied the lecturers for the classes on technical subjects held at Lancaster Gate. At the provincial classes the lecturers have been drawn, as a rule, from the permanent staff of the institutions, though in a few places special lecturers have been selected.

In order to systematize and co-ordinate the tuition given at these different classes, and to make it as practically useful as possible, the lecturers at the provincial classes have been invited to spend three or four days in London each year at what was first called a Tutorial Class, but is now known as the Conference of Laundry Class Lecturers. These annual meetings (held in 1930, 1931, 1932, 1933 and 1934) have been devoted primarily to lectures by members of the Research Staff, and visits to representative laundries, but the opportunity has also been taken

each year to discuss the general subject of technical education for the Laundry Industry.

They have proved so beneficial that they will be continued.

As a result of experience gained in these various ways, it was decided in 1933 to endeavour to arrange similar courses at the various centres in order to prepare the way for a system of certificates of national standing, so devised that the certificates granted will be of equal value, whatever be the place at which the student has studied. The first National Examination, based upon the standard syllabus, was held in 1934.

The scheme, together with scholarships, medals, and prizes, has been approved by the Association of Principals of Technical Institutions. Officials of the Board of Education have also expressed their approval, and have offered to act in an advisory capacity when necessary.

On the Central Committee, or Examining Board for 1933-4, are representatives of the Board of Education, National Federation of Launderers, the British Launderers' Research Association, the lecturers who take part in the courses at provincial centres, and the Association of Principals of Technical Institutions.

The subjects taught at the London Headquarters of the Federation include—

Washhouse Methods.

Simple Chemistry, Physics, and General Science.

Washing Materials, Processes, Methods, etc.

Practical Engineering for Laundries.

Principles of General Departmental Management and Office Control, including Book-keeping for Laundries, Costing and Industrial Psychology.

Salesmanship for Laundry Executives.

Salesmanship for Laundry Carmen, Driver-salesmen, and Canvassers.

Correspondence Courses are also available on some of these subjects.

The first four subjects are taught by highly qualified members of the British Launderers' Research Association staff, and the other subjects are also in the hands of experts.

The Federation issues a very full syllabus of Laundry Chemistry, on which examinations will be based. While this syllabus indicates the ground to be covered, it does not suggest the method of treatment or the order in which various portions should be dealt with. A valuable measure of discretion is thus left to lecturers at different centres.

Efforts are now being made to induce laundry executives to persuade the younger workers to attend continuation classes in general education, in order to prepare themselves for the technical classes when they are a little older.

For more advanced education, scholarships are offered. *The Federation Journal* for February, 1934, gave particulars of four scholarships, tenable at a three months' course of theoretical and

practical work in the laboratories of the British Launderers' Research Association at Hendon. Four other scholarships are contemplated. These will provide nine months special study at any approved technical college.

In addition to widely distributed classes and lectures, training by the method of Conference and Discussion is carried on at the Young Launderers' Congresses, and local groups mentioned in the body of this Report.

## APPENDIX XI

### EDUCATION AND TRAINING OF STAFF ON THE LONDON, MIDLAND AND SCOTTISH RAILWAY

#### RECRUITMENT, ENTRANCE AND EFFICIENCY TESTS

THE London, Midland and Scottish Company's arrangements for the education and training of staff are of a comprehensive and extensive character.

In normal times it is the Company's practice to recruit the clerical staff by taking on juniors at 15 to 17 years of age, who have successfully passed the entrance examination. They are trained by being placed to various duties in turn, and in the case of the Traffic and Goods Departments they are moved about the line from one place to another.

This practical training is supplemented by providing educational facilities in a large variety of subjects, and such facilities are, generally speaking, available to all grades of staff of any age.

The entrance examination for clerical staff comprises the following subjects: English, Geography, Arithmetic, Shorthand, and Handwriting.

At 18 years of age the individuals are required to pass an efficiency examination in the following subjects: English, Railway Geography, Rules and Regulations, Arithmetic, Shorthand speed. In this test there is a supplementary paper for boys containing questions applicable to the work performed in the department in which the examinee is employed, and for girls one on office routine.

The Company's educational scheme provides—

(a) Classes for junior clerks who are preparing for their efficiency examination.

(b) Classes for clerical staff of any age who desire to improve and increase their knowledge of goods and passenger station clerical work.

(c) Classes and lectures at evening schools, universities, etc., by arrangement with local education and university authorities; open to all salaried staff, irrespective of age.

(d) Lectures and discussions on a variety of subjects of special interest to railwaymen; these are open to all staff, irrespective of age or grade.

Provision is also made for Trade Apprenticeship, Engineering Apprenticeship, and Pupilship.

The various facilities available under these heads are briefly dealt with as follows—

#### CLASSES AND LECTURES CONDUCTED EXCLUSIVELY BY THE COMPANY

(a) *Railway Commercial Classes.* The centres for classes in

Railway Goods and Passenger Station working are fixed at important stations and depots throughout the whole of the system, and the classes, etc., are so arranged as to enable all staff at or near the centres to take full advantage of the facilities offered.

The instruction is usually given between the hours of 6 and 8 p.m., and in most cases each lesson is repeated the following week in order that staff working early and late turns of duty may conveniently attend for a complete course.

This course, in a series of forty-eight lessons spread over two sessions, covers every branch of railway station clerical work, and makes provision for study of the L.M. & S. and other railways, with principal junctions, connections, steamship routes, etc., also for Commercial English, Precis Writing, etc.

These classes are primarily intended for salaried staff, but others may attend on special application being made.

(b) *Block Signalling Classes.* In addition to the above, classes for instruction on signalling are regularly held at the Company's School of Signalling at Victoria Station, Manchester, which is equipped with a miniature electrically worked railway. Block Signalling classes are also carried on at a number of other stations. The signalling classes are open to staff of any age or grade.

(c) *Special Lectures.* The subjects dealt with at the lectures touch upon all of the many branches of railway activity, and include—

The Audit Office in Relation to Station Accounting.

Bridge Reconstruction.

Cartage of Goods Traffic.

Cheapening of Transit of Traffic through Liverpool.

Claims.

The Class 4 Standard Compound Engine.

The Class 4 Standard Freight Engine and the Class 7 Freight Engine.

Coaching Accounting Methods at Station.

Coal Workings as Affecting Railway Maintenance.

The Commercial Activities of the Goods and Passenger Departments.

Composition of Points and Crossings.

Demurrage, Internal User, and Siding Rent.

Departmental Accountancy.

Dock and Canal Working.

Free Alongside Ship Arrangements.

Gauges and Gauging.

Goods Accounting Methods at Stations.

Goods Department Statistics: Necessity for their Compilation.

Hallade Trace Recorder.

Head Office Accounting.

Historical Development of Locomotive Design.

Inner Workings of Motor Vehicles.

The Locomotive Boiler: The Story of its Evolution.



Locomotive Boiler Fittings.  
 Locomotive Valve Gears.  
 Lubricators and Lubrication.  
 Mechanical Appliances in Rolling Stock Maintenance.  
 Measuring and Measuring Instruments.  
 Micro-examination of Metals in Locomotive Manufacture.  
 Modern Road and Rail Transport.  
 Oxy-acetylene Welding.  
 Permanent Way Maintenance and Renewals.  
 Profiling and Measurement of Wear on Railway Rails.  
 Railway Administration—Rates and Charges.  
 Railway Brakes.  
 Railway Electrification Development.  
 Railway Signalling and Signalling Equipment.  
 Safety Precautions in Connection with Loading and Handling  
 of Goods Traffic.  
 Salesmanship.  
 Screw Threads.  
 Some Auxiliary Locomotive Fittings.  
 Three-cylinder Compound Engines.  
 The Use and Development of Containers.  
 The Walschaert Valve Gear.

The instructors and lecturers are in all cases members of the Company's staff who possess a wide experience of the subject on which they are required to impart knowledge, and at every meeting questions are invited and discussion is encouraged.

The staff are allowed to attend all the classes and lectures free of charge and travelling facilities, within reasonable radius, are given to those desirous of attending.

#### CLASSES UNDER LOCAL EDUCATION AUTHORITIES

The scope of the work has been extended by the co-operation of a number of local education authorities, and the following are the arrangements at present in operation—

*London.* Classes for salaried staff are run in conjunction with the London County Council at the North-Western Polytechnic, at which the following subjects are dealt with—

Arithmetic.  
 Book-keeping and Accounting.  
 English.  
 French.  
 Geography.  
 German.  
 Office Routine.  
 Shorthand.  
 Typewriting.  
 Economic History.  
 Railway Station Office Work (Goods and Coaching).  
 All subjects of the Graduateship and Associate Membership  
 Examinations of the Institute of Transport.

In many cases clerks are given time off in order that they may attend these classes. Textbooks are lent to the students for the period of the course, and tuition fees are paid by the Company.

*Derby.* Salaried staff may attend the local evening schools in the following subjects: Commercial Correspondence, Commercial Arithmetic, English, Geography and Shorthand. At the Derby Technical College salaried staff may attend classes in all subjects of the Graduateship and Associate Membership Examinations of the Institute of Transport. In each case the Company pays the whole of the fees.

*Holyhead.* Classes in commercial and technical subjects are open to all staff on whose behalf the Company pays the fees.

*Birmingham.* Salaried staff may attend classes at the City of Birmingham Commercial College in all subjects of the Graduateship and Associate Membership Examinations of the Institute of Transport. The student pays half fees and the Company pays the remainder.

*Manchester.* The Manchester Municipal High School of Commerce in all subjects of the Graduateship and Associate Membership Examinations of the Institute of Transport. The student pays half fees and the Company pays the remainder.

#### LECTURES AT UNIVERSITIES

Arrangements are in force with the Universities of Edinburgh, Leeds, Manchester, Nottingham, and Sheffield, and also the Glasgow and West of Scotland Commercial College for the attendance of salaried staff at lectures at Edinburgh, Leeds, Manchester, Nottingham, Sheffield, and Glasgow. At Manchester the Company pays the whole of the fees, and at the other centres staff pay a nominal fee only, the balance of fees being paid by the Company.

Courses of lectures are delivered on the following subjects, and at each centre the cycle of subjects is completed in four years—

- Railway Law.
- Railway Economics.
- Railway Operation.
- Railway Geography.

At the London School of Economics (University of London) the Company pays the fees on behalf of salaried staff who are permitted to attend lectures on the following subjects—

- Accounts of Traders and Companies (Parts I and II).
- Business Administration and Organization.
- Commercial Railway Economics.
- Economics of Transport.
- Elements of Transport.
- General Economics, with special reference to Transport.
- General Statistics.
- Operating Railway Economics.
- Railway Accounts.

Railway and Commercial Geography of the United Kingdom.

Railway Statistics.

State Control of Transport.

The Growth of English Industry, with special reference to the period after 1760.

The Law of Carriage by Railway.

Works and Factory Accounting and Cost Accounts.

At the close of each session students at the Railway Commercial and Block Signalling classes are tested as to their knowledge of the subjects dealt with, and prizes and certificates are awarded to those attaining a certain standard of proficiency. Examinations are also held in connection with the classes and lectures organized by the local education and university authorities. Particulars of all successes gained are entered on the staff record cards, and taken into consideration when the question of promotion arises.

#### TRADE APPRENTICES

Trade Apprentices in the Chief Mechanical Engineer's Department are recruited from boys up to 16 years of age who have attained a good standard of education. They are accepted without any premium and in the majority of cases are confined to a particular trade. The wages they receive are on a scale graded according to age, and they are employed on the grade of work appertaining to the craft in degrees of importance which mainly run parallel with their rates of pay. They continue as Apprentices until attaining 21 years of age when, unless they can be absorbed, their services with the Company terminate.

A good proportion of the Trade Apprentices are the sons of members of the Company's staff.

#### ENGINEERING APPRENTICES

A limited number of Engineering Apprentices between the ages of 16 and 18 are taken each year in the Chief Mechanical Engineer's Department at the main Works. Applicants must show by production of a school certificate or equivalent that they have reached a suitable educational standard. The course of training covers a wider range than is the case with Trade Apprentices, and this is divided as opportunity arises between the Shops in the particular section, e.g. Locomotive, or Carriage and Wagon, in which they are engaged.

No premium is required in the case of Engineering Apprentices who are paid according to age and in accordance with the scale for Trade Apprentices.

Engineering Apprentices are required to attend technical classes and are granted facilities to attend classes for one whole day per week without loss of pay.

In the Signal and Telegraph Department also there are a number of Engineering Apprentices who are given similar educational facilities.

Engineering Apprentices are required to serve until they attain 21 years of age.

#### PUPILS

A very limited number of Pupils are accepted in the Works of the Chief Mechanical Engineer's Department at about 21 years of age for a course of training extending over two years, for which a payment of £100 has to be made, and during the course they are paid wages at the rate of 40s. per week. Whilst an honours degree is not essential, candidates are required to be of a suitable educational standard.

The training taken covers all the Shops in the particular section, e.g. Locomotive or Carriage and Wagon, in which they are specializing.

So far as the future prospects of an Engineering Apprentice or Pupil are concerned, everything depends on the man's qualifications after his training and the openings that arise.

No guarantee of permanent employment is given either to Apprentices or Pupils on completion of training.

Engineering Apprentices or Pupils already in the service who are exceptionally well reported upon and who have done well so far as their theoretical technical education is concerned are eligible for consideration as Engineer Pupils under a higher scheme referred to elsewhere in this report. They will normally be expected to have obtained an engineering degree, but this requirement may be dispensed with under exceptional circumstances.

#### OTHER ACTIVITIES

*Locomotive Mutual Improvement Classes.* Locomotivemen's Mutual Improvement Classes, managed by the enginemen themselves, are held usually on premises provided by the Company, and are well attended by members of the Motive Power Department. These classes exist at a large number of stations. At the classes lectures are given on subjects having a direct bearing on the men's vocation.

*Railway Institutes, etc.* At practically all the larger centres there are railway institutes, supported by the Company, at which members of the staff meet for social and educational purposes. Some of these institutes contain excellent libraries, and lectures and debates are a regular feature.

*Ambulance Work.* The L.M. & S. Railway in England is a centre of the St. John Ambulance Association, and classes for the training of men in ambulance work exist at a large number of stations throughout the length and breadth of the line; at a few of the larger centres Sick Nursing Classes for girls and women are also held.

In connection with the ambulance classes, annual competitions, both for men and women, are held, culminating in a final competition in which nine or ten of the teams successful in the district

and preliminary competitions take part. Prizes are awarded in all these competitions.

In Scotland the ambulance work is organized as a Brigade of the St. Andrew's Association, and similar arrangements for classes and competitions are in force. In addition, an annual competition takes place between L.M.S. teams from England and Scotland respectively.

## APPENDIX XII

### SURVEY OF EDUCATIONAL FACILITIES FOR RAILWAY EMPLOYEES LONDON & NORTH EASTERN RAILWAY

EDUCATIONAL work plays a very prominent part in the policy of the London & North Eastern Railway, following the traditions of certain of the constituent companies which in 1923 were merged in the new amalgamated Company, and the Company are at all times ready to take any progressive measures in the matter of education which will fit their employees for higher posts in the service, and which in turn tend to improve the general efficiency of the organization. They have clearly recognized the value from the economic point of view of the mental development of their employees, and the comparatively brief account which follows will give some indication of the Company's educational work. Broadly speaking, the Company's educational activities may be summarized under ten main heads—

1. Qualifying Examination for Junior Clerks before Appointment to Permanent Staff.
2. Continuation of Education of Clerical Staff in Railway Subjects.
3. Probationary Clerks.
4. Traffic Apprenticeships.
5. Education of Apprentices in Technical Departments.
6. Civil Engineering Graduateships.
7. Mutual Improvement Classes.
8. Institutes and Libraries, including Literary Societies.
9. Debating and Lecture Societies.
10. Staff Magazine.

The following brief comments refer to each of the foregoing subdivisions in order—

#### I. QUALIFYING EXAMINATION FOR JUNIOR CLERKS BEFORE APPOINTMENT TO PERMANENT STAFF

Candidates before appointment to clerical positions in the Company's service are required to pass satisfactorily an entrance examination bearing on general education, which comprises tests in Dictation, English, Composition, Mathematics, Geography, Intelligence, and General Knowledge. This examination normally takes place between the ages of 15 and 17 years, but every junior, before being appointed as a Permanent Clerk, requires to pass what is known as a "qualifying examination," which is normally taken at the age of 17½ years. If successful the junior is appointed to the Company's permanent staff on his eighteenth birthday. All candidates are required to take English, Commercial Arithmetic, General Railway Knowledge, and a paper on

Present Duties (which includes questions on Elementary Railway Geography), and Shorthand and Typewriting (unless specially exempted). If unsuccessful, a junior is allowed another attempt three months later, but if he fails at the second attempt his services are dispensed with.

## 2. CONTINUATION OF EDUCATION OF CLERICAL STAFF IN RAILWAY SUBJECTS

The next phase of the clerk's education is entirely optional, and in this connection the Company incurs annually considerable financial expenditure.

In the first place the staff are given every encouragement and facility to attend evening classes in Passenger and Goods Station Working and Accounts and Train Signalling Regulations. These are held at numerous centres according to demand and are conducted by expert members of the staff, no fee being charged to the student. To a small extent similar classes are conducted in Locomotive, Stores, and Engineering Accounts and Statistics for clerks engaged in those particular departments.

As a next step the Company have, by arrangement with the various universities in England and Scotland, instituted evening courses of lectures on Railway Operating, Railway Economics, Railway Law and Railway and Commercial Geography, at about a dozen of the principal centres on the system, and here also the Company afford every opportunity and facility to the staff to attend. In respect of these courses a nominal fee of 5s. per subject is charged to the student.

Both in respect of the railway classes and the university courses, examinations are held at the end of each session and certificates issued to successful candidates. In the case of the university subjects the examination certificates are issued by the university authorities. A "Final Certificate" is granted by the Company to all those who qualify in five subjects stipulated.

## 3. PROBATIONARY CLERKS

The Company appoint each year as Probationary Clerks a limited number of youths between 16 and 18 years of age, who have passed an examination of matriculation standard. Exemption is granted from the entrance and qualifying examinations. The Probationary Clerks are placed in definite positions, but their work is specially supervised by committees of the departmental officers, and, as far as circumstances permit, they are moved about to widen their experience. In common with other members of the Company's clerical staff, they are entitled to sit for the Traffic Apprenticeship Examination, of which particulars are given below, before attaining the age of 25 years.

## 4. TRAFFIC APPRENTICESHIPS

The Company have a limited number of positions known as Traffic Apprenticeships to which young men are appointed in two main ways—

- (i) By special selection from candidates straight from universities or public schools; and
- (ii) By means of an annual competitive examination from the staff.

An equal balance of appointments from these two methods of recruitment is aimed at. The Traffic Apprentices undergo a special course of training covering a period of three years, during which time they are mostly supernumerary to the establishment, and see something of practically every phase of traffic commercial and operating work. Throughout the training period their work and progress is specially supervised by committees of the departmental officers, and they receive salaries which are in the nature of a subsistence allowance. The programme of training covers short spells respectively at small country stations, large parcels and goods offices, yard-masters' offices, dock offices, engine sheds, district passenger, goods, operating, and locomotive running offices (including visits with district inspectors or canvassers), as well as some time in Head Offices.

#### 5. EDUCATION OF APPRENTICES IN TECHNICAL DEPARTMENTS

The importance of providing technical instruction to apprentices in the Locomotive, Civil, and Electrical Engineering Departments will at once be fully realized, and the Company have inaugurated throughout the whole system a comprehensive scheme of instruction of this nature for both ordinary and premium apprentices. Apart from one notable exception referred to later, viz. the Stratford Mechanics' Institute, the apprentices attend classes provided by Local Educational Authorities, and, so far as evening classes are concerned, the Company remit the fees of all ordinary apprentices attending such classes subject to their making 80 per cent possible attendances (apart from illness or other special circumstances), and to a satisfactory examination report being received at the end of the session. At six of the larger locomotive centres upon the system, a limited number of about one hundred apprentices (both premium and ordinary) are allowed to attend day classes, either two half-days or one whole day per week. In addition, a limited number of studentships at the University Engineering Colleges are awarded to students in the Locomotive Department who succeed in passing a competitive examination. The Company pay full wages to these students while they are attending the colleges.

#### 6. CIVIL ENGINEERING GRADUATESHIPS

A small number of Civil Engineering graduates are accepted for a course of training in Railway Engineering work. The course extends over three years, and, after a probationary period of six months, the men receive salaries as subsistence allowances in the same way as traffic apprentices. Their training is supervised by a committee of the Company's engineers.



### 7. MUTUAL IMPROVEMENT CLASSES

At many stations the staff in various departments have formed Mutual Improvement Classes, and the Company provides them wherever possible with accommodation (including lighting and heating) in which to hold their meetings. The classes usually meet on Sundays and study the subjects connected with their work, one of the more experienced members acting as instructor. These classes are particularly numerous in the Locomotive and Police Departments. The Company give every encouragement, and provide diagrams, models of machinery, or other useful material.

### 8. INSTITUTES AND LIBRARIES, INCLUDING LITERARY SOCIETIES

Throughout the system there are approximately forty institutes of varying sizes which, in most cases, occupy buildings which have been specially provided by the Company, whilst in addition the Company render financial assistance towards their maintenance and upkeep. In the majority of cases the libraries form a very important part of the functions of the institutes, and it may be mentioned that over 100,000 volumes are comprised in these libraries, a special section of which is devoted to books on railway subjects. The Stratford Institute (London) is probably the most important, which, in addition to a membership of 2000 and a library of 10,000 volumes, has important educational functions, and conducts upwards of sixteen classes each session in various subjects, several of which are intended primarily for locomotive apprentices. A Locomotive Class for drivers, firemen, and cleaners has recently been introduced at this Institute which has proved very successful. Certain institutes also include in their syllabus each winter a series of popular lectures on general subjects which are of educational value.

In addition to the foregoing, there are quite a number of small lending libraries of technical railway books established in various head and district offices, to which the staff have access without charge.

### 9. DEBATING AND LECTURE SOCIETIES

In certain of the larger centres of the system, the staff have formed Debating and Lecture Societies for the discussion of any subjects affecting railway operation or organization. As will be appreciated, the range of subjects is a very wide one, and the existence of the societies has proved to have had a very beneficial effect upon the staff from the educational point of view. The societies are not controlled by the Company officially in any way, but the Company's officers take a prominent part in the way of preparing lecture papers and initiating discussions, as well as by their frequent attendance at the meetings, and they render by the offer of essay prizes or in other ways any assistance they can in furthering the objects of the societies. The company also provide meeting rooms for the periodical discussions of the societies.

**10. STAFF MAGAZINE**

Whilst the Company's staff magazine necessarily contains a good deal of information relative to the social side of railway life, the inclusion of articles of real educative value is not lost sight of. Articles frequently appear bearing on various aspects of railway working, and experience shows that these are very much appreciated.

In conclusion, it may be stated that the Company is fully alive to the importance of improving the general intellectual standard of their staff, and no opportunity is lost of taking any steps within their power with this object in view.

## APPENDIX XIII

### GREAT WESTERN RAILWAY: EDUCATIONAL FACILITIES FOR STAFF

EDUCATIONAL facilities of an extensive nature are provided by the Great Western Company in subjects which will assist the employees to qualify themselves for higher positions in the service.

It is the general practice of the Company to recruit its staff at school-leaving age, and junior members of the clerical staff are encouraged to attend classes in Shorthand, Typewriting, Mathematics, English, etc., which are arranged in conjunction with the London County Council Evening Institutes and similar institutes in other parts of the country.

Senior members of the clerical staff are afforded facilities for attending instructional classes in subjects appertaining to transport undertakings at the London School of Economics (University of London) and other Universities and Technical Colleges in towns served by the Company's system, the fees of which are borne by the Company. These classes comprise such subjects as the following—

- The Law of Carriage by Railway.
- Railway Statistics.
- Railway Economics (Operating and Commercial).
- Rate-making.
- Goods Station Working.
- Control Systems in Railway Working.
- Railway Accounts.

Courses of instruction in Signalling and the Safe Working of Railways are held under the Company's own auspices at various centres throughout the system, and these classes are open to wages grades, as well as to members of the clerical staff. The lecturers are members of the Company's staff who possess an expert knowledge of the subject, and at the close of each lecture questions are invited and discussion allowed. In order that practical demonstrations may be given in conjunction with the lectures, the lecture rooms at Paddington and certain other centres are equipped with a miniature section of railway, complete with signalling apparatus, etc., and other actual signal box appliances are also provided. For the benefit of staff at remote stations and others who are unable to attend the lectures, correspondence courses are arranged in this subject.

Station Accountancy Classes, which deal with Passenger, Parcels, and Goods Accounts Methods, in addition to classes providing instruction in Goods Rates and Station Working, are also held at various centres on the system, the lectures in each case being

given by qualified members of the Company's staff. Correspondence Courses are arranged in Station Accountancy. Railway Salesmanship is another subject in which classes are held at various centres.

Studentships at local Technical Colleges are awarded to selected apprentices in the Chief Mechanical Engineer's Department at several places.

Lecture and Debating Societies are encouraged and supported by the Company, and lectures are provided on subjects of general interest as well as upon matters connected with transport undertakings. The G.W.R. (London) Lecture and Debating Society holds an annual Prize Essay Competition, open to members of the Company's staff, in connection with which prizes are awarded for the best essays submitted upon a given subject, and the prize-winning entries are subsequently read before a meeting of the society. This society also possesses a well-equipped library of books on railway and kindred subjects, which are of particular value to students attending the various classes, and are loaned to members of the society free of charge.

A limited number of men specially selected from the staff may be given an opportunity of undergoing a course of training in subjects pertaining to the conduct of the business of the Company. Candidates for appointment to these courses must be recommended by the heads of their departments. No application for special training is considered unless the applicant holds a "Merit" Certificate in the Company's Signalling or Station Accounts Examinations, or has attended one course of lectures and gained a First Class Certificate at any of the recognized institutes at which educational facilities are obtainable by the staff. During the period of training each selected candidate is detached temporarily from the position which he holds and is required to take up duty in other positions at such places as may from time to time be decided upon. The progress made by each candidate is reported upon at least every six months, and the right is reserved to discontinue at any time the training of any individual candidate.

Courses of instruction of a combined practical and theoretical nature are provided for certain grades of manual workers. Classes are held at the principal depots from which road motor vehicles are operated to enable drivers to acquire a thorough knowledge of the mechanism of the vehicles they drive.

## APPENDIX XIV

### PEEK, FREAN & CO., LTD. PROGRAMME OF SUPERVISORS' VOLUNTARY TRAINING COURSE

EACH Course, which is two months in duration, is confined to Supervisors only, and limited to twelve in each Course. It consists of seven talks, four visits to Departments other than their own, two visits to outside Works and two sessions for discussion on the outside visits. The informal discussion after each visit, preferably during the same week, takes the place of writing up a report. Two items are arranged for each week. The talks commence at 2.30 p.m. and, including questions, last about an hour. The Employment Manager is in the Chair at both talks and discussions so as to ensure that there is a free and informal atmosphere.

Talks include such subjects as "The Policy of the Firm"; "The Functions of the Employment Department"; "Planning"; "Costing"; "Sales and Advertising." Each Course is opened by the Works Director, who talks on the more confidential aspects of the Company's business: other talks are given by the experts in the Firm on the particular subject chosen.

Each Course is ended with a summary of the ground covered during the two months. Opportunity is given to criticize the Course and to make suggestions for its improvement.

Courses of the present series differ from previous Courses in three main directions—

1. Although the previous Courses were, in a sense, voluntary, the approach was made by the Company, whereas now the approach to the supervisors is made by members of the Joint Supervisors' Committee. It will, of course, be understood that the names of volunteers are submitted to the Management for their approval, so as to avoid too many being away in one department at a time, and so on.

2. Previously twenty took part in the Course. Twelve of these were supervisors and eight were outstanding employees. The Courses are now limited to supervisors only, since there was an objection on the part of the supervisors to having others of a lower status joining in with them.

3. An informal discussion takes place after each talk and visit instead of the supervisors having, as in former courses, to give a written report.

With regard to the writing up of reports, experience has shown that this aroused a violent antipathy on the part of supervisors, who appeared to feel that it was like going back to school. To many of them, too, writing up reports of any kind was a laborious task.

The subjects in the syllabus were asked for by the supervisors themselves. The Company accepted all the suggestions they made, and has included none of its own.

## APPENDIX XV

### THE MORE RECENT PUBLICATIONS OF THE A.E.I.C., AND PUBLICATIONS OF THE B.A.C.E. AND THE B.A.C.I.E.

#### A.E.I.C. PUBLICATIONS

*The City Livery Companies : Their Service to Education.* Presidential Address by Sir Francis Goodenough, C.B.E., June, 1932. Price. 6d.

*An Educational Policy for an Industrial Nation.* Presidential Address by Lord Eustace Percy, June, 1931. Price 6d.

*Young Men in Industry and Commerce : Modern Tendencies and Character Training.* By Viscount Leverhulme and others. June, 1930. Price 1s. 6d.

*Report on "Education for Higher Positions in Commerce."* Including Employers' Evidence, Memoranda from nine British Universities, and Foreword by Sir Kenneth Lee, LL.D. October, 1929. Price 1s.

*Report on "Education for Management."* Revised Edition with extensive Bibliography and Appendices, giving various schemes of Management Training. May, 1928. Price 1s.

*Report on "Education for Foremanship."* Second Edition, with seven Appendices. February, 1929. These reports are supplied at reduced rates in quantities of not less than one dozen, for use at Foremen's Meetings, Study Circles, etc. Price 9d.

*Report on "Training for Manual Workers in the Engineering Industry."* Second Edition, with extended references to American, German, and Swiss, as well as British systems of apprentice training. April, 1930. Price 2s.

*Towards Education at the Top.* Presidential Address by Sir Max J. Bonn, K.B.E. July, 1929. Price 6d.

*A New Scheme for Training in Business Administration.* By Mr. Richard Burbidge, General Manager of Harrods. July, 1929. Price 6d.

*Education and Training in the Transport Service.* By Mr. Frank Pick. July, 1929. Price 6d.

*Education for Responsibility.* By Mr. William Clower. May, 1929. Price 6d.

*The Function of Education.* Presidential Address by the late Lord Riddell. June, 1928. Price 6d.

*Part-time Commercial Education.* By Principal J. W. Ramsbottom, M.A., M.Com., Director of the City of London College. June, 1928. Price 6d.

*Education and Industry.* Presidential Address by Sir David Milne-Watson, LL.D., D.L. June, 1927. Price 6d.

*Why we Want Education in Industry.* Presidential Address by Alderman George Cadbury. June, 1926. Price 6d.

**B.A.C.E. AND B.A.C.I.E. PUBLICATIONS**

*Bulletin 1.* July, 1933.

*Bulletin 2.* January, 1934.

*Bulletin 3.* July, 1934.

*Bulletin 4.* January, 1935.

*Report of the Meeting of the B.A.C.E. at the Mansion House, Tuesday, 2nd May, 1933.*

*Report of the Inaugural Meeting of the B.A.C.I.E. at Merchant Taylors' Hall, Friday, 27th April, 1934.*

*Recent Developments in English Education which Affect Recruitment for Commercial Occupations.*

*Commercial Education in Scotland.* By J. B. Frizell, City Education Officer, Edinburgh.

*The Training of the Retail Distributor.* By S. A. Williams, Principal L.C.C. School of Distribution.

*Report of the Committee on Instruction in Modern Languages.*

*Report of the Committee on Post-Certificate Education for Commerce.*

All these publications may be obtained from the Honorary Secretary of the British Association for Commercial and Industrial Education.

(Other publications have been issued for the information of members of the Associations only.)

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