

3. Pre-employment training in technical schools, to which I have already referred. A survey is being made to ascertain that the training is being directed to the scarce trades; that it is not putting undue stress on theory; that the men are being trained in a short range of skills rather than all the skills of an occupation; that the facilities are being used in shifts in order to train the maximum number; that there is proper co-operation with local industry for use of plant equipment, and to ascertain when students will graduate and in what numbers.

4. The fourth step that the committee is taking has to do with training in industry. Government contractors with proper facilities may be required to train stated numbers of workers in the scarce trades as a condition of the contract. This training should take the form of upgrading. Jobs should be broken down, and the trained mechanics should do only the most skilled part of the work. The rest of the job should be divided among a few others nearest to him in line, each of whom should be broken in on his part of the job with a few weeks' training. Others behind them should move into their places, and so on through the plant. New employees should be taken on at the lower levels and moved up as rapidly as their abilities and the circumstances permit.

A survey is being made to determine plant facilities for training in the required occupations, the instructors available and how their number may be increased, and the number of trainees that may be graduated in a given period. This survey will be first applied to war industries and then to others if deemed advisable.

5. Training by federal government agencies. To meet their needs for skilled workers in the navy, army and air force, the arsenals and ship-yards through the departments concerned must undertake to upgrade men as required of industry.

6. Transfer of workers. Provision to facilitate transfer of available workers to points where they can be placed must be made. I have already dealt with this transfer of trainees.

7. A survey has been initiated to determine the number and locations of employees in the scarce trades now attached to non-essential or depressed industries who could be drawn into work on government contracts if that should become necessary.

8. Recruiting of women for industry and war auxiliary to the services. The extent to which women may be substituted for men in war industries should the need arise is being studied with a view to provision for their training. As men are upgraded into higher jobs many women might be employed on jobs at the lower levels. Similarly in non-war industries, upgrading would release skilled men for war plants and, in many, women could be taken on to replace them.