

## IN-SERVICE TRAINING FOR EMPLOYEES OF INSTITUTIONS FOR MENTAL DEFECTIVES

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IN preparing this paper, the writer was interested to learn that Dr. A. C. Rogers, while Superintendent, had organized in September, 1896, a training school for attendants and nurses covering a period of two years study and practical work. In Dr. Rogers' report for the biennium ending July 31, 1898, he wrote with reference to this class:

"It has been conducted quite satisfactorily to the present time, September 30 being the time appointed for graduating the first class.

The course is at present tentative and somewhat experimental. It covers an elementary course by lecture and text, of physiology, hygiene, child study, nursing, sanitation, heating and ventilation, together with the practical care of children as represented by their daily employment. Our experience, so far, justifies our anticipation that increased interest in their work, more intelligent care of the children and better service in every way would more than pay for the extra time and work required for conducting such a class. Doctors Bailey, Wheeler, and Warren have all contributed faithful service in lecturing and conducting class work during the time. One lecture per week is given to each class, junior and senior. Most value is placed upon the character of daily service which is marked monthly in eight points on a scale of ten. Minimum wages are paid at first, and successful candidates are advanced in wages upon a graduated scale, the maximum only being reached after completing the two

years' course. This is the beginning of a practical civil service which, in my judgment, can and should eventually be extended to the whole corps of employees."

We still have several of our most valuable attendants who completed these courses and who are convinced of the value of such a program. One of these who received her diploma in 1914 still has the program of the graduating exercises showing twenty-two attendants and six nurses in that year's graduating class with eighteen attendants and four nurses in the first year class. Unfortunately, the training courses were discontinued after Dr. Rogers' death in 1917.

After the passage of the Civil Service Law in our state in 1939, the writer considered beginning In-service Training in our institution of almost 2,600 patients and about 350 employees. It was because of an interest in this subject that he suggested it as a topic for this program and later consented to present this paper.

As the first step in such a program, a typewritten statement was prepared and on June 1, 1944, a copy given to each person in our employ and since then to each one upon employment. It contains a brief history of the institution, a description of the various types of

EDWARD J. ENGBERG

patients, as well as information in regard to Civil Service, industrial accidents, sick leave, vacations, etc. We plan to revise this information from time to time and ultimately to have it available in the form of a printed booklet. The various department heads are charged with the responsibility of seeing that their new employees have reviewed and understand the contents. When more normal employment conditions return so staff members have the necessary time, this material will be discussed with groups of new employees by the superintendent and various staff members.

The abnormal employment conditions that developed during the war brought about a need for well planned In-service Training programs in War Industry. Fortunately, the Training Within Industry Service of the War Manpower Commission also prepared and offered a training program known as Job Instruction Training, which had been translated into "Training Within Hospitals." Mr. E. L. Olrich, District Director of the War Manpower Commission, planned an Institute in Minneapolis at the Hotel Nicollet June 14-18, 1943, inclusive, from 9:00 A.M. to 6:00 P.M. daily for representatives of the Minnesota State Public Institutions to which we were invited to send a trainee at no cost except the personal expense incurred. The Supervisor of our Hospital represented our institution, and though unable to attend the entire course of lectures, she was convinced that such a program of training for our employees would be of very definite value.

Under date of July 16, 1944, we were

pleased to receive a letter from Mr. John T. Quimby, Director of Administrative Management of the State Department of Administration, informing us that one of his staff had been trained to conduct the three Training Within Industry programs sponsored by the Federal Manpower Agency and that he would be glad to give any services his Division had to offer if we would make the request through the Director of the State Division of Public Institutions. Mr. Quimby wrote that each of the three TWI programs: Job Instruction Training, Job Methods Training and Job Relations Training, were very practical and realistic and had proven very effective in many private industrial organizations all over the United States, and that he believed that the state government should not lag behind private industry in the readiness to adopt the latest methods for improvement of operations, and therefore all departments were being encouraged to use the training his Division had to offer. He stated that when he first heard of the TWI work, he was inclined to believe that he could study the test material they used and from that study conduct similar programs. Upon further investigation, he changed his opinion because experience had conclusively proven that the best results could not be obtained unless the trainee had been trained in regular War Manpower Agency Sessions and afterwards conducted his training exactly as prescribed. With the approval of Mr. Carl H. Swanson, Director of the Division of Public Institutions, arrangements were made for Mr. Conrad Peterson from Mr. Quimby's staff to conduct five two hour

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sessions each in Job Methods Training in August, 1944, in Job Instruction Training in September, 1944, and in Job Relations Training in March, 1945. Ten registered for the Job Methods Training course including one of our physicians, one division supervisor, three assistants to the other three division supervisors, the assistant to the hospital supervisor, one charge attendant, the head herdsman, the chief engineer, and the chief cook. The chief cook was able to attend the first meeting only because of the shortage of help, but the other nine received War Production certificates for completing it. The nine who completed the first course together with another of our charge attendants, registered for the Job Instruction Training course. All completed this training and received the War Production certificates for it, and except for the chief engineer, who was unable to attend because of illness, completed the Job Relations Training course and received the War Production certificate for it.

The courses proved highly interesting and were greatly appreciated. After their completion, we started to apply the Job Instruction Training to attendants, clothes clerks and dining room supervisors, as we believed it would be productive of greater good to start in those classes of employees. In each ward, or building housing patients, we had the one in charge list all of the duties to be performed by the employees on duty in that particular building. In addition the rules for each individual building or ward were revised to bring them up to date and a copy of these was placed in each order book for ready reference. These orders and the list of

required duties were reviewed by the Charge Attendant with each employee in the building, following which it has been reviewed with each employee upon assignment to that building if he or she has not worked there recently. For the new employee, the Division Supervisor designates a person who has completed the Job Instruction Training course to give instruction in the work that he is to perform. The new employee is then assigned as a helper to an experienced worker to gain actual experience before assuming sole responsibility for the work.

The employees who took the Job Methods Training course are acting as a committee to whom are referred all of the changes proposed in methods in use and who initiate or act on Job Methods problems submitted for their consideration, followed by recommendations to the Superintendent. A great number of proposals have been made and several of these have been adopted and proven to be of real value.

There has been no effort thus far to apply the information received in the Job Relations Training classes beyond the use which may have been made of it by the individual members of the class. However, they all believe it will prove of value in helping to bring about greater understanding within and among departments, thereby increasing efficiency and improving morale.

An In-service Training program is particularly desirable in States where, as in Minnesota, Civil Service exists. It should be completed largely during the probationary period as it will make it possible to determine the ability to employes to perform satisfactorily the

EDWARD J. ENGBERG

work required and, if not, to recognize that fact before full Civil Service status is gained. It will afford an opportunity also, to recognize superior employees and to encourage them to take and to help them prepare for Civil Service promotional examinations so that they may be advanced to higher grades in their classes when vacancies occur.

We have made a beginning only in this program and shall welcome suggestions from institutions who have advanced further in them than we. The writer attended most of the sessions conducted by Mr. Peterson and believes that the Training Within Industry plans as he presented it can be adapted to serve our needs. We hope to train a sufficient number in the Job Instruction Training course to give this aspect of training to employees in all of our types of employment and to give the Job Methods and Job Relations Training to supervisors. In the meantime, we shall make as much use as possible of the employees who have completed these courses to accomplish the purposes desired. The writer has outlines which

were prepared for the use of those who took these courses and they may be reviewed after the close of this meeting by any who are interested.

In conclusion, we believe that by giving proper consideration to the objectives to be attained and the difficulties to be encountered that a program of In-service Training that is practical and sufficiently valuable to justify the time and effort expended can be developed for employees of an institution for mental defectives. It should be directed primarily at the instruction of the new employee, but should not neglect the older employees whose work needs to be improved and should provide instruction for employees who desire to prepare themselves for better positions when these become vacant. A well planned and directed program will result in better trained personnel, in improved methods with resulting economies, better team work within and between departments, reduced turnover and in an improvement in morale throughout the institution.