

qualified to teach it. In addition, there is a positive psychological benefit to be derived from the coach-learner relationship when the supervisor guides and aids his employees in learning how to do their jobs more effectively. No phase of the training program can succeed unless all supervisors and managers discharge their training responsibilities. Therefore, the most fruitful training activity that can be carried on is that which will prepare managers at all levels to bring about increased competence among the work force.

(b) *Skilled and Experienced Employees:*

When it is not possible for the supervisor to do all the on-the-job training himself, use can be made of experienced and skilled employees under the guidance of the supervisor responsible for the work. It is imperative, however, that individuals chosen to do the training be selected with care. Using experienced and skilled personnel as a training resource in no way relieves the supervisor of his training responsibilities. It merely provides him with assistance in meeting the training needs of the employees assigned to his organizational unit. Planning what training is to be given, to what employees and when it is given, is a key management responsibility.

(c) *Specialist Personnel:*

For job related topics such as safety, employee recognition, financial management, etc., specialists are usually available for staff assistance to the supervisor and to serve as instructors in their subject matter areas. This group of personnel should not be overlooked in considering expanding local training resources.

(d) *Physical Facilities:*

Physical facilities to carry on needed training programs should be adequate in terms of space, lighting, ventilation and equipment, and of such nature as to communicate a positive and supportive attitude on the part of top management toward training.

(e) *Audio-Visual Training Aides:*

When properly integrated with the subject content of a training course, audio-visual aides can be used to enrich the learning experience of the participant. Movie and slide projectors, tape recorders and other types of training aides are available through the various agencies of the State and can be secured on a loan basis. The Training Division of the Office of the Commissioner is also available to help agencies to locate appropriate films, tapes, slides and similar type items for use in training programs.

(f) *Training Materials:*

There is considerable training material available which can be used with little or no change in preparing units of training. Use of existing materials makes it possible for those developing training course content to save time, trouble, and expense, and to take advantage of the experience of others. In this connection, maximum use should be made of training materials and courses developed by all governmental resources (State and Federal). Modification and adaption of these materials for a local use are encouraged.