

people—those that make up the community and those that come to the community for its products and services. There is need in the community for more people to spend more time thinking. We should not be hidebound with preconceived notions or with tradition. We should let our imagination soar. We should put ideas from everywhere to work . . . ”

We hear that we are not able to attract the type of employees we want. I would ask if we really know what we want in terms of skills.

You must be willing to invest in the future of your firm by paying competitive and attractive salaries, and by developing more and more proficient training programs. Training programs serve to impart the skills needed by your firm and also to identify the employees with management capabilities.

Fortunately, leaders of the community are paying more and more attention to these problems. In-service training is not something to be handled only occasionally when the time permits. It is not something to which little thought is given. Rather, a regular program should be established, not only for the new employee, but for the retraining of the permanent staff. The authority and responsibility should be delegated to a definite and identifiable person. It should not be put off until tomorrow. The consequences of putting it off until tomorrow can be serious.

Now, for our Panel — I would like to call first on Dan Veyna, Orange County Nursery, now in Visalia, Tulare County, California.

### **IN-SERVICE TRAINING**

DANIEL C. VEYNA

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As I see it the purpose of in-service training is to have a labor force that can operate a smooth and efficient, profit-making business. Before we go into how and what we as a business are doing about it, please ask yourselves these questions: Are you so important in your work that your business couldn't do without you? Would your business suffer a serious setback, or go broke without your services or the services of one of your key employees. If your answers are in the affirmative the chances are that your in-service training has room for improvement. I personally believe that *no person* from the lowest paid employee to the boss *should be indispensable*. With a good program of training, your work should be able to continue with or without you. Hopefully, of course, no one should be quite as good or do as well, otherwise we would be out of a job.

In our own business we have a lot of “chiefs”—so, at the managerial level, we shouldn't be running short for awhile.

In fact, I have a younger brother that works with me at the Visalia and Tulare County area, that can well take over when I am gone. In due time he may even do better than I can. How about yourselves? Somebody had to carry-on, while you are here enjoying this very wonderful Plant Propagators' Meeting.

Getting back to my level of responsibility — our greatest recruitment of labor is at the harvest time when we dig out our bare-root fruit and shade trees. All throughout the year we've been telling our permanent help to spread the word that for harvest time, beginning the last week in November, we'll need all the help we can recruit. (One thing we emphasize is to leave the lazy ones at home.) Most of the time they do a pretty good job. Word spreads that we need more people and usually, if the weather isn't too bad during the winter harvest season, we get all the help we can use. In training during harvest, our permanent crew make up the graders, tractor drivers, leaders, labelers, etc. All of the new help is first used in pulling out the trees behind the digger and later in tying right in the field. We usually start out slowly the first couple of days with the older hands teaching the new people how to pull and tie the trees. As we go along and are enlarging the crew, we observe which of the new hands have or show more promise or ability to learn. Thus we make more graders, leaders and so on. Thus our in-service training begins; we don't have a formal program that would come out of a manual or hold classes in instruction, but we do look for the natural qualifications such as any employer would do. These are:

1. Desire to work
2. Willingness to learn
3. Education
4. Past experience in related work
5. Physical stamina

By the time our harvest season is over, about a month and a half has elapsed and we have had ample time to observe and to some extent, do considerable training. The ones that have given the least service are the first ones to be laid-off. Harvest being over, our crew is usually cut in half.

By the latter part of January, we start collecting propagating wood and making cuttings — either to heal-in in sand or to put in cold storage. Soon after the first of February we start stubbing-back or cutting-back. Here again the older hands are teaching the newer employees. In all important operations one of the older employees is always present or working with the new people. You may wonder what we've been doing all this time; whenever possible, we're right there getting things started and, thereafter, making periodic checks at irregular intervals to see that the work is being carried out to our satisfaction.

This same procedure is carried out through planting,

grafting and budding. Naturally, in budding and grafting, only our more experienced employees skilled in these jobs perform the work. In these areas our propagators are provided with helpers and tyers from the more promising of the new employees. Thus through each operation the newer people are learning and acquiring new skills and, of course, earning more as they learn more. So the cycle ends and is ready to begin all over again.

*To sum it all up:* In-service training is very necessary and never-ending, be it a formal classroom and laboratory type or direct demonstration and application. The program must be positive so that the employee knows where he stands and can take satisfaction in the knowledge that through improving his skills his paycheck will also increase. The boss should also be happy because an efficient and productive employee is the greatest asset any company can ever have.

TOK FURUTA: Thank you, Dan. We should like to continue our "In-Service Training" panel; the next speaker needs no introduction to you, so all I'm going to say is — here is "Jolly".

#### **TRAINING WORKERS**

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"Nothing succeeds like success," and no one really learns to work at his top level until he has the responsibility and the rewards of his efforts.

It is difficult in a classroom or college situation to bring all of the factors of a commercial concern into bearing, for the time we have the students is only a part of their total commitment and they cannot live their entire time in the stress and strain of an economic situation.

We have found several different ways by which we can supplement the student's scientific training, and we feel we have succeeded to a large degree.

First and most important is that the material we present in the courses is of a practical and applied nature, presented by instructors who have had wide and successful experience in the field.

Second, and perhaps equally important, is that field trips are arranged to places of business which are engaged in the type of work we are studying. In this manner we can show the student the extent of the enterprise. It is also an opportunity to show the detailed planning and scheduling of all activities so as to make maximum use of the facilities and to return the greatest profit. Here the student can see and appreciate many things, such as the increased turnover by quicker rooting, the greater saleability by careful care and proper culture,