

David Prellowitz

## V Video Piracy

Fully one third of all companies that use prerecorded video materials to train 50 or more employees regularly violate copyright law by copying programs without the owner's permission.

That's according to a study commissioned by the Training Media Distributors Association, a trade organization representing major producers and distributors of educational audiovisual, film, and video materials.

TMDA reports that of the 160 tapes in a typical company's video library, almost 50 have been illegally pirated. TMDA executive director Bob Gehrke estimates that the association's members yearly lose at least \$270 million because of copyright violations.

Most film and video distributors prohibit tape duplication without a written authorization license.

Jack Copeland, a California film producer and chairman of a TMDA committee that studies copyright issues,

states that unlicensed copying "erodes [distributors'] already thin profit margins" and threatens the future of the educational media industry. Copeland says most production and distribution firms are considered small businesses.

TMDA says survey results also signal that lax corporate standards encourage copyright infringement. Sixty percent of the trainers sampled say their companies consider it acceptable to make illegal copies. In addition, 74 percent believe they should be able to duplicate printed materials as well. Only 3 percent of the companies using audiovisual training materials have in place policies, practices, and attitudes that conform with current copyright law.

"The predisposition toward copyright violation seems to be much more pervasive than the actual reported practice at this time," says TMDA's Gehrke. "That suggests that an official corporate policy to honor copyrights on vendor-

produced training programs can be effective in reducing and perhaps preventing future copyright violations."

Copeland maintains that illegal tape duplication is a growing problem on an international scale. A Hong Kong criminal court recently ordered Edutec International, Ltd., to return 34 tapes pirated from materials copyrighted by Copeland's National Educational Media, Inc. The court ruled that Edutec had continued to distribute NEM products after its license to do so had expired.

Copeland predicts increased federal enforcement of copyright laws. "The U.S. government is becoming increasingly concerned and involved in the creation of a supportive environment for stronger copyright protection," he says.

## Good Work, Lousy Pay, No Room for Advancement

Three out of five Americans like their jobs and find their work interesting, according to a survey done for The Conference Board. In fact, the business research organization reports most employees feel comfortable with their bosses and coworkers and don't even mind commuting.

"Most people are quite contented with what they are doing," The Conference Board's Fabian Linden told the *Washington Post*. The good news came from a poll of 5,000 households representing a cross section of American families. National Family Opinion Research of Toledo conducted the study.

The down side? Bread-and-butter issues. Only two out of five people feel their paychecks and pension plans are generous enough.

Scarce promotion opportunities headed workers' gripe lists. A glut of well-qualified baby boomers crowds the mid-level ranks, but corporate retrenchment and downsizing have reduced the number of rungs on the ladder. As Linden notes, "The statistics are against them."

## The New-Boss Blues

Workers who survive corporate reorganizations and downsizing have yet another problem to worry about—the new boss.

## In Practice

In the aftermath of mergers and acquisitions, restructuring, divestments, and RIFs employees are likely to encounter a new supervisor, says Andrew J. DuBrin, an expert in organizational behavior at Rochester Institute of Technology. To make the best of this uncertain situation, he offers several tips.

The first seems obvious: Avoid making public objections to the incoming regime. "Badmouthing the change gives the office backstabber a chance to discredit you to the new boss," DuBrin says. On the other hand, don't try to curry favor by disparaging your former boss. "If you make negative comments about others, the new boss may worry that you will soon be criticizing him or her."

Get started on the right foot by taking the initiative to request a get-acquainted meeting. DuBrin advises using this session to nail down expectations. "Review your job responsibilities as perceived by the new boss," he says. "Find out what else you should be doing in your job. Equally important, find out what you should not be doing. The new boss may perceive some of your current duties as a waste of time."

You should also offer your views on how the organization works. Detail major problems facing your department and outline suggestions for tackling them. Pledge your cooperation and back it up with action as soon as possible.

A final discussion point: your own interests. Don't hesitate to talk over any commitments made to you by your former boss. Be tactful, though. "Few people in the hierarchy of the organization are going to immediately approve prior commitments," he says. "It's more likely that they'll check into the matter and make their own decisions at a later date."

But the departed may not have left records of planned job rotations, salary adjustments, or special assignments. Even though the new supervisor may decline to act right away, it can't hurt to raise these matters. Avoid being aggressive or demanding, and don't pin all responsibility on your new leader. Instead, DuBrin advises, ask if *the company* will be able to honor the commitment.

Changing supervisors can be an unsettling experience in the best of times.

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## in Practice

It's even rougher during periods of organizational unrest. DuBrin adds some final encouraging words to lend perspective: "Don't despair if the change in bosses seems unfavorable to your interests. Your new boss may be replaced as suddenly as the previous one."

### H.R. Canada

HRD organizations north of the border have banded together to create the Federation of Human Resource Associations of Canada. Doing business as H.R. Canada, the group is a union of previously existing provincial human resource development associations.

H.R. Canada was formed last spring to support member organizations and represent them before national agencies and Parliament in Ottawa. Before then the Canadian HRD community had no unified means to influence government and industry policy decisions.

H.R. Canada's agenda comprises the following five objectives:

- To promote professionalism, visibility, and credibility through accreditation and other development initiatives. The organization plans to examine recommended courses of study and professional standards.
- To provide an avenue through which the media and government can seek the opinions of Canadian HRD practitioners.
- To place an industry representative in Ottawa to promote, introduce, and revise legislation affecting the HRD industry.
- To formalize communications between member associations.
- To enhance the credibility and visibility of the expertise available within the Canadian training and development community. H.R. Canada will emphasize that Canadian business need not look to U.S. suppliers for training seminars, software, texts, and films.

According to Lorraine Cairns, president of H.R. Canada, the organization's plans also include creation of a national office, a magazine, a reference and loan library, and a membership database. In addition, Cairns envisions providing programming through a national conference and regional workshops.

For further information, contact H.R. Canada, c/o OSTD, 111 Queen St. East, Suite 355, Toronto, Ontario M5C 1S2.

### Heard in Passing

"To visualize the driving force behind the new economy requires replacing the strong-backed, tough and brave *American Worker* with, to use a popular term, a *nerd*. Gentle, creative, and cooperative—working at a terminal or tending a work station of robots—runs directly against the grain of the traditional image."

From *Worklife Visions*—by Jeffrey J. Hallett. *American Society for Personnel Administration*, 606 N. Washington St., Alexandria, VA 22314. \$14.95.

"In the industrial context, *organization always lags behind strategy*. Because of the assumption that you have to know what it is you want to do before you can know how to do it, all organizations based on the industrial model are created for businesses that either no longer exist or are in the process of going out of existence! That is a terrible state of affairs. . . Organizations can do no better than catch up with the present, and there is even a Catch-22 to catching up: when you get there, 'there' isn't there anymore."

From *Future Perfect*—by Stanley M. Davis. *Addison-Wesley*, Jacob Way, Reading, MA 01867. \$16.95.

### New in the Stacks

■ *America's 18 Hour Workweek, Or Where Have All the Profits Gone?*—by Robert A. Nass. R & E Publishers, P.O. Box 2008, Saratoga, CA 95070. 147 pp. \$9.95.

■ *Changing the Game: The New Way to Sell*—by Larry Wilson. Simon & Schuster, Simon & Schuster Building, Rockefeller Center, 1230 Avenue of the Americas, New York, NY 10020. 286 pp. \$18.95.

■ *Managing Smart: A No-Gimmick Handbook of Management Techniques That Work*—by Arthur P. Brief and Gerald Tomlinson. Lexington Books, D.C.

Heath and Company, 125 Spring St., Lexington MA 02173. 164 pp. \$19.95.

■ *Non-Manipulative Selling, Second Edition*—by Tony Alessandra, Phil Wexler, and Rick Barrera. Prentice Hall Press, Gulf +Western Building, One Gulf +Western Plaza, New York, NY 10023. 262 pp. \$8.95.

■ *People Power*—by John R. Noe. Oliver-Nelson Books. 222 pp. \$15.95.

■ *Solutions: A Guide to Better Problem Solving*—by Steven R. Phillips and William H. Bergquist. University Associates, Inc., 8517 Production Ave., San Diego, CA 92121. 127 pp. \$19.95.

■ *The First Five Minutes: The Successful Opening Moves in Business, Sales & Interviews*—by Norman King. Prentice Hall Press, Gulf +Western Building,

One Gulf +Western Plaza, New York, NY 10023. 176 pp. \$16.95.

■ *Training Cost Analysis: A Practical Guide*—by Glenn E. Head. Marlin Press, Geneva Park, Boulder, CO 80302. 141 pp. \$19.95.

■ *Training Theory and Practice*—edited by W. Brendan Reddy and Clenard C. Henderson, Jr. University Associates and NTL Institute, 1501 Wilson Blvd., Suite 1000, Arlington, VA 22209.

■ *Winning the Change Game: How to Implement Information Systems with Fewer Headaches and Bigger Paybacks*—by Kathy Farrell and Craig Broude. Breakthrough Enterprises, Inc., 12021 Wilshire Blvd., Suite 220, Los Angeles, CA. 90025. 179 pp. \$15.00.

A recent survey of 129 companies in 19 industries reveals that the average worker received \$273 worth of training in 1986. The average ranged from \$98 to \$784, and expenditures varied widely—and almost incomprehensibly—depending on such factors as company size, location, and type of business.

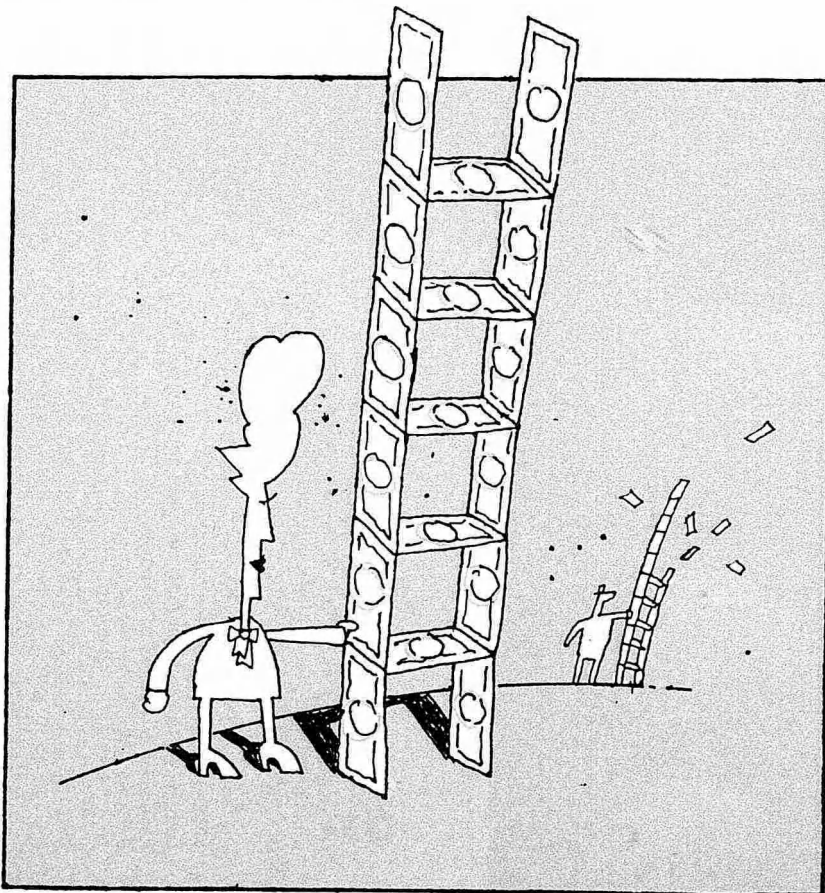
One would expect economies of scale to apply to training in large companies, and indeed those employing more than 20,000 provided an average of 27.7 training hours per employee per year and spent only \$21 per worker. But companies with staffs of 10,001 to 20,000 shelled out a whopping \$378—for fewer training hours per person. Those with payrolls of 5,001 to 10,000 paid \$456.

Strangely enough (at least from the perspective of those who would market HRD), small organizations of 1,001 to 2,000 spent a mere \$42 per worker. Two explanations come to mind: either small companies believe they can't afford training or no one has convinced them they can't afford to do without it.

Regional variations in training expenditures were more predictable. Midwestern organizations led the way by spending \$344 per employee, followed in descending order by the West, the Northeast, the Southeast, and the Southwest.

The survey was conducted by the Saratoga Institute, Box 327, Saratoga, CA 95071.

*"In Practice" is edited and written by John Wilcox. Send items of interest to: In Practice, Training & Development Journal, 1630 Duke St., Box 1443, Alexandria, VA 22313.*



David Proffitts

## HR Checkbook

The dollars and cents spent on training and development provides an interesting barometer on the state of the industry. But HRD cost accounting is a notoriously inexact science, what with

hidden or hard-to-measure expenses like on-the-job training, informal learning and so forth.

With this in mind, consider these findings on per-employee training costs.