

## BOOK REVIEWS

### EVALUATING EMPLOYEE PERFORMANCE

by Felix M. Lopez

Public Personnel Association, Chicago      306-page hardback      \$12.50

Here is an in-depth analysis of our old controversial friend — the employee performance appraisal. The book was prepared to cover the main aspects of public personnel administration. But principles described apply as well to industry.

Although this book does not relate directly to management by objectives, it in effect describes an MBO approach to collaborative work planning. It is divided into two parts; principles and practices, and techniques and applications. The book is as good as any I have seen on the pros and cons of different kinds of appraisal techniques and systems.

Illustrations give a clear picture of the kinds of instruments used in evaluation, and the rationale behind them. A 10-page bibliography points the reader to many supplementary books and articles that shed additional light on evaluating people *objectively*, a subject that seems to give us much worry.

The book offers no panacea. It does meet the issues head on. In the last sentence to the introduction, the authors concede “the book is no highway . . . the journey is up a steep, winding mountain path.”

### THE PRACTICAL APPROACH TO SKILLS ANALYSIS

by E. J. Singer and J. Ramsden

McGraw-Hill, London      170-page hardback      \$4.20

Great Britain's Industrial Training Act is leading to enormous investments, and the resulting advances are beginning to bear fruit. This book is an example of the growing flood of fine training literature coming from the U.K. The simple theme is that training should pay. “It should make money. It is not welfare.” The book then makes the point by showing how a properly organized and controlled training program cuts operating costs and improves profits.

Analyzing proposed training programs, staffing, and management's role are covered in crisp, down-to-earth terms. Case studies throughout cover a wide range of business settings.

The authors — both management consultants — have apparently drawn from a rich blend of practical experience in weaving together the 12 chapters: Introduction; Training Anatomy; Training Use and Evaluation; Need to Analyze Skill; Training Design; Program Design; People in Training; Management's Role; Trainer's Role; Organization of Training; Guides for Management Action; The Future.

### TEACHING OCCUPATIONAL SKILLS

by Louis Cenci and G. G. Weaver

Pitman Publishing, New York      270-page hardback      \$6.00

Theme-wise, here's a good companion book to use with the one on skills analysis, reviewed above. This is a practical book for teaching a practical subject. With the renewed emphasis on training in vocational subjects, stemming from the so-called “disadvantaged” programs and shortage of public vocational schools, a book like this is almost must reading for an industrial training director.

It has plenty of how-to-do-it, including lesson plans, question and answer projects, and practical situations. Covered: analysis of skills and information; organization for learning; lesson planning; use of learning aids and teaching methods; developing a democratic classroom atmosphere; testing and evaluating performance.

CHARLES H. VERVALIN  
Book Review Editor

Both authors have long experience as vocational teachers and educational administrators.

**FOR THOSE WHO MUST LEAD**  
**Hillsdale College Staff**

The Dartnell Corp., Chicago 320 pages \$6.95

This is a cover-the-waterfront book of individual chapter contributions by the staff of Hillsdale College. It would make a good text for a supervisory development program, if for no other reason than its vast scope of subjects vital to good management. The book is full of solid, useful information, in spite of a mild tone of collegiate rah-rah. The introductory management credo, for example, is a laundry list of clues on what-it-takes-to-be-a-great-manager (and guy) and concludes with no less a commitment than "These things I believe for the good of the people of my company, for my company, and for my country."

In spite of all the flag waving, however, this book has some really inspiring material in its 34 chapters, carried under four major parts: Leadership Qualities, Communication, Meetings, Person-to-Person Leadership. It is hard to find a trait or skill one normally associates with good leadership that isn't covered in this interesting book. A student using this text in a training program will get a mountain of useful information, if he can accept the premise that leadership is less what a man *is* than what he *does*.

**THE SUPERVISOR AND ON-THE-JOB TRAINING**  
by Martin M. Broadwell

Addison-Wesley Publishing, Reading, Mass. 131-page softback \$4.95

Here's an easy-to-understand approach to on-the-job training for the individual supervisor. The book is a suitable handbook for trainers on how to do OJT.

Using a systematic, but nontechnical approach, chapters cover Why Train; How People Learn; OJT or Classroom Training?; Analyzing the Job; Determining Objectives; Preparing to Train; How to do OJT; and Pre- and Post-training Evaluation.

The book will help the supervisor to analyze the job, prepare himself and the employee, proceed through the steps, and provide follow-up.

This book may be used with the related six filmstrip series, "ON-THE-JOB TRAINING" and leader's guide, also available from Addison-Wesley. But I have not seen these.

**MANAGEMENT THROUGH SYSTEMS AND PROCEDURES**  
by William F. Kelly

John Wiley & Sons, New York 556-page hardback

The advent of computerism brought with it the so-called total systems concept of getting work done. The trainer has been swept into the systems stream of thought because of the burgeoning demands on his time, and organization complexities. Reading this book, and the one in the review immediately following, will help the reader fit systems to training.

This book offers enough depth to train a professional systems analyst. It is directed to the beginner — but has enough meat to offer the pro a fine reference volume. It is also readable. Managers unfamiliar with systems will get what they need in this book.

The 28 chapters fall under eight sections: The Systems and Procedures Role; Organization of Manpower and Physical Facilities; Systems Study; Information Technology; Data Processing (three sections — integrated, electronic and machines); and Presentation and Implementation of Recommendations.

# Design and direct new manpower development program.

**The Position:** Initiate and coordinate the corporation's manpower development program, including college recruiting, identification and selection for manager positions, planning career paths supplemented by individual development through rotational transfers, special individual and task force assignments and formal classroom training both in-house and outside.

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## TRAINING FOR RESULTS — A SYSTEMS APPROACH

by Malcolm W. Warren

Addison-Wesley, Reading, Mass. 239-page hardback \$12.50

Using the systems approach, this book stresses training results and return on investment, rather than training programs. It includes sections on cost estimating and evaluating training in terms of objectives and results.

The book covers how training functions, how and when it is cost effective, how to evaluate it, and how it should be structured within the organization. It describes problems in industrial, administrative, sales, supervisory, and technical training.

Chapter headings in the Table of Contents each carry a handy breakdown of main sections and points.

## EXECUTIVE DECISIONS AND OPERATIONS RESEARCH

by D. W. Miller and M. K. Starr

Prentice-Hall, Englewood Cliffs, N. J. 607-page hardback \$11.50

This book fits in with the two above on systems. However, this one is geared to showing executives that operations research is much more than a mathematical tool used by technical people. Using decision theory, it analyzes problems by integrated technique.

This book requires only elementary knowledge of mathematics. But it is heavy reading — stilted academic language and abstractions. It is not the kind of book one reads casually, because it is really an applied course in operations research for the novice.

Just the same, the trainer who can wade through this book will emerge with some rich knowledge, especially if he sees a future in computerized business games, computer assisted instruction, analytical problem solving methods such as Kepner-Tregoe, etc. Operations research know-how has its place in all of these applications, and more.

Fifteen chapters appear under five major sections: Organizations and Decisions; The Theory of Decision; The Nature of Models; Decision-Problem Paradigms; and The Executive and Operations Research.

## PROGRAMMED LEARNING: A BIBLIOGRAPHY

by Carl H. Hendershot

Hendershot Consultants, Bay City, Mich. 423-page hardback \$21.50

This is not a new book, but it is worth mentioning again. I realized this when I compared Hendershot's expanded two-volume hardback product with the little 150-page paperback I ordered back in 1964. His current product is a good measure of the phenomenal growth of programmed instruction in the past five years.

The compiler's endorsement by the National Society for Programmed Instruction has led to this book's renown, and no doubt to its growth. For the trainer seeking off-the-shelf PI courses, this is THE bibliography.

Hendershot's is now in two ring binders, so it is simple to add the supplements (two per year, for an additional \$5.50).

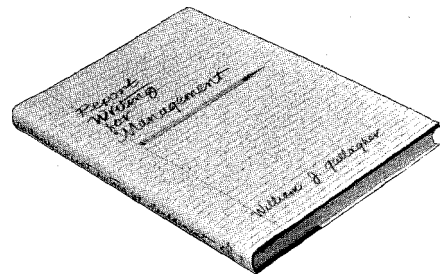
It is cross indexed by publisher, subject, and method (book or machine) for easy retrieval. Inputs include prices and addresses of contributors.

There is no way to be sure how complete the listing is at any given time. New programs are coming out too fast. But I have found no better single source for a search of what is available.

# When a report doesn't communicate . . . who's to blame?

According to William J. Gallagher, Director of Communication Services at Arthur D. Little, Inc., those who request and review reports must accept their share of blame for faulty communication along with the report writers.

In his new Addison-Wesley book, REPORT WRITING FOR MANAGEMENT, Mr. Gallagher strives to help every participant in the report-writing process—from top management on down—gain a better understanding of his contribution to business communication and how he can improve it. For both the writer and the reader, the author reveals a systematic approach to report preparation that assures clear, concise, accurate results. And he points out the pitfalls to be avoided at every step of the way



216 pp, 21 illus approx. \$6.50

Written in a lively, entertaining style, REPORT WRITING FOR MANAGEMENT is equally suitable as a text for in-house training courses in report writing and as a self-teaching guide to more effective communication at every organizational level.

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**Addison-Wesley**  
PUBLISHING COMPANY, INC.  
Reading, Massachusetts 01867



## ADULT EDUCATION: THE OPEN DOOR

by Roger W. Axford

International Textbook, Scranton, Pa.

247-page hardback

\$6.50

This is really an applied handbook for workers in adult education, complete with examples of worksheets and programs. But it also offers a good overview for the training director, particularly in light of the trend toward company supported continuing education programs, tuition reimbursement, etc.

It provides good insight into the planning and development of public adult education programs — including programming, promoting, counseling, and evaluating. It also gives a candid description of the “ideal” adult education teacher.

This book also includes a list of U. S. residential centers for continuing education, and an analysis of adult education in Britain. It is well illustrated throughout with checklists, planning sheets, promotional brochures, and other graphic material that a trainer could apply, even for an in-house program.

The author has long experience in the field. He is coordinator of adult education and professor at the University of Maine.

## Meet the missing link: Telex's new 235CS cassette duplicating system.

You'll go ape over the 235CS—the first high-quality reel-to-cassette duplicator that successfully bridges the gap between reel-to-reel systems and the increasingly popular cassette equipment. It's reliable. Exceptionally flexible. And you don't have to be a genius to run one.

The 235CS system, featuring hysteresis synchronous drive, is available in both one or two channel configurations. Consists of a reel-to-reel master transport and one or more professional quality slave modules, each containing three cassette transports. The system is capable of duplicating over sixty C60 cassettes in an hour.

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