

## UPGRADING BLUE COLLAR AND SERVICE WORKERS

by Charles Brecher

Johns Hopkins Press, Baltimore, Md. 21218

113-page softback

\$2.25

If you were fortunate enough to hear Dr. Eli Ginzberg's opening address at the ASTD convention in Houston, you may recall his mentioning this book. He wrote the foreword, and in it, as in his speech, pointed to author Brecher's conclusion that the typical interpretation of "upgrading" is aimed more at the *way* people move, rather than designs to move them *up*.

Brecher says it is important to increase the pool of eligible upgradees, and to improve the selection process. Another principal recommendation is improvement of wages and working conditions at the bottom rung. The author claims that government manpower programs are based on the assumption that workers at the bottom must be upgraded to make room for the hard-to-employ. But those hired at low levels soon learn that opportunities for advancement are limited, and the dropout rate is high.

The book explores upgrading of blue collar and service workers in five major industries in New York City: apparel, food, health, construction, and transit. Through industry studies, personal interviews with key leadership groups, and through analysis of Social Security earnings data for certain groups of workers, the author provides a keen look at urban labor markets and manpower policy.

After the case histories, the final chapter deals with upgrading policies and programs. This stimulating, thought provoking book is must reading for those who administer manpower training programs.

## GOAL ANALYSIS

by Robert F. Mager

Fearon Publishers, 6 Davis Drive, Belmont, Calif. 94002

138-page softback

\$2.95

Combine the gilt-edged logic of a Ben Tregoe with the writing ability of a Dugan Laird, and what do you get? Robert Mager, that's what! He is a sage of setting objectives, and evaluating programs! Now this author of the classic, *Preparing Instructional Objectives* (and three other books), has come up with a new literary gem for trainers. And it may be his best work to date.

In *Goal Analysis*, you'll get a clear, simple, entertaining, and candid discussion of training program preparation, in terms of: Why to Do It, When to Do It, How to Do It, Variations and Consequences, and A Summary of Sorts. In fact, those are the section titles.

Mager says goal analysis is a procedure to help you describe the *meaning* of goals you seek, whether they deal with attitudes, appreciations or understandings. The book won't tell what to achieve, or what you should mean by the words you use. The purpose is to help you understand and articulate your own intents better so you will make keener decisions on goal achievement. You will learn to recognize progress and success.

**Charles H. Vervalin**  
Book Review Editor

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