

# FYI for your information

## Braniff Outplacement Effort Flying High

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On May 13, 1982, ASTD member Carolyn Coarsey had her work cut out for her. That was the day Braniff International Airlines declared bankruptcy. As director of employee selection and development, Coarsey faced a formidable task: designing and implementing an outplacement program for 9,500 employees.

In collaboration with Mayor Jack Edwards of Dallas and Wayne Calloway, chief executive officer of Frito Lay in Dallas, Coarsey created the program virtually overnight. With intent to inform, motivate and place employees who had lost their jobs, this Braniff outplacement team developed workshops and seminars to sharpen interviewing skills and improve resume writing techniques. The Dallas Community College District contributed, too, with motivation workshops entitled, "Fear of Not Flying Again."

According to Don Beck, director of the National Values Center in Denton, Texas and external consultant to Braniff International, the outplacement program consisted of four main actions: first, the team implemented extensive education training—fast—for thousands of people. Second, the Texas Employment Commission assigned staff members to match employee skills with available jobs. Third, 83 companies participated in a Dallas-based job fair, where representatives met and interviewed Braniff employees and other laid-off workers in the area—126 people secured positions the first day! Finally, the Braniff team offered counseling services, crisis programs and hot lines to overcome negative attitudes and feelings of helplessness.

Most saw the crisis coming. When Braniff President Howard Putnam accepted his position in September 1981, the company faced an \$800

million debt. "Putnam did all he could," said Beck, "and employees praised him for his leadership and encouragement. Coming to grips with the reality of the situation, however, was the hard part. That's why the first thing Coarsey did was move the program away from Braniff's facilities to avoid old feelings of 'home.' Not doing so could have delayed positive results."

Positive results came quickly, but problems arose, too. "Employee attitude and expectation was one of the toughest things to overcome," said Beck. "Many of the people had no idea what a resume was. That's why the training function was so important early in the process. It was also hard to find jobs comparable in salary and working conditions to those they had left behind."

Accommodating the expectations of hiring companies also proved difficult and slowed the hiring process. A skeleton crew of 225 employees remained at Braniff, most of whom worked on airplanes and maintained equipment. Furnishing references and information regarding Braniff employees to outside personnel directors and hiring staffs therefore became a tedious and time-consuming task.

"One of the biggest problems with an outplacement program of this size is measuring results," said Beck. "It's been difficult to determine exactly how many Braniff employees have found new jobs. The outplacement team maintains a telephone survey system to try to ascertain whether employees have accepted positions with other airlines or other companies and whether or not these new jobs are below their standards and expectations. Volunteers who have stopped by the job fair or task force meetings conduct these calls and ask individuals if they've found a job and where."

The Braniff outplacement effort continues. Coarsey and her team will attempt to place jobless employees in new positions until the company either merges with another airline or dies completely. Some still cling to the hope that Braniff will reorganize, but those chances are slim.

Sometime this fall, Braniff officials expect to announce their decision.

Organizations facing similar traumas can benefit from the Braniff example. If in need of an outplacement program or for more details on the Braniff effort, contact Carolyn Coarsey, 1204 Calico Lane, #711, Arlington, Texas 76011; 817-261-2201.

## Adapting Japanese Management to American Organizations

At Toyota's highly automated assembly plant in Takaoka, Japan, workers are encouraged to stop the assembly line any time they find a defect. The line is down 30 or 40 minutes a day, says a company spokesman, but the practice pays off in a minimum number of defects and the kind of quality the public has come to expect of Japanese products.

This unorthodox mode of operation—in American terms—was an eye-opener for members of The Productivity Forum who visited this Japanese company last month. The visit was one leg of a fact-finding tour of Japanese factories organized and led by the Forum's parent organization, Work in America Institute, a New York-based work research organization.

"American companies searching for quality are jumping on the Japanese bandwagon," said Jerome M. Rosow, president of the Institute, "without carefully investigating whether Japanese management and work methods suit the American culture. We wanted to learn firsthand what the Japanese are apparently doing right in the management of people—but we also wanted to find out whether—and how—these work innovations could be translated into effective programs for American organizations." The Forum trip to Japan was planned to meet this basic objective.

The Productivity Forum, with a membership of 35 influential corporations, unions and government agen-

cies, is directed toward the pursuit of productivity through the improved use of human resources. Together, the membership affects the work lives of over 18 million members of the U.S. work force. Visitors to Japan represented such organizations as AT&T, Citibank, Pfizer, the U.S. Postal Service, the American Federation of Government Employees and the United Automobile Workers.

Quality is the goal both at Toyota and at the six other companies visited by the group, and it is achieved by a variety of means: routine inspection—either manual or automated—as an integral part of the manufacturing operation; a vast suggestion system (at Toyota alone 1,200,000 suggestions were processed last year and 90 percent were put into practice); the highly publicized and widely imitated quality control circles and other forms of worker participation; a system of monetary rewards; and other features basic to the Japanese enterprise: lifetime employment, a cooperative rather than an adversarial union-management relationship, wide-ranging opportunities for training and education and a deep respect by management for the contribution of the individual worker to the success of the organization.

#### **Can the Japanese style of management be exported?**

At the conclusion of the trip, the participants summed up the features of organizational and societal life that have encouraged worker identification with the goals of the company:

- A high degree of job security;
- Management of people rather than resources;
- An extensive system of education and training for all employees;
- A debt-equity ratio that is so large that it allows management to virtually ignore stock prices and dividends as a short-term priority;
- A management cadre of generalists rather than specialists, with experience in operations rather than in a single field, such as finance, law or engineering;
- A greater degree of cooperation with, and support by, the national government;
- A traditional respect for learning and an educational system that produces people able to receive the technical and managerial skills required;
- Cultural identification of the enterprise as central in a person's life;

• Trust between management and employee far beyond that which exists in the United States.

Can the Japanese style of management work in American organizations? Although the Japanese enterprise is closely related to the Japanese culture, it includes a number of features—such as better management of people and a relationship of trust between management and employees—that can be adapted to American industry. It seems likely that American companies need to be highly selective in adapting Japanese concepts to their own needs. The danger lies in adopting programs too rapidly without careful planning and without integrating them into the corporate culture.

The Productivity Forum is part of Work in America Institute, a non-profit, nonpartisan organization, founded in 1975 to advance productivity and the quality of working life. The Institute has a broad base of support from business, unions, government agencies, universities and foundations, as reflected in its board of directors, academic advisory committee and roster of sponsoring organizations.

#### **Bell Systems Opens New Training Center**

The Bell System Center for Technical Education (BSCTE) has opened its second Lisle, Illinois, training complex. The newest addition to the Bell System's technical management school brings the capacity of BSCTE-Lisle to 900 students per day, 420 at the original BSCTE Lisle-East site and 480 at Lisle-West, three-quarters of a mile away.

BSCTE offers more than 300 courses in a wide range of technical disciplines. More than 30,000 Bell System managers, as well as a few from independent companies or foreign telephony organizations, took training under the auspices of BSCTE in 1981.

BSCTE is a cooperative venture of AT&T and the Bell Operating Companies with courses funded jointly by both. The development and instructional staff consists mainly of Bell telephone company managers on two-to-three year rotational assignments at BSCTE.

In addition to instructor-led classes at BSCTE-Lisle, BSCTE operates the Bell System Center for Ad-

ministrative Training in Atlanta, Georgia. There is also BSCTE training at various Bell Operating Company locations and a number of computer-based and self-paced courses.

BSCTE recently received recognition from the National Society for Performance and Instruction as one of the outstanding training organizations in America. It is also among the largest corporate training organizations in the world.

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### **Computer-Based Learning In Client Training Programs**

Polishing the teacher's apple and paying attention to a computer's instructions are synonymous in some computer service training classrooms. In fact, the teacher *is* an Apple: an Apple microcomputer-based instructional system supplied by Bell & Howell that is packaged with a videotape player, a color display monitor, a terminal and the company's PASS coursewriter software.

Comshare, Inc. uses the system and dubs it the Commander Learning Station (CLS), to conduct a new computer-based customer training program in each of its 16 domestic sales offices and at client sites. The computer services firm said it developed the program to take advantage of state-of-the-art training technology and to improve the availability and effectiveness of its client instruction.

Student response to the new electronic professors has been good, according to George Vessels, director, decision support product development. He explained that clients like the ability to schedule training at their convenience and the opportunity to control their learning pace within a non-competitive, private environment.

Comshare's program represents a new twist to computer-based instruction. It employs microcomputer technology to combine color, sound, videotaped animation and a personal interactive format into entertaining and educational computerized lessons.

Courses available on the Learning Stations are parceled into short modules. Clients can devote less than an hour at a time to a course—or string a whole set of units together for an afternoon class.

Each course module incorporates computer-aided instruction in the form of a videotaped lesson sequence, followed by a set of test questions. In addition, during the course, students are asked to read a study guide, participate in role plays and complete practice exercises at a terminal.

Students usually train one-at-a-time, which means they're learning in a comfortable, non-competitive environment. Paying attention and correctly answering the computer's questions merits a computerized pat on the back. An error garners a slightly chastizing "bloop" and a friendly invitation to try again. Users can repeat troublesome sections and skip quickly through familiar concepts.

The Commander Learning Station equipment package consists of an Apple computer core with 64K memory, a terminal keyboard, a color video screen, a videotape player, two disk drives and floppy diskettes.

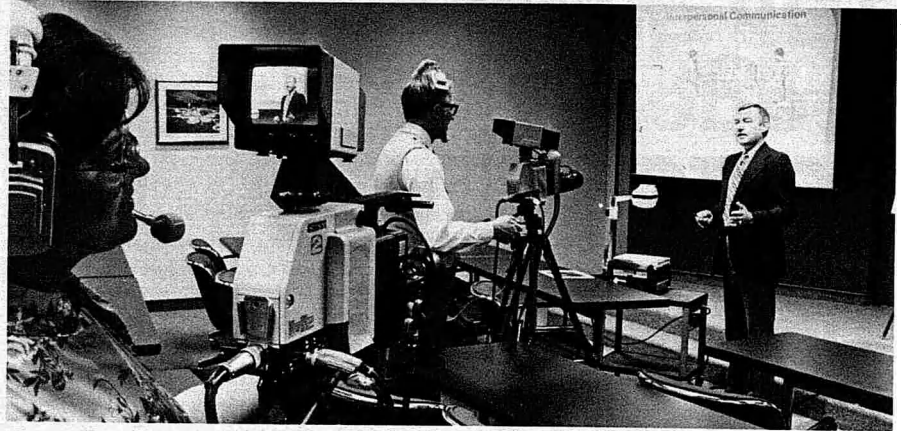
Comshare is developing its programs in Bell & Howells' PASS coursewriter software which allows the company to create interactive lessons quickly. The software also keeps records for analyzing the performance of a student or class, the validity of a test question or the effectiveness of a lesson.

Classes usually run one to two days and are taught by the company's sales and account support representatives. Eventually, the CLS program is expected to reduce by two-thirds the time they spend on client training.

## Blueprint for Engineering/ Architectural Success: Video

Engineers and architects always look for new angles. When video programming was suggested as a way to increase efficiency and decrease costs, management at the Missouri-based engineering, architectural and consulting firm Burns & McDonnell investigated it.

With more than 1,300 employees in three Kansas City offices, a Florida office and about 20 field locations, keeping staff up to date on organizational policy, safety and technical advances are formidable tasks for the firm. According to Ron Hicks, training systems coordinator at Burns & McDonnell, video provides the communications capabilities the company



*Burns & McDonnell scriptwriter Francine Bizal (left) and video production specialist Bart Lockwood videotape management training coordinator Joe Singer using Sony DXC-1800 and DXC-1640 color video cameras.*

needs to keep a handle on these activities.

"The company started with one television monitor, one camera and one video recorder/player," says Hicks. "The results were so positive that we've been adding equipment and new ways to use it for the last five years."

The company's video gear now includes Sony DXC-1800 and DXC-1640 cameras, professional Betamax® and U-matic videotape player/recorders, as well as Sony monitors. The newest addition is the Sony Video Responder System, which provides two-way, interactive communications capability between the system and the user.

### Safety programs for field use

In the field, Burns & McDonnell uses Sony DXC-1640 and DXC-1800 cameras to shoot video surveys of proposed or chosen building sites. For example, the proposed route of a suburban Kansas City sewer system has been videotaped so that obstacles along the land easement path can be examined at leisure in the firm's offices. Similarly, progress reports are videotaped during various stages of construction.

### Dialogue program to train staff

"One of our first and most successful video programs is called the Dialogue Program," Hicks says. "A group of about 20 people take turns addressing the group. Afterward we all view each speaker on tape. Not only does the speaker get the benefit of 20 sympathetic critics, but he or she can see any problems with the delivery."

An engineering-architectural firm must constantly be prepared to solicit new business as individual pro-

jects are completed. The Dialogue Program is designed to assure that Burns & McDonnell executives are well prepared to present design and budget proposals and to speak at industry gatherings and association meetings.

Burns & McDonnell's Environmental Civil division recently developed a new method of waste water treatment that is economical and energy saving. The training department is preparing a videotape program on the patented procedure, which will be used for training personnel and potential clients. The waste water treatment method earned the company an Engineering Award for Excellence from the National Society of Professional Engineers.

Other videotape programs such as "Project Management Training," "Technical Engineering Program" and "Technical Writing Program" help top managers hone their skills. Tapes on roofing installation, lighting design and concrete pouring techniques are available to Burns & McDonnell staff as well as contractors and subcontractors. There are even tapes on corporate policy, division reports and state of the company reports.

### Award-winning engineering/ architectural TV

In March 1982, Burns & McDonnell received an Award of Merit from the International Television Association (ITVA) for a video program called "Staying Out in Front With Overlay Drafting." Overlay drafting is a process by which electric, plumbing and other building systems are drawn on separate sheets of mylar film which, when laid on top of one another, illustrate how the different systems overlap and in-

terface. If there are problems, they are revealed by the drawings before they are built into the structure.

"We administered written tests before and after we showed the Overlay Drafting program to our personnel," says Hicks, "and the results were impressive. They prove that video programs work. We have found that retention of vital information is at least 50 percent improved by video over other methods of training. Training with video is more individualized, and it raises both attention and morale."

Hicks asserts that video reduces training costs as well. "In the past, training was a more general, untargeted activity," he says. "Now people participate only in video programs which affect them directly, on a project they are currently involved with." The video training center is open to employees 24 hours every day, and staff members can study one area until they are comfortable with it.

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## OJT—The Key to Success In the Office of the Future

Offices of the 1980s will whirl with word processors, electronic typewriters, intelligent copiers and desk computers, but secretaries are confident they will not be replaced by the automated equipment, according to a survey of Kelly Services, Inc. temporary office/clerical employees in 20 major markets. The poll was conducted by Research & Forecasts, Inc., of New York City.

A large majority of the secretaries surveyed (62 percent) believe their jobs will be more important in offices of the future than they are today. And most significant of the office equipment at their fingertips will be the word processor, they predict. To adapt to the changing office, secretaries want on-the-job training for new skills, especially word processing and computers, and they foresee more use of flex-time and temporary employment.

The key to success in the office of the future is clearly on-the-job training, according to 99 percent of respondents, who rated it either "extremely important" (87 percent) or "somewhat important" (12 percent). Respondents determined that specific training will be needed in the areas of word processing, followed in importance by basic computer courses

and data processing.

Whereas 87 percent said that word processors will be "extremely important" in the business office in the 1980s and another 12 percent deemed them "somewhat important," only 29 percent have actually been trained to use the modern equipment. On the West Coast, the percentage is considerably higher—39 percent of secretaries have undergone such training, as compared with approximately 26 percent in other regions of the country.

The skills required to succeed in the automated office will be word processing and typing, each voted "extremely important" by 89 percent of the secretaries surveyed. These skills match the importance of equipment ranked by the respondents: after word processors, electronic typewriters are considered "extremely important" by 75 percent, electric typewriters by 64 percent and desk computers by 58 percent. Another mainstay of the office will be intelligent copiers, considered "extremely important" by 70 percent of respondents.

Unlike typing, shorthand will suffer as office technology progresses. Dictating machine transcription will be the preferred method of preparing correspondence: 49 percent termed it "extremely important" vs. 27 percent for shorthand.

In addition to on-the-job training, other factors to lure the employee of the 1980s will be individual benefit packages (75 percent) and financial incentives (54 percent). Over 95 percent of respondents endorse each of these three incentives with at least a "somewhat important" rating. Although 82 percent favor day-care centers, only 41 percent labeled them "very important."

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## Changes in Office Work Force Leading to Employee Shortages

"Within ten years more people in the middle-age brackets will be vying for management and professional positions and there will be a shortage of people, both willing and qualified, to take office clerical jobs," Dr. Harold T. Smith, professor of administrative management, Brigham Young University, told business and press representatives recently at an executive briefing in San Francisco.

Sponsored by the Administrative Management Society Foundation, the

briefing inaugurated the first part of a new AMS Foundation research study entitled, "Managing the Office—1990 and Beyond." Smith is the 1982 recipient of the foundation's Olsten Corporation Research Grant which supports in part the study undertaken by the foundation.

More than a million office jobs will be created annually through 1990, reports Smith, but there will be fewer applicants for these jobs than positions available. This is because of a decline in the number of young people in the population, plus women are aspiring to higher-level positions.

Another speaker at the briefing, William Olsten, chair and CEO of the Olsten Corporation, a national temporary help service company, said automated office technology does not put people out of work. As part of one of the nation's ten fastest growing industries, Olsten has seen increasing demand for people with upgraded office skills in areas such as records management, word processing and legal support.

Bonnie Canning, senior vice president with Micronet, a consulting firm with a prototype paperless office facility in Washington, D.C., told attendees that technology has continually driven change in this country. This latest change is causing personnel shortages in many technical areas. People must maintain the new automated equipment and train others in how to use the technology. Also, programmers and applications specialists are needed, along with people with dual skills.

"People are the key to effective information systems, not the technology," Smith concludes. "We must improve our ability to manage people in the office—it is people who use the technology as a tool to do their jobs better."

Findings from the AMS Foundation's study on human resource trends are scheduled to be released in late fall of 1982. Following extensive surveys, Smith will present significant personnel trends for the 1990s and offer guidelines on how to implement human resource programs for the new work force in a monograph to be published by the foundation in January 1983.

The foundation's four-year research project, "Managing the Office—1990 and Beyond," also includes three other studies to be conducted annually through 1985. The studies will cover environmental factors in 1983, technological opportunities in 1984 and management strategies in 1985.