

SERVICE - THE TRAINING DIRECTOR'S BYWORD

*a report of a job
development seminar by the
Valley of the Sun Chapter,
ASTD*

Webster defines service as "the performance of labor for the benefit of another." Certainly the complex role of today's training director in the industrial, governmental or educational environment typifies that word in every sense.

There is another aspect of service that is receiving considerable attention in current business press. The term "social responsibility" seems to fill pages in management literature and appears to permeate all levels of managerial thinking. Clearly the impetus with federal, state and local hard-core unemployment programs is receiving attention from all areas of business.

SPECIAL TRAINING

The Phoenix, Arizona, Valley of the Sun Chapter of ASTD recently completed a special training program to assist the Phoenix Urban League's Manpower Development Training Act contract with the U. S. Department of Labor. In cooperation with the Bureau of Apprenticeship and Training of the U. S. Department of Labor, a special training program was conducted for On-The-Job Training Developers and Job Developers for the hard-core unemployable in the Phoenix metropolitan area. (On-the-job training developers are those people who actually locate training opportunities whereby an employer undertakes to train an unskilled trainee in a semi-formal OJT program. Job developers are those who locate employers willing to hire persons who already have skills required for specific job openings.) In addition to the Phoenix Urban League staff, other attendees came from the Arizona Council of Churches, the Phoenix Concentrated Employment Program, and Jobs for Progress, Inc. All of these organizations conduct programs for the disadvantaged and minority group areas in the Phoenix area.

The members of the Board of Directors of the Valley of the Sun Chapter were designated as a committee to direct and administer the training program. After several meetings with the concerned parties, a series of 18 two-hour weekly

sessions were set up. Since it was recognized that the entire ASTD membership might want to be involved in this community service program, a letter of invitation was extended to the Valley of the Sun Chapter members. The Board was warmly gratified when over 40 local ASTD members enthusiastically volunteered their service for this seminar.

TRAINING PLAN

It was felt that many of the members would need some initial orientation as to the job responsibilities of a job developer. The first session was a meeting designed to meet this objective. The following sessions involved an instructor who acted as chairman with a panel of two or three additional training directors. Three main areas were covered during the several weeks of the program: the first general topic was the industrial status in the local area, the second several sessions were grouped under the heading of training and the third dealt with performance and evaluation.

Industrial Setting. It was obvious that for a job developer to know his job fully, he must have an appreciation of the kinds of industries and job openings available in his market. Accordingly, the first few sessions were devoted to this kind of understanding. The topics covered were: Understanding Industry's Role in Society, and Hiring Requirements of Occupations Found in Major Industries. In each of these sessions, the 25 persons attending were given first-hand information from trainers about their respective industrial organizations. Certain skills known to be in short supply in the area were brought to the attention of the job developers. In small groups, training directors and job developers could talk freely and frankly about the attitudes, problems and concerns of both parties toward implementing effective training programs.

Training. After the job developers were given the brief background on the industrial climate in the Phoenix area, it was felt they must have some basic understanding of training techniques they

EDWARD E. SCANNELL
*Coordinator of Executive Programs,
College of Business Administration,
Arizona State University,
Tempe, Arizona*

might, in turn, pass on to their would-be employers. Since most of them had no background in this area, several sessions were designed specifically to give them intensive but comprehensive knowledge and skill needed to fully carry out their own job responsibilities. These topics included: An Overview of Industrial Training, Determining Training Needs, Laws of Adult Learning, Trainee Motivation for Disadvantaged and Minority Groups, Job Analysis, Job Instruction Training, and Evaluation and Follow-up. In each of these sessions, job developers were again afforded the opportunity to sit in small group sessions with experienced training directors and learn the skills that would insure efficient training on their part.

Performance. The last four weeks of the structured program included sessions

designed to help the individual job developer perform his job in a more efficient and effective way. Techniques were given to help each person become a better job developer for his organization. These last sessions included: Planning Your Work, How to Approach Management to Sell Training, Role Playing to Develop Training Opportunities, and Preparing Trainees for Their First Day's Work. Group dynamics were illustrated to let the trainees put into practice the actual skills learned in the preceding weeks. Through interplay and discussion, they were presented with simulated problems and given a chance to work them in a classroom situation.

PROGRAM REVIEW AND SUMMARY

Since the entire program covered a four and one-half-month period, it was obvi-

ous that some kind of summarization was needed to tie the seminar together. Instead of the typical summary sessions where previous chairmen would return to reiterate and repeat items they covered two, three, and four months ago, a better assurance of understanding would be achieved if individuals who participated in the seminar as trainees were asked to give brief recap presentations of the individual training sessions. The ASTD members who acted as chairmen could appear as resource persons to clear up any misunderstanding. The last two sessions, then, were conducted in this manner. In addition to the summary parts of these two weekly sessions, the participants were also given objective measurements to determine the specific skills and knowledge acquired throughout the 18-week period of training. They were also afforded the chance to evaluate their instructors. Happily they scored well on both points!

CONCLUSIONS FOR ASTD MEMBERS

The foregoing training plan is a start and one that can be duplicated by almost any ASTD group in the country. Every major city is facing the similar problem of the hard-core unemployables. With the multiplicity of government programs designed to put these people into dignified work positions, the role for ASTD members becomes quite clear. Social responsibility must begin at home and can begin with you. The challenge could never be more immediate. Your skills and techniques can be of real assistance in a program like this. Should you or your chapter be interested in learning more details and content about this training program for job developers, the Valley of the Sun Chapter would be happy to assist in any way possible. A form of social responsibility can be answered in this modest but meaningful way by each of us. It's your move!



GRADUATION

Mr. Junius Bowman (left) Executive Director of the Phoenix Urban League, congratulates Mr. Lloyd Brown (right), Project Director of the Phoenix Urban League MDTA-OJT program, while Mr. Wilburn C. Ferguson (center), Training Director, Motorola, Inc., Aerospace Center, and past president of the Sun Valley Chapter, looks on.