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# **Issues**

## **Making Performance Appraisals Happen**

Donald L. Kilpatrick's article, "Performance Appraisal: Your Questions Answered" (May 1986), is an exceptional piece. Those faced with developing a training program on performance appraisal should take heed. The section dealing with questions asked by HRD professionals provides a comprehensive view of what needs to go into such programs. The section focusing on management questions likewise addresses crucial concerns.

That the article was practical, clear, and concise made the case even stronger. The *Journal* made this happen.

*Eugene C. Fetteroll, Jr.*  
Director of Human Resources  
Associated Industries of Massachusetts  
Boston

In Donald L. Kilpatrick's May article, he states that performance appraisals should be done once or twice a year. I suggest that, in addition to those sessions, a manager should conduct some performance "review" sessions, the distinction being that reviews are problem-solving, decision-making, and action-planning by nature. They give the opportunity for mid-course corrections and opportunity analysis as well.

Reviews are more informal than appraisals because they are task-directive rather than evaluative, and they provide time to review specific objectives, projects, and resources. Later, the documentation of the progress achieved will serve as invaluable data with which to prepare performance appraisals.

*Harold Scharlatt*  
President  
Training and Development Associates, Inc.  
Lexington, Kentucky

## **Offensive Language**

Please insist that individuals writing articles for your fine publication use "gender-inclusive" language. I'm particularly baffled at a communications consultant using "him," "his," and "he" whenever she (!) refers to the "reader" ("Training Proposals That Sell Themselves," May 1986).

I was very confused when, referring to a memo obviously written by a female, she states, "If the writer of the letter in Figure 1 had decided to include subject matter, he might have added telephone training skills, time management, and word processing skills."

This article did nothing to persuade me to purchase the guide referred to in the article. Since such a large percentage of your readers are women, allowing articles with "gender-exclusive" language is offensive and counterproductive.

*Cynthia Didion*  
Training Coordinator  
ISCO  
Lincoln, Nebraska

"Issues" is compiled and edited by Robert Bové. Send your viewpoints to: *Issues*, Training & Development Journal, 1631 Duke St., Box 1443, Alexandria, VA 22313.