

issue—noise control—that will bring about substantial acoustical redesign.

Tomorrow's office must provide the proper social environment as well. While the new technologies demand a degree of privacy, the office should encourage face-to-face communications. For office automation to be truly successful, Galitz says, it must weave job functions, computer systems, environmental elements and the needs of employees into a whole fabric.

The report is available at \$14.95 soft-cover and \$21.95 hard-cover from the AMS Foundation, 2360 Maryland Road, Willow Grove, PA 19090.

## Not Where I Work

According to *Professional News*, the average hours worked per week in the United States is 35.6, the lowest among the nine industrialized nations studied. Other relatively leisurely locales are the U.S.S.R. (40.6 hours) and Japan (40.7). France (41.2), Germany (41.9), Czechoslovakia (43.5), Great Britain (44.0) and Switzerland (44.5) follow, topped by Korea, where the average weekly hours worked is 50.5.

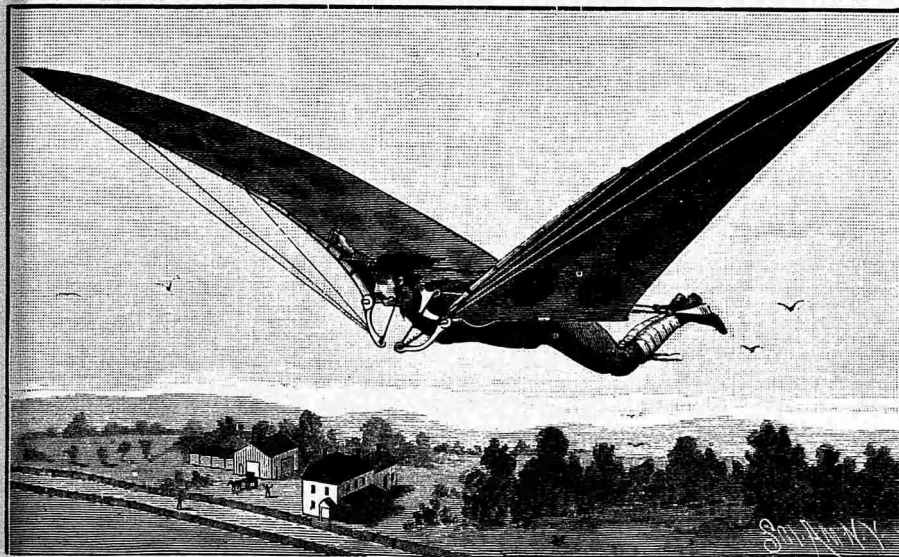
*Professional News* is published by Vocational Industrial Clubs of America.

## Traveling Ergonomics Conference

An international conference on ergonomics and human factors in computer systems and the work place will take place September 24-25 in Los Angeles, September 26-27 in Chicago and September 27-28 in New York.

Created to address the major human factors issues facing today's computer systems designers, buyers, influencers and users, the World Conference on Ergonomics in Computer Systems will feature state-of-the-art information from top experts in the field.

To encourage maximum interaction between conferees and guest lecturers, the program includes afternoon workshops. Two workshops on the



## Automation Issues

A 125-page report, *The Office Environment: Automation's Impact on Tomorrow's Work Place*, summarizes how automation is affecting the office. Authored by automated office consultant Wilbert O. Galitz, the report is based on research from more than 75 major projects. It is the second of a four-part study by the Administrative Management Society Foundation on "Managing the Office—1990 and Beyond."

Galitz reports extensively on issues concerning the rapid proliferation of video display terminals. Today one VDT exists for every 10 employees; by 1990, the number is expected to increase to one VDT for every two or three employees. Concerns over VDT-related health issues include vision and posture problems, increased work stress, reduction in quality of work life, lost jobs and health hazards.

Elements of the VDT work environment, including the terminal, related equipment, work surface, storage areas, chair, lighting, walls and space, all can contribute to discomfort reported by office employees. For example, most desks are not designed to accommodate a VDT, causing disorganization in the work area and

back problems due to improper desk height.

Studies have largely disproven the radiation effects of VDTs, and Galitz claims their use need not be physically fatiguing. With careful attention to design factors such as lighting, acoustics, temperature, color and chair and desk height, the VDT work station and office environment can be made more comfortable than is common today. This will require closer cooperation among furniture manufacturers, terminal manufacturers, facility managers and computer users, according to the report.

Galitz says office buildings, offices and conference rooms of the future will be smaller because more work will be handled electronically than on paper and because more people will work at home or at satellite offices close to home. Computer-utility companies will offer services similar to those provided by electric and telephone companies, with a variety of computing services available by flicking a switch.

The typewriter keyboard will continue to be the major way people work with computers, but touch panel displays and pointers will increase in use, Galitz states. Voice communication between people and computers will also increase, introducing a new

same topic will run concurrently, but one session is designed for executives, managers and users, while the other is for systems designers and human factors specialists.

Afternoon sessions will cover major software, hardware and work-place issues, while morning overview sessions will be devoted to discussions on the impact of information technology in the year 2000, ergonomics in computer systems, user-friendly systems, video display terminal health concerns and ergonomic standards and legislation.

The conference will travel to four European cities: The Hague (October 1-2), Dusseldorf (October 2-3), Helsinki (October 3-4) and London (October 4-5). Contact Crispin Littlehales or Rosemarie Burnett at Thomas L. Richmond, Inc., 1350 Avenue of the Americas, Suite 1800, New York, NY 10019.



## Great Expectations

What are the career-related values, attitudes and expectations of today's college graduates?

To find out, the CPC Foundation, the research arm of The College Placement Council, sponsored a study of "Career Values of the New Lifestyle Professionals." Nearly 2,000 graduating seniors at 50 institutions across the United States responded to the wide-ranging questionnaire, which covered perceptions of desired job attributes, keys to career success and acceptable trade-offs between job and personal life, among other topics.

The research concluded that today's "new professional":

- perceives job satisfaction and success as more dependent on the nature of the work than on relationships with co-workers;
- possesses a high degree of self-confidence;
- wants frequent feedback regarding job performance;
- has exceedingly high career expectations and an expectation of hard work;
- anticipates a successful, rewarding career and a rich personal life, and is unwilling to sacrifice personal happiness, family, health or ethical principles at the expense of job demands.

These assessments were based on a wealth of statistical data, including:

- Approximately 87 percent of the students said they would work long hours—from 41 to more than 60 hours per week.
  - Nearly 34 percent would agree to be away from home more than five nights per month, and more than 90 percent would be away at least one night per month for the job.
  - Seventy-seven percent said they will contact a potential employer directly about career opportunities.
  - Students perceive an ability to work with people (27 percent), formal education (24 percent) and job performance (23 percent) as the top determinants of job success.
  - Nearly 80 percent want their performance appraised more than once a year. Thirty-three percent want quarterly appraisals.
  - Seventy-nine percent want raises based on individual job performance.
- Follow-up studies with participants are planned during the next 10 years to identify changes in their career-related values and attitudes.

You can purchase a copy of the 140-page study for \$14.95 (prepaid) by writing the CPC Foundation, 62 Highland Avenue, Bethlehem, PA 18017.

## CBT Starter Kit

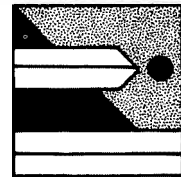
The federal government offers a Computer-Based Training Starter Kit designed for training professionals who, "although appropriately assigned to manage a CBT program, come to the assignment with little or no background in the application of

automated data processing systems, processes or procurement requirements."

The kit is useful for private-sector organizations as well as federal agencies, and it uses *computer-based training* as an all-inclusive term covering computer-assisted and computer-managed instruction. It is the work of the Federal Interagency Group in Computer-Based Training (IGCBT), which recommends, "As much as we wish it were otherwise, it is the consensus of the IGCBT that the general process outlined in the starter kit cannot be short cut without great risk."

The kit outlines a systematic process for ensuring a successful CBT presence, including needs assessment, feasibility study, getting approval, system plans and proposals, prototype system development, courseware development, evaluation and maintenance.

Contact the Internal Revenue Service, Services Section PM:HR:T:S, 2221 Jefferson Davis Highway, Arlington, VA 22202, ATTN: CBT Starter Kit.



## State-of-the-Art Computer Training Facility

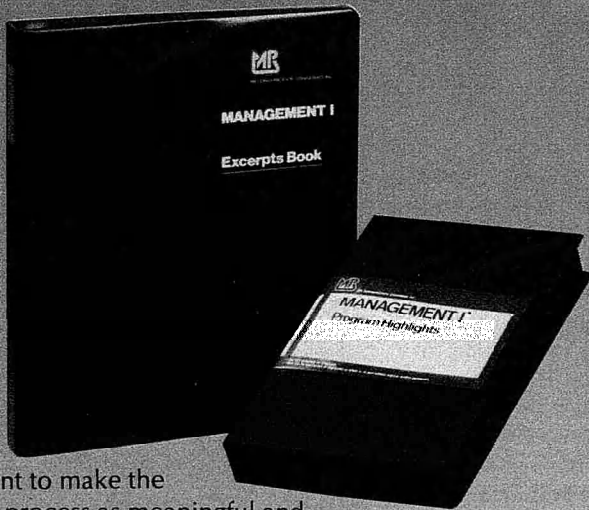
A \$1 million, 14,800-square-foot computer training center designed to be "the ultimate facility" for hands-on training of computer users has opened in St. Louis County, Mo.

"The critical factor in computer productivity is the user," said Henry J. Kroeger, president of InfoTechnetics, Inc., the communications management firm that owns and operates the center. "Knowing this, we created a comfortable station for each trainee incorporating ease of access, ease of sight, ease of hearing and the latest audio-visual systems and capabilities."

The training area accommodates up to 44 trainees, each at a learning station with a customized desk, a per-

# The selection process starts (and ends) here

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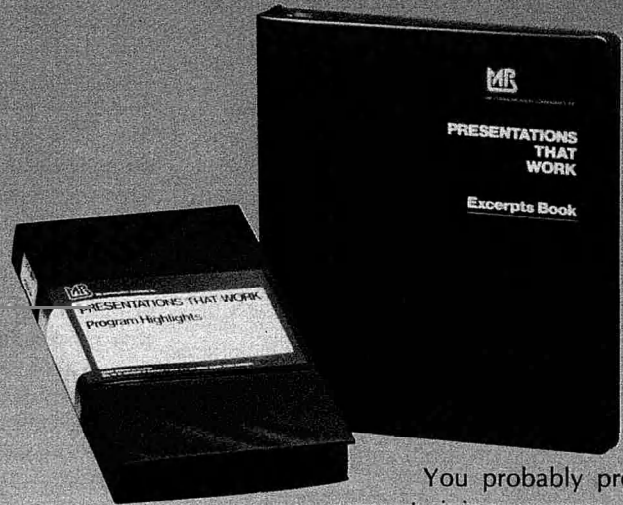
You'll see for yourself how MANAGEMENT I provides:

- Job oriented learning - Manager involvement
- Proven results - Flexible delivery (from leader-led to self-study) - A balanced curriculum whose learning experience is greater than the sum of its parts. Including:

**Task Skills** — Managing Time; Making Decisions; Planning Work; Policies, Practises & Procedures; Developing Perspectives; Role of the Manager.  
**Interpersonal Skills** — Managing Complaints & Grievances; Gaining Acceptance; Controlling Work; Selecting Leadership Styles; Conducting Meetings; Starting Employees.

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You'll see for yourself how PTW provides:

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sonal computer, a printer and space for instructional material and note taking.

The floor is tiered for a clear line of sight to the instructors' position at the front of the room, and ramped for easy access. The lighting system can be adjusted to provide any degree of light.

The room is equipped with video player/recorders, an audio-visual system with a 15'x4' rear-projection screen for multi-projector presentations, an audio system that accommodates any kind of input and equipment for off-air television reception.

InfoTechnetics uses a modular computer training approach in which trainees enter at one of five levels of knowledge, skill and experience. Phase one is for people who know little or nothing about computers, phase five for those who want to learn specific, advanced applications for their jobs.

When not being used for InfoTechnetics' computer proficiency training, the center is available to organizations for conferences, workshops and other meetings on a "turnkey" basis."

For more information, contact Jabet Wilkins, InfoTechnetics, Inc., 12120 Bridgeton Square Drive, Bridgeton, MO 63044

## Good News from the Department of Defense

As Congress studies legislation to encourage the transfer of training technology from the military to the private sector (S.2561), consider the potential benefits of gaining access to just one line item in the Defense Department's \$17.9 billion training budget: PEAMS.

Personal Electronic Aids for Maintenance (PEAMS) is a portable electronic information delivery system that field maintenance personnel carry to the work site in lieu of bulky, hard-to-update and hard-to-decipher manuals.

PEAMS offers immediate access to technical information for experienced and inexperienced users. The inexperienced technician can follow the step-by-step procedures, while the experienced user can gain immediate access to a less detailed level. The simple interface and fast response

motivate the user to make maximum use of the available information.

The battery-operated system weighs less than 25 pounds, features hands-free operation via speech recognition, responds to user requests within one second and is built to withstand outdoor use.

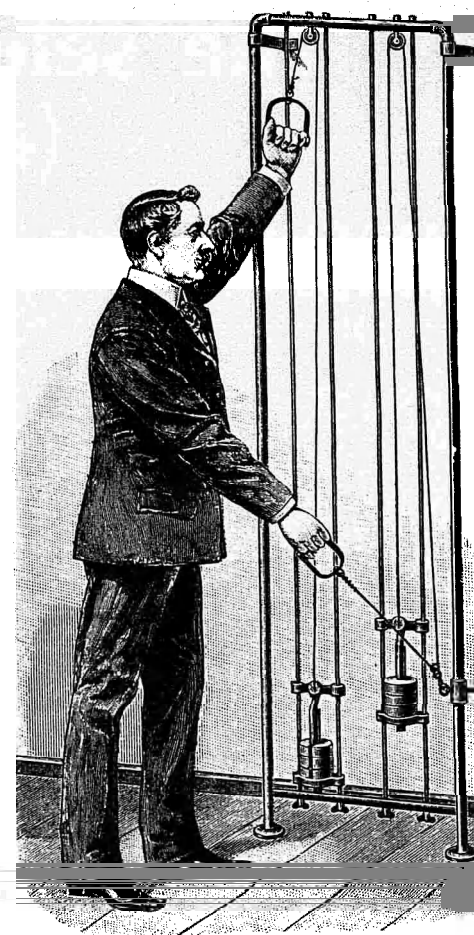
According to official literature, PEAMS is "an integrated concept for automating the development and delivery of Job/Skill Performance Aids." Its objective is to solve, through automation, the problems that have prevented wider use of job/skill performance aids as a key strategy for improving job productivity. These problems have included the high cost of producing large volumes of step-by-step procedures, poor quality due to inconsistent production techniques and access problems created by users with different skill levels searching through massive manuals to obtain information.

The use of job/skill performance aids in maintenance environments is highly desirable; their use has reduced maintenance errors by 90 percent and repair time by as much as 50 percent.

PEAMS promises improved performance for authors as well as users of job/skill performance aids in maintenance. For authors, the system offers a complete production environment, including a fully integrated, high-performance work station for the production of text and graphics; structured authoring tools such as front-end analysis, troubleshooting procedure development, nomenclature control and procedural text development without use of a keyboard; graphic development tools tailored to the technical illustrator; and project management tools such as schedule/task control, personnel management, configuration management and on-line communications.

The author can incorporate relevant technical instructions, background policy information and systems specs into one easily adapted and updated delivery system.

Because the information is delivered and reviewed via spoken word, the PEAMS system avoids some training and job performance problems related to low literacy levels. The reading grade level of the largest percentage of U.S. Army personnel (approximately 24 percent) is the eighth-grade level, while the highest number of Army manuals (approximately 30 percent) are written for the tenth-grade level.



## The Executive Achiever

"Charisma is over-rated," Allan Cox says in introducing *The Making of the Achiever*, a two-day workshop he presents at Northwestern University's J.L. Kellogg Graduate School of Management.

Cox, an executive search and development consultant and author of *The Cox Report on the American Corporation*, says that while charismatic leaders perform well in times of rapid change and crisis, for the most part less glamorous executives who are best described as achievers will benefit American business most.

Cox says the concept of the executive achiever—someone who sets goals and meets them, and can be counted on to get the right things done—squares with the new insistence on performance and results. A strong achievement orientation characterizes America's best managed large companies—Procter & Gamble, IBM, GE, 3M, Hewlett-Packard—which have sustained their top reputations over many decades. These companies have adapted well to change by evolving in an orderly, consistent manner, through achievement.

Cox says that achievement is not only what business needs now, but

that it is "exactly this productive behavior that will bring the highest psychic and monetary rewards in the executive suite for at least the next decade."

The workshop's aim is building executives' strengths in four rather down-home qualities that may reassure organizations footing the executive development bills: other-centeredness, courage, judiciousness and resourcefulness. Cox says these qualities constitute the "profile of the achiever," and the workshop facilitates "hard mastery of soft subjects."

## Making Achievers

The following are the areas covered in Northwestern University's The Making of the Achiever workshop.

### Other-centeredness

- Warmth: Unsung trait of the corporate hero
- Good listening: The vital link in management communication
- How to encourage our associates and ourselves
- Thinking positively: What it is, what it isn't
- Today's management imperative: Sharing time, self and information

### Courage

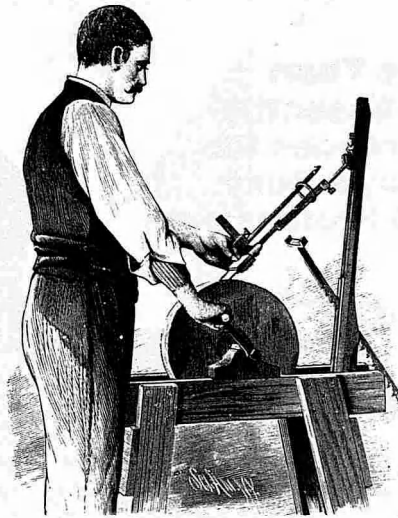
- Growing stronger by being vulnerable
- Executive discretion: When to speak up, when to shut up
- The experimental commitment: The key to innovative management
- Making bold decisions: Learning when to say "yes," "no" and "wait"
- How to act on your unique strengths

### Judiciousness

- Making judicious decisions: How foresight matches hindsight
- Setting priorities: Finding holes, setting goals and creating roles
- Tenacity: Nothing works and lasts unless you do
- Cultivating a sense of humor: Accepting the comic in ourselves
- Luck: How you can lead the charmed life

### Resourcefulness

- The ultimate commitment: Delivering the goods
- The executive's hidden challenge: Thinking beyond the obvious
- How to refine your gifts
- Today's management model: The facilitator
- Exercising vision: What it is, what it isn't



## College Degrees for Journeyman Training

Crouse-Hinds, an electrical construction materials company, has developed a program to recognize the extensive educational commitment of certain trade apprenticeships, and to create a new career path for high school graduates and direct employment opportunities for college graduates.

The program establishes a new degree, an Associate in Applied Science in Trade Journeyman/Apprentice Training within the State University of New York System, most specifically at Onondaga Community College, Syracuse, N.Y.

For earlier generations of tradespeople, the journeyman's certificate was *the* credential of recognition. Today, many apprentices want an associate degree as well, believing that the degree will expand their employment options and provide the educational foundation for continued learning.

"After considerable research, we have found that the formal curriculum required by Crouse-Hinds apprenticeship programs in tool and die, wood pattern, numerical control and machine repair demand an extensive educational commitment by our journey men and women," said Edward J. Dunphy, Jr., vice-president of employee relations at the Syracuse company.

"We believe this commitment is more than equivalent to a two-year liberal arts degree, and it has been our aim to provide our employees with the long overdue recognition and educational status they deserve."

Training manager Julie E. Walter

identified and pursued the establishment of the program. Onondaga Community College faculty evaluated the firm's apprenticeship training programs and certified that the college can award up to 30 hours of credit toward the degree. An additional 30 hours of successful work in liberal arts and courses related to the student's major complete the program. All 60 credits may be applied toward a Bachelor of Industrial Technology degree.

High school graduates interested in industrial technology also can benefit from the opportunity to learn skills in automated machining, basic and advanced mechanical design relevant to computer-assisted design and manufacturing, shop floor control and other technological areas.

"The awareness and importance of technical trades is increasing at the college level," said another Crouse-Hinds official. "Through the development of degree programs such as this, more people will be encouraged to pursue these fields, which have long been the heart of American industrial endeavors."

*Submitted by Julie E. Walter, manager of training, Crouse-Hinds Company, Syracuse, N.Y.*

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