

Training and Development Clinic

Training and Development Clinic, a new ASTD member service, invites training and development questions of general interest from readers. Address questions to: Training and Development Clinic ASTD, P.O. Box 5307, Madison, Wis. 53705. Only questions chosen for publication can be answered.

Q. — What is vestibule training and what are the pros and cons on using it?

VESTIBULE TRAINING

A. — Usually, vestibule training is training removed from the work station, in an atmosphere unaffected by production pressures. It is a variation of on-the-job training, following procedures identical to the job situation and using the same implements, materials and machines as on the job. Vestibule training's primary purpose is training as opposed to production.

Not much conclusive research on the pros and cons of vestibule training has been reported. At least one instance using the vestibule method has shown that train-

ing time in a production setting was shorter in the vestibule method than in the on-the-job method. Vestibule training is not likely to pay off if only a few trainees are involved, or if the cost of the equipment and/or its maintenance is very high. Other potential problems with the vestibule method are transfer of the learning to the actual job situation, trainee adjustment to new surroundings after training and behavior maintenance after training under pressures of the actual job situation.

Q. — I'm doing my own training budget for the first time. What is the best method for presentation of my dollar requests — cost per trainee?

FUND REQUEST PRESENTATION

A. — Cost per trainee would be "nice to know" information, but it is hardly the chief selling point for budget approval. One of the strongest methods for presenting a training budget is to include the cost of *not training*. This can be interpreted in terms of costs of scrap, delays, loss of business be-

cause of customer dissatisfaction, etc. The training proposed should, of course, cost less than the cost of not training. If your proposal contains goals and expected accomplishments that can be measured in dollars and cents, support for your budget requests will more likely follow.

Q. — We are setting up a two-day training session for one of our branch operations in rented space in another city.

This site representative has written, asking for our requirements for “space” and “distance” in an auditorium setup. To what is he referring?

**“SPACE”
AND
“DISTANCE”**

A. — In all likelihood, his reference to “space” is the room between audience chairs, side-by-side. “Distance” is the room between chairs in front of each other. Both will vary, depending on the auditorium capacity and the number of people you need to seat. Conference chairs generally measure 18 in. by 18 in. by 17 in. high.

The stacking type armchairs are also 17 in. high but usually measure 20 in. by 20 in. If you have the auditorium measurements, you should be able to take it from there. Remember that your first row of chairs should be at least six feet away from the presenter’s table or podium.

Q. — How close to a rear projection screen can the first row of chairs be placed?

**CHAIR-TO
-SCREEN
DISTANCE**

A. — Since there is no problem of shadows on the screen from the backs of viewers’ heads (as can be encountered with front projection systems) the tendency often is to enlarge room seating capacity by putting “extra chairs down in front.” This should be avoided at all costs, as these viewers will soon

become fatigued. The distance between the screen and the first row of chairs should never be less than twice the width of a single image on the screen. Screen width is a key dimension in any audio-visual layout. The width of the audience seating area should be three times the screen image width.

ASTO

Letter to the Clinic

Training and Development Clinic:

1. I most emphatically disagree with the “formula” you suggested to the management development man in the September ‘72 issue (page 26). There is no parallel between investment in *keeping* an investment performing (machine maintenance) and an investment in improving or producing performance (training). A profit oriented executive will blast him out of the saddle before he gets comfortable in it.

2. If you must analogize, try comparing investments in getting new or better performance from

machines (replacing machines with new ones that can do things the old ones could not or in modifying old ones to perform to new and higher levels) to training. Our product is performance, remember, so you had also better be prepared to tell top management exactly what new performance they will get for the money.

If all else fails, read Mager.

Sincerely,

JOHN B. CORNWELL
Training Supervisor
Packard Instrument Company
Downers Grove, Ill.