

and secretary. If the group is large, you use standard blackboard technique for developing material, resolving conflicts, and clarifying points. Each meeting is basically a "developmental conference." You ask questions and guide the group toward a concrete decision. You avoid volunteering information unless it is purely a matter of training techniques.

In our experience, it is not generally wise to attempt to develop the material word for word. Rather, it is better to get the general idea and to have the committee agree that these ideas will be translated into teachable form. The training man then proceeds to write the material and find the training aids necessary.

When the plan, program, or course is in final form, it should be reviewed with the training committee. It should be understood that this is the last time

for bringing up objections. In order to impress upon each person his individual responsibility, you may suggest that the transmittal letter to management might well be signed by individual members. This helps to assure that no member of the committee will claim he was not in accord with the group or that his name has been left out.

By using this approach, the Training Director can assume his rightful place in the organization. He can be accepted as an expert on training and will avoid the "professor" tag where he is looked upon as an ivory tower expert with little down-to-earth experience. As he gradually works his way through the organization, handling various training problems in this way, he can sell individual supervisors on his value to them. When all are convinced, he will find himself accepted as a day-to-day member of the operating team.

The Editor Travels

Last January 20th I took off from New York for the Pacific Coast on a four week's business trip. It takes from 3:00 p.m. to 11:30 p.m., same day, to get from New York to Los Angeles by air these days, but the difference between the ice and snow of winter in the East and the warm sunshine of Southern California made me think that perhaps the California Chamber of Commerce might be right.

It was 89 degrees in the shade the day I went down to San Diego and was met by Lieutenant Robert "Bob" J. Karrow, Training Director for the Police

Department of the City of San Diego who is secretary of the recently formed San Diego Training Directors' Association. We had never met before and I was much impressed by the young looking policeman in summer uniform who drove up in front of the U. S. Grant Hotel. We talked about his work on the police force, especially his course in Mob Control for Industries. Bob drove me to the office of A. F. "Gus" Hohl, Corporation Training Director for Consolidated-Vultee Aircraft Corporation, who shuttles between the San Diego and Fort Worth plants keeping up with this company's extensive training programs.

A group of the officers of the Training Directors' Association met for lunch and I had the opportunity to meet several people whom I had known by letter only in the past: Arthur B. "Art" Groos, San Diego County Training Officer and president of the Association; H. G. "Herm" Snodgrass, Training Officer at the U. S. Naval Air Station in San Diego and Vice-President of the Association; and Herbert "Herb" Rubottom, Training Director of the San Diego plant of the Consolidated-Vultee Aircraft Corporation.

These men and the other officers have done a real job of getting their Association off to a good start and I am sure it will be a valuable addition to ASTD when final arrangements are made for the group's affiliation.

There wasn't enough time to get over to North Island to see the set up that Herm Snodgrass runs, but from what I'd heard in the past and what he was able to tell me about it during lunch I'd judge that he has one of the best training programs for the air arm of the Navy anywhere in the country. Herb Rubottom took me to see his training program in operation at the big Consolidated plant. There are seventeen people doing full time teaching on his staff and this taken together with the work done in conjunction with the local vocational schools and the University of California Extension Service makes it one mighty big training program.

Herb and I visited George C. Clark, Training Supervisor for Solar Aircraft Company, who is located next door to Consolidated. George is one of the active members of the Training Directors' Association and is a very busy man. His

phone rang constantly while we were there, and no wonder, as he was handling a big chunk of personnel work as well as a training program that included among other things work simplification, statistical quality control, company policy, foremanship, junior executive training, advanced accounting, etc., etc.

I appreciated very much the time Herb Rubottom took to show me the dozen or so B-36 planes lined up on the field outside the plant. I have never seen so much air power in one place before. I also want to thank him again for the trip to the cocktail lounge at the top of the El Cortez Hotel where we had a magnificent view of San Diego at dusk.

The Training Association of Southern California held its regular January luncheon at the Roger Young Auditorium in Los Angeles while I was there. Charming Virginia Knox, Training Director of Bullock's, Inc., and Secretary-Treasurer of the Association, invited me to attend as a guest and drove me out to the auditorium in her car. I was especially happy, after an excellent lunch, to have the opportunity to say a few words in behalf of *The Journal* and the forthcoming convention of ASTD in Philadelphia. Being the first meeting of the new year, the election of officers was held. Malcolm Mucurda, Pacific Telephone and Telegraph Company, was elected president to replace John A. "Jack" Peart, Training Director of North American Aviation, Inc., who had done a fine job of running the organization during the past year. Jack got back to town from Columbus, Ohio, where he had been supervising the setting up of a training program at North

American's new plant just in time to attend the meeting.

Like most big gatherings where you meet dozens of people, it is hard to remember the names of all the people to whom you are introduced, but I do remember with pleasure meeting Lee W. Ralston, Director of Trade and Industrial Education for Los Angeles County, who was one of the founding fathers of the Association and is a past president; Joseph J. Schwarz, Training Director at Lockheed Aircraft; Elmer F. Sproule, whose appointment as Training Director at the Hughes Aircraft was announced at the luncheon; David E. Martin, Training Director, Ducommun Metals and Supply Company; and Fred A. Giari, Sales Training Director, Bohemian Distributing Company; Aura-Lee

Ageton, Training Technician, and Arthur J. Imm, Assistant Personnel Director, Department of Water and Power, The City of Los Angeles.

This Los Angeles affiliate of ASTD is an active and progressive group. Their monthly bulletin does one thing that few others do, it reports not only what took place at the last meeting and what's on the agenda for the next, but it lists the names of all members who attend each month.

It was while I was in Los Angeles that I learned that the New Orleans Mardi Gras had NOT been cancelled this year even though the November-December issue of *The Journal* said it had. Just as that issue of *The Journal* was about to go to press, New York papers carried a

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story to the effect that this world renowned celebration had been cancelled due to the war situation. In an effort to be right up to the minute, I ran a foot note to the Louisiana Area Conference story repeating this erroneous information. I saw the Mardi Gras still being advertised in Los Angeles when I got there which led me to investigate and it was then that I found that it was only changed in character but not cancelled. I fully expected to have a number of hot letters on my desk when I got back to New York, but it seems that Tom Keaty and Earl Polick and the others who sponsored the Tri-State Training Conference in Baton Rouge, February 9 and 10, are true gentlemen and ready to forgive the slip.

San Francisco, long one of my favorite cities in the U. S., didn't disappoint me this time. There was the usual sunshine and fog neatly spaced from hour to hour and day to day. Six of the officers of the California Training Directors Association (Northern California) met for lunch at Helnick's Restaurant in Oakland. Walter J. "Walt" Tait, Training Director at Standard Oil in San Francisco, and John W. Pettit, Assistant to the President and in charge of employee training at the Yellow Cab Company, San Francisco, drove me over the mighty Oakland-Bay bridge. We discussed all phases of business and industrial training on the way.

Mrs. Betina Tracy, Training Director at H. C. Capwell Company, Oakland, and former secretary of the Association, was present, looking very chic. She had made all the arrangements for the lunch which was one of the best I had

on the entire trip. Gregory B. "Greg" Stone, Training Director for the Union Oil Company at Oleum, California, and this year's President of the Association, made the meeting very much worth while by coming up with a number of specific suggestions as to how *The Journal* might be improved to better serve the membership. In fact every one present took a great interest in the publication and I received several promises of articles for future issues. William "Bill" Swabel, Training Director, Owens-Illinois Glass Company, Oakland, was there. He is a past president of the organization. Frank H. Wickhorst, Director of Personnel Procurement and Training for the Henry J. Kaiser Company, and newly elected Vice-President of the Association, was present. Frank, who was formerly head football coach at the University of California, is a busy man these days working with the rapidly expanding Henry J. organization. He didn't bring up the fact that I'd run his affiliation as the H. J. Heinz Company on page 24 of the November-December issue of *The Journal*. I can't account for this editorial slip and hereby offer my sincere apology, Frank. It won't happen again.

My business trip took me to Tulsa, Oklahoma, next. This was a happy circumstance because it gave me an opportunity to meet with some of the fellows in the Northwestern Oklahoma Training Association. It was 70 degrees the day I landed in Tulsa and within twenty-four hours it had dropped to 17 degrees and the streets were piled up with snow and sleet. In the training department of the Gulf Oil Company I met Robert S. Everitt, Secretary-Treas-

urer of the Association, and Marshall Hunstburry. The next evening Marshall and Art Lynch, Training Director, American Airlines, Inc., visited with me at my hotel and we had a long talk about the training problems in that area and what the Association is doing. Art, so it turned out, was one of the founders of the National Association of Training Directors in New York City and we talked over the old days. Art asked to be remembered to all his old friends. I owe a special vote of thanks to Marshall and Art who brought along the cheer in a state that is said to be dry. I had completely forgotten this having just come from San Francisco which is anything but dry.

Everywhere I went in the West I found an increasing interest in ASTD and in what can be done to make it a strong national organization. Even though it will be difficult for very many of the members of local groups to attend the National Conference in Philadelphia this year, still it is surprising just how many are planning to come.

My visit with the members of these four western groups was most gratifying and instructive and I learned a lot. Future issues of *The Journal* will be the better because of this help I've received. Thanks everyone.

H. Walter Shaw

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