The 1968 directory of Federal training and education programs has been compiled to encourage wider use of findings by other agencies, to avoid duplication of research efforts, and to stimulate experimentation needed to keep pace with technological progress. Federal agencies report both completed and in-progress studies and include such agencies as Agriculture, Civil Service Commission, Defense, District of Columbia, Health, Education and Welfare, Interior, Justice, Post Office, Transportation, Treasury, and Veterans Administration. Agencies have used their own resources and personnel to perform these studies. The studies were designed to determine needs for training; develop training programs for effective manpower utilization; and to evaluate specific training programs and particular training methods. Each of the 95 studies reported includes a brief description of the study, performing organization and author, contact for further information, or availability of publication information. Studies are indexed alphabetically. (pt)
STUDIES AND REPORTS RELATING TO TRAINING AND EDUCATION FY 1968
STUDIES AND REPORTS
RELATING TO TRAINING AND EDUCATION
FY 1968

Analysis and Evaluation Division
Bureau of Training
U. S. Civil Service Commission
February 1969
FOREWORD

As a part of their training efforts, many Federal agencies conduct studies and prepare reports and evaluations of various aspects of their training and educational programs. These studies have been compiled by the Bureau of Training with the hope of encouraging wider utilization of the findings by other agencies, avoiding duplication of research efforts, and stimulating the vital experimentation needed to keep pace with technological progress. This directory is intended for use not only as a reference guide for areas of study and examples of research design, but also as an incentive and an inspiration to further study in new fields, as well as in those already being investigated. The goal of effective and efficient training systems can be reached only when all agencies demonstrate a high degree of participation in research, coordination of effort, and eagerness to share facilities and information.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Completed Studies and Reports</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>1</td>
</tr>
</tbody>
</table>

**Section 1. Completed Studies and Reports**

<table>
<thead>
<tr>
<th>Department/Liability</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>2</td>
</tr>
<tr>
<td>Civil Service Commission</td>
<td>4</td>
</tr>
<tr>
<td>Defense</td>
<td></td>
</tr>
<tr>
<td>Air Force</td>
<td>6</td>
</tr>
<tr>
<td>Army</td>
<td>13</td>
</tr>
<tr>
<td>Navy</td>
<td>19</td>
</tr>
<tr>
<td>District of Columbia</td>
<td>21</td>
</tr>
<tr>
<td>General Accounting Office</td>
<td>26</td>
</tr>
<tr>
<td>General Services Administration</td>
<td>27</td>
</tr>
<tr>
<td>Health, Education, and Welfare</td>
<td>29</td>
</tr>
<tr>
<td>Interior</td>
<td>33</td>
</tr>
<tr>
<td>Justice</td>
<td>34</td>
</tr>
<tr>
<td>National Aeronautics and Space Administration</td>
<td>36</td>
</tr>
<tr>
<td>Post Office</td>
<td>39</td>
</tr>
<tr>
<td>Transportation</td>
<td>40</td>
</tr>
<tr>
<td>Treasury</td>
<td>42</td>
</tr>
<tr>
<td>Veterans Administration</td>
<td>43</td>
</tr>
</tbody>
</table>

**Section 2. Studies and Reports in Progress**

<table>
<thead>
<tr>
<th>Department/Liability</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture</td>
<td>47</td>
</tr>
</tbody>
</table>

**Defense**

<p>| Air Force | 54 |
| Army      | 59 |
| Navy      | 63 |</p>
<table>
<thead>
<tr>
<th>Agency</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>District of Columbia</td>
<td>72</td>
</tr>
<tr>
<td>General Services Administration</td>
<td>76</td>
</tr>
<tr>
<td>Health, Education, and Welfare</td>
<td>78</td>
</tr>
<tr>
<td>Interior</td>
<td>85</td>
</tr>
<tr>
<td>Justice</td>
<td>86</td>
</tr>
<tr>
<td>National Aeronautics and Space Administration</td>
<td>87</td>
</tr>
<tr>
<td>Post Office</td>
<td>88</td>
</tr>
<tr>
<td>Transportation</td>
<td>92</td>
</tr>
<tr>
<td>Treasury</td>
<td>93</td>
</tr>
<tr>
<td>Veterans Administration</td>
<td>96</td>
</tr>
<tr>
<td>Alphabetical Index to Studies and Reports</td>
<td>98</td>
</tr>
<tr>
<td>Subject Index</td>
<td>104</td>
</tr>
</tbody>
</table>
INTRODUCTION

In Fiscal Years 1967 and 1968, as part of their annual training report to the Civil Service Commission, fourteen agencies included information on 95 studies and reports relating to training and education. This directory has been compiled from those studies and reports.

Agencies had several purposes in conducting studies: Determining needs for training; developing training programs for effective manpower utilization; and evaluating specific training programs and particular training methods. For the most part, agencies used their own resources and personnel to perform the studies. In a few instances, however, this research was conducted by universities and other consultants.

The Fiscal Year 1968 directory includes studies started in FY 1967 and FY 1968. It is divided into two sections, "Studies and Reports Completed" and "Studies and Reports in Progress". A brief description of the study is given, and a contact for further information, usually with an address and telephone number, is provided. Future editions of the directory will include only newly-reported studies and an index to the FY 1968 directory, which will note pertinent changes in status or results. The FY 1968 directory, then, must be retained as a permanent reference document.
SECTION ONE
STUDIES AND REPORTS
COMPLETED
Title:
Fiscal Year 1968 Annual Report of the Joint Committee on Education for Government Service

Brief Description:
Since its establishment in 1936, this Committee has studied and made recommendations in such areas as U.S. assistance to developing countries, manpower planning in the Department of Agriculture and college graduate recruiting programs. Recently, new and developing curricula needs and the manpower planning for the Federal Service have been the main topics for review and study.

Performing Organization and Author:
U. S. Department of Agriculture and the National Association of State Universities and Land-Grant Colleges.

Publication Information:
A limited number are available free from:

Mrs. Dorothy Kravitz
Employee Development, Safety and Welfare Division
Office of Personnel
Room 341-W - Administration Building
Washington, D. C. 20250

Phone: DU 8-5957
Title:
Career Development Program

Brief Description:
The report outlines career development procedures for Plant Quarantine Division personnel describing promotion areas, career ladders, and the methods of selecting and documenting the selection of well-qualified employees for participation in career development programs. The development of data needed for these procedures, including employee evaluation and instructions to evaluators, is discussed in the publication.

Performing Organization and Author:
Plant Quarantine Division
Training Center Staff
Agricultural Research Service

Publication Information:
Copies are available at no cost from:
J. C. Frey
Assistant to the Director for Management
USDA-ARS, Plant Quarantine Division
Federal Center Building
Hyattsville, Maryland 20782
Phone: Code 111-8428
Title:

The Career Education Awards Program of the National Institute of Public Affairs

Brief Description:

The Career Education Awards Program provides an opportunity for promising young men and women in the public service to supplement and broaden their educational backgrounds, knowledge, and insights through a year of graduate level university study.

This evaluation was performed in order to:

- Permit early identification and correction of serious deficiencies
- Provide accurate and comprehensive data for early projections of the values and benefits which might accrue at a later date
- Develop historical data for later, more comprehensive studies and evaluations
- Gain insights and understanding of "short-term" effects of long-term educational experiences upon the participants, their agencies and the universities attended
- Identify trends and patterns in occupational mobility and career progression.

Performing Organization and Author:

Staff
Analysis and Evaluation Division
Bureau of Training
U. S. Civil Service Commission

Publication Information:

Albert G. Maltz
Chief
Analysis and Evaluation Division
Bureau of Training
1900 E Street, NW.
Washington, D. C. 20415

Phone: 632-6145
Title:
The Congressional Fellowship Program, A Study and Analysis

Brief Description:
The Congressional Fellowship Program provides an opportunity for Federal executives to learn first-hand about the U. S. Congress in operation through work assignments with members of Congress and staffs of Congressional committees.

This paper presents a comprehensive overview of the Program, as well as a report of the reactions of participants to the Program. Information for analysis was obtained from the files of the American Political Science Association and the Civil Service Commission, from post-program evaluations prepared by Fellows, and from responses to a survey questionnaire.

Performing Organization and Author:
Joseph E. Gnas
Analysis and Evaluation Division
Bureau of Training
U. S. Civil Service Commission

Publication Information:
Albert G. Maltz
Chief
Analysis and Evaluation Division
Bureau of Training, Room 2512
U. S. Civil Service Commission
1900 E Street, NW.
Washington, D. C. 20415

Phone: 632-6145
Title:

Education Level of Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations

Brief Description:

The study was undertaken to discover the educational backgrounds and level of employees in Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations.

Performing Organization and Author:

Mrs. A. Y. Kent, Chief
Civilian Personnel Division, AFESSCB
Headquarters, USAF

Publication Information:

A limited number of copies are available at no cost from:

Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division AFESSCB
Headquarters, USAF
The Pentagon
Washington, D. C. 20330

Phone: OK 5-7158
Title:

Education Level of Permanent Civilian Employees at Holloman Air Force Base, New Mexico

Brief Description:

As a part of the Operation MUST, the study was undertaken to obtain data on the training employees have received through formal education in order to insure that employees' qualifications are being fully and effectively utilized. The study identifies employees by name, education level, age, grade, and pay plans. One of the primary uses of the study is the development of a program to encourage and assist employees with less than a high school education to obtain high school diplomas or equivalency certificates.

Performing Organization and Author:

Pat H. Crisman
Employee Development Specialist
Career Development Section
Holloman Air Force Base

Publication Information:

A limited number of copies may be obtained from:

Career Development Section
Civilian Personnel Branch
Personnel Division
6580th Air Base Group
Air Force Missile Development Center
Holloman Air Force Base, New Mexico 88330
Department of Defense

Air Force

Title:

Operation MUST Study—College Graduates Assigned to Positions in Grades GS-3 to GS-7 in Office of Secretary of the Air Force, the Air Staff and Serviced Field Organizations.

Brief Description:

The study was conducted to reflect progress in utilizing the capabilities of selected college graduates.

Performing Organization and Author:

Mrs. A. Y. Kent, Chief
Civilian Personnel Division, AFESSCB
Headquarters, USAF

Publication Information:

The report was published for circulation in Headquarters USAF. Copies are available from:

Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division, AFESSCB
Headquarters, USAF
The Pentagon
Washington, D. C. 20220

Phone: OX 5-7158
Department of Defense
Air Force

Title:
Operation MUST Study--Report of Employees with Two to Four Years of College Assigned to GS-3 to GS-7 Positions in Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations

Brief Description:
This study reflects progress in utilizing capabilities of employees with two to four years of college assigned, as of February 1967, to GS-3 to GS-7 positions in Headquarters, U.S. Air Force

Performing Organization and Author:
Mrs. A. Y. Kent, Chief
Civilian Personnel Division, AFESSCB
Headquarters, USAF

Publication Information:
The report has been published for circulation in Headquarters USAF. Copies are available from:

Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division, AFESSCB
Headquarters USAF
The Pentagon
Washington, D.C. 20330

Phone: OX 5-7158
Title:

Brief Description:
This study is a joint effort by the two major state educational institutions (University of New Mexico and New Mexico State University) to ascertain the future educational needs of personnel in the area and to plan to meet these needs.

Performing Organization and Author:
Carey L. O'Bryan, Jr.
Director of Graduate and Continuing Education Center
University of New Mexico

-and-

Joint Educational Study Committee composed of professors from the University of New Mexico and New Mexico State University.

Publication Information:
A technical report of a recommended plan to meet the educational needs of the specified area is available at no cost from:

Dr. Steinhoff
MDGC, Air Force Missile Development Center
Holloman AFB, New Mexico 88330
Title:
Summary and Analysis of Long-Term Training, Fiscal Years 1962-1966

Brief Description:
The study is a detailed analysis of Air Force long-term training activities over a five year period. The definition of long-term training was limited to programs of 120 days or more in colleges or universities, Armed Forces colleges and Air Force Institute of Technology programs. Apprentice programs, work-study programs and factory training of more than 120 days duration were excluded. Tables indicating participating universities and Government institutions, major fields of study, grade levels of participants, and current employee status are supplied.

Performing Organization and Author:
John F. Kozelentz
Directorate of Civilian Personnel
Headquarters, USAF

Publication Information:
Copies can be obtained from:
Milton J. Feldman
Chief, Career Development Branch
Employee Programs Division
Directorate of Civilian Personnel
Headquarters, USAF
The Pentagon
Washington, D.C. 20330

Phone: Code 11-66403
Department of Defense

Air Force

Title:
Summer Employment Program

Brief Description:
The report is an analysis of the composition and the performance and training of summer employees during Fiscal Year 1966. Three employee groups are recognized and studied: student assistants, stenographers and typists and student aids from the Youth Opportunity Campaign.

Performing Organization and Author:
Mrs. A. Y. Kent, Chief
Civilian Personnel Division, AFESSCB
Headquarters USAF

Publication Information:
A limited number of copies at no cost are available from:

Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division, AFESSCB
Headquarters USAF
The Pentagon
Washington, D. C. 20330

Phone: OX 5-7158
A Comprehensive Review of the Department of the Army Management Intern Program

The study is an analysis of the participants in the management intern program in the Department of the Army with emphasis on educational background, opportunities for women, rate of advancement, and percent of interns who leave the program.

Dorothy E. Beck and Dorothy L. E. Reed
Training and Development Branch
Staff Civilian Personnel Division

Availability limited. Copies available at no cost from:

Mr. Spencer Logan, Coordinator
Army Management Intern Program
Staff Civilian Personnel Division
Department of the Army
Washington, D. C. 20310

Phone: Code 117-7589
Title:

Educational and Professional Development Program for Engineering Personnel

Brief Description:

The study was done to provide a program whereby AVCOM engineering personnel can maintain professional and technical competence for more effective and efficient mission accomplishment and to furnish greater incentive for engineers and engineering technicians to remain with and seek out AVCOM for desirable employment.

Performing Organization and Author:

Dr. James M. McKelvey
Dean, School of Engineering and Applied Science
Washington University
St. Louis, Missouri

Publication Information:

The report was published in March 1968.

Mr. Bruce Ford
Employment Development Officer
U.S. Army Aviation Materiel Command
St. Louis, Missouri 63100

Phone: Autovon 698-3501
Title: An Evaluation of An Effective Listening Program

Brief Description: The report discusses a program given at White Sands using Xerox Corporation's "Effective Listening" tapes. Evaluation criteria were set and it was found that, for White Sands' purposes, the program was valid.

Performing Organization and Author:
Michal E. Brady, Training Administrator
Training and Development Branch
Personnel and Training Division
White Sands Missile Range, New Mexico 88001

Publication Information:
A limited number of copies are available without charge from:

Mr. James M. Patton
Chief, Training Development Branch
Civilian Personnel and Training Division
White Sands Missile Range, New Mexico 88001

Phone: Area Code 915-678-5832
Title:
Graduate Education Needs in the Quad-Cities

Brief Description:
The study was conducted to provide information concerning the nature and scope of the need for graduate education by employers and employees in the quad-cities region of Iowa and Illinois.

Three profiles were considered in determining the design of the graduate program to be developed. They are: (1) the profile of capacity—determined by the magnitude and pattern of resources available; (2) the profile of demand—determined by the magnitude and pattern of employer needs; and (3) the profile of consumer interest—determined by the pattern of interests of individuals and their motivation. Questionnaires were sent to employers in commerce, government, education, industry and military installations in the area and to their college graduate employees. Results were compiled and analyzed by a private research corporation at the request of the Quad-Cities Council in which the U.S. Army Weapons Command at Rock Island participates.

Performing Organization and Author:
William Spickerman
Spindletop Research Corporation
Iron Works Road
Lexington, Kentucky 40501

Publication Information:
Copies available from:
U. S. Army Weapons Command
Rock Island Arsenal
Rock Island, Illinois 61202
Department of Defense
Army

Title:
Joint University Committee for Educational Study

Brief Description:
The Committee, composed of four professors from New Mexico State University and four professors from the University of New Mexico, studied the educational programs and investigated the graduate and undergraduate educational needs of the White Sands area.

The determination of needs was made by the analysis of a questionnaire and interviews given to employees at White Sands and neighboring facilities and through fact-finding visits to other off-campus centers.

Performing Organization and Author:
Dr. Jack Soules, Director
Committee for Educational Study

Publication Information:
A limited number of copies are available at no cost from:
Dr. Jack Soules, Director
Committee for Educational Study
Professor of Physics
New Mexico State University
Las Cruces, New Mexico 88001
Title:
Per Diem for Long-Term Training

Brief Description:
The study was done to determine a fair and reasonable arsenal-wide per diem rate for students involved in long-term training not regulated by special DOD agencies and/or conditions. A standardized family size was established to promote the establishment of a standard housing cost; the criteria are included in the report. Data was requested from eighty institutions of higher learning throughout the U.S. regarding the cost of furnished housing and utilities in the area. Conclusions were:

(1) The Missile Command per diem rate for non-regulated long-term training should be as follows:
   (a) First 30 days - $16.00 per day
   (b) All succeeding days - $5.50 per day

(2) No per diem will be paid for training within commuting distance of the Missile Command at Redstone Arsenal.

Performing Organization and Author:
Mr. Robert A. Harris
Office of Comptroller and Director of Programs
U.S. Army Missile Command

Publication Information:
Copies will be furnished upon request by contacting:
Training and Development Division
Civilian Personnel Office
U.S. Army Missile Command
Redstone Arsenal, Alabama 35809
Phone: Area Code 205-267-1200
Title:

Delegation of Authority for Approval of Training in Non-Government Facilities

Brief Description:

This report reviews the effectiveness of the delegation of authority by the Navy Department to field installations to approve training in excess of 80 hours at non-Government facilities. It was found that naval activities, both departmental and field, adhered to the criteria governing the use of non-Government facilities. The non-Government facilities and their frequency of use were identified. Other studies and reports relating to this aspect of training were considered. In essence, the field activities effectively administered the authority delegated to them. It is recommended that the delegation be made permanent.

Performing Organization and Author:

Programs Support Division
Training Branch
Office of Civilian Manpower Management

Publication Information:

A limited number of copies are available at no cost from:

Mr. A. T. McMahon
Director
Office of Civilian Manpower Management
Navy Department
Washington, D. C. 20390

Phone: Code 11-45861
Title:


Brief Description:

A study of the multitude of forms and procedures required in requesting approval, obligating funds, effecting enrollment and recording and reporting of training and course participation. This study was undertaken with the hopes of reducing the number of forms and levels of authority required to effect and report employee development activities. It was concluded that one form could be adopted for use, thereby eliminating four to eight forms.

Performing Organization and Author:

E. Steinman, Management Analyst
District Management Assistance Office
12th Naval District
San Francisco, California 91341

Publication Information:

Not Available.
Title:

Report on Medical-Dental Apprenticeship, Summer 1967

Brief Description:

The report describes an apprenticeship program in which medical and dental students are provided a view of community health in terms of socio-economic factors. During the orientation period, the apprentices fill out Student Expectation Sheets. Throughout the ten-week program, they prepare written reports and participate in evaluation sessions. At the end of the apprenticeship, they are given highly structured evaluation forms which they compare with their Expectation Sheets to determine how fully their needs were met. All of these reports and evaluations were compiled for the present report.

Performing Organization and Author:

Elizabeth E. Harvey, Training Officer
Training Section, Personnel Division
- under the supervision of -
Charles R. Hayman, M.D., M.P.H.
Associate Director for Preventive Services
- and -
Apprenticeship Program Director
D.C. Department of Public Health
- Sponsored by -
Public Health Service, Health Education and Welfare

Publication Information:

Limited copies of the report are available. The price may be obtained from:

Elizabeth E. Harvey, Training Officer
Training Section, Personnel Division
D.C. Department of Public Health
801 North Capitol Street - Room 221
Washington, D.C. 20002

Phone: 629-4253
Title:

Brief Description:
These two reports describe the development of a three track career ladder in the D. C. Department of Public Welfare. The tracks encompass welfare workers with a Master's degree in social work (Track 1), a Bachelor's degree in social work (Track 2) and those with some or no college education (Track 3). The major distinctions in job task among the three categories are: Track 1: diagnostic rehabilitative and treatment focused; Track 2: eligibility, rehabilitative and preventive focused; Track 3: task focused. The program was initiated to compensate for the shortage of graduate and baccalaureate degree workers. Further study and evaluation of the career system is planned.

Performing Organization and Author:
Dr. Oscar J. Kurtz
Staff Development Officer
D. C. Department of Public Welfare

Publication Information:
Available upon request at no cost from:
Special Assistant to the Director,
Staff Development
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D. C. 20001
Phone: 628-6000
Title:
Departmental Orientation Plan

Brief Description:
The program report covers determining feasibility, material to be covered and detailed proposals for accomplishment, both short and long range, of the orientation. Essentially, the proposal is for two orientation programs, one for professional and managerial staff and one for all other employees, both to be held monthly. The general orientation, as proposed, will consist of an all-day session devoted to presentation of the Department's activities and an explanation and discussion of employee benefits. The professional orientation will consist of the same general briefing plus a more extensive orientation to the Department which will be accomplished through tours and discussions on-site. The program includes printed materials, visual aids, lectures and small discussion meetings.

Performing Organization and Author:
Jeane Everhart Rothman
Staff Development Officer
D. C. Department of Public Welfare

Publication Information:
Available upon request at no cost:

Mrs. Betty J. Queen
Special Assistant to the Director,
Staff Development
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D. C. 20001

Phone: Code 137-3098
Title:
Proposal for Training and Work Experience for New Career (Scheuer) Trainees in the D. C. Department of Public Welfare

Brief Description:
A plan has been developed for the employment of case aides and counselor aides as proposed under the Scheuer Amendment to the Economic Opportunity Act of 1964. Prospective new employees receive pre-employment training and are given equal opportunity for career advancement with all Department employees.

Performing Organization and Author:
Dr. Oscar J. Kurtz
Staff Development Officer
D. C. Department of Public Welfare

Publication Information:
Copies are available from:
Dr. Oscar J. Kurtz
Staff Development Officer
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D. C. 20001
Phone: Code 137-2171, or 629-2171
District of Columbia Government
Department of Public Welfare

Title:
Training Course for "Aide Personnel"

Brief Description:
The aim of the project was to develop course content, methods, and techniques in preparing counselor aides and case aides, and then to determine course applicability and effectiveness. It was a companion project to the Three Track Career Ladder System.

Performing Organization and Author:
Mrs. Nancy H. Bennett
-and-
Dr. Oscar J. Kurtz
D. C. Department of Public Welfare

Publication Information:
Copies of the course as well as a description and evaluation of the project may be obtained from:

Dr. Oscar J. Kurtz
Staff Development Officer
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D.C. 20001

Phone: Code 137-2171, or 629-2171
Title:
Survey of Training and Development

Brief Description:
The survey was conducted to determine whether appropriate and balanced consideration was given to employees' needs for training. Interviews were conducted with all division and office directors in Washington headquarters, with the managers of the Detroit and Philadelphia regional offices, with a wide sampling of training coordinators and with recent and advanced trainees and graduates of both in-house and externally given courses.

Performing Organization and Author:
Mr. C. O. Magnetti, Chief
Classification and Standards Section
Office of Personnel

Publication Information:
Copies of the survey are available from:
Mr. C. O. Magnetti, Chief
Classification and Standards Section
Office of Personnel
General Accounting Office
Washington, D. C. 20548

Phone: Code 129-3679
Title: Guides for Planning High School Completion

Brief Description:
The guide resulted from a survey of all General Services Administration employees in Washington, Oregon, Idaho, Montana, and Alaska which showed that a substantial number wished to complete their high school education. The purpose of the guide is to provide these employees information about starting a high-school completion program. It contains information on types of completion, availability of counseling, the General Equivalency Diploma test, arrangement for schooling, home study program, credits and requirements, costs, and lists of resources for obtaining high school completion training, testing counseling and certification.

Performing Organization and Author:
Mr. Roy L. Huntington,
Chief, Training and Development Function
Regional Personnel Division

Publication Information:
Copies are available at no charge:
Mr. Roy L. Huntington
Chief, Training and Development Function
General Services Administration
Auburn, Washington, 98002
Phone: Area Code 206-833-5957
Title:

Training for Those Who Get Things Done Through People
(Supervisors and Managers)

Brief Description:

This report was done as a management intern final project. It is a study of supervisory training needs in General Services Administration's Region 6 (North Dakota, South Dakota, Minnesota, Iowa, Nebraska, Kansas and Mississippi), and includes a survey of three sources and types of training which could be used for a comprehensive internal supervisory training program. These sources are considered in view of the region's existing training needs. The study concludes with recommendations for regional coverage.

Performing Organization and Author:

Miss Arlene Schley
Chief, Training and Development Function
Regional Personnel Division
General Services Administration
1500 E. Bannister Road
Kansas City, Missouri 64131

Publication Information:

Additional copies for distribution were not made.

For information, contact:

Mr. Joel B. Gerstle
Director
Training and Development Division
General Services Administration Building
Room 1145
18th and F Street, NW.
Washington, D.C. 20405

Phone: Code 183-4641
Title:
Letterwriting Workshops—An Evaluation Study

Brief Description:
As a result of a survey of incoming letters and dictated replies the Bureau of Hearings and Appeals organized letter-writing workshops for employees who compose and edit letters. The report includes the organization and content of the classroom session, materials required, methods of evaluation and a summary of the results.

Performing Organization and Author:
Zola F. Elliott
Training Specialist
Orientation and Training Branch
Division of Field Operations
Bureau of Hearings and Appeals

Publication Information:
Copies may be obtained from:
Mr. Carl L. Hofer
Chief, Orientation and Training Branch
Bureau of Hearings and Appeals
Health, Education and Welfare
South Building, Room 4118
330 C. Street, SW
Washington, D. C. 20201
Phone: 557-1695
Title:
The Effect of Hospital Orientation on Attitudes Toward Mental Illness

Brief Description:
This is a replication of a study conducted by the author in 1964 on the effect of orientation on the attitudes toward mental illness of new non-medical employees.

Fifty-four statements of opinions or ideas about mental illness and mental patients are distributed to new non-medical employees upon their entry to the hospital and again four months later after they have had the opportunity to attend classes on mental illness, care of patients, treatment and rehabilitation and be taken on a tour of a ward.

Performing Organization and Author:
Helen J. Chistrup
Formerly, Acting Employee Development Officer
Office of Personnel
Saint Elizabeth's Hospital

Publication Information:
An article based on the report will be submitted to a psychological journal upon completion. For information, contact:

Helen J. Chistrup
Personnel Psychologist at
General Service Administration
Personnel Management Staff
General Service Administration
18th and F Street, NW.
Washington, D. C. 20405

Phone: Code 183-4247
Title:

Feasibility of Using CCTV in Training in the Social Security Administration Central Office

Brief Description:

An informal study was conducted to examine various types of closed circuit television equipment, written equipment specifications, studies conducted by other agencies and to compare equipment capabilities with the training needs of Social Security Administration. This study resulted in a decision to purchase a portable CCTV System for extended experimentation purposes.

Performing Organization and Author:

Mr. Claude Stripling
Division of Employee Development
Office of Administration
Social Security Administration

Publication Information:

For further information, contact:

Frank G. Matejik, Director
Division of Employee Development
Office of Administration
Social Security Administration
Baltimore, Maryland 20203

Phone: Code 130-2408
Title:
Validation of Programmed Instruction Series--Instructional Methods and Techniques

Brief Description:
The report describes a study conducted to test the validity of a programmed instruction package and to determine the student difficulty in regard to structure and content of the program. Students received a battery of tests and a subject profile. Results were tabulated through the use of statistical techniques with emphasis on factors affecting retention, learning, communication techniques and methods of instruction, samples of tests, subject profiles, objectives of programmed texts, training aids, criterion tests and frame analysis are included in the appendix to the report.

Performing Organization and Author:
Mr. Liston A. George, Chief
Training Methods and Standards Section
Division of Employee Development
Office of Administration

Publication Information:
Copies are available in limited quantity at no cost from:
Mr. Frank G. Matejik, Director
Division of Employee Development
Office of Administration
Social Security Administration
Baltimore, Maryland 20203
Phone: Code 130-2408
Title:

Occupation and Organization Guides for Park Operations

Brief Description:

The report results from a thorough study of operations in National Parks, and guidelines for Park Management, for Park Service Personnel, Qualification Standards and Work Descriptions for Park Managers, Park Rangers, Park Aides, and Technicians are included.

Performing Organization and Author:

Field Operations Study Team
U. S. Park Service

Publication Information:

The publication is not available for distribution to other agencies; but under special circumstances, a copy may be obtained from:

Ivan D. Parker, Chief
Employment and Employee Relations Branch
Division of Personnel Management
and Manpower Development
National Park Service
Washington, D. C. 20240

Phone: Code 183-38891
Title:
An Analysis of the Education and Training Systems at Milan, Michigan and Terre Haute, Indiana

Brief Description:
The purpose of the study was to analyze the existing education and training systems at the Terre Haute Penitentiary and the Milan Federal Correctional Institution. This analysis included investigating, describing and evaluating the systems.

Each education and training system was studied in regard to:
- need
- objectives
- resources
- instructional staff
- evaluation
- environment
- constraints
- management and administration
- classification and assignment
- education and training program

Performing Organization and Author:
William D. Hilt
Norman R. Agostino
Ronald J. Cress
Battelle Memorial Institute
Columbus Laboratories
Columbus, Ohio

Publication Information:
Copies may be obtained from:
U. S. Penitentiary
Terre Haute, Indiana 47800
-or-
Battelle Memorial Institute
Columbus Laboratories
505 King Avenue
Columbus, Ohio 43201
Title: Video-Tape Utilization

Brief Description: An analysis was conducted regarding the use of video-tape equipment in the academic and vocational training of inmates and in training employees in human relations aspects.

Performing Organization and Author:

Henry F. Bohne, Personnel Officer
Lex Enyart, Supervisor of Education
Federal Youth Center
Englewood, Colorado 80110

Publication Information:

Copies are available at no cost from:

Personnel Officer
Federal Youth Center
Englewood, Colorado 80110
National Aeronautics and Space Administration

Title:

An Evaluation of the Manned Spacecraft Center's Management Intern Program

Brief Description:

The study was conducted through an analysis of responses to two questionnaires, one to interns and one to interns' supervisors, and an analysis of intern career progress. Both questionnaires and response tallies for each are included in the appendix to the report.

Performing Organization and Author:

Dr. Albert Rosenthal
Professor of Public Administration
University of Minnesota

Publication Information:

Copies available from:

Mr. Richard E. Stephen
Management Research Center BM22
NASA Manned Spacecraft Center
Houston, Texas 77058
Title:
NASA and the Federal Management Intern Program

Brief Description:
This study is an examination and an analysis of NASA's Management Intern Program. It reports the educational background, agency retention and evaluation of the Interns. The study also includes a description of Federal procedures for intern testing and recruiting and a discussion of criteria for hiring interns at NASA.

Performing Organization and Author:
Jack K. Pound
Vivian M. Slack
Program Management Branch
Personnel Division

Publication Information:
Copies are available from:
Program Management Branch
Personnel Division
NASA Headquarters
Washington, D. C. 20546
Phone: Code 13-34967
Title:
The Research and Development Engineer as a Manager: An Analysis of the Management Development Needs at the National Aeronautics and Space Administration Manned Space Craft Center.

Brief Description:
This study was undertaken as part of the Resident Research Fellowship Program co-sponsored by the Manned Space Craft Center and the College of Business, Oklahoma State University. Its purpose is determining engineers' qualifications as managers and identifying their specific needs for improvement in management skills. The report includes a summary of pertinent literature, a discussion of the methodology used in the study, the results of the needs survey, conclusions drawn, and recommendations for management training.

Performing Organization and Author:
Mr. John Michael Crockett
Oklahoma State University
For National Aeronautics and Space Administration's Manned Space Craft Center

Publication Information:
Copies are available without charge by contacting:
Mr. Wayne Whittington
University Programs Office
National Aeronautics and Space Administration's Manned Space Craft Center
Houston, Texas 77058

Phone: Area Code 713-483-4007
Title:

Error Checking Device Study

Brief Description:

The study was conducted to determine whether the installation of a special error-checking device on letter sorter machines accelerates the training or reduces errors of operators of the machine. If the study proves that installation of the device accelerates the learning process or significantly reduces errors, all future purchases of the training equipment will include the device.

Performing Organization and Author:

Post Office Department coordinating with Levy Associates.

Publication Information:

The study has not been published. For further information, contact:

Mr. Julian Z. March
Employee Development Office
Bureau of Personnel
Post Office Department
Washington, D. C. 20260

Phone: Code 177-8578
Department of Transportation
Coast Guard

Title:
Project IMPROVE (Identification of Management and Personnel Responsibilities to Provide and Accept Opportunities for Improvement Through Vocational and Educational Programs)

Brief Description:
The study was undertaken to provide basic training in mathematics, electronics and a high school equivalency program for civilian employees. Interviews and employee questionnaires were used to determine training needs. IMPROVE is a cooperative effort of the Coast Guard facilities at Elizabeth City and local and state boards of education.

Performing Organization and Author:
J. L. Kranke and J. J. Cowan
Coast Guard Aircraft Repair and Supply Center
Elizabeth City, North Carolina 27909

Publication Information:
Commandant
U. S. Coast Guard Headquarters
1300 E Street, N.W.
Washington, D. C. 20591
Phone: Code 184-8104, or W04-8104
Title:
Research Report on Civilian Personnel Improvement Program: Interview and Test Phase

Brief Description:
The report describes an Employee Improvement Program which has been established to assist Coast Guard employees in General Schedule Grades 1, 2, and 3 to qualify for promotional opportunities that require greater skills and knowledge. To achieve this development, after-hours courses are offered on a voluntary basis and at no cost to participants. In order that participants in these courses may be classified and enrolled in accordance with their interests and abilities, a program of interviewing and testing was conducted. All employees in the first three General Schedule grades were included. The interviewing procedure was used to determine the employees' motivational readiness for and general interest in training, past educational attainments, job interests, immediate and future job goals, and also to determine whether the employees were willing to take tests as required for student placement. The purpose of the testing program was to assist in determining the academic readiness level, i.e., present academic achievement level and aptitude level of interested employees.

Performing Organization and Author:
AMCM John B. Fuller, USCG
Planning and Programming Branch
Office of Personnel
U. S. Coast Guard Headquarters

Publication Information:
The report is not to be published for distribution. For further information, contact:
Mr. J. L. Kranke
Chief, Employee Development and College Relations Branch
U. S. Coast Guard Headquarters
1300 E Street, N.W.
Washington, D. C. 20591
Phone: Code 184-8104, or W04-8104
Title:
Evaluation of an IRS Field Experiment in Organization Development Through the Use of the Managerial Grid

Brief Description:
The purpose of this study is to:
1. Evaluate the effects of the Managerial Grid approach to organization development.
2. Determine the conditions under which the Grid approach is most effective.
3. Make recommendations on the future use of the Grid program in the IRS.

Performing Organization and Author:
Harvard University - Louis B. Barnes
Larry E. Greiner
Paul Leitch

Publication Information:
Publication was expected in December 1968 through the Harvard University Press in a series of articles for professional journals.

For information, contact:
Mr. Steve Meltzer
Internal Revenue Service
1111 Constitution Avenue, NW.
Washington, D. C. 20224
Phone: Code 184-4422
Veterans Administration

Title:
An Occupational Analysis of Job Satisfaction in a Public Hospital

Brief Description:
This report is the first phase of a research project conducted in a publicly owned U.S. Hospital. The project was designed to explore the reasons people work in hospitals. The general purpose of this research report is to identify and investigate the attitudes of hospital employees towards their role in order to improve labor-management relations and to recognize the psychological advantages and disadvantages of hospital work in order to maximize job satisfaction. The specific objective of this report is to investigate the relationship between the employees' occupation and: (1) the degree to which their jobs provide them with a sense of recognition, achievement, status, and potential advancement, and (2) satisfaction with their salaries.

Performing Organization and Author:
Mr. David E. Schrieber
Mr. Stanley Sloan
Management Institute
University of Wisconsin
for: Veterans Administration

Publication Information:
Study has been submitted to the "Hospital Management Journal" by the University.

A few mimeographed copies are available without charge from:

Chief, Personnel Division
Veterans Administration Hospital
2500 Overlook Terrace
Madison, Wisconsin 53705

Phone: Area Code 608-256-1901
Title:
Personnel Management Tests - True-False Tests Help Determine Training Needs

Brief Description:
This is a report of the experimental use of a true-false test in determining training needs in the basic areas of personnel management.

Performing Organization and Author:
James F. Oakes
Veterans Administration Center
Personnel Division
Canandaigua, New York 14424

Publication Information:
The article was published in the Personnel Information Bulletin, Veterans Administration. Copies can be obtained while they last at no charge from:

Office of Personnel
Room 1144
Veterans Administration Central Office
Washington, D.C. 20420

Phone: Code 148-3101
Veterans Administration

Title:
Survey of Potential for Training, Retraining and Education of Health Services Personnel

Brief Description:
The study surveys the potential for and traces the development of a cooperative training program between the University of Alabama Medical School and the Veterans Administration Hospital adjacent to the Medical School campus in Birmingham. The program offers training to degree and non-degree personnel.

Performing Organization and Author:
C. G. Cox, Director
Veterans Administration Hospital
Birmingham, Alabama

Publication Information:
Copies are available from:

C. G. Cox, Director
Veterans Administration Hospital
700 South 19th Street
Birmingham, Alabama 35223

Phone: Area Code 205-324-6581
Veterans Administration

Title:
Training Program for 1967 Summer Employees

Brief Description:

A training program (Learn While You Earn), including individual and group counseling, was developed for forty-seven culturally, educationally, or economically disadvantaged youths hired as Summer Working Aids under the President's Youth Opportunity Campaign and enrollees assigned to the VA Center by Community Agencies under the Neighborhood Youth Corps Program. The program involved the use of summer employee college students, one of whom was majoring in psychology, who, under the guidance of a professional psychologist, administered and scored tests, assisted in selection for job assignments which involved rotation, and assisted in counseling and exit interviews. Other college students who were majoring in education functioned as instructors in the subjects of English and Vocabulary Building, and Basic Mathematics. An employee with commercial school teaching experience served as the typing class instructor.

Publication Information:

A limited supply of a condensed account of the program is available without cost from:

Mr. William D. Haig
Personnel Officer
Veterans Administration Center
P. O. Box 8079
Philadelphia, Pennsylvania 19101

Phone: Area Code 215-GE8-5200, Extension, 534
SECTION TWO
STUDIES AND REPORTS
IN PROGRESS
Title:
Career Planning - Selection and Development of Personnel - Grades GS-12 and up

Brief Description:
This project is the outcome of a questionnaire "Position Inventory", compiled by all professionals GS-12 and above. From the information training and development programs for each position in the Division will be programmed.

One important part of this project is to develop procedures for critical selection of potential supervisors and managers who will undergo intensive training for development.

Performing Organization and Author:
Harold S. Shirakawo
Plant Quarantine Division Training Center

Status of Study:
Completion is expected by the end of FY 1969. The report will be published as a Plant Quarantine Memorandum and/or Manual Part.

Contact for Information:
J. S. Frey, Assistant to the Director for Management
USDA-ARS, Plant Quarantine Division
Federal Center Building
Hyattsville, Maryland 20782
Phone: Area Code 202-388-8423
Title:
Selection Procedure for Training and Promotion

Brief Description:
The project was undertaken to recommend procedures by which the most qualified employee would be selected for developmental training and promotion.

The two categories of study were:
(1) Obtaining, Recording, and Retrieving Information needed for the Selection Procedure. This involved (a) requirements of the position (job profiles) and (b) qualification of eligibles.

(2) Promotion Transfer Policy. This part of the study resulted in (a) recommendations for a new transfer and promotion policy, (b) open application versus closed selections.

Performing Organization and Author:
Harold S. Shirakawo
Plant Quarantine Division Training Center

Status of Study:
Completion is expected during early FY 1969. The study will be published as a Plant Quarantine Memorandum and/or Manual Part, if appropriate to the Career Development Program.

Contact for Information:
J. S. Frey, Assistant to the Director for Management
USDA-ARS, Plant Quarantine Division
Federal Center Building
Hyattsville, Maryland  20782

Phone: Area Code 202-388-8423
Department of Agriculture
Consumer and Marketing Service

Title:
Accelerated Clerical Training (ACT-I)

Brief Description:
This is a project for the study, development, and implementation of self-instructional classroom based courses for training of employees in clerical and stenographic positions.

Performing Organization and Author:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service

Status of Study:
Initial implementation of the course was expected September 1968, with final results by January 1969.

Following validation of the course(s), publication of findings and results will be made in appropriate training publications.

Contact for Information:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service
U.S. Department of Agriculture
Independence Avenue, SW.
Washington, D. C. 20250

Phone: DU 8-6235
Department of Agriculture
Consumer and Marketing Service

Title:
Training Systems

Brief Description:
The project is to determine the feasibility of application and implementation of a systematic approach to training activities within a decentralized organization. Included are items such as requirements of a training system, establishing benchmarks, and existing information at source.

Performing Organization and Author:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service

Status of Study:
The system is to be implemented over a 5-year period that began July 1968. The completed system will be available for review, although publication is not currently planned.

Contact for Information:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service
U.S. Department of Agriculture
Independence Avenue, SW.
Washington, D. C. 20250

Phone: DU 8-6235
Title:
Use of planning networks in training course development and administration.

Brief Description:
This is a study on the application and use of planning networks, such as PERT and CPN, as a useful tool in developing and administering training courses.

Performing Organization and Author:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service

Status of Study:
Report will be ready by January 1969.

Results of study and conclusion will be published in appropriate training journals.

Contact for Information:
Warren A. Searls, Chief
Employee Development Branch
Personnel Division
Consumer and Marketing Service
U.S. Department of Agriculture
Independence Avenue, S.W.
Washington, D.C. 20251

Phone: DU 8-6235
Title: Evaluation of Region 6 Organization Development Training Program

Brief Description: The study analyzes the influence of the Organizational Development Program on the effectiveness of management in Region 6.

Performing Organization and Author: Dr. Milton K. Davis
Region 6, Forest Service

Status of Study: Expected completion date was July 30, 1968. The evaluation is not to be published.

Contact for Information: Dr. Milton K. Davis
Resident Psychologist
Personnel
Region 6, Forest Service
Portland, Oregon 97200
Title:
Educational Level of Civilian Employees at Norton Air Force Base

Brief Description:
This study is aimed at designing and evaluating a self-development program at Norton Air Force Base for civilian employees who do not have a high school diploma or its equivalent.

Performing Organization and Author:
J. E. Waddell
Employee and Career Development Section
Norton Air Force Base

Status of Study:
This study is conducted in conjunction with the master's thesis, and the initial proposal has been submitted to the Chapman College Board. Completion date is estimated at December 31, 1968.

Publication plans at this time are indefinite. However, pending the outcome of the study, it is anticipated that extracts will be submitted to various professional journals.

Contact for Information:
Mr. J. E. Waddell, Chief
Employee and Career Development Section
Civilian Personnel Office
Norton AFB, California 92409

Phone: Area Code 714-382-3607
Title:

Mapping, Charting and Geodesy Career Development Plan

Brief Description:

The rapidly evolving technology combined with competition for scientific personnel has caused ACIC difficulty in the "market place". To attract and retain high potential employees, a future must be offered. The Career Development Plan for MC&G personnel is an attempt to answer the "where" and "how" career-wise for these people.

The program shall include all employees in the competitive service at grade GS-5 and above in the following series:

- GS-1301-0 Physical Scientist
- GS-1330-0 Astronomer
- GS-1370-0 Cartographer
- GS-1372-0 Geodesist
- GS-1520-0 Mathematician

Performing Organization and Author:

H. E. McClintock
Employee and Career Branch
Hq. ACIC (ACPT)

Status of Study:

The program is being further revised and refined in consonance with the present guidelines established. It was planned to have this program implemented at ACIC in October 1968.

Contact for Information:

H. E. McClintock, Chief
Employee and Career Development Branch
Hq. ACIC(ACPT)
8900 South Broadway
St. Louis, Missouri 63125
Title:
Minority Group Participation in Air Force Apprenticeship and Related Civilian Training Programs

Brief Description:
This statistical study includes the total number of participants in each type of training, with a racial and sex breakdown for each course.

Performing Organization and Author:
Mr. Edward Moulis
Employee Development Specialist
Directorate of Civilian Personnel

Status of Study:
Completion and publication dates are indefinite.

Contact for Information:
Mr. Milton Feldman, Chief
Training Programs Branch
Directorate of Civilian Personnel
Department of Air Force
Munitions Building
20th and Constitution Avenue, NW.
Washington, D. C. 20333

Phone: OX 6-1483
Title:
Needs for Continuing Education of Air Force Military and Civilian Personnel

Brief Description:
Using Wright-Patterson Air Force Base as the Air Force sample, the team is exploring the needs of AF military and civilian personnel for continuing education.

Performing Organization and Author:
AFLT Residence College and Ohio State University team

Status of Study:
Plans are indefinite.

Contact for Information:
Professor C. J. Bredgman
Office of Aerospace Research
AFLT Residence College
Wright-Patterson AFB, Ohio 45433

Phone: Area Code 415-726-1494
Title:
Study of GS-1 through GS-4 Employees Not Promoted for Three Years or More; Study of GS-5 Employees Not Promoted for Three Years or More; Study of GS-6 Employees Not Promoted for Three Years or More; Review of Class Series Having Five or Fewer Positions.

Brief Description:
These studies are four in a series of projects being planned and accomplished as part of the Hq USAF Affirmative Action Plan to locate underutilized employees. The objectives are to: take corrective action for full utilization, insure that there is no discrimination contributing to failure to achieve full utilization, and determine program changes needed to insure fullest possible utilization of all employees. Projects dealing with employees not promoted for three years or more will be initiated on a phased basis to cover employees in grades through GS-14.

Performing Organization and Author:
Mrs. A. Y. Kent, Chief
Civilian Personnel Division, AFESSCB
Headquarters USAF

Status of Study:
Completion of all studies listed above was planned within first quarter of Fiscal Year 69. The reports will be published for circulation in Headquarters USAF.

Contact for Information:
Mrs. Elizabeth Mohanny
Career Development and Training Branch
Civilian Personnel Division, AFESSCB
Headquarters USAF
The Pentagon
Washington, D. C. 20330

Phone: OX 5-7158
Department of Defense
Army

Title:
Attitudes Changes Accomplished by Supervisory Training

Brief Description:
Trainees were exposed to human relations training and attitudinal changes measured.

Performing Organization and Author:
Richard O. Johnson, Chief
Training and Service Branch
U. S. Army-Tank-Automotive Command

Status of Study:
Conclusive results were received from analysis of small experimental and control groups. The study will continue for a year, with completion expected in July 1969.

Contact for Information:
Halina Brynski
Employee Development Officer
U. S. Army-Tank-Automotive Command
Warren, Michigan 48090

Phone: Area Code 313-756-1000, Extension, 26249
Autovon 772-3400
Department of Defense
Army

Title:
Leadership-Followership Preferences

Brief Description:
The study was done to determine the extent to which leadership-
followership preferences of supervisors and employees contribute
to problems of employee management relations. Participants
included University of Texas students, inmates and officers at
La Tuna Federal Correctional Institution, White Sands Missile
Range employees and their supervisors.

Performing Organization and Author:
Mr. Michael E. Brady
Training Administrator
Training and Service Branch
Civilian Personnel Division
White Sands Missile Range

Status of Study:
Study is expected to be completed in Fiscal Year 1969.
There are no publication plans to date.

Contact for Information:
Mr. James M. Patton
Chief, Training and Service Branch
White Sands Missile Range,
New Mexico 88002

Phone: Area Code 915-678-5832
Title:

Middle Management Institute: Effectiveness

Brief Description:

The study data includes a profile of participants in the Middle Management Institute, a survey of the knowledge and attitudes of participants prior to training; a survey of opinions and attitudes of employees supervised by participants, and a post-course critique. A re-survey of the participants and subordinates was conducted in the fall of 1968 to determine changed attitudes and effectiveness that may be attributable to training.

Performing Organization and Author:

Richard O. Johnson
Chief, Training and Development Branch
Division, Personnel and Training Directorate
U. S. Army Tank-Automotive Command

Status of Study:

Completion date was December 1968. Publication is for internal distribution only.

Contact for Information:

Morris F. Ames
Employee Development Officer
U. S. Army Tank-Automotive Command
Warren, Michigan 48090

Phone: Area Code 313-756-1000, Extension 26249
Autovon 722-3400
Title: Operation MUST Program

Brief Description: This project for civilian employees was undertaken to provide the command with up-to-date information on skills training, training completed, and to assist in the planning and the development of training and better manpower utilization programs.

Performing Organization and Author: Mr. W. M. D'Antignac, Chief Civilian Personnel Section

Status of Study: This project is to be completed during Fiscal Year 1969. There are no publication plans.

Contact for Information: Miss Gladys L. Hall Employee Development Officer Civilian Personnel Section USA School Training Center Fort Gordon, Georgia 30905 Phone: Code 404-431-1480, Extension 4015
Title:
Communicating with Disadvantaged Youth—A Dictionary of "In" Talk

Brief Description:
The source for the dictionary was the "hip" talk or slang used by YOC and NYC summer employees at the Naval Supply Center, Oakland.

Performing Organization and Author:
Miss Sandra G. Koser
Employee Development Assistant
Naval Supply Center, Oakland

Status of Study:
Expected completion date was September 3, 1968.

Contact for Information:
Copies are available for management's internal use from:
Philip D. Warren
Director, Training Division
Naval Supply Center
Oakland, California  94625
Phone: Area Code 415-466-5843
Title:
Comparative Study of Modified Correspondence Study for Foreign National Apprentices versus Conventional Classroom Training

Brief Descriptions:
A controlled group using correspondence courses in scheduled supervised study is being conducted. At the end of the study and after a reasonable time for evaluation, their progress will be compared with a similar group using conventional methods of study.

Performing Organization and Author:
Mack A. Curtis
Supervisory Employee Development Specialist
Employee Development Division
Base Industrial Relations Office, Subic Bay

Status of Study:
The projected completion date is late 1969.

Contact for Information:
For further information, contact:
Commander E. H. Belton, Executive Officer
U. S. Navy Public Works Center
Subic Bay, Philippine Islands
Department of Defense
Navy

Title:
Control Techniques Used In a Course On Management Theories and Principles.

Brief Description:
The study is an analysis of the control techniques used by a consultant in teaching a course on management theories and principles.

Performing Organization and Author:
Earnestine Doherty
Employee Development Specialist
Training Division
Naval Supply Center, Oakland

Status of Study:
Expected completion date was July 26, 1968.

Contact for Information:
Copies are available for management's internal use from:

Philip D. Warren
Director, Training Division
Naval Supply Center
Oakland, California 94625

Phone: Area Code 415-466-5843
Title:
Orientation Training Survey

Brief Description:
A survey was made of the types of civilian orientation training conducted in Naval activities for civilians. The findings, conclusions, summary of data and recommendations will be published.

Performing Organization and Author:
John S. Burton
Staff Director
Regional Office of Civilian Manpower Management, Jacksonville

Status of Study:
The expected completion date was July 31, 1968. The publication will be issued to all Naval activities in ROCM Jacksonville Region.

Contact for Information:
William H. Conway
Employee Development Specialist
ROCM
Jacksonville, Florida 32212

Phone: Area Code 904-772-3341
Autovon 467-3341
Department of Defense
Navy

Title:
Proposal for an Instructional Television Network/NRDL Link

Brief Description:
Stanford University proposes to initiate a new instructional TV Network which will link the University with the surrounding industrial/government community by means of 4 channels of television. Company classrooms will be linked back to campus by radio transmitters enabling 2-way audio communications during live (not taped) lectures. A comprehensive educational program is planned. Study at NRDL was undertaken to determine appropriateness of such a network for educational requirements. Data is being gathered on cost per trainee per academic hour and per man-hour for various types of professional and technical training. Also, a survey was made of immediate and long-term needs in the field of engineering. The Education Committee will review present costs, current and projected training plans and budget and will advise the Technical Director and Commanding Officer of their recommendations.

Performing Organization and Author:
C. B. Moyer
Civilian Personnel Officer
Education Committee
Naval Refuse Laboratory
San Francisco, California 94135

Status of Study:
Tentative completion date was September 1968.

Contact for Information:
Donald Grace, Associate Dean
School of Engineering
Stanford University
Stanford, California 94305

Phone: Area Code 415-321-3300, Extension 273
Title:
Quality Assurance Training Program

Brief Description:
The report describes the results of a study into the training requirements of all levels of quality assurance personnel. It includes outlines of training for inspectors and for management, a list of reference documents, and a sampling inspection by attributes.

Performing Organization and Author:
Mr. John E. Hubard
Supervisory General Engineer
Naval Ammunition Depot

Status of Study:
Publications plans are indefinite.

Contact for information:
P. K. Brooksbank
Classification and Employee Development Specialist
Naval Ammunition Depot
Saint Juliens Creek
Portsmouth, Virginia 23702

Phone: Code 487-4338
Department of Defense
Navy

Title:
Study of Apprenticeship and Other Skills Training

Brief Description:
Twenty-four Naval activities employing 95 percent of all Navy apprentices have been visited and studied. Of special concern are length of apprenticeship, the level of central control over the program, the standardization of courses and curriculum, the adoption of new teaching methodology, the relationship of the apprentice program to other skills development programs, the funding of apprentice training and the reduction of training costs.

Performing Organization and Author:
R. A. Crosby
Consultant for Special Studies
Office of Civilian Manpower Management
Department of the Navy

Status of Study:
Publication will be for Navy use only.

Contact for Information:
R. A. Crosby
Consultant for Special Studies
Office of Civilian Manpower Management
Department of the Navy
Washington, D. C. 20370

Phone: Code 114-5814
Department of Defense
Navy

Title:
Study of the Fiscal Year 1966 Navy Department Long-Term Training Program

Brief Description:
Through the use of three questionnaires, one to participants, one to their supervisors, and one to the top management of the sponsoring activities, the study group evaluated the worth of the program. The goals of the study included improving trainee utilization, trainee selection and administration of the program.

Performing Organization and Author:
Training Branch
Office of Civilian Manpower Management
Department of Navy

Status of Study:
When completed, the study will be published for the information and guidance of personnel responsible for administering the program at headquarters and activity levels.

Contact for Information:
S. P. Dudzik
Head, Training Branch
Office of Civilian Manpower Management
Department of Navy
Washington, D. C. 20370

Phone: Code 11-45812
Title:
Training and Development to Meet Skills Shortages

Brief Description:
The purpose of the study is to determine the estimated losses of skilled manpower through retirements and other separation for the next five fiscal years, and to provide guides for training and development to meet the resulting shortages.

Performing Organization and Author:
Office of Civilian Manpower Management
Department of the Navy

Status of Study:
The report will soon be published for Navy distribution only.

Contact for Information:
Office of Civilian Manpower Management
Department of Navy
Washington, D.C. 20370

Phone: Code 11-48411
Title:  
Career Development Program for Real Estate Assessors

Brief Description:  
During Fiscal Year 1968 the J. L. Jacobs Company of Chicago, Illinois prepared, under contract with the Finance Office, a curriculum of study for the in-service portion of the career program. Eight training sessions based on material in the curriculum were conducted by assigned senior assessors. As each session is developed, lesson plans and training aids are collected in what will become a training manual to supplement the curriculum. Sixteen three-hour classes of in-service training are planned for fiscal year 1969 in addition to a forty hour consolidated program in December which will employ outside authorities in the assessment field. Liberal use will be made of outside courses available in the Washington area. The Finance Office is participating in a pilot program to test a new programmed instruction course recently developed by the International Association of Assessing Officers.

Performing Organization and Author:  
Property Tax Division  
Finance Office  
District of Columbia Government

Status of Study:  
Most of the developmental work on this continuing project will be completed by the end of Fiscal Year 1969. There are no publication plans.

Contact for Information:  
Department of General Administration  
Finance Office  
District of Columbia Government  
300 Indiana Avenue, N.W.  
Washington, D.C. 20001
Title:

Supervisor Identification and Development Program

Brief Description:

The study was made to determine the most effective means of providing an adequate, well-qualified and efficient team of supervisors within the Finance Office. Upon completion of the study, procedures will be developed whereby supervisory potential at all levels may be identified at the earliest possible time, and a systematic program of supervisory development will be designed and implemented.

Performing Organization and Author:

Employee Development Officer
Management Planning Staff
Finance Office
District of Columbia Government

Status of Study:

The study was to be completed by the end of 1968. Identification procedures will be established and in effect, and a development program designed and implemented by June 30, 1969.

There are no publication plans.

Contact for Information:

Department of General Administration
Finance Office
District of Columbia Government
300 Indiana Avenue, NW.
Washington, D.C. 20001
Analysis of the Employee Development Program in the Public Assistance Division of the Department of Public Welfare.

Brief Description:

The study was based on such factors as: (1) the effectiveness of the training program in meeting training goals; (2) whether training goals as defined, realistically describe the needs of the trainee, the Public Assistance Division and the Department; (3) whether there has been the most effective and efficient use of training staff personnel and other available training resources.

Difficulties were found in the original training proposal. The structure and content of the training program need to be revised so that these concepts may be applied more effectively.

Performing Organization and Author:

Dr. Oscar J. Kurtz
Staff Development Specialist
Public Assistance Division

Status of Study:

Completion date was November 1968.

Contact for Information:

Xerox copies available from:

Mrs. Betty J. Queen
Special Assistant to Director
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D. C. 20001

Phone: 629-3098
District of Columbia Government
Department of Public Welfare

Title:
Management Development Plan for Department of Public Welfare

Brief Description:
The author advocates an eclectic approach to management development utilizing the concepts of operations research, the functional approach to management, and the applications of behavioral science. She believes it much easier to develop ability in management techniques on the part of social scientists than to effect the changes in attitude which are required of those managers in disciplines outside the behavioral sciences. The plan has two phases: (1) development of management strategy with top management, and (2) development of formal courses to provide those skills and knowledges which can be acquired in the classroom.

Performing Organization and Author:
Jean Everhart Rothman
Staff Development Officer
Office of Special Assistant to the Director

Status of Study:
Publication was planned for September 1968.

Contact for Information:
Jean Everhart Rothman
Staff Development Officer
to the Director
D. C. Department of Public Welfare
122 C Street, NW.
Washington, D. C. 20001
Title: Employee Training Needs

Brief Description: The purpose of the study was to establish liaison with the unions, their leadership, and members to encourage GSA employees, especially those in minority groups, to present their opinions as to training needs.

Performing Organization and Author: Regional Personnel Division General Services Administration

Status of Study: There are no publication plans for the study, which was to be completed by Mid-Fiscal Year 1969.

Contact for Information:

Mr. George J. Arnstein
Regional Personnel Officer
General Services Administration
26 Federal Plaza
New York, New York 10007

Phone: Area Code 217-264-8318
General Services Administration

Title:
TAPS: Technical Assistance Program

Brief Description:
This is a study of the feasibility of adopting TAPS; the Technical Assistance Program is now being used in the Census Bureau of the Department of Commerce. This program is designed to identify lower grade employees whose knowledge or skills are not being fully utilized and to link them with professional personnel who are burdened with subprofessional tasks.

Performing Organization and Author:
Regional Personnel Division
General Services Administration

Status of Study:
There are no publication plans for the study, which was to be completed by mid-Fiscal Year 1969.

Contact for Information:
Mr. George J. Arnstein, Regional Personnel Officer
General Services Administration
26 Federal Plaza
New York, New York 10007

Phone: Area Code 212-264-8318
Department of Health, Education and Welfare

**Title:**
University Extension Center Study

**Brief Description:**
The study explores feasibility and makes recommendations for a Center to provide:

a. Courses leading to increased knowledge and skills not available through interagency training
b. Courses appropriate for agency sponsorship under GETA
c. College level credit acceptable toward a degree where feasible
d. A location immediately accessible to the majority of Government employees (facilities available in new Federal Office Building through courtesy of IRS and GSA).

**Performing Organization and Author:**

A three-man team is performing the study:

Elmer Morenz, Training Specialist, Internal Revenue Service
Robert Carlton, Training Director, Cincinnati Post Office
Raymond C. Claydon, Personnel Officer, National Center for Urban and Industrial Health

**Status of Study:**

A preliminary report was expected Fall 1968. A report of the findings will be made to the Federal Business Administration and major agency heads.

**Contact for Information:**

Paul A. Schuster, President
Federal Business Administration of Greater Cincinnati
5112 Federal Office Building
P. O. Box 1818
Cincinnati, Ohio 45202

Phone: Area Code 513-684-2422
Title:

Training Methods Program

Brief Description:

This evaluation of training aids used in the current short course is being done to determine training aids required for courses under development, as well as future course needs. These training aids and activities include:

- Movies
- TV tapes
- Slide Series
- Overhead slide lectures
- Computer assisted instruction
- Seminars, workshops, and role-playing activities.

Performing Organization and Author:

J. S. Ferguson
Chief, Training Methods
Training Program
National Center for Urban and Industrial Health

Status of Study:

The expected completion date is June 1, 1969. Publication plans have not been determined.

Contact for Information:

J. S. Ferguson
Chief, Training Methods
Training Program
National Center for Urban and Industrial Health
4676 Columbia Parkway
Cincinnati, Ohio 45226

Phone: Area Code 513-871-1820, Extension 204
Title:

Evaluation of Changes in Attitudes toward Tuberculosis as a Result of A Four-Day Workshop for Public Health Nurses

Brief Description:

An evaluation of whether recent exposure to current concepts of tuberculosis epidemiology, diagnosis, treatment and control would result in a replacement of old attitudes about tuberculosis with current facts. The study is based on a 25-item questionnaire constructed by Dr. George Hanzel of the Western Pennsylvania Hospital, Pittsburgh, Pennsylvania. The questionnaire was given at the very beginning of the workshop and repeated at the very end. A t-test was used to examine the statistical significance of difference between mean scores. The following comparisons between pre- and post-test means are currently being made:

a) For the total group
b) By year received nursing degree
c) By project area.

Performing Organization and Author:

Seth N. Leibler, Education Department
Chief, Training Unit
Tuberculosis Program
National Communicable Disease Center

Status of Study:

The expected completion date was July 31, 1968. At this time it is uncertain where and when the Study will be published.

Contact for Information:

Seth N. Leibler, Education Department
Chief, Training Unit
Tuberculosis Program
National Communicable Disease Center
1600 Clifton Road, N. E.
Atlanta, Georgia 30322
Title:

A Pilot Study Of Effects Of A Simulation-Based Training Session

Brief Description:

Prior to the initial session of a 3-day tuberculosis symposium the attending physicians filled out a questionnaire asking what they would do regarding certain aspects of tuberculosis control. Instead of didactic material being presented to the audience, the method used was a series of carefully constructed case studies specifically designed to illustrate particular objectives for this training session. The participants were required to participate in the decision-making process on a number of patients as though they were examining these patients on the job. After a 3-month period, the same questionnaire will be sent to the participants. An examination of differences between mean scores will be made by the use of t-tests. Comparisons will be made between pre- and post-test mean scores for the total group, medical speciality, geographic area, and date of graduation from medical school.

Performing Organization and Author:

Seth N. Leibler, Education Department
Chief, Training Unit
Tuberculosis Program
National Communicable Disease Center

Status of Study:

The expected completion date was August 30, 1968. The study is to be published.

Contact for Information:

Seth N. Leibler, Education Department
Chief, Training Unit
Tuberculosis Program
National Communicable Disease Center
1600 Clifton Road, N. E.
Atlanta, Georgia 30322
Title:
On-The-Job Training of Claims Authorizer GS-7 Trainees

Brief Description:
During the fiscal year, approximately 20 claims authorizers, GS-7 trainees, were assigned to two sections for the on-the-job phase of their training. Their work was reviewed by several experienced journeymen claims authorizers (GS-10) working in the same section. This procedure differed from the usual assignment of trainees to the various 19 sections in the branch. A study is being conducted to determine the rate of progress of the trainees in the special groups. It will also include the rate of turnover of the trainees and the overall adjustment to the work atmosphere by the trainees.

Performing Organization and Author:
Claims Authorization Branch
Chicago Payment Center
Social Security Administration

Status of Study:
The expected completion date was July 5, 1968.

Contact for Information:
Mr. Julius Berman
Regional Representative
Retirement and Survivors Insurance
Chicago Payment Center
Social Security Administration
165 North Canal Street
Chicago, Illinois 60606

Phone: Area Code 312-353-4800
Department of Health, Education and Welfare
Social Security Administration

Title:

Project on Diagnostic Testing and Career Development Program--Property Management Personnel

Brief Description:

A diagnostic testing and career development program was initiated in the Property Management Branch in the Spring of 1967. The California Achievement Test Battery was administered to 62 Branch employees who indicated an interest in the program being offered. The tests were analyzed by the test construction firm and then by the Division of Employee Development. Each participating employee was interviewed and counseled regarding his weaknesses and specific training needs that would enhance his chances for promotion. Plans to follow through with the results of the counseling and establish appropriate training courses have been initiated.

The study is not yet completed. Training courses are now being developed to meet the needs of those who participated in the tests. Response to the courses by the employees involved will be a major factor in evaluating the program.

Performing Organization and Author:

Mr. Frank G. Matejik, Director
Division of Employee Development
Office of Social Security Administration

Status of Study:

There are no publication plans currently.

Contact for Information:

Mr. Frank G. Matejik, Director
Division of Employee Development
Office of Social Security Administration
Baltimore, Maryland 21235

Phone: Code 130-2408
Title:

Project on Special Educational Guidance

Brief Description:

The project was designed as a special experimental effort to improve the skills of 85 selected employees who appeared to be operating below their potential capacity. Extensive guidance and concentrated educational programs, including evening classes, programmed instruction and self-study for the employees in the project have been provided. After these employees completed their educational programs, a survey was conducted to determine whether there was an improvement in job performance and in ability to perform on promotional examinations and tests. The Division of Personnel has compiled survey data on individual goal attainment.

Performing Organization and Author:

Dr. Samuel J. Sprol, Chief
Personnel Research and Evaluation Section
Division of Personnel
Social Security Administration

Status of Study:

Publication was scheduled for January 1969. Copies will be available to Government agencies.

Contact for Further Information:

Dr. Samuel J. Sprol, Chief
Personnel Research and Evaluation Section
Division of Personnel
Social Security Administration
Baltimore, Maryland 20203

Phone: Code 130-4895
Department of the Interior
Bureau of Indian Affairs

Title:
Supervisory Understanding of Personnel Management Authority Delegations

Brief Description:
The study, implemented on a bureau-wide basis during Fiscal Year 1967, has been undertaken by using a questionnaire which is to be completed by all supervisory personnel. It is expected that the information gained from this effort will be useful in determining supervisory training needs relative to personnel management responsibilities and management operating methods.

Performing Organization and Author:
Mr. Daniel Daughhetee
Office of Personnel
Bureau of Indian Affairs

Status of Study:
A composite report will be compiled and published in the Washington Office.

Contact for information:
Mr. Daniel Daughhetee
Office of Personnel
Bureau of Indian Affairs
Department of the Interior
Washington, D.C. 20240

Phone: Code 183-945
Title:
Feasibility of Correctional Interns

Brief Description:
A program of placing students majoring in Correctional Administration in part-time work-study assignments is being considered as a means of acquiring young, well-trained correctional counselors.

Performing Organization and Author:
Ronald Montgomery
Personnel Officer
Allen Hancock Junior College

Status of Study:
Publication plans are undetermined.

Contact for Information:
Ronald Montgomery
Personnel Officer
Allen Hancock Junior College
Santa Maria, California 93454
Title:
Engineering Refresher Training Program

Brief Description:
This study was initiated to determine what training would be required to up-date and improve the engineering capabilities of MSFC personnel with emphasis on the training being accomplished in-house.

Performing Organization and Author:
James F. Dowdy
Marshall Space Flight Center
National Aeronautics and Space Administration

Status of Study:
Expected completion date was December 1968, with results to be published thereafter.

Contact for Information:
James F. Dowdy, MA-PT
Marshall Space Flight Center
National Aeronautics and Space Administration
Marshall SFC, Alabama 35812

Phone: Area Code 205-876-7150
Title:

ADP Maintenance Training Study

Brief Description:

The study will determine how training of craft personnel involved in maintenance of automotive data processing equipment can be best accomplished.

Performing Organization and Author:

Mr. W. Doy Brown
Employee Development Officer
Bureau of Personnel, Training Division
Departmental Headquarters
Post Office Department

Status of Study:

The completion date is not yet determined.

Contact for Information:

Mr. W. Doy Brown
Employee Development Officer
Bureau of Personnel, Training Division
Departmental Headquarters
Post Office Department
Washington, D. C. 20260

Phone: Code 177-8578
Title:

Development of Scheme Training Machine (Device) and Test Study Program

Brief Description:

The feasibility of developing a Sorting Case Simulator Training Machine (Device) to accelerate scheme training and improve related mail processing operations has been determined. The device would simulate the actual mail sorting operation for city primary, city secondary, or state schemes. Test studies will take place at selected Post Offices after the device is developed.

Performing Organization and Author:

Dr. R. Ray Roberts
Employee Development Officer
Post Office Department

Status of Study:

Development is to be completed by April 1969, the test study by December 1969. There are no publication plans.

Contact for Information:

Dr. R. Ray Roberts
Employee Development Officer
Bureau of Training
Training Division
Department Headquarters
Post Office Department
Washington, D. C. 20260

Phone: Code 177-8578
Title:
Feasibility of the Learning Laboratory Method of Training

Brief Description:
The study will determine feasibility of use of a laboratory or classroom, stocked with self-instructional training materials (Programmed Instruction format), to train personnel, on their own time, for higher-level skills.

Performing Organization and Author:
Mr. Julian Z. March
Employee Development Officer
Bureau of Personnel
Training Division
Department Headquarters
Post Office Department

Status of Study:
The expected completion date is June 30, 1969.

Contact for Information:
Mr. Julian Z. March
Employee Development Officer
Bureau of Personnel
Training Division
Department Headquarters
Post Office Department
Washington, D. C. 20260

Phone: Code 177-8578
Title:

Use of Tape Recorders for Learning Schemes

Brief Description:

Tape recording equipment was loaned to employees for the purpose of learning schemes.

Performing Organization and Author:

Mr. Orin T. Howard
Postmaster, Santa Cruz
Post Office Department

Status of Study:

The expected completion date was December 1968.

Contact for Information:

Mr. Orin T. Howard
Postmaster
Post Office Department
Santa Cruz, California 95060

Phone: Area code 415-423-9320
Title:

Experimental Aviation Technology Curricula in Junior Colleges

Brief Description:

The agency has initiated a major project to make more effective use of the nation's educational system as one resource for long range manpower recruiting. One part of this project includes establishing a series of experimental aviation technology programs in a number of junior colleges throughout the country. The primary aim of these programs would be to develop potential future employees who would be well equipped to function in a computer oriented air transportation environment. Since such personnel would be highly competitive for certain aviation industries as well as jobs in the broader aviation community, part of the project includes working with key elements of the aviation community and industry to identify broad job families common to both the FAA and the aviation community. Following this identification is the determination of skills and knowledge needed in such jobs so that these data can be translated into responsive, practical curricula.

Performing Organization and Author:

Lawrence M. Bott
Chief, Education/Training
Methods/Technique Analysis
Manpower and Planning Staff
Federal Aviation Administration

Status of Study:

Experimental aviation technology programs are to be under way by fall 1969; evaluation of results followed by appropriate action to be completed by 1972. An agency directive setting forth goals, concepts, policy and guidelines will be issued.

Contact for Information:

Lawrence M. Bott
Chief, Education/Training
Methods/Technique Analysis
Manpower and Planning Staff
Federal Aviation Administration
800 Independence Avenue, SW
Washington, D. C. 20590

Phone: 962-7848
Title:

On-The-Job Training in Alcohol and Tobacco Tax (Permissive) Area

Brief Description:

Most of the training in the Permissive area of the Alcohol and Tobacco Tax Division is on-the-job training. This study is expected to result in modernized program procedures, reduced program costs and greater job satisfaction for individuals. It began with a task analysis of the jobs involved and will continue through the various necessary steps to design a new procedure.

Performing Organization and Author:

Mr. David Duarte
Employee Development Specialist
Internal Revenue Service

Status of Study:

Completion is expected in the third quarter of Fiscal Year 1969. Publication will be for internal use only.

Contact for Information:

Mr. David Duarte
Employee Development Specialist
Internal Revenue Service
1111 Constitution Avenue, N.W.
Washington, D. C. 20224

Phone: Code 184-4135
Department of the Treasury
Internal Revenue Service

Title:
Revenue Agent Training Program

Brief Description:
The study investigates the areas of recruitment standards, the instructor cadre for training courses, the subject matter which should be covered in training courses, and the methods of instruction which should be used in both classroom and on-the-job training.

Performing Organization and Author:
Professor Hart Wright, Professor Law
University of Michigan
- and -
Professor Harry Donnelley, Professor of Accounting
Delaware State College

Status of Study:
Publication for internal use is expected in first quarter Fiscal Year 1969.

Contact for Information:
Orion Birdsall
Chief, Technical Programs Sections
Internal Revenue Service
1111 Constitution Avenue, N.W.
Washington, D.C. 20224

Phone: Code 184-4135
Title:
Staff-Study—Internal Revenue Service Accounting Correspondence Courses

Brief Description:
This study of the present in-service correspondence courses, their currency and usefulness, is a comparative evaluation of available college and university correspondence courses which might be used with or in place of the in-service courses.

Performing Organization and Author:
Dr. Otha Gray
Staff Assistant to Director,
Audit Division
Internal Revenue Service

Status of Study:
Publication is expected in first quarter Fiscal Year 1969.

Contact for Information:
Mr. Victor E. Rock, Jr.
Employee Development Specialist
Internal Revenue Service
1111 Constitution Avenue, NW.
Washington, D. C. 20224

Phone: Code 196-4135
Title:
Audio-Visual Facilities, Use and Needs in Medical Program at Veterans Administration Center, Togus, Maine.

Brief Description:
This is a study of programs, facilities and training needs to determine the kind, type, and quantity of Audio-Visual programs best suited to medical education in this community.

Performing Organization and Author:
Norman L. Coles, Ph. D.
Consultant
National Medical Audio-Visual Center
Atlanta, Georgia

Status of Study:
Upon completion of the study, a report will be submitted to the Department of Medicine and Surgery.

Contact for Further Information:
Veterans Administration
Department of Medicine and Surgery
Veterans Administration Center
Togus, Maine  04330

Phone: Area Code 207-623-8411
Veterans Administration

Title:
Training of Disadvantaged Summer Workers

Brief Description:
This project is designed to improve the educational attainments and skills of more than 40 culturally, educationally, or economically disadvantaged employees hired as Summer Working Aides under the President's Youth Opportunity Campaign and Neighborhood Youth Corps Enrollees sponsored by Community Action Groups in the Philadelphia area. New approaches including interest inventories and tests to determine trainee needs in English and Mathematics have been furnished by the School District of Philadelphia which is very interested and cooperating fully to help achieve the objectives of the program and surpass the accomplishments of the previous year. Plans are being formulated by the School District to follow-up on the progress of trainees who return to school in the fall.

Performing Organization and Author:
Mr. S. W. Melidosian, Manager
Veterans Administration Center
Philadelphia, Pennsylvania 19101

Status of Study:
The final report of this training was scheduled for completion by October 31, 1968. There are no publication plans.

Contact for Further Information:
Mr. William D. Haig
Chief, Personnel Division
Veterans Administration Center
Post Office Box 8079
Philadelphia, Pennsylvania 19101

Phone: Area Code 215-GE8-5200, Extension 534
# ALPHABETICAL INDEX

## SECTION ONE: COMPLETED STUDIES AND REPORTS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>An Analysis of the Education and Training Systems at Milan, Michigan and Terre Haute, Indiana</td>
<td>34</td>
</tr>
<tr>
<td>FY 1968 Annual Report of the Joint Committee on Education for Government Service</td>
<td>2</td>
</tr>
<tr>
<td>Career Development Program</td>
<td>3</td>
</tr>
<tr>
<td>The Career Education Awards Program of the National Institute of Public Affairs</td>
<td>4</td>
</tr>
<tr>
<td>A Comprehensive Review of Army Management Intern Program</td>
<td>13</td>
</tr>
<tr>
<td>The Congressional Fellowship Program, A Study and Analysis</td>
<td>5</td>
</tr>
<tr>
<td>Delegation of Authority for Approval of Training in Non-Government Facilities</td>
<td>19</td>
</tr>
<tr>
<td>Departmental Orientation Plan</td>
<td>23</td>
</tr>
<tr>
<td>Education Level of Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations</td>
<td>6</td>
</tr>
<tr>
<td>Education Level of Permanent Civilian Employees at Holloman Air Force Base, New Mexico</td>
<td>7</td>
</tr>
<tr>
<td>Educational and Professional Development Program for Engineering Personnel</td>
<td>14</td>
</tr>
<tr>
<td>The Effect of Hospital Orientation on Attitudes Toward Mental Illness</td>
<td>30</td>
</tr>
</tbody>
</table>
Error Checking Device Study 39
An Evaluation of an Effective Listening Program 15
Evaluation of an IRS Field Experiment in Organization Development Through the Use of the Managerial Grid 42
An Evaluation of the Manned Spacecraft Center's Management Intern Program 36
Feasibility of Using CCTV in Training in the Social Security Administration Central Office 31
Graduate Education Needs in the Quad-Cities 16
Guides for Planning High School Completion 27
Joint University Committee for Educational Study 17
Letterwriting Workshops—An Evaluation Study 29
NASA and the Federal Management Intern Program 37
Occupation and Organization Guides for Park Operations 33
An Occupational Analysis of Job Satisfaction in a Public Hospital 43
Operation MUST Study—College Graduates Assigned to Positions in Grades GS-3 to GS-7 in Office of Secretary of the Air Force, the Air Staff and Serviced Field Organizations 8
Operation MUST Study—Report of Employees with Two to Four Years of College Assigned to GS-3 to GS-7 Positions in Office, Secretary of the Air Force, the Air Staff and Serviced Field Organizations 9
Per Diem for Long-Term Training 18
Personnel Management Tests—True-False Tests Help Determine Training Needs 44
Project IMPROVE (Identification of Management and Personnel Responsibilities to Provide and Accept Opportunities for Improvement Through Vocational And Educational Programs) 40

Proposal for Training and Work Experience for New Career (Scheuer) Trainees in the D. C. Department of Public Welfare 24

Report on Medical-Dental Apprenticeship, Summer 1967 21

The Research and Development Engineer as a Manager: An Analysis of the Management Development Needs at the National Aeronautics and Space Administration Manned Space Craft Center 38

Research Report on Civilian Personnel Improvement Program: Interview and Test Phase 41

A Research Study of Future Educational Needs of Personnel at Holloman Air Force Base, White Sands Missile Range and Supporting Geographical Areas 10

Summary and Analysis of Long-Term Training, Fiscal Years 1962-1966 11

Summer Employment Program 12

Survey of Potential for Training, Retraining and Education of Health Services Personnel 45

Survey of Training and Development 26

Training Course for "Aide Personnel" 25

Training for Those Who Get Things Done Through People (Supervisors and Managers) 28

Training Program for 1967 Summer Employees 46

Validation of Programmed Instruction Series--Instructional Methods and Techniques 32

Video-Taped Utilization 35
## SECTION TWO: STUDIES AND REPORTS IN PROGRESS

<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerated Clerical Training (ACT-1)</td>
<td>50</td>
</tr>
<tr>
<td>ADP Maintenance Training Study</td>
<td>88</td>
</tr>
<tr>
<td>Analysis of the Employee Development Program in the Public Assistance Division of the Department of Public Welfare</td>
<td>74</td>
</tr>
<tr>
<td>Attitudes Changes Accomplished by Supervisory Training</td>
<td>59</td>
</tr>
<tr>
<td>Audio-Visual Facilities, Use and Needs in Medical Program at Veterans Administration Center, Togus, Maine</td>
<td>96</td>
</tr>
<tr>
<td>Career Development Program for Real Estate Assessors</td>
<td>72</td>
</tr>
<tr>
<td>Career Planning - Selection and Development of Personnel - Grades GS-12 and up</td>
<td>48</td>
</tr>
<tr>
<td>Communicating with Disadvantaged Youth-A Dictionary of &quot;In&quot; Talk</td>
<td>63</td>
</tr>
<tr>
<td>Comparative Study of Modified Correspondence Study for Foreign National Apprentices versus Conventional Classroom Training</td>
<td>64</td>
</tr>
<tr>
<td>Control Techniques Used In a Course On Management Theories and Principles</td>
<td>65</td>
</tr>
<tr>
<td>Development of Scheme Training Machine (Device) and Test Study Program</td>
<td>89</td>
</tr>
<tr>
<td>Educational Level of Civilian Employees at Norton Air Force Base</td>
<td>54</td>
</tr>
<tr>
<td>Employee Training Needs</td>
<td>76</td>
</tr>
<tr>
<td>Engineering Refresher Training Program</td>
<td>87</td>
</tr>
</tbody>
</table>
Evaluation of Changes in Attitudes toward Tuberculosis as a Result of A Four-Day Workshop for Public Health Nurses 80

Evaluation of Region 6 Organization Development Training Program 53

Experimental Aviation Technology Curricula in Junior Colleges 92

Feasibility of Correctional Interns 86

Feasibility of the Learning Laboratory Method of Training 90

Leadership-Followship Preferences 60

Management Development Plan for Department of Public Welfare 75

Mapping, Charting and Geodesy Career Development Plan 55

Middle Management Institute: Effectiveness 61

Minority Group Participation in Air Force Apprenticeship and Related Training Programs 56

Needs for Continuing Education of Air Force Military and Civilian Personnel 57

On-The-Job Training in Alcohol and Tobacco Tax (Permissive) Area 93

On-The-Job Training of Claims Authorizer GS-7 Trainees 82

Operation MUST Program 62

Orientation Training Survey 66

A Pilot Study Of Effects Of A Simulation-Based Training Session 81

Project on Diagnostic Testing and Career Development Program—Property Management Personnel 83
Project on Special Educational Guidance 84
Proposal for an Instructional Television Network/NRDL Link 67
Quality Assurance Training Program 68
Revenue Agent Training Program 94
Selection Procedure for Training and Promotion 49
Staff-Study-Internal Revenue Service Accounting Correspondence Courses 95
Study of Apprenticeship and Other Skills Training 69
Study of the Fiscal Year 1966 Navy Department Long-Term Training Program 70
Study of GS-1 through GS-4 Employees Not Promoted for Three Years or More; Study of GS-5 Employees Not Promoted for Three Years or More; Study of GS-6 Employees Not Promoted for Three Years or More; Review of Class Series Having Five or Fewer Positions 58
Supervisor Identification and Development Program 73
Supervisory Understanding of Personnel Management Authority Delegations 85
TAPS: Technical Assistance Program 77
Training and Development to Meet Skills Shortages 71
Training Methods Program 79
Training of Disadvantaged Summer Workers 97
Training Systems 51
University Extension Center Study 78
Use of Planning Networks in Training Course Development and Administration 52
Use of Tape Recorders for Learning Schemes 91
SUBJECT INDEX

Apprenticeship
   21, 68

Attitude Change
   30, 59, 80

Career Development Program
   3, 5, 22, 48, 53, 55, 72, 73, 75, 77, 83

Correspondence Study
   64, 95

Disadvantaged and Minority Groups
   56, 63, 97

Education Level
   6, 7, 54

Educational Needs
   2, 10, 16, 17, 27, 40, 45, 57, 78, 84

Employee Development
   4, 14, 26, 49, 53, 58, 74, 75, 84

Engineering Training
   38, 87

Evaluation
   4, 5, 11, 15, 25, 36, 42, 53, 61, 70, 74, 80

Intern Programs
   13, 36, 37, 86

Management
   13, 18, 19, 28, 36-38, 40, 42, 44, 52, 59-61, 65, 75, 85

Occupational Analysis
   33, 43

On-the-Job Training
   82, 93

Orientation
   23, 30, 66

Promotion
   49, 58
Skills Utilization
  8, 9, 62, 71, 77

Summer Employees
  12, 46, 97

Training Course Development
  25, 29, 50, 52, 68, 92, 94

Training Methods
  32, 79, 81, 90-92

Training Needs
  24, 26, 41, 45, 71, 76

Training Systems
  11, 18, 20, 34, 51

Training Technology
  31, 35, 39, 67, 89, 91, 96