

PROJECT ADMINISTRATION DATA SHEET

ORIGINAL REVISION NO.

Project No. X 35-503 DATE 9-4-81

Project Director: Dr. H. B. Roberson Co School/Dept Industrial Education

Sponsor: Asolid Mills, Inc. P.O. Box 607, Makati Commercial Center, Metro Manila, Philippines

Type Agreement: Contract/Purchase Order Dated 01-81

Award Period: From 7-3-81 To 7-24-81 (Performance) 7-24-81 (Reports)

Sponsor Amount: \$ 2240 ~~12/31/81~~ 12/31/81 Contracted through:

Cost Sharing: N/A 5/15/92 GTRI/~~92~~

Title: Consulting Services of Dr. Ben Roberson

ADMINISTRATIVE DATA

OCA Contact Jon S. Harty

1) Sponsor Technical Contact: _____ 2) Sponsor Admin/Contractual Matters: _____

David L. Wilson
Vice President, Production
(above address)

same

Defense Priority Rating: N/A

Security Classification: N/A

RESTRICTIONS

See Attached _____ Supplemental Information Sheet for Additional Requirements.

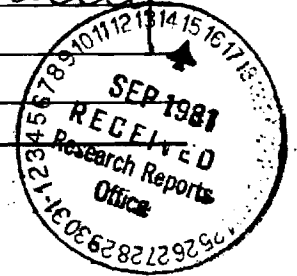
Travel: Foreign travel must have prior approval - Contact OCA in each case. Domestic travel requires sponsor approval where total will exceed greater of \$500 or 125% of approved proposal budget category.

} N/A
separate
arrangement.

Equipment: Title vests with N/A - none proposed

COMMENTS:

This is an unusual arrangement whereby the sponsor pays consulting fees to GTRI, but all other travel and living expenses directly to Dr. Roberson.



COPIES TO:

- Administrative Coordinator - J. Camp
- Research Property Management
- Accounting
- Procurement/EES Supply Services
- IRM OCA 4:781
- Research Security Services
- Reports Coordinator (OCA)
- Legal Services (OCA)
- Library
- EES Public Relations (2)
- Computer Input
- Project File
- Other _____

SPONSORED PROJECT TERMINATION SHEET

Date June 15, 1983

Project Title: Consulting Services of Dr. Ben Roberson

Project No: X-35-503

Project Director: Dr. H. B. Roberson

Sponsor: Solid Mills, Inc.

Effective Termination Date: 5/15/82

Clearance of Accounting Charges: --

Grant/Contract Closeout Actions Remaining:

- Final Invoice ~~and Closing Documents~~
- Final Fiscal Report
- Final Report of Inventions
- Govt. Property Inventory & Related Certificate
- Classified Material Certificate
- Other _____

Assigned to: Industrial Education (School/Laboratory)

COPIES TO:

Administrative Coordinator
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 Accounting
 Procurement/EES Supply Services

Research Security Services
 Reports ~~Coordinator~~ (OCA)
 Legal Services (OCA)
 Library

EES Public Relations (2)
 Computer Input
 Project File
 Other _____

Handwritten: 454

GEORGIA INSTITUTE OF TECHNOLOGY
ATLANTA, GEORGIA 30332

IN COOPERATION WITH
STATE DEPARTMENT OF EDUCATION
DIVISION OF VOCATIONAL SERVICES

INDUSTRIAL EDUCATION DEPARTMENT

September 14, 1981

Mr. David Wuson
Vice President, Production
Solid Mills, Inc.
P. O. Box 607
MCC Makati, Metro Manila
Philippines, 3124

Dear David:

The proposal has been completed. It is enclosed. There were many issues that had to be considered and then resolved. I am now confident that this proposal will satisfy your requirements for a dynamic training department that will be capable of maintaining an on-going training activity. We discussed many things during my visit and this proposal addresses and, I believe, satisfies our major concerns.

Mr. Clyde Cobb has read and studied this proposal. Clyde and I have talked about it. Clyde told me to tell you of our conversation and that he (Clyde) agrees with this proposal as it is. It is pleasing to me that Clyde likes the proposal because I have great respect for his opinions.

I have written to Mr. Siy, Mr. Stringfellow, and Mrs. Bulaong making appropriate suggestions and offering my assistance. Copies are enclosed for your information. I have also enclosed the additional information you requested and will forward any new information I receive.

I look forward to your response and the possibility of working closely with you during the next several years.

Sincerely,

Ben Roberson, Director
Industrial Education Department

BR/kw
Enclosures

Typical duties, responsibilities, and qualifications are provided on pages 9 to 11 of this proposal.

Initially, two assistant managers are suggested. The first would be responsible for trainers conducting management training activities while the second assistant manager would be responsible for trainers conducting job instruction activities. Each assistant manager would typically supervise eight to ten instructors. It should be recognized by upper management that the assistant manager responsible for job instruction training will have the greatest influence upon productivity and quality.

The first person to be designated should be a training manager. This person should have broad experience with company operations and solid working relations with present management. He or she would need to make a long term commitment to the training department and realize that three to five years would be required to build a quality training organization.

If this proposal is accepted, the Industrial Education Department of Georgia Tech will be glad to assist the management of Solid Mills in the selection of these people. It is suggested that no selections be made at this time and that future appointments be based on experience and qualifications. Suggested responsibilities, duties and qualifications for training department personnel are listed beginning on page 9 of this proposal.

SUGGESTED TRAINING FOR SELECTED EMPLOYEES OF SOLID MILLS

A five-year plan to provide Solid Mills with an effective self-sufficient training department is outlined in this proposal. Qualified people will be hired as trainers although it is expected that their direct training experience at the time of hiring will be minimal. These people, through training provided by Industrial Education, will acquire the experience and skills needed to insure the success of this new training activity.

The management of Solid Mills is expected to select seventy-five people to participate in the training offered through this plan. Twenty-five people will be in Group I and these people will be Vice Presidents and Managers. Group II will contain twenty-five people who are assistant managers. Group III will contain twenty-five people who have been selected to be potential trainers. It is requested that these seventy-five people have English reading, writing, listening, and comprehending proficiency. The success of this training plan will be greatly influenced by the ability of these people to use English.

YEAR - 1

A. Quarter 1 (4 weeks)

1. Four (4) week training session

a. provide management training to 75 employees in 3 groups.

1. Group I - Vice President & Managers (25)

2. Group II - Assistant Managers (25)

3. Group III - Potential Training Staff (25)

note: selection of 75 people to be made by Solid Mills' management and to be based on job responsibility and English proficiency.

b. provide instruction on 8 modules of 3 hours each

1. Principles of Management

2. Leadership

3. Steps to Effective Communication

4. Motivating the Employee

5. Supervisor/Employee Relations

6. Evaluating Your Employees

7. Controlling Absenteeism

8. Correct Way of Correcting

c. Four Week Schedule

This staggered schedule of groups is suggested to provide ample time for job responsibilities as well as class instruction. It can be changed or altered in any manner to fit the convenience of Solid Mills' management.

1. Week 1 - 2 days of travel

- 3 days of orientation to company and time

2. Week 2 - Monday: Group II, 9-12 noon

Group III, 1-4 p.m.

Tuesday: Group I, 9-12 noon

Group II, 1-4 p.m.

Wednesday: Training, consulting & advising,
9-4 p.m.

Thursday: Group I, 9-12 noon

Group III, 1-4 p.m.

Friday: Group II, 9-12 noon

Group III, 1-4 p.m.

Saturday: Group I, 9-12 noon

- 3. Week 3 - Monday: Group II, 9-12 noon
Group III, 1-4 p.m.
- Tuesday: Group I, 9-12 noon
Group II, 1-4 p.m.
- Wednesday: Training, consulting & advising
9-4 p.m.
- Thursday: Group I, 9-12 noon
Group III, 1-4 p.m.
- Friday: Group II, 9-12 noon
Group III, 1-4 p.m.
- Saturday: Group I, 9-12 noon
- 4. Week 4 - Monday: Group II, 9-12 noon
Group III, 1-4 p.m.
- Tuesday: Group I, 9-12 noon
Group II, 1-4 p.m.
- Wednesday: Group I, 9-12 noon
Group III, 1-4 p.m.
- Thursday: Training, consulting & advising
9-4 p.m.
Depart 5 p.m. flight
- Friday & Saturday: 2 days of travel

d. Equipment and Supplies

- 1. Equipment to be furnished by Solid Mills will include:
 - a. 1-16mm movie projector
 - b. 1-slide projector
 - c. 1-chalk board, chalk & eraser
 - d. 1-overhead projector
 - e. 1-screen
 - f. copying/printing machines

e. Facilities to be provided by Solid Mills

- 1. Modern classroom with comfortable seating at desk or tables
- 2. Bathroom facilities
- 3. Good lighting
- 4. Office space for instructors

f. Supplies

Films, printed course materials, handouts, student materials and related items required for teaching the 8 modules. (During the first 4-week training session the Industrial Education Department will supply all materials required to teach the modules.)

g. Secretarial staff

Solid Mills will be expected to identify one secretary to assist the Industrial Education staff.

2. Administrative Visit - I

- a. Director & Assistant Director from the Industrial Education Department will visit Solid Mills to evaluate results of 4-week session and to finalize the specifics of the program for the remainder of the year.

B. Quarter 2 (2 weeks)

Prior to initiating training in Quarter 2, the top 15 members of Group III will be identified and the other 10 members will be assigned back to their normal job responsibilities. Group III will begin to receive special instructor training. At this time, the Industrial Education staff will begin to emphasize instructor development, training department procedures, and the total training operations while continuing to offer training modules to Groups I, II & III.

1. Group I - 1-15 hr. course on Communication Skills, 9-12 noon Mon-Fri.
2. Group II - 1-15 hr. course on Communication Skill, 1-4 p.m., Mon-Fri.
3. Group III - 1-30 hr. course on Instructing Techniques, including Training Director Workshop information.

C. Quarter 2 (2 weeks)

1. Group I - 1-12 hr. module on Time Management, 9-12 noon, Mon-Fri.
1-3 hr. module on Supervisor & Problem Solving
2. Group II - 1-12 hr. module on Time Management, 9-12 noon, Mon-Fri.
1-3 hr. module on Supervisor & Problem Solving
3. Group III - 1-12 hr. module on Time Management
1-3 hr. module on Supervisor & Problem Solving
2 weeks of consultation/advising with Training Manager

D. Quarter 4 (3 weeks)

1. Group I - 1-24 hr. module on Work Measurement
2. Group II - 1-24 hr. module on Work Measurement
3. Group III - 1-24 hr. module on Work Measurement
3-week consulting for revising courses, modules and training manuals to reflect Solid Mills' philosophy and operating procedures.

YEAR - II

A. Third 1 (3 weeks)

1. Administrative Visit II: to finalize plans for program offerings during the second year of the program.
2. Group I - 1-8 hr. module on Supervisor & Safety
1-8 hr. module on Instructing Techniques & Art of Giving a Presentation
3. Group II - 1-8 hr. module on Supervisor & Safety
1-8 hr. module on Instructing Techniques & Art of Giving a Presentation
4. Group III - 1-8 hr. module on Supervisor & Safety
1-8 hr. module on Instructing Techniques & Art of Giving a Presentation
3 weeks of instructor evaluations and consultations

B. Third 2 (3 weeks)

1. Group I - 4-3 hr. modules (Topics to be determined later)
2. Group II - 4-3 hr. modules (Topics to be determined later)
3. Group III - 4-3 hr. modules (Topics to be determined later)
3 weeks of instructor evaluations and consultations

C. Third 3 (3 weeks)

1. Group I - 4-3 hr. modules (Topics to be determined later)
2. Group II - 4-3 hr. modules (Topics to be determined later)
3. Group III - 4-3 hr. modules (Topics to be determined later)
3 weeks of instructor evaluations and consultations

YEAR - III

A. Third 1 (3 weeks)

1. Administrative Visit III: to finalize plans for program offerings during the third year of the program.
2. Group I - 2-3 hr. modules (Topics to be determined later)
3. Group II - 2-3 hr. modules (Topics to be determined later)
4. Group III - 2-3 hr. modules (Topics to be determined later)
3 weeks of evaluation and consultation relating to Solid Mills' training activities and operations.

B. Third 2 (3 weeks)

1. Group I - 2-3 hr. modules (Topics to be determined later)
2. Group II - 2-3 hr. modules (Topics to be determined later)
3. Group III - 2-3 hr. modules (Topics to be determined later)
3 weeks of evaluation and consultation relating to Solid Mills' training activities and operations.

C. Third 3 (3 weeks)

1. Group I - 2-3 hr. modules (Topics to be determined later)
2. Group II - 2-3 hr. modules (Topics to be determined later)
3. Group III - 2-3 hr. modules (Topics to be determined later)
3 weeks of evaluation and consultation relating
to Solid Mills' training activities and operations.

note: Formal training conducted by the Industrial Education Department for Group I and II will terminate at the end of year three. Solid Mills' training department will take over this responsibility and acquire new ones under the supervision of the Industrial Education Department

YEAR - IV

A. Third 1 (3 weeks)

1. Administrative Visit IV: to finalize plans for program offerings during the fourth year of the program.
2. Group III - 3 weeks of evaluation and consultation relating to Solid Mills' training activities and operations.

B. Third 2 (3 weeks)

1. Group III - 3 weeks of evaluation and consultation relating to Solid Mills' training activities and operations.

C. Third 3 (3 weeks)

1. Group III - 3 weeks of evaluation and consultation relating to Solid Mills' training activities and operations.

YEAR - V

A. Third 1 (2 weeks)

1. Administrative Visit V: to finalize plans for program offerings during the fifth year of the program and to plan a new program of continuing assistance to Solid Mills' Training Department.
2. Group III - 2 weeks of evaluation and consultation relating to training activities and operations.

B. Third 2 (2 weeks)

1. Group III - 2 weeks of evaluation and consultation relating to training activities and operations.

C. Third 3 (2 weeks)

1. Group III - 2 weeks of evaluation and consultation relating to training activities and operations
2. Administrative Visit VI: To wrap-up the five year program and to finalize the new program for providing training assistance to the Training Department of Solid Mills

DUTIES, RESPONSIBILITIES, AND QUALIFICATIONS
FOR TRAINING DEPARTMENT STAFF

Training Manager

I. Function

To plan, organize, evaluate and supervise the training and development function which is designed to maximize organization effectiveness and utilization of human resources.

II. Qualifications

Four year degree preferred, but not essential, and a minimum of five years experience in organization planning, development and behavior. Position requires a high level of communication and management skills.

III. Relationship

Reports to Vice President of Production of Solid Mills

IV. Duties and Responsibilities

1. Maintain day-to-day operations of the department.
2. Maintain proper directions of Training Department with respect to organizational objectives.
3. Develop and submit budget request for the training unit. All items requested will include a brief justification.
4. Write and submit a Training Status report to the Vice President each month which will include training activities. This report will include details on the proceeding month's hours of training expended in number and titles of programs, trainees' names, number of personnel trained and all information broken down by program. A cost report will be at the discretion of the Vice President.
5. Develop a catalog of all training programs and schedules for all programs listing courses, title, date, time, place and content.
6. Assist the Employee Relations Department in manpower and organization planning. Directly responsible for coordinating succession planning, including providing counsel for slotted employees, suggest rational position assignment.
7. Conduct a training needs analysis with Training Department and all division heads on an ongoing basis and develop training programs to meet the specific needs as analysis indicates.
8. Officially respond to all request for training assistance by:
 - a. Meeting with staff to determine how the request should be handled.

- b. Develop a cost analysis on the proposed program.
 - c. Present information and recommendations to department heads for their decisions.
9. Aid top management in achieving an organization that provides clarity, consensus, and commitment to organization goals. Help build an effective organization around attitudes, values and skills.
 10. Keep abreast of organization development, theories and practices, selecting information for managers, and helping them deal with growth and obsolescence.
 11. Consult with managers and key professionals regarding individual development needs.

Assistant Training Managers

I. Function

To assist the training manager in the operation of the department and to complete assignments on time and within budget.

II. Qualifications

Two-year degree preferred, but not essential and several years work experience.

III. Relationship

Reports to Training Manager of Solid Mills.

IV. Duties and Responsibilities

Refer to the chart on page 11 for a complete list of duties and responsibilities.

TRAINING RESPONSIBILITIES CHART

RESPONSIBILITIES	TRAINING MANAGER	ASST. TRAINING MANAGERS	INSTRUCTORS
ADMINISTRATIVE			
Determine Trainee Needs	x	x	
Establish Job Training Schedules & Time Tables	x	x	
Arrange for Training Center & In-plant facilities	x	x	
Arrange for Classroom Facilities	x	x	
Select and Train Instructors		x	
Provide Instruction Materials		x	x
Select and Enroll Employees in Training		x	
Define Each Employee's Course of Training	x	x	
Maintain Records	x	x	x
Administer Performance Tests		x	x
Prepare Training Reports		x	x
Evaluate Results of Training	x	x	x
Approve Training Materials and Practices	x	x	
Follow-up on Results of Training	x	x	
INSTRUCTIONAL			
Prepare Course Outlines for Job Instruction		x	x
Assign Trainees to Training Location		x	x
Prepare Lesson Plans			x
Prepare Instruction Sheets for Trainees			x
Provide Visual Aids (Charts, Models, Etc.)		x	x
Present Job Instructions & Demonstrations			x
Supervise Trainee's Job Performance			x
Evaluate Trainee Accomplishments		x	x
Maintain Record of Trainee's Performance		x	x
Follow-up Instruction to Competency		x	x
Handle Disciplinary Problems	x	x	

FIRST YEAR BUDGET

I. First Year Commitment to one Administrative visit, teaching, training, consulting, advising, and developing supplies, materials, equipment, films, and course outlines.	\$46,600.00
II. Travel of 6 round trips Executive Class estimated at \$2500 each.	\$15,000.00
III. Lodging, meals, misc. expenses 15 weeks @ \$700/Week estimated	\$10,500.00
IV. Overhead at 55% of Personal Services, Travel, and lodging, etc.	<u>\$39,655.00</u>
 TOTAL BUDGET FOR FIRST YEAR	 <u>\$111,755.00</u>

* A budget for each year 2 through 5 will be submitted to and approved by Solid Mills prior to continuing this program into these years. Charges will be based upon rates for travel, overhead, personal services, lodging, etc. which are in effect at the time the budgets for these years are calculated. Unpredictable rates of inflation, oil prices, plane fares, and other expenses make this arrangement mutually beneficial to Solid Mills and the Industrial Education Department of Georgia Tech.

If Solid Mills desires to pay for travel, living and other expenses outside of the contract, the budget for the first year would be \$72,230 (46,600 + \$25,630).

EQUIPMENT LIST

Stencil Maker
Mimeo
Collator
Movie Projector
Slide Projector
Overhead Projector & Materials
(transparency paper, machine, supplies)

Screens
VTR
Typewriters
Files
Desks
Chairs
Films

Note: Solid Mills will be expected to purchase the equipment in this list and other equipment as they determine necessary. If it's more convenient for the Industrial Education Department to purchase this equipment and turn it over to Solid Mills, then Solid Mills will reimburse the Industrial Education Department for the purchase price and any other related costs.