

CONTINUING ED

This fall the Pennsylvania State University initiated a management development program for industries in North-western Pennsylvania through the Continuing Education program on Behrend Campus. These programs are designed to develop close-knit, well-informed management teams.

Craig M. Gault, successor to C. N. Shellito who recently retired, is conducting the in-plant courses. This new faculty member comes to Behrend with twenty-six years of diversified industrial experience in engineering, personnel administration, and maintenance.

According to Mr. Gault, "The Management Development Services offered by the University have proven most effective to industry today, since most progressive managements have to come to the realization that to a great extent their very survival in today's competitive economy lies in the area of up-dating the managerial skills of their supervisory personnel. The very nature and extent--the broad spectrum of today's technological changes--have created a myriad of managerial problems, and today's supervisor, trained by yesterday's standards, finds he lacks the necessary tools and skills to resolve these newly created problems. Our Management Development Service is designed to train the supervisor to cope with these new, frustrating problems and to help him function effectively as a member of today's management team."

Groups of twenty supervisors are enrolled in each of eight programs being conducted in plants in the Erie area. These programs being conducted at American Sterilizer, Bucyrus-Erie, Erie Forge and Steel, Hays Manufacturing Company, Pittsburgh-Corning in Port Allegany, and Sharon Steel in Sharon, Pennsylvania are stressing such areas as human relations, supervisory techniques, communications, motivation, employee organization and training, and technical skills. The ultimate goal of the programs will be to make "each man keenly aware of his and his management's objectives, and his fellow team members' job duties and responsibilities," says Gault. "An aggressive informed management team will

devote its energies to increasing production while maintaining or improving standards of quality, quantity, and cost."

In order to accomplish this, the University sends members of its management training staff to survey the needs of foremen, supervisors, and other executive personnel at the request of the firm. After written and oral interviews are conducted, the results are analyzed by specialists in the Management Development department of the University who, in turn, prepare a service proposal outlining areas where study is needed.

Once a firm contracts with the University to bring in a management development program, an initial class of twenty-eight weeks duration is usually started, although six distinct units which extend over a three-year period are available. How long a program runs depends on both the University's recommendation and the receptivity of the firm to these recommendations.

Mr. Gault maintains contact with his groups' interests and needs by holding weekly meetings with representatives from the respective groups. Through suggestions and recommendations that come out of these meetings, he is able to devote his weekly lecture and discussion classes to solving immediate problems.

Since joining the Continuing Education division at Behrend in 1963, Mr. Gault has developed one of the most extensive programs in that division's state-wide management development curriculum. This service is available exclusively through the facilities of the Pennsylvania State University.