Project Title: A Program to Increase Productivity through More Effective Use of Manpower Management

Project No: B-486

Project Director: W. C. Howard

Sponsor: Georgia Community Continuing Education Service

Agreement Period: From April 15, 1977 Until April 15, 1978

Type Agreement: Letter of Authorization dated April 15, 1977 (Sponsor Reference # 77-008-009)

Amount: $9,225 ($6,150 Sponsored Funds, and $3,075 EES Matching Funds)

Reports Required: As necessary

Sponsor Contact Person(s):

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<thead>
<tr>
<th>Technical Matters</th>
<th>Contractual Matters (thru OCA)</th>
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</thead>
<tbody>
<tr>
<td>Mr. Bradley C. Courtenay</td>
<td>Georgia Community Continuing Education Service</td>
</tr>
<tr>
<td>Training Coordinator</td>
<td>Center for Continuing Education</td>
</tr>
<tr>
<td>Georgia Community Continuing Education Service</td>
<td>University of Georgia</td>
</tr>
<tr>
<td>Athens, Georgia 30612</td>
<td>Phone: 404/542-5382</td>
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Defense Priority Rating:

Assigned to: Economic Development Laboratory (School/Laboratory)

COPIES TO:

- Project Director
- Division Chief (EES)
- School/Laboratory Director
- Dean/Director - EES
- Accounting Office
- Procurement Office
- Security Coordinator (OCA)
- Reports Coordinator (OCA)

Library, Technical Reports Section
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other
GEORGIA INSTITUTE OF TECHNOLOGY
OFFICE OF CONTRACT ADMINISTRATION

SPONSORED PROJECT TERMINATION

Date: 8/16/78

Project Title: A Program to Increase Productivity through More Effective Use of Manpower Management

Project No: B-486

Project Director: W. C. Howard

Sponsor: Georgia Community Continuing Education Service

Effective Termination Date: 6/30/78

Clearance of Accounting Charges: 6/30/78

Final Invoice and Closing Documentation

- Final Fiscal Report
- Final Report of Inventions
- Govt. Property Inventory & Related Certificate
- Classified Material Certificate
- Other

ed to: Technology & Development Laboratory (School/Laboratory)

TO:
- Director
- Dean/Director-EES
- Accounting Office
- Procurement Office
- Security Coordinator (OCA)
- Reports Coordinator (OCA)

Library, Technical Reports Section
Office of Computing Services
Director, Physical Plant
EES Information Office
Project File (OCA)
Project Code (GTRI)
Other
1. **Project Title**: A Program to Increase Productivity through More Effective Use of Manpower Management

2. **Location & Duration of Project**:
   - Cleveland, Ga. 4/27/78 On Campus X
   - Monroe, Ga. 5/23/78 Beginning Date 4/15/77
   - Toccoa, Ga. 5/25/78 Off Campus X Length in months 15

3. **Primary Institution of Higher Education**:
   - Georgia Institute of Technology (Engineering Experiment Station)
   - Atlanta, Georgia

4. **Cooperating Institutions of Higher Education**:
   - Truett-McConnell College, Cleveland, Ga.

5. **Project Director (Name, Title, and Address)**
   - William C. Howard
   - Senior Research Scientist
   - Economic Development Division
   - Technology and Development Laboratory
   - Engineering Experiment Station
   - Georgia Institute of Technology
   - Atlanta, Ga. 30332

6. **Project Funds (Leave Blank - To Be Completed By State Agency)**
   - A. Federal Funds (List amount used by each institution) $ __________
     - Total
   - B. Matching Funds
     - (1) Institutional Funds (Listing contributing institutions and the amount)
     - (2) State Government Funds
     - (3) Local Government Funds
     - (4) Participant Fees
     - (5) Other (specify in each instance)
     - Total
7. **Type of Project**

A. Area of Activity

- Continuing Education
- Community Service
- Planning for Resource Sharing

B. Categorize the project in terms of its focus (check one)

- Aging/Elderly
- Government
- Housing
- Poverty/Low Income
- Transportation
- Environmental Quality
- Youth Opportunities
- Recreation
- Employment
- Consumer Education
- Women
- Crime/Law Enforcement
- Health
- Economic Development
- Human Relations
- Personal Development
- Education/School Systems
- Energy Related
- Land Use
- Other

8. **Describe the Specific Objectives of the Project**

The primary objective of these three seminars and consultation sessions was to educate community leaders, employers, and managers that in order for them to carry out a good manpower management program and increase productivity, a systematic framework in which good human relations can be practiced consistently and equitably must be developed. And, in today's manpower market, the employer or manager who maintains his work force by practicing good human relations within a systematic framework (written personnel policies) has a decided advantage (less absenteeism, turnover, etc.) over his competitors through increased efficiency and productivity. With all other factors being equal, his employees' morale will be higher, productivity and output per man-hour will be greater, costs will be lower, and profits will be higher.
9. Project Operations

A. What was the primary type of activity? (Check one)

___ New course for degree credit
___ Credit-free course
___ Workshop/Seminar/Conference
___ Action Research
___ Technical Assistance (incl. planning & evaluation)
___ Counseling
___ Other (__________________)

B. Describe the project content; that is, materials employed, instruction or service performed, personnel involved, and where applicable, the frequency and duration of sessions.

The project consisted of three seminar-consultation sessions and were held in Cleveland, Monroe, and Toccoa. The session in each community consisted of the following elements:

1. Pre-seminar conferences were held with one or two selected community leaders, so that during the seminar the project director could place more emphasis on specific local problems and conditions. Six seminar planning guides were provided each community representative. Copies of the planning guide are on file at TDL/EES, Ga. Tech. See Attachment 1.

2. Each seminar program included a three- to four-hour seminar-conference period. The seminar periods were devoted to lectures, discussions, question and answer periods, and consultation, supported by appropriate visual aids (two 16 mm films -- 10 minutes each), and special handout material, which were prepared for use by the participants. During each of the seminar sessions, many valuable items of information were covered. Specifically, an attempt was made to answer the following questions in detail:

(1) What is productivity?

(2) How do you measure productivity?

(3) What opportunities exist to increase productivity at your organization?

(4) Have workers really become less productive?

(5) What causes decreased productivity?

(6) What have other employers done to increase productivity?

(7) What are the problems employers face in better utilizing manpower resources so productivity can be increased?

(8) What are some of the manpower practices employers use that cause poor utilization of manpower and decreased productivity?

(Continued on next page.)
9. B.  

**Project Operations (Continued)**

B. 2. (9) How can employers better develop and utilize manpower resources and increase productivity?

(10) How can community agencies and organizations assist in developing and better utilizing manpower resources thereby increasing productivity at the local level?

(11) How can school systems and programs assist in developing and better utilizing manpower resources thereby increasing productivity at the local level?

(12) How can productivity be increased through more effective leadership (supervision, etc.)?

(13) How can community leaders, employers, and managers carry out a good manpower management program and increase productivity?

(14) What principles and techniques should be used in increasing productivity through the development and better utilization of community human resources?

3. The program staff was available for individual instruction and discussion following each seminar. During this period, those participants who had a working interest in increasing productivity through more effective use of manpower management were provided an opportunity to work with the program staff in developing a plan of action for their individual work situation.

4. Within 60 days after each seminar, a follow-up conference was or will be held with designated community leaders to determine results and to provide additional consultation.

Special materials relating to the specific communities involved were developed for each of the three individual sessions. Each presentation, therefore, was tailored to the interests and needs of the local participants.

The three seminars were planned, presented, and evaluated within a 15-month period from the time of initiation. In addition to the preparation time, a total of approximately 30 hours of instruction, consultation, and follow-up time was involved.

Participant handout material is on file at TDL/EES, Georgia Tech. See Attachment 2.
10. Project Accomplishments

A. Evaluation

I. Discuss the nature and the findings of the project evaluation. Include an assessment of the project's success in meeting its specific objectives (see #8). In addition, comment on what you see as the reasons for the success or failure of the project. Did the project reach the anticipated target group? Was the level of participation as high as was projected? What outcome is worthy of dissemination to other states and institutions of higher education?

There is evidence that a need and interest exist in training community industrial and economic development leaders and employers on how to improve human productivity or increase productivity through the use of more effective manpower management programs.

The specific objective of this project was:

To educate community leaders, employers, and managers that in order for them to carry out a good manpower management program and increase productivity, a systematic framework in which good human relations can be practiced consistently and equitably must be developed. And, in today's manpower market, the employer or manager who maintains his work force by practicing good human relations within a systematic framework (written personnel policies) has a decided advantage (less absenteeism, turnover, etc.) over his competitors through increased efficiency and productivity. With all other factors being equal, his employees' morale will be higher, productivity and output per man-hour will be greater, costs will be lower, and profits will be higher.

It is felt that this project was a success in meeting its specific goals and objectives.

(Continued on attached sheet.)

II. Will the program itself continue beyond this period of Title I funding? If so, under what sponsorship or support.

(Click one)

- Continued under Title I*
- Continued with other Federal funding
- Continued with non-Federal funds

Accomplished purpose no further plans
Unsuccessful, no further funding

*List new project ID number(s):

Other (Will submit a new Title I Proposal to conduct additional seminars in communities around the state.)
10. **Project Accomplishments** (Continued)

A. I. **Evaluation**

The project was successful because the project director and his staff set forth a detailed outline of where and how the three seminars would be conducted. In addition, pre-seminar conferences were held with community leaders and special materials including a Planning Guide for the Seminar on Increasing Productivity Through More Effective Use of Manpower Management and information relating to the specific communities involved were developed and used at each of the three individual sessions. A follow-up has been or will be conducted with community leaders in all three communities.

It is felt by all concerned that the project did reach the anticipated target group. However, as is the case in any project like this, it is felt that more employers and community leaders could have been involved.

The level of participation was as anticipated. It was estimated prior to the seminars that 80-125 participants would attend all three seminars. Ninety-nine actually attended. See Attachment 3.

During the follow-up discussion held with designated community leaders after each seminar to determine results and to provide additional consultation, it was determined that participants' comments were very favorable in all three seminars. The evaluation made by 71 of the participants rated the seminars from good to excellent. See Attachment 4.

The suggestions or plan of action made to the communities (#8) received an evaluation of "good" by 40 of the participants. However, 27 rated this item "excellent" and 4 rated it "fair." However, this is not bad considering the complex subject area.

Overall, the participants evaluated the seminars from "good" to "excellent" with the preponderance of the ratings falling in the "excellent" category. See item #9 in Attachment 4.
10. Project Accomplishments (Cont.)

B. Relative to Institution(s) of Higher Education

Indicate the impact of the project upon ongoing programs of recipient colleges and universities. Have changes occurred, or are they anticipated, in the organization, curriculum, budget, continuing education and/or community service programs? Describe any planned or unexpected "spin-offs" involving additional funds or activities generated.

This project complemented the ongoing community and area development programs carried on by Georgia Tech's Technology and Development Laboratory (TDL).

There are no changes anticipated in the organization's curriculum, budget, community service program, or other aspects of the institution.

It is anticipated that because of this and other TDL programs, additional funds may be generated from other agencies for conducting a series of economic development seminars.

10. Project Accomplishments (Cont.)

C. Relative to the Community

Specify the extent and the nature of the involvement in the project of community leaders, citizens, businesses and industries, public and private agencies and State and local government. Were they, for example, involved in the initiation of the proposal and/or the planning and development of the project? Have any new community agencies, organizations, or groups been established as a result of this project? Has the community service capability of existing agencies and organizations been increased. If so, please describe:

It is felt that this project was of great assistance to the people in each of the three communities. Because the more a community can learn about its human resources and how to increase human productivity, the more valuable such information will be in developing the full economic potential of the human resources as well as the community. Community leaders have been very complimentary toward the seminars. In some cases, community leaders have requested follow-up seminars (including productivity, human resources development, utilization, etc.).

(Continued on attached sheet.)
10. **Project Accomplishments (Continued)**

C. The project was very successful in effecting desired community leader involvement and participation. It was expected that 80–125 participants would be present at the three seminars. However, a total of 99 leaders and employers attended the seminars; an average of 33 attendees per seminar. These participants came from the public and private sectors of the community, including state and local governments. Community leaders were involved in the initiation of the proposal as well as planning and development of each seminar.

To our knowledge, no new community agencies, organizations, or groups have been established as a result of this project. However, several additional meetings have been held because of these seminars. In one case it is anticipated that a new personnel group will be formed.

It is felt that the community services capability of existing agencies and organizations in the area of better development and utilization of human resources has been increased. Educational institutions, economic development organizations, and employers in the three communities are now more aware of the techniques used in better developing and utilizing human resources from an economic development point of view, as well as increasing productivity in the work place.
11. Geographic area served by the Project. (Check one)

- Urban
- Rural
- Regional
- Statewide
- Suburban
- Other (__________)

12. Prior History of the Project. (Check one)

- New Project
- Continuation of CSCE Project*
- Major Revision of CSCE Project*
- Expansion or improvement of non-CSCE Project
- Other (__________)

*List previous project ID number(s):

13. Faculty Involvement (List the faculty members involved in the project, the nature of their activity, their academic discipline, and the percentage of their time spent on the project).

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Activity</th>
<th>Discipline</th>
<th>% of Time</th>
</tr>
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<tbody>
<tr>
<td>W. C. Howard</td>
<td>Project Director and Coordinator</td>
<td>Human Resources Specialist</td>
<td>19</td>
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<tr>
<td>J. L. Lewis</td>
<td>Advisor and Consultant</td>
<td>Manpower Resources Specialist</td>
<td>1</td>
</tr>
<tr>
<td>H. S. Taylor</td>
<td>Advisor and Consultant</td>
<td>Management and Technical Assistance Specialist</td>
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</table>

Note: From 3 to 4 local community leaders were used to make pre-planned presentations on specific subjects at each seminar. Over 12 local community leaders were used as resource persons during the three seminars.

14. Student Involvement (If applicable, indicate the nature of student involvement in the project as well as the number of students engaged in each activity).

A. Instructors   D. Researchers/Data Collectors
B. Interns       E. Other (Specify in each instance)
C. Consultants (Technical Assistance)  

<table>
<thead>
<tr>
<th>Activity</th>
<th>No. of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research/Data Collectors</td>
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15. **Demographic Data**

Demographic data on all actual participants should be collected and reported for each project. The data should be summarized in terms of sex, age and education.

**A. Demographic Summary**

Note: Only 72 (45 males and 27 females) completed registration forms.

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<th>Females</th>
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<td>1</td>
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<td>21-35:</td>
<td>22</td>
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<td>36-55:</td>
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**Educational Level**

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<tr>
<td>Junior High School</td>
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<tr>
<td>High School</td>
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<tr>
<td>College below baccalaureate</td>
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<td>3</td>
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<td>Baccalaureate</td>
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<td>Graduate or Professional</td>
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<td>3</td>
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<tr>
<td>Unknown</td>
<td>26</td>
<td>1</td>
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</table>

**Mass Media -- number of estimated individuals served:** Unknown

**B. Narrative Description** (Give a brief narrative of the general characteristics of the participants; should include: Were they city councilmen, upper level managers, housewives, etc? Were they the group for whom the project was intended?)

Generally, the participants were the leaders and employers in each community. In nearly every seminar, the city council, county commission, and chamber of commerce was represented. In addition, there were attendees who were employed by banks, industrial firms, retail stores, schools, electric and gas utilities, newspapers, radio stations, telephone company, and hospitals. Special resource people were invited and attended. They included representatives from the local office of the Georgia Department of Labor, industrial coordinators from the area vocational-technical school, economic developers from the area planning and development commission, school superintendents, and others.

The seminars were advertised locally and anyone who had an interest was encouraged to attend. See Attachments 5-11.
16. **Project Materials** *(Describe the materials produced for and by the project, i.e. curriculum materials, films, etc., and indicate whether copies are available for dissemination).*

a. A Planning Guide for the Seminar on Increasing Productivity Through More Effective Use of Manpower Management was prepared for use by local community leaders in planning and conducting each of these seminars. Approximately 24 of these packets were used. Attachment 1 is the Table of Contents for the planning packet. A copy of the planning packet is on file and available for review and xeroxing.

b. Over 11 handouts were developed and reproduced (xeroxed) for each of the 99 participants. A set of these handouts is on file and available for review and xeroxing. See Attachment 2 for a listing of the handouts.

c. Two excellent 16 mm films were shown at each seminar. They were rented and were 10 minutes in length. The first film was produced by IBM and titled "Productivity: The Effective Use of Resources." The second film was produced by National Education Media, Inc., and titled "Increasing Productivity."

c. Attachments 5 through 11 show newspaper articles, letters of recognition or commendation and samples of promotional materials used in the project.

17. **Express your judgment on the relationship of this project to the overall State program of Community Service and Continuing Education. (Title I-A, HEA)**

It is my opinion that this type of project is good for the community leaders and employers in Georgia and should be a part of the overall State program of Community Service and Continuing Education.
The following data is required by the State Agency for Title I-A to complete the Annual Program Evaluation.

### Demographic Data

#### A. Occupational Classification

<table>
<thead>
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<td>16</td>
</tr>
<tr>
<td>Semi-Professional</td>
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<td>5</td>
</tr>
<tr>
<td>Skilled</td>
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<td>2</td>
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<tr>
<td>Semi-Skilled</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>Unskilled</td>
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<td>1</td>
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<td>26</td>
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</table>

#### B. Number of Participants by Target Group

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<th>Males</th>
<th>Females</th>
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</thead>
<tbody>
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<td></td>
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<tr>
<td>Planning Commission Members, Industrial Development</td>
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<td>Committee Members</td>
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<td>Civic Group Leaders</td>
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<td>Merchant Groups, Chamber of Commerce</td>
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<td>Executives and Directors</td>
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<td>Social Service Workers, Ministers, Military Counselors</td>
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<td>Personnel Counselors</td>
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<td>Professionals and Paraprofessionals in Gerontology</td>
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### Major Evaluation Procedure

- **X** A. Participant Reaction
- **X** B. Administration of Pre and Post Tests to Participants
- **X** C. Staff Appraisal of Changed Group Practices
- **X** D. Other (Specify: See Attachments 3 and 4 for recap) of attendance and how participants evaluated all 3 seminars. A list of comments by participants on what would have made the seminars more beneficial to them is also included.
Attachment 1

PLANNING GUIDE

FOR THE SEMINAR ON

INCREASING PRODUCTIVITY THROUGH MORE EFFECTIVE USE OF MANPOWER MANAGEMENT

Title I-A, Higher Education Act of 1965

Georgia State Plan for Community Service
and
Continuing Education Programs
for
Fiscal Year 1978

Georgia Institute of Technology
Engineering Experiment Station
Technology and Development Laboratory
January 1978
# Table of Contents

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<td>Suggested Invitational Letter</td>
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<td>Suggested Response Form</td>
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<td>Suggested Promotion and Documentation</td>
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<td>Information Sheet</td>
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<td>Suggested Detailed Outline of Instructions</td>
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<td>Suggested Handout Material</td>
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<td>INPUT FROM LOCAL SPONSORS</td>
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<td>Suggestions on Format</td>
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<td>Approval of Other Material</td>
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<td>Selection of Program Participants</td>
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<td>Where Will Seminar Be Conducted</td>
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<td>Who Will Do What, When, and Where</td>
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<td>APPENDIX</td>
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Attachment 2
LIST OF HANDOUT MATERIAL

Registration form
Evaluation sheet
Outline of instruction
Newspaper article, "Productivity Down to 1.3%.

Article from Commerce Today, "Individualized Approaches Improve Productivity for Three Companies."

Newspaper article, "Absenteeism - A Growing Business Problem."

Newspaper article, "Average Worker Out 9 Days."

Copy of "Self-Analysis Personnel Audit Form" and a "Plan of Action" on how to use it.

Copy of "A Systematic Approach to Developing Personnel Policies and Handbooks."

Copy of the U. S. Department of Labor's "Developing Your Manpower."

Newspaper article, "How Workers, Leaders Can Improve Efficiency."
### Attachment 3

<table>
<thead>
<tr>
<th>Community</th>
<th>Male</th>
<th>Female</th>
<th>Total</th>
<th>Number of Participants Who Filled in Registration Forms</th>
<th>Evaluation Forms</th>
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<td>39</td>
</tr>
<tr>
<td>Toccoa</td>
<td>22</td>
<td>1</td>
<td>23</td>
<td>15</td>
<td>15</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>28</td>
<td>99</td>
<td>72</td>
<td>71</td>
</tr>
</tbody>
</table>
The purpose of this evaluation is to give Georgia Tech's Economic Development Division the benefit of your appraisal of the Increasing Productivity Through More Effective Use of Manpower Management Seminar. Your comments and recommendations will be used for guidance in improving future program presentations. Please be frank in your evaluation and do not sign this sheet.

Place a check (✓) in the appropriate column beside the question.

<table>
<thead>
<tr>
<th>Question</th>
<th>Excellent</th>
<th>Good</th>
<th>Fair</th>
<th>Poor</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The method (lecture/conference) of the presentation was:</td>
<td>31</td>
<td>38</td>
<td>1</td>
<td>1</td>
<td>71</td>
</tr>
<tr>
<td>2. The length of the presentation was:</td>
<td>15</td>
<td>50</td>
<td>4</td>
<td>2</td>
<td>71</td>
</tr>
<tr>
<td>3. The physical arrangements and accommodations were:</td>
<td>19</td>
<td>40</td>
<td>10</td>
<td>2</td>
<td>71</td>
</tr>
<tr>
<td>4. The opportunity for attendees to participate in the Seminar was:</td>
<td>45</td>
<td>24</td>
<td>2</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>5. The question and answer periods provided were:</td>
<td>34</td>
<td>33</td>
<td>4</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>6. The content of presentations and instructions to employers, community leaders, and economic developers was:</td>
<td>27</td>
<td>44</td>
<td>0</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>7. The forum for dialogue (exchange of information) provided to employers, community leaders, and economic developers was:</td>
<td>30</td>
<td>35</td>
<td>6</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>8. The suggestions or plan of action made to employers, community leaders, and economic developers were:</td>
<td>27</td>
<td>40</td>
<td>4</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>9. Overall, I would evaluate the Seminar as:</td>
<td>36</td>
<td>34</td>
<td>1</td>
<td>0</td>
<td>71</td>
</tr>
<tr>
<td>10. What specific things could have been done to have made the Seminar more beneficial to you and your community?</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>a. More group participation.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>b. Improvement of the first section of the presentation. Less material presented, but allow more time for each area.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. b. (Continued)

Handouts were good.
Second film was excellent.

c. There appeared to be considerable reluctance on the part of the attendees to frankly exchange ideas.

d. The possible use of models and group problem solving, if time would allow.

e. Give more answers to group, particularly when specific questions were asked.

f. Very good program.

g. The lecture was a little heavy and bogged down before break. After break, it was very good.

h. Slow down last half of program or speed up first half of seminar.

i. More time needed for group discussion.

j. Program not long enough. Maybe all day would be good.
k. Could have used a full day on topic.

l. Question and answer period became better as time went along.

m. Physical arrangements were tight, but it was good to see so many people to turn out.

n. The introductory portion of the lecture could be shortened to increase time for problem-cause situation.

o. More time. Should be a full day for the amount of material covered.

p. Could not cover all material completely.

q. Film #1 pointed out the importance of management in the productivity effort. Good management can improve production and quality.

r. Needed more time.

s. I think the second film was great as it shows an open discussion and breaks down what productivity is and where the main increase of productivity change is.

t. The entire presentation was very well planned.
Attachment 4 (Continued)

10. (Continued)

u. More participation of those attending.

v. Program could have been longer.

w. Involve more people. More employers should have attended.
Dear Mr. Goss:

On Thursday, April 27, 1978, from 9:00 a.m. to 12:00 Noon, personnel from Georgia Tech's Economic Development Division and local community leaders will conduct "A Program to Increase Productivity Through More Effective Use of Manpower Management" at Truett McConnell College, Cleveland, Georgia.

Productivity is a critical factor in attaining higher living standards for the people of Georgia and the recent lack of growth in productivity has intensified inflationary pressures throughout the Georgia and U.S. economy. Because productivity is such a critical factor affecting the well being of Georgia and her citizens, it is necessary to address the problem and try to find solutions at the community level.

Productivity, and changes in productivity, involves highly complex relationships of economic inputs, but one or two statements can be made to set the background for this program. Productivity usually refers to output measured in terms of various inputs—for example, the rates of output per man-hour, per employee, per unit of raw material used, or per unit of capital. There are many variables that can affect productivity—labor effort, management skills, the state of labor relations, scale of production, materials flow, competitive pressure, energy, technological innovation, capital, and land.

It is difficult to pinpoint the precise causes of productivity decline and to prescribe remedies that will yield prompt effective results. However, because labor effort, management skills, and the state of labor relations are prime productivity factors affecting output per-man-hour in Georgia's business and industry, there is evidence, therefore, that a need exists for a joint training effort involving employers and community industrial and economic development leaders on how to improve human productivity or increase productivity through the use of more effective manpower management programs.

Your name has been submitted to me as one of several key people in the community to be invited to the seminar. Please fill in the enclosed response form and return to me indicating your plans to attend.

I look forward to seeing you at the seminar.

Sincerely,

Don Nicholson
Industrial Development Specialist
Georgia Mountains APDC

———

Georgia Mountains Planning and Development Commission
April 6, 1978

Don Nicholson
Georgia Mountain Planning
and Development Commission
P. O. Box 1294
Gainesville, GA 30501

Don,

These are the people that members of the Industrial Relations Committee recommended asking to attend the seminar.

Ms. Phoebe Martin
Director of Training
Habersham Bank
Clarkesville, GA 30523

Mr. Dennis Russell
VP Operations
Habersham Bank
Clarkesville, GA 30523

Mr. James Higdon
Assistant Director
North Georgia Tech
Clarkesville, GA 30523

Sincerely,

Eli Dundagan, Director
Office of Community Services

mc

Mr. Fred Holbrook
General Manager
Standard Telephone Company
P. O. Box 400
Cornelia, GA 30531

Dr. Jack Sites, Dean
Brenau College
Gainesville, GA 30501
May 16, 1978

William C. Howard
Engineering Experiment Station
Georgia Institute Of Technology
Atlanta, GA 30332

Dear Bill:

I apologize for taking so long to write, but I would like to express my gratitude for the excellent Manpower Management Seminar you did for us. I have heard only good comments from the individuals who participated.

Some of us were discussing the seminar after you had finished and the consensus was that we had enjoyed it and that it had been very informative. I thank you for coming our way and hope that we will have the opportunity to have you with us again.

Sincerely,

Eli Dunagan, Ph.D.
Director, Office of Community Services

mc
Dear Bill,

Are you happy with the productivity of your employees? Is absenteeism a problem, or do you have a high labor turnover ratio? Employee productivity is the key to your bottom line figures. Unlike raw material or inventory costs, you can do something about your labor cost as measured by productivity.

Bill Howard of the Industrial Development Division of Georgia Tech will conduct a seminar on Tuesday, May 23rd at the American Legion in Monroe. The subject of the seminar will be "Increasing Productivity Through More Effective Use of Manpower Management." The seminar will begin promptly at 9:00 A.M. and be over at 12:00 Noon. Coffee and doughnuts will be served and lunch will follow the discussions. The registration fee is $4.25.

We are fortunate to have this seminar in Monroe, as it is being held only three times in the state. I hope you will encourage all your supervisors to attend. Increase productivity and lower your labor costs!

Signed ________________

Mail this coupon by no later than May 16th.

I will _____, will not _____ be able to attend the seminar.
Please arrange for _____ extra people. Check enclosed for $_______.

Signed __________________
May 17, 1978

Mr. Bill Howard
Georgia Institute of Technology
Engineering Experiment Station
Atlanta, Georgia 30302

Dear Bill,

I think we are all set. We should have about fifty-five in attendance, and in order to accommodate that size crowd, I will have to arrange the tables in a herringbone pattern with six to a table. I have arranged for the participants, projector and operator. Coffee and doughnuts will be served at a break. I will have my secretary get the doughnuts fresh that morning.

If there is anything else that needs to be done, let me know. I will see you at the Chamber office, 323 West Spring Street (Highway 78) at 8:00 A.M., Tuesday, May 23rd, and I look forward to working with you.

Sincerely,

Jimmy Milhous
Executive Director

JM:jb
Mr. Bill Howard  
Georgia Institute of Technology  
Engineering Experiment Station  
Atlanta, Georgia 30332  

Dear Bill,

Thank you for choosing Walton County as one of three sites in the state for holding your seminar on "Increasing Productivity Through Better Utilization of Manpower." I received several phone calls following the meeting yesterday about how well the program went and how informative and beneficial it was.

As was pointed out in the critique sheets, the comments were that the session should have lasted all day or that more emphasis should have been given the last part of the program. In conjunction with these thoughts, I plan to follow up with a letter to those in attendance asking if they need help with the self analysis and other material, and if they think it would be beneficial to schedule a return visit for you to counsel and discuss areas we couldn't cover fully.

I know your schedule is tight and if some time in the next three months is more convenient, please let me know. I will mention that date and see if the interest from my letter warrants further planning.

I was delighted with the attendance of 51 people. I am sorry we were as crowded as we were, but I promise to provide better facilities next time. Again, thank you and call me if I can help with any follow up you need.

Sincerely,

[Signature]

Jim Milhous  
Executive Director
Chamber Seminar
On Productivity

The Walton County Chamber of Commerce will sponsor a seminar May 23 on "Increasing Productivity Through More Effective Use of Manpower Management."

The seminar will be held from 9 a.m. until noon at the American Legion in Monroe. Coffee and doughnuts will be served and lunch will follow the discussions. Registration fee is $4.25. Bill Howard of the Industrial Development Division of Georgia Tech will conduct the seminar.