HUMAN RESOURCE DEVELOPMENT

A SELECTED AND ANNOTATED BIBLIOGRAPHY
FOR USE IN THE
WATER SUPPLY AND SANITATION SECTOR

Training
for
Development

by Lynton and Pareek

The
MAGER
Library

A book of methods, aids,
and ideas for instructors
at the village level

Helping
Health Workers
Learn

David Werner and Bill Bower

INTERNATIONAL DRINKING WATER SUPPLY
AND SANITATION DECADE

BASIC STRATEGY
DOCUMENT

ON
HUMAN RESOURCES DEVELOPMENT

a guide to
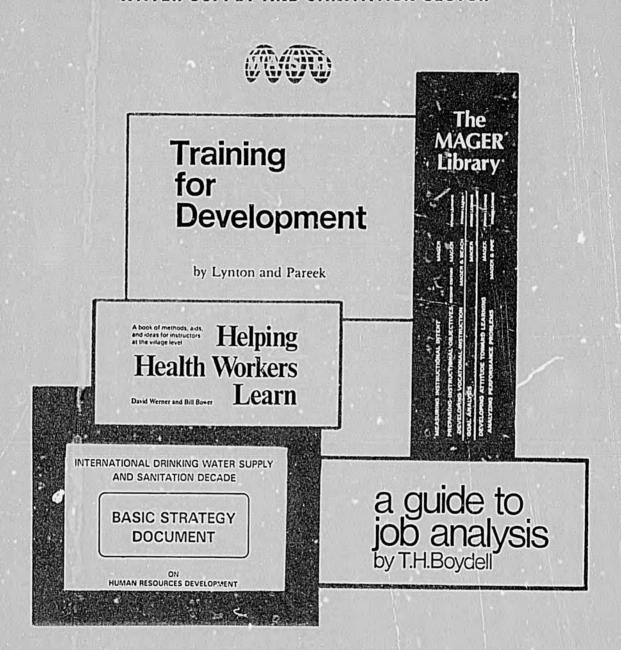job analysis
by T.H.Boydell

FEBRUARY 1984

WASH TECHNICAL REPORT NO. 22

HUMAN RESOURCE DEVELOPMENT

A Selected and Annotated Bibliography
for Use in the Water Supply and Sanitation Sector

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February 1984

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TABLE OF CONTENTS

Page

ACKNOWLEDGEMENT

Section One

INTRODUCTION

As recognition grows of the importance of human resource development (HRD) in
the water supply and sanitation field, there is an increasing need for access
to key HRD references. In order to respond to this need, the Water and Sanita-
tion for Health (WASH) Project has compiled an annotated bibliography of
selected HRD references. This bibliography is primarily intended for HRD
managers in developing countries with responsibility for planning and imple-
menting HRD programs in the water and sanitation sector. Consequently, it is
not exhaustive but rather focuses on key references that are readily available
and should be useful in developing countries for putting together a small but
useful body of basic references.

Background

As a field of specialization, human resource development has emerged over the
past five to ten years as a recognized and respected aspect of modern
institutional management. While HRD programs may vary in accordance with the
type of organization or environment they serve, the fact still remains that
staff development within an organization contributes to cost-effective and
stable operations.

As is typical of emerging fields of specialization, there are many definitions
of human resource development. Usually these definitions are in the particular
context in which HRD is being discussed. For purposes of this bibliography the
following definition is suggested:

> Those activities related to the employment, supervision, training, educa-
> tion, and occupational welfare of people working in the water supply and
> sanitation sector.

The field of human resource development is far more comprehensive than just
"training" and includes the following six general types of activity: planning,
utilization, management, training and education, motivation and organizational
development. Since the organizational environment plays a key role in produc-
tivity and quality of work, the category of "Organizational Development" has
been included.

o   Planning: Those activities which are essential if present and long-term
     programs are to be successfully implemented, meet needs, and provide
     services. These activities include the assessment of short and long-term
     human resource needs, data/information gathering, coordination and
     allocation of resources among organizations, and assessment of skill
     development needs.

o   Utilization/Participation: Those activities which take advantage and fully utilize all available institutions, organizations, and manpower such as rural workers, school teachers, physical facilities, community workers/leaders, health educators, and on-going or previously successful programs. Achieving an appropriate utilization of available human resources is the goal.

o   Management: Those activities which relate to the integration of HRD within the overall systems through which it functions. Personnel are expected to contribute toward established goals, function within an organization, and satisfy their own personal needs. This does not occur without management of the process through which these expectations are met and involves the following activities: formulation of recruitment, personnel, and training policies; supervision; performance evaluation; and career development and succession planning.

o   Training and Education: Training activities are those designed to improve skills and knowledge to enable an individual to perform a given task effectively. Educational activities are those which improve the overall competence and knowledge base of the employees to prepare them for mobility and growth within the organization.

o   Motivation: Those activities which deal with peripheral factors and often make HRD possible and more effective. People must be receptive to development and feel motivated in light of social, cultural, religious, financial, and career advancement constraints. This is of particular importance in organizations where resistance to change is common.

o   Organizational Development: Those activities related to the design and implementation of the organizational structure of a project, program, agency, or plant. Included are activities and systems which improve the way work units communicate, collaborate, and determine work roles.

Matrix

The field of HRD, as a profession, has its own published literature. This literature deals with all of the six definitional areas of HRD described above. In addition to the above areas within HRD, there are three sectors which produce relevant literature to the water and sanitation sector.

-   Water supply and sanitation, particularly as it relates to developing countries.

-   Rural development, especially planning and community development.

-   Field of HRD

The areas of HRD and the relevant sectors for water and sanitation can be combined to produce a matrix. This matrix, around which this bibliography was developed is shown below.

TYPES OF HUMAN RESOURCE DEVELOPMENT ACTIVITIES						
SCOPE OF HRD APPLICATION	PLANNING	UTILIZATION	MANAGEMENT	TRAINING AND EDUCATION	MOTIVATION	ORGANIZATION
WATER SUPPLY	1, 2, 3, 4, 5, 6, 10, 11, 12, 13	3, 7, 8, 14	9, 14	8, 11, 12, 14		13, 14
SANITATION	2, 3, 5, 6, 10, 11, 12, 13	3, 7, 8, 14	14	8, 11, 12, 14		13, 14
RURAL DEVELOPMENT		16, 17, 19, 20		15, 16, 21		18, 20
GENERIC	26, 28, 30, 33, 39, 43, 53, 56, 60, 62	54, 60	23, 24, 28, 30, 34, 37, 48, 51, 57, 40, 41, 42, 43, 44, 45, 46, 47, 48, 53, 54, 55, 58, 59, 61	25, 26, 27, 29, 30, 31, 32, 33, 35, 36, 38, 39,	31, 42, 43, 58	22, 24, 27, 29, 30, 37, 43, 49, 50, 52, 56, 57, 61

This matrix locates the annotated references listed in the bibliography. Many entries contain material relevant to several categories while others focus on only one. This matrix is used by locating the sector and HRD area which is of interest (i.e. Generic/Planning, or Water/ Utilization). The numbers correspond to the number of the entry in the bibliography.

Organization of the Bibliography

This bibliography includes 62 entries. The entries are organized by sector in the following manner:

> Entries 1-14 Water and Sanitation
> Entries 15-21 Rural Development
> Entries 21-62 Generic HRD

Within each of the above three categories, entries are listed in terms of the six HRD areas, but not in any specific order. Since many references pertain to several HRD areas it was impossible to organize the bibliogrpahy by HRD activity. The matrix should be used to locate references for a specific need.

Criteria

To determine the appropriaoness of a reference for inclusion in this bibliography, each publicati` as reviewed against the following criteria:

- It describes or contributes to the state-of-the-art of HRD.
- It describes or has relevant application of HRD to the field of water and sanitation in developing countries.
- It provides practical (how to) models or ideas that are easy to use.
- It is readily obtainable.
- It is written in a manner easily understandable by those who do not come from a HRD background.

In addition, the material is available in English (foreign language editions are not reviewed); the format of material is a textbook, major technical paper, or a training manual/handbook; or the material addresses HRD as a topic rather than water and/or sanitation technology.

These criteria have resulted in a selected list of major references. Not included are journal articles, conference reports, abstracts, technical training manuals, and instructional materials. The references included are important, easy to use, readily obtainable and will assist the practitioner to develop, implement, manage, and monitor sector specific HRD programs.

Presentation

Each entry provides the following data:

- Category (from above Matrix)
- Title
- Author
- Review of Content
- Comments
- Possible Application to water/sanitation
- Subject(s) included
- Publisher and date of publishing, number of pages
- Cost/Source for ordering.

Additional Information

In addition to the annotated bibliography of basic works in the HRD field, additional resources are provided as appendices for those who wish further information and references.

o   Non-reviewed References: In the course of developing the annotated bibliography several references were noted as of potential use but were not available for immediate review. These are listed in standard bibliographic form with little or no annotation.

o   Journals and Professional Publications: In addition to those periodicals of a technical nature, the HRD specialists may find HRD journals and professional publications useful. Some key ones are therefore listed (Appendix B).

o   Source List : For use in ordering publications, this list provides the addresses for those publishers and distributors cited in the bibliography (Appendix C).

o   Recommended Resources: To assist users of the bibliography in developing a reference library, this appendix lists materials useful for three levels of HRD activities (Appendix D).

This bibliography is not intended to be an exhaustive list of HRD resources and publications. To attempt such a list would be to render the bibliography useless because of sheer weight and superfluity of information. In its limited scope, it does, however, provide models, guides, theories, philosophies, and techniques relevant to the sector. At a minimum, it is a start for the HRD practitioner in water supply and sanitation. At its best, it provides enough resource material to support the several roles an HRD specialist must play.

Alphabetical List of Entries Numbers

Title	Entry #	Author(s)
1. The Adjunct Study Guide	#47	Danny Langdon
2. The Adult Learner: A Neglected Species	#32	Malcolm S. Knowles
3. Approaches to Training and Development	#33	Dugan Laird
4. Assessment Centers: A Guide for Human Resource Management	#51	E.C. Keil
5. Audiovisual Training Modules	#46	Harold Stolovitch
6. Backward Chaining: Teaching Task Performance	#42	Jay Alden
7. Community Participation in Water and Sanitation: Concepts, Strategies and Methods	#7	Alastair White
8. Compendium of National Job Training Recommendations	#11	National Water Council Training Division
9. The Consulting Process in Action	#23	Gordon Lippitt and Ronald Lippitt
10. Costs, Benefits, Productivity in Training Systems	#67	Greg Kearsley
11. The Design of Organizations for Rural Development Projects: A Progress Report	#18	World Bank
12. Developing and Training Human Resources in Organizations	#36	Kenneth Wexley and Gary Latham
13. Developing Teams and Organizations: A Practical Handbook for Managers and Consultants	#27	Uri Merry and Melvin E. Allerhand
14. Evaluation for Village Water Supply Planning	#21	Cairncross, Carruthers, Curtis, Feachem, Bradley, and Baldwin
15. Evaluation of In-plant Training in Publicly Owned Wastewater Treatment Plants	#4	John Austin, Jerry Kidd, and Pamela Ward

Title:

Evaluation for Village Water Supply Planning

Author(s):

Sandy Cairncross, Ian Carruthers, Donald Curtis, Richard Feachem, David Bradley, George Baldwin

Review of Content:

This comprehensive book addresses the areas on which an evaluation of village water supply programs might focus. Each chapter describes a particular administrative level of such projects and reviews the effectiveness of local level organization, extension, response, and feedback. Each chapter provides direction on the types of methods, questions, and structure to be used in the evaluation process and discusses manpower requirements for each area. Several tables assist the reader to understand how various program components relate to each other. 179 pp.

Comments:

Ideas are presented in a uniform format within each chapter. The language is simple, and ideas are easily understood.

Possible Application:

HRD needs assessment.

Subjects:

Evaluation of established water supply projects; administrative capability; effectiveness at the local levels.

Publisher:

John Wiley & Sons (in Association with the WHO International Reference Center for Community Water Supply) 1980.

Cost:

$26.95

Source:

Publisher, See Source List, Appendix C.

#2   Category: Water and Sanitation
                                                     Planning

Title:

Roles and Responsibilities for Developing a Comprehensive State Water and
Wastewater Operator Training Program.

Author(s):

ABC, P.O. Box 2266, Ames, Iowa 50010.

Review of Content:

The report discusses the development of an adequate level of training and
education for operators of water and wastewater facilities and identifies the
roles and responsibilities of the participants in program development. Based
on the analysis of four state programs in the U.S. and a survey of the other
states and Canadian provinces, the report lists specific recommendations
regarding the coordination and provision of a training system that permits
nationwide pooling and sharing of resources. 37 pp.

Comments:

Not reviewed.

Possible Application:

Planning training projects development of interagency collaboration.

Subjects:

See above.

Publisher:

Association of Boards of Certification for Operation Personnel in Water and
Wastewater Utilities (ABC), Ames, Iowa, 1977.

Cost:

$10.00

Source:

Publisher, See Source List, Appendix C.

Category: Water and Sanitation
                                                Planning
Title: Utilization

A Model for the Development of a Self-Help Water Supply Program (World Bank Technical Paper Number 2).

Author(s):

Colin Glennie

Review of Content:

This paper, developed under the auspices of the Technology Advisory Group (TAG), presents a model for manpower training and institutional requirements for self-help water supply and sanitation programs. The model spans the phases of program development including the development of a cadre of staff, involvement of the community, role of project staff, levels of field manpower, selection and training of staff for expanded programs, and organization of the project team and the community. The paper emphasizes the need to start small and to develop slowly and the importance of developing internal competence to manage projects. 48 pp.

Comments:

This working paper provides brief comments on many aspects of program and staff development. Ideas are clearly stated and without much elaboration. Thus it acts as a good outline to use in project development.

Possible Application:

Development of community projects, planning for staff and organizational structure of a project team.

Subjects:

Training, project manpower requirements, community participation, self-help program conditions, staff selection and recruitment, motivation, project and community organization, and job descriptions.

Publisher:

The World Bank, Washington, D.C., 1982.

Cost:

$3.00

Source:

World Bank, See Source List, Appendix C.

Title:

Evaluation of In-Plant Training in Publicly Owned Wastewater Treatment Plants

Author(s):

John H. Austin, Jerry S. Kidd, and Pamela Ward

Review of Content:

This report focuses on the strong link between the lack of specific skills of
operations and maintenance personnel and the inadequate performance of
publicly owned treatment works. Two major strategies are outlined for
identifying and addressing in-plant performance problems. These strategies
help determine who to train and what topics or skills to cover in the training
process. A technique for determining the appropriate mode of instruction is
outlined. Several forms, questionnaires, and checklists are provided to help
identify performance problems, analyze cost, and determine instructional
modes. The analysis of current policies and procedures of in-plant training
provides examples of problems and recommended solutions. 252 pp.

Comments:

After the description of the initial research and rationale behind it, the
report provides usable models for reviewing current performance. Level of
detail and sophistication of materials described probably require previous
experience in HRD.

Possible Application:

Planning of HRD programs for large water supply and treatment projects.

Subjects:

Performance analysis, training needs assessment, HRD philosophy, and training
program development.

Publisher:

Environmental Protection Agency, Office of Research and Development,
Cincinnati, Ohio. September, 1981.

Cost:

No charge.

Source:

Publisher, See Source List, Appendix C. (Cincinnati, Ohio address)

Title:

Suggested Steps in the Development of a National Training Delivery System
(Third Draft)

Author(s):

Neil F. Carefoot and John K. Densham

Review of Content:

A "working document" which was developed in response to requests for
information on a systematic approach to developing a training system for water
and sanitation personnel. Written in two parts (one by each of the authors),
each part presents a discussion of the steps necessary in designing such a
system. Tables and sample curricula are presented. A checklist of steps in the
development of a national training system is detailed and comprehensive. 64
pp., plus annexes.

Comments:

Methods for identifying training needs, training design, implementation, and
evaluation are briefly outlined.

Possible Application:

Development of a national training system and the design and implementation of
all phases of training for water supply and sanitation personnel.

Subjects:

Training program development and training policy.

Publisher:

International Reference Center for Community Water Supply and Sanitation
(IRC), The Hague, September, 1978.

Cost:

No charge.

Source:

Publisher, See Source List, Appendix C.

Title:

Training: Challenge of the 80's: Report of the Director-General to the
International Labour Conference.

Author(s):

None listed.

Review of Content:

This is an offprint of Part I of the Report of the Director General of the
International Labour Organization. It is described as "an attempt" to analyze
the problems to be faced in the 1980's. Five sections cover the following
topics: Section 1--Major Trends; 2--Training Requirements for Rural
Development; 3--Major Policy Issues (equality and increased training
opportunities); 4--Effectiveness and efficiency of training; and 5--Role of
the ILO. 49 pp.

Comments:

Though not focused on water supply and sanitation, this is a good overview of
the importance of training to meet increasing demands for skilled manpower.

Possible Application:

Understanding general perspectives of training in Rural Development.

Subjects:

Training policy and training effectiveness.

Publisher:

International Labour Organization, Geneva, 1980.

Cost:

12.50 Swiss Francs or U.S. $7.51.

Source:

Publisher, See Source List, Appendix C.

Category: Water and Sanitation
Utilization

Title:

Community Participation in Water and Sanitation: Concepts, Strategies, and Methods. Technical Report No. 17.

Author(s):

Alastair White

Review of Content:

This technical paper provides an overview of the many aspects of community participation. Socio-cultural and political factors with significance for water supply and sanitation schemes are discussed. Experiences from socialist and mixed economies are included. Particular attention is paid to differences of interests, especially within villages. The chapter on community health education draws from general findings of social psychology to recommend an approach emphasizing collective commitment to change. Includes options for community participation, the circumstances appropriate to promote them, and possible difficulties encountered. 180 pp.

Comments:

Not reviewed. Described as "scholarly yet practical."

Possible Application:

Development of strategies for community participation.

Subjects:

Forms of participation, consultation with the community, community action, community education, choice of strategy, and behavior change.

Publisher:

International Reference Center for Community Water Supply and Sanitation (IRC), The Hague, 1981.

Cost:

$15.00

Source:

Publisher, See Source List, Appendix C.

Category: Water and Sanitation
                                              Utilization
                                              Training and Education

Title:

Helping Health Workers Learn

Author(s):

David Werner and Bill Bower

Review of Content:

This book is a collection of methods and aids and "triggers the imagination."
The methods can be selected by instructors at the village level and inserted
into their program. Part One addresses the determination of which approaches
to learning are most appropriate and discusses the development of training
plans, differences in learning/teaching based on location, and the importance
of follow-up. Part Two gives ideas for conducting training and focuses on the
participants "seeing, thinking and doing." Part Three describes techniques for
preparation and use of visual aids. Part Four presents ideas for training to
meet the needs of mothers and children. Part Five focuses on ways in which
health is influenced by human relationships, the causes of malnutrition, and
methods of helping people gain self-confidence to improve health. The final
chapter explores the use of theater to raise people's awareness. 632 pp.

Comments:

This book in fairly basic English is practical and useful for instructors of
village health workers, especially those who are health workers themselves,
but it may be of use to anyone involved in community education. Even if the
topics are not specifically water and sanitation, they are clearly related to
them and the techniques are directly applicable.

Possible Application:

Community/village based training; general training program development.

Subjects:

In addition to those noted above; selecting health workers and instructors,
training techniques, children as health workers; homemade, low-cost equipment,
and written materials.

Publisher:

Hesperian Foundation, Palo Alto, California, 1982.

Cost:

$7.50

Source:

Publisher, See Source List, Appendix C.

Title:

Model Certification Examination Procedures for Wastewater Treatment Plant Process Control

Author(s):

Performance Design Corporation

Review of Content:

This loose-leaf manual provides a methodology for development of performance-oriented certification tests for personnel in wastewater treatment plants. Certification authorities as well as trainers can use this manual to evaluate performance objectives. The first part of the manual describes the basic concepts, theory, and general application of certification tests. The second part is in the form of detailed test items for eleven performance objectives in wastewater treatment plants. 233 pp.

Comments:

This is a comprehensive, excellent source book.

Possible Application:

Design and application of certification examination for wastewater treatment plant process control.

Subjects:

Development of certification test items, administrative aspects, process control performance objectives.

Publisher:

Association of Boards of Certification for Operating Personnel in Water and Wastewater Utilities (ABC), Ames, Iowa, 1977.

Cost:

$60.00

Source:

Publisher, See Source List, Appendix C.

Category: Water and Sanitation
                                                  Planning

Title:

Guide for the Design of a National Support Programme for Community Education
and Participation in Water Supply and Sanitation

Author(s):

Anne Whyte

Review of Content:

The report is designed to guide community participation strategy at two
levels. First, it describes a planning process for community participation in
water and sanitation projects. Second, it includes information on the content
or substance of community participation. These are presented in check list
form as alternative solutions to specific planning problems. The report is
designed to dovetail community participation activities into overall national
planning for the International Drinking Water Supply and Sanitation Decade. 60
pp.

Comments:

The guide is a series of planning questions. If used, they should help to
ensure community participation and acceptance as well as cultural relevance.

Possible Application:

Planning for community participation in drinking water and sanitation
projects.

Subjects:

Identification of experience in community participation, assessing potential,
anticipating problems, setting objectives, planning for national and regional
support, planning at the community and project levels, and evaluation and
monitoring progress.

Publisher:

World Health Organization, International Reference Centre for Community Water
Supply and Sanitation (IRC), The Hague, Netherlands, 1980.

Cost:

None

Source:

IRC, see Source List, Appendix C.

Category: Water and Sanitation
Planning
Training

Title:

Compendium of National Job Training Recommendations

Author(s):

National Water Council Training Division

Review of Content:

The Compendium is a ten volume series of job training recommendations which are based on an analysis of 1,700 different jobs. These jobs have been syntesized into 2,000 basic job types which are common to the water industry. Each recommendation contains a schedule of training subjects which are relevant to the post and includes details of methods by which, if a need is identified, that need can be met. The volumes indicate by job the training requirements and may be used as a guide to career development needs.

Comments:

To best understand the Compendium, order the Training Planning Package for the Water Industry Handbook (next entry, #12) which explains the Compendium and provides a matrix to assist in deciding which volumes to order.

Possible Application:

Enable managers and training specialists to review staff training needs and make appropriate arrangements to meet those need in a cost effective manner.

Subjects:

Vol. 1 Top Management 51 pp.
Vol. 2 Support Services: Administration, Computers and Estates 109 pp.
Vol. 3 Support Services: Legal, Personnel, Purchasing/Supplies, Safety/
        Health and Transport 95 pp.
Vol. 4 Fisheries and Recreation 29 pp.
Vol. 5 Financial Services
Vol. 6 Operational Services 127 pp.
Vol. 7 Maintenance 53 pp.
Vol. 8 Engineering 78 pp.
Vol. 9 Scientific Services 50 pp.
Vol. 10 Water Resources Management 32 pp. Corporate Planning 17 pp.

Publisher:

National Water Council, London, 1981.

Cost: Total set L 200 (pounds sterling). The Council gives costs of individual
      volumes.

Source: Water Industry Training Association, See Source List, Appendix C.

#12   Category: Water and Sanitation
                                                 Planning
                                                 Training

Title:

Training Planning Package for the Water Industry Handbook

Author(s):

National Water Council Training Division

Review of Content:

The Handbook is designed to help personnel and training specialists to
understand the principles and advantages of the Compendium of National Job
Training Recommendations (see previous entry, #12) 32 pp.

Comments:

The Handbook is well-designed and includes a color-coded matrix to assist in
selecting appropriate volumes according to job and function.

Possible Application:

Understand the Compendium (No. 11 above), decide whether or not it is an
appropriate tool.

Subjects:

Introduction to Compendium, guide notes, how to use the training planning
package, matrix, summary of jobs included in the Compendium

Publisher:

National Water Council, London, 1981.

Cost:

L 1.50 (pounds sterling)

Source:

Water Industry Training Association. See Source List, Appendix C.

Title:

Interagency Task Force on Human Resources Development for the International Drinking Water Supply and Sanitation Decade: Basic Strategy Document

Author(s):

Interagency Task Force on Human Resources Development for International Drinking Water Supply and Sanitation Decade

Review of Content:

The purpose of the Basic Strategy Document is to serve as a guide for Water Decade Human Resource Development strategies and approaches for national and international agencies. It proposes a framework to identify elements affecting the development of national strategies and considers mechanisms of inter-national collaboration in support of government activities. A two-phase strategy for the international community is suggested. 55 pp.

Comments:

An overview of the United Nations HRD strategies for the Decade.

Possible Application:

Background information for agencies. Summary and strategies of specific UN agencies. Strategies for donor and national agencies in HRD area.

Subjects:

Proposed national strategies, two phase strategy for international support.

Publisher:

World Health Organization, Geneva, Switzerland. March, 1982.

Cost:

None

Source:

Publisher, See Source List, Appendix C.

#14

Category: Water and Sanitation
Utilization
Management
Training
Organization

Title:

Water Supply and Sanitation in Developing Countries

Author(s):

The Institution of Water Engineers and Scientists, Bernard J. Dangerfield, editor.

Review of Content:

The main aim of this book is to help those involved in technical and administrative responsibilities for water supply and sanitation projects in developing countries working with limited resources. The book is intended to replace the standard resource, Manual of British Water Engineering Practice, for workers overseas. A broad spectrum of subjects is covered (see Subjects, below) including a chapter on education and training. 413 pp.

Comments:

The majority of topics are technical or background materials. The section on education and training provides an overview of education and training of water engineers and scientists, sector education, and research as well as institutional training.

Possible Application:

Background on many aspects of water and sanitation.

Subjects:

Health, economic, social, and population factors, role of development banks, water resources and treatment, urban water supply and sanitation, rural water supply and sanitation, low-cost technology, operation and maintenance, institutional requirements, education and training.

Publisher:

The Institution of Water Engineers and Scientists, London, 1983.

Cost:

L 27 (pounds sterling)

Source:

Publisher, See Source List, Appendix C.

Title:

From the Field: Tested Participatory Activities for Trainers

Author(s):

Catherine D. Crone and Carmen St. John Hunter, eds.

Review of Content:

This looseleaf notebook is a compilation of learner-centered training activities for use in non-formal education for adults. All the activities have been used in developing countries in field training. Activities include exercises which help trainers and participants such as: 1) Increasing trainees' self-awareness, developing trust and cooperation; 2)Collecting information from learners about needs; 3) Techniques and materials that encourage learner participation; 4) Assessing learning activities; 5) Planning and field testing participatory learning activities. 148 pp.

Comments:

Specific activities are described in detail including the context in which they have been tested in the field. All activities center on learners and encourage their participation.

Possible Application:

Training in non-formal adult education, especially in rural settings or communities.

Subjects:

Becoming a learning group, defining needs or conducting a needs assessment; choosing and using methods and materials, evaluating impact and results, planning and field testing participatory learning activities.

Publisher:

World Education, New York, 1980.

Cost:

$8.00

Source:

Publisher, See Source List, Appendix C.

#16

Title:

Perspective on Non-Formal Adult Learning

Author(s):

Lyra Srinivasan

Review of Content:

This text discusses the various forces that have converged to give non-formal education the characteristics that distinguish it from traditional formal schooling. Specific approaches to non-formal education are explored as they relate to the need to strengthen problem-solving capacity, to increase coping skills, and to develop reliance on one's own capabilities. Examples are drawn from Thailand, Ethiopia, Bangladesh, Ghana, Turkey, the United States, and the Philippines. 122 pp.

Comments:

The text is easy to understand. Appendices provide sample exercises and a resource list.

Possible Application:

Village and community based training.

Subjects:

Adult education group process techniques, approaches to adult learning, and model curricula.

Publisher:

World Education, New York. 1977.

Cost:

$7.50

Source:

Publisher, See Source List, Appendix C.

Title:

Non-formal Education as an Empowering Process

Author(s):

Suzanne Kindervatter

Review of Content:

This thesis links the concepts of non-formal education to those of Third World development using case studies from Indonesia and Thailand which focus on the involvement of people in their own development. Concepts and strategies include the use of community committees, non-professional facilitators, community organizations, and workshops. 281 pp.

Comments:

This document describes the practical application of an important concept in development and education. It has good bibliography.

Possible Application:

Implementing non-formal education programs within water/sanitation sectors, community participation programs.

Subjects:

Causes of underdevelopment, the meaning of development, characteristics of non-formal education, learning groups, community organization, youth and village development workshops.

Publisher:

Center for International Education, University of Massachusetts, Amherst, Massachusetts, 1979.

Cost:

$6.00

Source:

Publisher, See Source List, Appendix C.

Category: Rural Development
                                                 Organization

Title:

The Design of Organizations for Rural Development Projects: A Progress Report

Author(s):

World Bank

Review of Content:

This paper addresses the problems of organization and management encountered
in rural development projects. A framework for analysis and design of
organizations is provided as well as ways of using the framework at the
various steps in a project cycle. Problems of organization are traced to the
inappropriate application of traditional models of organization structure. The
new conceptual framework proposed in the paper focuses on assessing power and
commitment of project participants as a basis for organizational design;
designing inter-organizational relationships; and establishing effective
monitoring and evaluation systems. 47 pp.

Comments:

This model has not been tested in any detail. Insight is offered into
necessary modifications of traditional organization structure if they are to
contribute to economic development.

Possible Application:

Development of appropriate organizational structure and rural development in
general.

Subjects:

Problems in project organization, power and commitment, inter-organizational
relationships, and monitoring and evaluation.

Publisher:

World Bank, Washington, D.C., March 1980.

Cost:

$4.00

Source:

Publisher, See Source List, Appendix C.

Title:

Managing Rural Development: Peasant Participation in Rural Development

Author(s):

Coralie Bryant and Louise G. White

Review of Content:

This book briefly details what peasant participation means and how precisely
it can be implemented. It describes strategies for engaging villages in
project planning. 56 pp.

Comments:

This book focuses on agricultural extension but it is applicable to rural
development including water and sanitation projects.

Possible Application:

Developing strategies for community participation.

Subjects:

Rural development, bottom-up planning, implementing decentralized projects,
and evaluating participatory projects.

Publisher:

Kumarian Press, West Hartford, Connecticut, 1980.

Cost:

$4.95

Source:

Publisher, See Source List, Appendix C.

Category: Rural Development
                                                      Utilization
                                                      Organization

Title:

A Guide to Mobilizing Technical Assistance Volunteers

Author(s):

Volunteers in Technical Assistance

Review of Content:

A "how-to" manual for organizing local volunteer assistance for community
problem-solving. The handbook describes what a technical assistance program is
and discusses how to build up and administer a volunteer pool. Both small and
large scale operations are discussed. A variety of forms are included for
collecting background information, filing reports and evaluating volunteers.
67 pp.

Comments:

This booklet is a good place to start, easy to use, and practical.

Possible Application:

Anyone trying to organize local volunteer assistance.

Subjects:

Volunteer programs, procedures for building a basic one and an elaborate one,
for forming an advisory committee, raising funds and public relations.

Publisher:

Volunteers in Technical Assistance, Arlington, Virginia, 1975.

Cost:

$5.95

Source:

Publisher, See Source List, Appendix C.

Title:

Plain Talk: Clear Communication for International Development

Author(s):

David Jarmul

Review of Content:

This manual outlines a system for writing clear, simple English and is
designed for use in writing about simple, village-level technologies. Useful
suggestions are given to help a writer plan his work, check readability, and
simplify the writing. A section on graphic communication explains the pitfalls
of using graphics and makes helpful suggestions. 75 pp.

Comments:

This booklet is easy to read, useful to anyone trying to write readable
material.

Possible Application:

Writing of educational materials, manuals, proposals, editing, translating.

Subjects:

Planning, rules of simple English, testing readability, graphic communication.

Publisher:

Volunteers in Technical Assistance, Arlington, Virginia, 1975.

Cost:

$5.95

Source:

Publisher, See Source List, Appendix C.

Title:

Planning a Performance Improvement Project: A Practical Guide

Author(s):

Ian Mayo-Smith

Review of Content:

Intended for use by the individual manager in addressing specific
organizational improvements, this book provides a practical step-by-step
process for the preparation of a strategy(ies) to improve the performance of
his or her work. The process is systematic and uses worksheets to identify
performance problems and their causes. Force field analysis is used to rank
and categorize problems. Guidance for action plans and implementation
strategies are also described. 61 pp.

Comments:

This document is easy to use and understand and contains little theory. There
is adequate space for individual work, notes, etc.

Possible Application:

HRD manager to use as a guide for his/her own unit or in consulting to others.
As a basis for a manager's workshop.

Subjects:

Planning project objectives and identifying performance problems.

Publisher:

Kumarian Press, West Hartford, Connecticut, 1981 (Revised edition).

Cost:

$5.45

Source:

Publisher, See Source List, Appendix C.

Title:

The Consulting Process in Action

Author(s):

Gordon Lippitt and Ronald Lippitt

Review of Content:

This book describes six major phases of a consultant-client relationship and the tasks involved in each phase. It includes actual client-consultant dialogue as examples. Other chapters describe roles consultants play and list consultants' skills competencies and development needs. 123 pp.

Comments:

This is a good overview of the consulting process and is clearly written.

Possible Application:

Understanding the role of HRD staff as a consultant to the organization; utilization of consultants more effectively.

Subjects:

Phases in consulting, multiple roles of a consultant, intervention decisions and strategies, guidelines for consultants, action and research and evaluation.

Publisher:

University Associates Publishers and Consultants, San Diego, California, 1978.

Cost:

U.S. $15.00

Source:

Publisher, See Source List, Appendix C.

Title:

Improving Work Groups: A Practical Manual for Team Building

Author(s):

Dave Francis and Don Young

Review of Content:

This book describes a team building process involving systematic planning and review of ongoing activities in developing and maintaining effective work group performance. The four sections of the book address the following: 1) understanding team building; 2) surveying your own team; 3) characteristics of effective teams; and 4) improving your own team. 261 pp.

Comments:

Section Four of this book describes 46 activities for use in developing a team-building program.

Possible Application:

Development of HRD team.

Subjects:

How to build teams, team-review questionnaire, effective team leadership, intergroup relations, team commitment and achievement, and blocks to team effectiveness.

Publisher:

University Associates Publishers and Consultants, San Diego, California, 1979.

Cost:

U.S. $19.50

Source:

Publisher, See Source List, Appendix C.

Title:

An Introductory Course in Teaching and Training Methods for Management
Development

Author(s):

International Labour Organization (ILO)

Review of Content:

This manual outlines a five-day course for training of management trainers.
The materials include a collection of useful articles on training principles
and techniques. Support materials include a list of English language films,
some available from ILO on loan. The authors encourage the adaptation of
materials to the specific needs of participants. Examples used are from within
the labor union context. Detailed session guides for each learning module are
provided. 210 pp.

Comments:

Design of this manual is good and thorough. Support materials alone provide
important information about training techniques (role play, case study, etc.)
and the management of training. The application of the content to water/
sanitation must be developed by the trainer. Context is that of industry and
commerce.

Possible Application:

Increased understanding of training, training of trainers, and training
managers.

Subjects:

Principles of learning, teaching and training methods, audio-visual aids,
lecture method, discussion method, case method, role playing, business games,
designing training programs, in-basket exercises, and evaluation of training
programs.

Publisher:

International Labour Organization, Geneva, 1972.

Cost:

$22.80

Source:

Publisher, See Source List, Appendix C.

Category: Generic
                                                                  Planning
                                                                  Training and Education

Title:

A Guide to the Identification of Training Needs

Author(s):

T.H. Boydell

Review of Content:

This book helps the planner and trainer to analyze learning/development needs
at the organizational, occupational, and individual levels. It describes
techniques for determining present and future training needs and forecasting
manpower requirements. 43 pp.

Comments:

Models and ideas are clearly and simply presented.

Possible Application:

Manpower planning, short and long term training plans, and determining overall
strategy for training programs.

Subjects:

Models of identifying training needs and approaches to assessing training
needs and conducting training.

Publisher:

British Association for Commercial and Industrial Education (BACIE), London,
1976.

Cost:

$6.00

Source:

Publisher, See Source List, Appendix C.

Title:

Developing Teams and Organization: A Practical Handbook for Managers and Consultants

Author(s):

Uri Merry and Melvin E. Allerhand

Review of Content:

This handbook describes alternative strategies and interventions to use when effecting organizational change or conducting management training. The interventions and exercises are detailed according to the appropriate application or use, who can use them, their purposes, materials required, time needed, steps in process, consultant and participant activities for each step, and possible variations. 415 pp.

Comments:

The handbook is very useful and contains strategies appropriate to most managerial and organizational needs. Descriptions of interventions provide complete information for conducting activities. It can be used by novice and experienced practitioners.

Possible Application:

Improving work group effectiveness and collaboration and responding to a variety of managerial and team work problems; developing activities in management training programs.

Subjects:

Creative problem solving, time management, team development, resolving conflicts, effectiveness between teams, assessing teams and organizations, and improving managerial style.

Publisher:

Addison-Wesley Publishing Company, Reading, Massachusetts, 1977.

Cost:

U.S. $22.95

Source:

Publisher, See Source List, Appendix C.

Category: Generic
                                                        Planning
                                                        Management

Title:

Handbook on the Improvement of Administrative Management in Public
Administration

Author(s):

United Nations

Review of Content:

This handbook focuses on organization and methods for management improvement.
The strategies are directed to government organizations in developing
countries. The text addresses issues such as the importance of establishing
policy and guidelines on administration reform and management improvement,
resource requirements for management improvement, the role of an internal
organization and methods department. Strategies are cited from several
countries. Additional methods of organizational improvement are also
discussed. Part Two discusses the use of management consulting assistance in
developing countries. 67 pp.

Comments:

While this handbook deals with the establishment of a central government
agency for organization and management, the principles are applicable
especially to large projects with central training functions.

Possible Application:

Establishment of an internal unit for staff/organization development and
utilization of consultants.

Subjects:

Establishing organization and management agencies, determining needs for
consultation, and responsibilities and functions of consultants.

Publisher:

United Nations, Department of Technical Cooperation for Development, New York.
1979.

Cost:

U.S. $6.00

Source:

UNIPUB, See Source List, Appendix C.

Category: Generic
Training and Education
Organization

Title:

Management Development and Training Handbook

Author(s):

B. Taylor and G.L. Lippitt, eds.

Review of Content:

Designed to give practical help to managers, trainers, and employee
development staff, this text is a review of the "state-of-the-art" of
management and organization development. Included are excerpts from U.K.,
Europe, India, South Africa, Canada, Ireland, and U.S. Included are chapters
on management development in the developing countries, manpower planning, and
job enrichment. In one way or another each of the categories in this
bibliography is addressed in this book. 675 pp.

Comments:

This book provides exposure to an international set of thoughts on management,
planning, and organization development. It is made up mostly of addresses,
lectures, and essays with examples and charts that help explain concep s.

Possible Application:

Overview of the field of management development, materials for management
development training, organizational planning, and management manpower
forecasting.

Subjects:

Management development, management training methods and programs, organization
development, and planning and organization.

Publishe.:

McGraw-Hill Book Company (UK) Limited, London. 1975.

Cost:

$44.95

Source:

Publisher, See Source List, Appendix C.

#30

Title:

Training and Development Handbook: A Guide to Human Resource Development (Second Edition).

Author(s):

Robert L. Craig, editor

Review of Content:

This is a survey of the field of HRD based on the work of 59 HRD specialists. It covers most of the categories of HRD in a "how-to" manner using step-by-step procedures, providing sample forms, worksheets, etc. Forty-seven chapters cover everything from how to select staff to computer-assisted training. 886 pp.

Comments:

This is a comprehensive guide although sometimes the writing is confusing. It is useful for all levels of experience.

Possible Application:

Strategies for every aspect of HRD.

Subjects:

Training and development function; budgeting and controlling costs, records and information systems, program development, manpower and career planning; performance audits, job enrichment, vocational training, media, methodology, training consultants.

Publisher:

McGraw-Hill Book Company, New York, 1976.

Cost:

$40.25

Source:

American Society for Training and Development or Publisher, See Source List, Appendix C.

Category: Generic
Training and Education
Motivation

Title:

Human Competence: Engineering Worthy Performance

Author(s):

Thomas F. Gilbert

Review of Content:

This text presents a systematic approach to describing and developing desired performance. The approach focuses on the <u>behaviors</u> required to accomplish goals. Using behavior to engineer performance criteria, the book also discusses techniques for troubleshooting. Strategies for tailoring remedies to performance problems are outlined. The importance of information to employee effectiveness is described in detail. Case histories provide examples of application of performance engineering. 376 pp.

Comments:

This text challenges some of the traditional methodologies of performance and employee development. Written for an experienced manager/HRD specialist.

Possible Application:

Developing performance based training programs and review of information and agency policy as it effects productivity.

Subjects:

Measuring human competence, behavior engineering, troubleshooting performance problems, information and competence, and motivation and human capital.

Publisher:

McGraw-Hill Book Company, New York. 1978.

Cost:

U.S. $29.00

Source:

American Society for Training and Development or Publisher, See Source List, Appendix C.

Title:

The Adult Learner: A Neglected Species (Second Edition)

Author(s):

Malcolm S. Knowles

Review of Content:

In this classic book Knowles reviews the fields of education and psychology
and concludes that a new amalgam he terms "andragogy" is needed to fully
address the issue of how and when adults learn. Contemporary researchers have
challenged "andragogy" on the grounds that it is more a philosophical position
and statement of concern for the needs of adult learners than a theory. 210
pp.

Comments:

This is a fundamental text for understanding how adults learn.

Possible Application:

Understanding how adults learn.

Subjects:

Adult learning, learning contracts, and program planning guide.

Publisher:

Gulf Publishing Company

Cost:

$11.95

Source:

Publisher, See Source List, Appendix C.

#33

Title:

Approaches to Training and Development

Author(s):

Dugan Laird

Review of Content:

This text covers a broad range of topics relevant to the establishment and management of a training and development function. Tips on training and development include those selected to preparing media for instruction to using training as an organizational development strategy. Written from a U.S. corporate perspective, many of the issues relate to business. Written in response to "questions from newcomers" to the field. 303 pp.

Comments:

This is a very comprehensive overview of training/development function and activities. Some of the corporate examples are not relevant to developing countries.

Possible Application:

General understanding of training, training needs assessment, policy formulation, and training program development.

Subjects:

Establishing a training department, role of training officer, identifying training needs, options to training, training methods, and evaluation.

Publisher:

Addison-Wesley, Reading, Massachusetts, 1978.

Cost:

U.S. $16.95

Source:

Publisher, See Source List, Appendix C.

Title:

Management, Administration, and Productivity: International Directory of
Institutions and Information Services

Author(s):

Milan Kuhr and Kew Vernon, eds,

Review of Content:

This trilingual (English, French, and Spanish) directory lists 2,300
institutions from 140 countries and 1,000 key information sources in the
fields of management, public administration, productivity improvement, and
education and training. The directory covers 1) published reference works and
serials; 2) computerized data bases and directories of computerized
information systems; and 3) organizations providing information as a client
service. 305 pp.

Comments:

This is a sketchy list of possible sources. It would be useful to acquaint
Third World nationals with local or regional resources.

Possible Application:

Use in identifying information sources regarding management education and
training, and improving managerial techniques, systems, and practices.

Subjects:

Management, public administration, productivity, education and training.

Publisher:

International Labour Organization, Geneva, Second (revised) edition. 1981.

Cost:

$18.55

Source:

Publisher, See Source List, Appendix C.

Category: Generic
Training and Education

Title:

Human Resource Development: The New Trainer's Guide

Author:

Les Donaldson and Edward E. Scannell

Review of Content:

This comprehensive "how-to" guide offers hundreds of field-tested ideas and techniques for developing and conducting training programs in a variety of situations. Its learn-by-doing format carefully blends theory with practical business applications to give the basic skills needed in any type of training program whether it be in skills, sales, management, technical, or organization development. 150 pp.

Comments:

Not reviewed.

Possible Application:

Not reviewed.

Subjects:

Publisher:

University Associates Publishers and Consultants, San Diego, California, 1980.

Cost:

$13.50

Source:

Publisher, See Source List, Appendix C.

Category: Generic
                                                            Training and Education

Title:

Developing and Training Human Resources in Organizations

Author(s):

Kenneth N. Wexley and Gary P. Latham

Review of Content:

Models described stress cost effectiveness, performance capability, and job competence. In a readable and highly concise manner, Developing and Training Human Resources in Organizations describes broad goals and basic strategies that permit an organization to maximize its human resources. Illustrations, charts, and models amplify the text. 265 pp.

Comments:

Not reviewed.

Possible Application:

Overall HRD program development.

Subjects:

The training director's job, identifying training needs, maximizing the trainee's learning, evaluating training programs, on-site training methods, off-site training methods, and theoretical approaches, and additional techniques for management development.

Publisher:

University Associates Publishers and Consultants, San Diego, California, 1980.

Cost:

$15.50

Source:

Publisher, See Source List, Appendix C.

Title:

Management of Organizational Behavior Utilizing Human Resources

Author(s):

Paul Hersey and Kenneth H. Blanchard

Review of Content:

This is a standard reference work based on the "situational leadership" theory of motivation and employee effectiveness. It describes effective leader and managerial behavior, the effect of environment on motivation, strategies for determining an evaluation's organizational effectiveness, and addressing problems of performance. 345 pp.

Comments:

The book "sells" one model of leadership style. This may be seen as both narrow and consistent. The greatest advantage is that the consistency of the relatively simple model helps the practitioner better understand the complexities of HRD.

Possible Application:

Understanding current barriers to effective human resource utilization and a source of models to be used in training managers and staff.

Subjects:

Motivation and developing human resources.

Publisher:

Prentice Hall, Englewood Cliff, New Jersey. 1982. (Fourth Edition).

Cost:

$23.00

Source:

American Society for Training and Development or Publisher, See Source List, Appendix C.

Category: Generic
                                                   Training and Education

Title:

Training for Development

Author(s):

Rolf P. Lynton and Udai Pareek

Review of Content:

A comprehensive textbook on the theory and practice of training. Contents
include an overview of the training process from pre-training to the back-home
application. Organizational training needs are linked to individual
motivation. Steps in the design and evaluation of programs are described.
There are also discussions about conducting workshops, the role of the
trainer, and the training institution as an organization. Theories and
examples are drawn from several countries. 409 pp.

Comments:

This text is comprehensive and very usable.

Possible Application:

General understanding of training and HRD.

Subjects:

Training theory and methods, program design, organizational training, the
training institution, and its future.

Publisher:

Kumarian Press, West Hartford, Connecticut, 1978.

Cost:

$7.95

Source:

Publisher, See Source List, Appendix C.

Category: Generic
Planning
Training

Title:

A Guide to Job Analysis

Author(s):

T.H. Boydell

Review of Content:

This short volume contains basic and easy-to-understand information and models for one of the first steps in systematic human resource and organization development, the determination of what the job or work actually is. The models are briefly explained and illustrated with flow diagrams, sample forms, and completed analysis. Job analysis is defined and related to "Ten Steps in Systematic Training." 31 pp.

Comments:

This volume is very readable, usable, and relevant.

Possible Application:

Identification of training needs and development of training programs for all aspects of project implementation.

Subjects:

Job analysis

Publisher:

British Association for Commercial and Industrial Education (BACIE), London, 1970 (Fifth Printing, 1981).
Cost:

$6.00

Source:

Publisher, See Source List, Appendix C.

Title:

Programmed Instruction

Author(s):

Donald H. Bullock

Review of Content:

Included in this text is a step-by-step guide for developing programmed
instruction (PI) packages. The text defines programmed instruction, develops
its format, and describes its uses and outcomes. 97 pp.

Comments:

The presentation is clear.

Possible Application:

Development of programmed instruction materials.

Subjects:

The use, operational description, design format, outcomes, development guide,
and resources of programmed instruction.

Publisher:

Educational Technology Publications, Englewood Cliffs, New Jersey, 1978.

Cost:

$14.95

Source:

Publisher, See Source List, Appendix C.

Title:

Job Aids

Author(s):

Claude S. Lineberry and Donald H. Bullock

Review of Content:

This programmed text is a guide to the development of job aids with particular emphasis on the guidance functions. It describes design formats such as step-by-step lists, linear flow charts, and work sheets. Attention is also given to methods of evaluating job aids outcomes. 81 pp.

Comments:

The presentation of this guide is concise.

Possible Application:

Development of job aids materials.

Subjects:

The use, operational description, design format, outcomes, developmental guide, and resources of job aids.

Publisher:

Educational Technology Publications, Englewood Cliffs, New Jersey, 1980.

Cost:

$16.95

Source:

Publisher, See Source List, Appendix C.

Title:

Backward Chaining: Teaching Task Performance

Author(s):

Jay Alden

Review of Content:

This is a text on the design of backward chaining to teach task performance.
It describes design format according to selection and grouping of content and
sequencing and construction of units. Several examples are also provided. 69
pp.

Comments:

This text is clearly written.

Possible Application:

Development of instructional material in backward chaining.

Subjects:

The uses, operational description, design format, outcomes, developmental
guide, and resources of backward chaining.

Publisher:

Educational Technology Publications, Englewood Cliffs, New Jersey, 1978.

Cost:

$14.95

Source:

Publisher, See Source List, Appendix C.

#43

Title:

Performance Based Jobs Aids and Training: Programmed Text
Performance Based Jobs Aids and Training: A Self-Instructional Overview, Guidebook

Author(s):

Donald H. Bullock

Review of Content:

This is a self-teaching loose-leaf manual on the development of performance based job aids and training. It involves the reader in all aspects of these areas by posing a concept, defining an exercise, asking a question, and giving feedback. The text includes discussion of performance technology, evaluation dimensions for job aids and training, and design methodologies (170 pp.).

Available as a supplement to this "Programmed Text" is a "Guidebook" which summarizes the above material. This includes a self-study guide with a performance test which will give the reader feedback on his/her understanding of performance based job aids and training. (Guidebook 44 pp., test 39 pp.)

Comments:

This is an excellent source for job aids and training theory and design.

Possible Application:

Design of performance based job aids and training.

Subjects:

Performance, job and task analysis, job aids, training, criterion tests, behavior, instructional strategies and methods.

Publisher:

Training Consultants' Memo, Columbia, Maryland, 1983.

Cost:

$20.00 each

Source:

Publisher, See Source List, Appendix C.

Title:

Improving Competence Through Modular Instruction

Author(s):

James D. Russell and Kathleen A. Johanningsmeier

Review of Content:

This is a practical guide for teachers and trainers in developing modular
materials to improve student competencies. Many examples are given from the
classroom, business, and health fields to demonstrate the scope of application
of modular instruction. Included are sections on design, competency tests, and
measuring instructional productivity with a good balance of theory and
practical application. 101 pp.

Comments:

The presentation of material in this guide is straightforward.

Possible Application:

Design and implementation of modular instruction materials.

Subjects:

Design of modular instruction, constructing competency tests, analyzing
learner characteristics, evaluating modular instruction and productivity.

Publisher:

Kendall/Hunt Publishing Company, Dubuque, Iowa, 1981.

Cost:

$8.95

Source:

Publisher, See Source List, Appendix C.

#45

Title:

Handbook of Training Evaluation and Measurement Methods

Author(s):

Jack J. Phillips

Review of Content:

This text book covers all aspects of HRD program evaluation and measurement. It is broken into four parts. Part One presents the importance of measurement and the need for evaluation. Part Two discusses the preparation for evaluation including design, strategy, and cost determination. Part Three deals with evaluation methods and mechanics, and Part Four discusses the factors affecting program results. Although much theory is presented, the text also offers practical methods to evaluate HRD programs. 316 pp.

Comments:

This is a college level text.

Possible Application:

Textbook for course in HRD program evaluation.

Subjects:

Evaluation theory, design, methods, and results in respect to HRD programs.

Publisher:

Gulf Publishing Company, Houston, Texas. 1983.

Cost:

$21.95

Source:

Publisher, See Source List, Appendix C

Title:

Audiovisual Training Modules

Author(s):

Harold D. Stolovitch

Review of Content:

This book is an introduction to the audiovisual training module design. It describes the uses of the training module and which subjects are appropriate for its use. The instructional text provides many examples and guidelines for development of audiovisual training modules. 90 pp.

Comments:

This book is easy to read.

Possible Application:

Design of audiovisual training modules.

Subjects:

The use, operational description, design format, outcomes, developmental guide, and resources of audiovisual training modules.

Publisher:

Educational Technology Publications, Englewood Cliffs, New Jersey. 1978.

Cost:

$14.95

Source:

Publisher, See Source List, Appendix C.

Title:

The Adjunct Study Guide

Author(s):

Danny G. Langdon

Review of Content:

This book presents an instructional design for the development of adjunct study guides. These study guides are designed to improve the learning of students studying independently. The text includes copious examples of design format as well as a step-by-step development guide. 88 pp.

Comments:

This book is well written with good examples.

Possible Application:

Development of adjunct study guides.

Subjects:

The use, operational description, design format, outcomes, developmental guide, and resources of study guide.

Publisher:

Educational Technology Publications, Englewood Cliffs, New Jersey, 1978.

Cost:

$14.95

Source:

Publisher, See Source List, Appendix C.

Title:

An Ounce of Analysis (is worth a pound of objectives)

Author(s):

J.H. Harless

Review of Content:

This is a self-teaching book dealing with the analysis and solution of human performance problems and managing by objectives. The term "front-end analysis" is used to describe the method of analysis for training and personnel specialists. Part One is a programmed case study which introduces the concept and method. Parts Two and Three are a series of exercises that explore each concept. 85 pp.

Comments:

This book is easy to read and straightforward.

Possible Application:

Self-instructional introduction to human performance analysis.

Subjects:

Problem analysis, managing by objectives, motivation, and alternatives to training.

Publisher:

Harless Performance Guild, Inc., Newnan, Georgia, 1970.

Cost:

$6.50

Source:

Publisher, See Source List, Appendix C

Title:

Managing Development in the Third World

Author:

Coralie Bryant and Louise G. White

Review of Content:

This text focuses on the problems and processes of organizing, implementing,
and managing rural and urban development programs in the Third World. The
authors summarize organization theory and behavior and how these apply to
development programs. Specific guidelines are included for project design,
evaluation of impact, organization of self-help projects, and manpower
planning. 321 pp.

Comments:

While wordy and a "textbook," this book is written from a fairly practical
point of view. The linkages between organizational behavior, theory, and
development etc., are solid. It is about HRD and "development" rather than HRD
and water and sanitation. Examples are cited from all continents.

Possible Application:

General understanding of organization and its relation to developing projects.
Models on evaluation, needs assessment, and planning.

Subjects:

Organization development, evaluation, and needs assessment.

Publisher:

Westview Press, Boulder, Colorado. 1982.

Cost:

$13.20

Source:

Publisher, See Source List, Appendix C

Title:

Planning for Improved Enterprise Performance: A Guide for Managers and Consultants

Author(s):

Robert Abramson and Walter Halset

Review of Content:

This book describes a comprehensive problem-solving and performance improvement method that has been used successfully by many organizations in various countries in cooperation with the International Labour Organization. The technique is used to identify and resolve priority problems and develop strategies to develop the organization's effectiveness. Examples of planning and implementation strategies are provided in case studies from developing countries. Worksheets and survey forms are included for duplication. 178 pp.

Comments:

This book is thorough and complete. The descriptions and examples make this a practical resource.

Possible Application:

Planning the HRD function, training managers in planning and performance improvement, and addressing organizational improvement and design issues.

Subjects:

Organizational diagnosis, performance improvement in action programs, program management and control, program monitoring and evaluation, and budgeting.

Publisher:

International Labour Organization, Geneva, 1979.

Cost:

20 Swiss Francs

Source:

Publisher, See Source List, Appendix C.

Title:

Assessment Centers: A Guide for Human Resource Management.

Author(s):

E.C. Keil

Review of Content:

The assessment center approach to selecting and promoting employees utilizes simulated work activities to judge the candidate's suitability for a position. This state-of-the-art process is described clearly in this text. The key concepts of the approach are described and two case studies provide examples of how centers can be used. Techniques for designing an assessment center and the use of job analysis in its development are outlined. 128 pp.

Comments:

This is very readable and useful to understand the basic principles behind this complex method of selecting personnel.

Possible Application

Selection of new employees and consultants. Determination of development needs of employees.

Subjects:

Employee selection and employee advancement.

Publisher:

Addison-Wesley Publishing Co., Reading, Massachusetts,1981.

Cost:

$9.95

Source:

American Society for Training and Development or Publisher, See Source List, Appendix C.

Title:

An Integrated Approach to Organization Development and Performance Improvement
Training.

Author(s):

Robert Abramson

Review of Content:

A clear and concise explanation of what Organization Development (OD) is all
about as well as a practical guide to PIP (Performance Improvement Planning).
Part I presents a revised concept of OD and provides illustrative case
examples of OD efforts in the private and public sectors of the USA and
Bangladesh. Part II describes OD in an East African Community Corporation.
Bibliography, Charts and Tables. 409 pp.

Comments:

Not reviewed.

Possible Application:

Understanding the application of organization development to improving
performance.

Subjects:

Not reviewed.

Publisher:

Kumarian Press, West Hartford, Connecticut, 1978.

Cost:

$4.95

Source:

Publisher, See Source List, Appendix C.

Category: Generic
Planning
Training and Education

Title:

The Mager Library

Author(s):

Robert F. Mager

Review of Content:

This is a set of six books. Each book covers an important aspect of training program development. Analyzing Performance Problems (112 pp.) explores step-by-step a process for determining the nature of performance discrepancies and deciding if the "cause" is responsive to training or other interventions. Goal Analysis (136 pp.) explains how to describe the meaning of the goals of a training effort and to determine their relevance to performance improvement. Preparing Instructional Objectives, Second Edition, (136 pp.) identifies ways to recognize well-stated objectives and tells how to develop original objectives. Practice materials are included for developing this important skill. Developing Attitude Toward Learning (104 pp.) demonstrates how trainers can recognize participants' behaviors as evidence of favorable or unfavorable attitudes toward subjects being taught. Measuring Instructional Intent (136 pp.) shows how to select or create test items that match the intent of instructional objectives. Developing Vocational Instruction (83 pp.) explains the systematic development of instruction and how it can aid in transmitting skills and knowledge to others. It also describes moving from use of job description and task analysis through sequencing of instructional units and strategies for improving course efficiency and effectiveness.

Comments:

These books are sold as a set only. They are written in clear and simple language, are well illustrated, and are very practical.

Possible Application:

Identifying performance problems, developing training objectives, and developing performance based vocational skills training.

Subjects:

Performance analysis, analyzing training goals, training objectives, participant attitudes, testing, systematic vocational instruction.

Publisher:

Fearon Publishers, Belmont, California, 1968.

Cost:

$39.50

Source:

Publisher, See Source List, Appendix C.

Category: Generic
                                             Utilization
                                             Training and Education

Title:

A Manual and Resource Book for Popular Participation Training - Vol. I-IV

Author:

United Nations

Review of Content:

The Manual is intended to provide a set of resources to assist in the planning
and conducting of innovative training programs designed to promote participa-
tion in projects. The four volumes are cross-referenced and build upon one
another although it is possible to use each independently. The format allows
for addition to the materials and to the table of contents. Each volume
presents new information according to the following description:

Volume I: The "Introduction" is an overview of training in the context of
             project accomplishment and includes instructions on using the
             cross reference index to other volumes (34 pp.)

Volume II: "Selected Examples of Innovative Training Activities" describes
             activities used in a variety of development programs which
             encourage participation and the exchange of ideas (21 pp.)

Volume III: "A Selected Group of Training Approaches" describes approaches and
             specific techniques for training including field training, group
             dynamics, laboratory training, motivation training, and
             performance discrepancy training (39 pp.)

Volume IV: "Techniques" describes methods of training and specific exercises
             for a variety of purposes such as understanding problems, capacity
             building, attitude, and value development. This volume also
             includes support materials for exercises. (22 pp.)

Comments:

These volumes are usable, brief, and easy to understand. For very little cost
they provide a great deal of useful material, especially Vols. II and IV.

Possible Application:

Development of training programs for staff and for communities. Delivery of
training and ideas for exercises.

Category: Generic
Utilization
Training and Education

Subjects:

Training overview, innovative training activities, techniques and approaches, methods and exercises.

Publisher:

United Nations Department of Economics and Social Affairs, New York, 1978.

Cost:

Vol. I: $2.00; Vol. II: $1.50; Vol. III: $2,00; Vol. IV: $3.00 (or equivalent in other currencies).

Source:

UNIPUB, See Source List, Appendix C.

Title:

Instructional Resources Monograph Series: Improving Instruction

Author(s):

Herbert L. Coon

Review of Content:

This book outlines the principles of adult learning and lists guidelines for
teachers of adults. The text also supplies criteria for designing adult-
centered lesson plans. The major portion of the manual is devoted to various
examples of lesson plans taken as excerpts from eight different sources, all
dealing with instructional planning. Also included is a list of abstracted
references in the areas of adult education and lesson planning. 202 pp.

Comments:

The book is written in outline form and the text is a good checklist for adult
instructional planning and teaching. The examples are detailed and varied in
content.

Possible Application:

General understanding of adult learning principles, practical application in
instructional planning and teaching.

Subjects:

Principles of adult learning, teachers of adults, instructional planning/
teaching.

Publisher:

Environmental Protection Agency Instructional Resources Center, Columbus,
Ohio, 1982.

Cost:

$5.50

Source:

Publisher, See Source List, Appendix C (Columbus, Ohio address).

Category: Generic
Planning
Organization

Title:

Manpower Planning and Development: The Developing World

Author(s):

John J. Connor, William M. Carson

Review of Content:

Using the case study of a fictitious national oil and gas corporation, this book discusses aspects of manpower planning such as organizational design, task and skill analysis, training, and performance appraisal. The text does not go into detail on any one area, but instead gives a general overview showing the interrelationship of each topic. Included are blank forms, such as the Job Description form, suitable for copying and adaptation for any organization. 150 pp.

Comments:

This book demonstrates good continuity using the same case study throughout. It is easy to read and clearly presented.

Possible Application:

Organizational development with emphasis on manpower development.

Subjects:

Strategic planning, organizational design, manpower planning, job descriptions and qualifications profiles, task and skill analysis, training, recruitment and selection, performance appraisal, and succession planning.

Publisher:

International Human Resources Development Corporation, Boston, Massachusetts, 1982.

Cost:

$30.00

Source:

Publisher, See Source List, Appendix C.

#57   Category: Generic
                                                                Management
                                                                  Organization

Title:

Interviewing in Twenty-six Steps

Author(s):

John S. Gough

Review of Content:

The pamphlet describes how to conduct a successful interview. It takes a step-by-step approach to the process and emphasizes the clear definition of the job before the interview and good listening skills during the interview. 16 pp.

Comments:

The pamphlet is clear and simple and particularly useful to the novice interviewer.

Possible Application:

For anyone who interviews candidates for job openings.

Subjects:

Preparation, the interview, summing up, check list.

Publisher:

British Association for Commercial and Industrial Education (BACIE), London, England, 1980.

Cost:

L2.40 (pounds sterling)

Source:

Publisher, See Source List, Appendix C.

Category: Generic
Training
Motivation

Title:

Increasing Productivity through Performance Appraisal

Author(s):

Gary P. Latham and Kenneth N. Wexley

Review of Content:

The author describes an appraisal system which defines and stimulates employee productivity. He emphasizes practical applications of the principles of goal-setting, reinforcement, role clarity and team-building. He believes that the combination of performance feedback and setting specific goals based on this feedback allows the performance appraisal to fulfill its two most important functions: counseling (motivation) and development (training) of employees. 175 pp.

Comments:

This is a good resource on performance appraisal and describes situations and possible ways to handle them.

Possible Application:

For anyone doing performance appraisal, teaching about it or trying to design a system for it.

Subjects:

Performance appraisal and the law (US), developing a system, how to observe and evaluate performance, motivation, formal and informal appraisals, case study of engineers and scientists, implementing and maintaining a new system, examples of behavioral observation scales.

Publisher:

Addison-Wesley, Reading, Massachusetts, 1980.

Cost:

$8.95

Source:

Publisher, See Source List, Appendix C.

Title:

Performance Based Supervisory Development: Adapted from a Major AT&T Study

Author(s):

Charles R. Macdonald

Review of Content:

The book is based on an AT&T (American Telephone and Telegraph) job study of
first-level supervisors. It describes the supervisor's job in terms of
principal duties, major tasks, specific skills required and knowledge needed.
This serves to define a practical, performance-based ideal toward which the
training and development of supervisors can be directed. Part I discusses the
need for improved productivity and the key role played by first-line super-
visors. Part II discusses the fourteen principal duties of the supervisor and
includes models, diagnostic charts and tests. Part III describes the
methodology used in the study and an outline of AT&T training courses. 210 pp.

Comments:

Although the focus of the book is on supervisors in industry, the same skills
and knowledge are required in any situation. The step-by-step lay-out of tasks
and decision points for each skill area could be used for developing training
exercises.

Possible Application:

Developing supervisory training programs and determining training needs.

Subjects:

Supervisory duties: planning, controlling, problem solving, feedback,
coaching, motivation, time management, oral and written communication, self-
development, career counseling, meetings.

Publisher:

Human Resource Development Press, Amherst, Massachusetts, 1982.

Cost:

$35.00

Source:

Publisher, See Source List, Appendix C.

Title:

The New Employee, Developing a Productive Human Resource

Author(s):

Gordon F. Shea

Review of Content:

A reference work for those involved in HRD or personnel work. It offers a step-by-step process for improving the way new employees are introduced to the job, integrated into the organization, trained, developed and motivated to produce. The book traces the life cycle of new employees from their early perceptions of the organization to the point where they become fully integrated employees. If offers a variety of techniques for ensuring that the organization benefits from the employee and that the employee benefits <u>from</u> the organization as well. 238 pp.

Comments:

This book is thorough, practical, and easy to read.

Possible Application:

Any manager or personnel department could use.

Subjects:

First impressions, recruitment and selection, assessing potential, first day, first week, check points, probationary period, group influence, motivation, delegation, personal growth and job enrichment, training.

Publisher:

Addison-Wesley Publishing Co., Reading, Massachusetts, 1980

Cost:

$9.95

Source:

Publisher, See Source List, Appendix C.

Category: Generic
                                                 Training and Education
                                                 Organization

Title:

Costs, Benefits, Productivity in Training Systems

Author(s):

Greg Kearsley

Review of Content:

Teaches how to plan, conduct and evaluate a cost/benefit analysis in a
training program. The author demonstrates different types of cost models and
gives examples of how to use them. Data collection and how to use it for
planning are discussed. There is a case study, models and a chapter on the
cost/benefits of computer-based instruction. 199 pp.

Comments:

This book contains practical, useful charts and diagrams.

Possible Application:

Cost/benefit analysis of training programs.

Subjects:

Different models of different problems (resource requirements, life cycle,
benefits, productivity), data collection, planning, case study, other
approaches, and computer-based instruction.

Publisher:

Addison-Wesley Publishing Co., Reading, Massachusetts, 1980.

Cost:

$16.95

Source:

Publisher, See Source List, Appendix C.

Title:

Planning Your Manpower: An Aid to a Year's Training for Small Units

Author(s):

BACIE--see publisher

Review of Content:

This booklet has been designed to assist in the manpower planning for small companies or individual units of organizations. It is a flexible framework within which the training needs of a working unit can be identified. Thus, it can serve as a ready made manpower and training working document. The format allows for the insertion of information from the manager into a series of checklists and grids. These sets of data as well as the responses to several general questions, lead the HRD manager to draw conclusions about the current and future development needs of the organization. 18 pp.

Comments:

This booklet has a very useful format. The information required is not complex making its use as a planning tool quite easy. Organized in a logical framework.

Possible Application:

Individual work unit planning of training and development strategy. If used by all managers, the aggregate responses could be used for planning the training programs for an entire system.

Subjects:

The aspects of planning covered manpower analysis; assessment of training needs; training plan and costs; notes.

Publisher:

British Association for Commercial and Industrial Education, (BACIE) London, 1983.

Cost:

L6.00 (pounds sterling)

Source:

Publisher, See Source List, Appendix C.

APPENDIX A

ADDITIONAL REFERENCES

Although not reviewed for this bibliography, the following are included because of their direct relevance for HRD in developing countries. Where available, annotations are included as well as costs. See publisher list (Appendix C) for ordering.

Learner-Centered Training for Learner-Centered Programs, Kindervatter, Suzanne, Center for International Education, Amherst, Massachusetts; 1976.

Aim: A Creative Approach to Teaching Adults, World Education, Inc., 1414 Sixth Avenue, New York, 10019, 1977. Documents a method for developing participatory materials and curricula which was used with adult learners in the U.S. The "fold-outs" present a variety of learning materials/ methods utilized in Third World nonformal education programs. Both are important sources of ideas and guidance.

The Client-Consultant Handbook; Bell, Chip R., and Nadler, Leonard; Gulf Publishing, P.O. Box 2608, Houston, Texas 77001; 1979, 278 pp., $17.95.

A Handbook of Structured Experiences for Human Relations Training (10 Volumes); Pfeiffer, J. William, and Jones, John E., University Associates Press, Iowa City, Iowa; 1982, $25.00 each.

The Motivation to Work; Herzberg, Frederick, et al, John Wiley and Sons, New York, 1959. A classic in motivation.

Organization and Management: A Systems and Contingency Approach; Kast, Freemont, and Rosensweig, James, McGraw-Hill, Princeton, Hightstown Road, Hightstown, New Jersey 08520; 1979.

Training for Decisions: A Tutor's Manual, Adar, John; BACIE, 16 Park Crescent, London W1N4AP, 1976, 128 pp. This package of loose-leaf exercises handouts and trainer's notes forms a complete course in decision-making skills for use by trainers of management skills.

Managing Conflict at Organizational Interfaces, Brown, L., Dave, Addison-Wesley Publishing Company, Inc., Reading, Massachusetts, 1982, 50 pp., $8.50. Applies a simple conceptual framework for analyzing different interfaces. Suggests strategies for managing conflict situations from various management roles.

JOURNALS AND PUBLICATIONS AND ASSOCIATIONS

Following is a list of organizations which publish periodicals and other reference materials and provide information in the field of human resource development. They may also conduct workshops for HRD specialists.

o   American Society for Training and Development (ASTD)
    600 Maryland Avenue, S.W.
    Suite 305
    Washington, D.C. 20024, U.S.A.

    This professional association with over 27,000 members publishes the "Training and Development Journal" monthly on such training topics as organizational development, career development, management and supervisory training, and training program design and evaluation.

o   Association of Boards of Certification for Operating Personnel in Water and Wastewater Utilities (ABC)
    P.O. Box 2266
    Ames, Iowa, 50010, U.S.A.
    Tel. (515) 232-3623

    ABC is an international organization which represents over seventy water and wastewater certification boards. A U.S. and Canada oriented organization which provides materials for testing and training authorities in the wastewater collection area. ABC publications include study guides, user's guides, certification programs and a quarterly publication called OPCERT (cost $10.00 per year).

o   British Association for Commercial and Industrial Education (BACIE)
    16 Park Crescent
    London, W1N4AP, England
    Tel. 01-636-5351

    This training consultant group and publisher specializes in all aspects of commercial and industrial education, training and information services in the U.K. It provides training courses and a research center and publishes training materials and books. It also publishes the monthly "Bacie Journal" (two pounds sterling per copy) and a pamphlet, A Training Officer's Guide to the Education System of Great Britain with Special Reference to Education for Engineering Trainees (5.30 pounds sterling).

o   Caribbean Basin Water Management Project
     PAHO/WHO
     P.O. Box 508
     Bridgetown, Barbados

     This project has developed a series of manuals, guides, job-aids, books
     and reports on the water sector. Publications are performance oriented
     and useful not only as training material but also as references for the
     trainee on the job. Topics relevant to HRD include a guide for training
     manual developers and management and supervisory development as well as
     staffing and technical subjects.

o   Development Project Management Center
     14th and Independence Avenue, S.W.
     Room 4301, Auditors Building
     Washington, D.C. 20250, U.S.A.

     This organization has available at no cost a series of articles which it
     calls "Gems for Trainers." These relevant articles are categorized into
     the following areas: agriculture and rural development, benefit cost
     analysis, consultants, information systems, management of projects,
     organization, team building, communications, and training.

o   National Environmental Training Association (NETA)
     158 South Napoleon Street, Suite 102
     P.O. Box 346
     Valparaiso, Indiana, 46383, U.S.A.
     Tel. (219) 465-1744

     A professional organization devoted to serving the environmental trainer
     and promoting better operation of pollution control facilities by means
     of personnel development. It helps members organize, deliver and promote
     training in the fields of water supply, wastewater treatment, water
     source protection, air and noise pollution control, and solid and
     hazardous waste control. NETA sponsors conferences and training
     activities as well as publishes training materials and a quarterly
     newsletter.

o   National Society for Performance and Instruction (NSPI)
     1126 Sixteenth Street, NW
     Suite 135
     Washington, DC 20036, U.S.A.

     This professional association has widespread membership and is concerned
     with all aspects of performance technology and instruction. The
     "Performance & Instruction Journal" is published ten times annually
     ($50.00 yearly plus $8.00 overseas postage).

o   Overseas Development Institute
     10-11 Percy Street
     London, W1P 0JB, England

     This organization publishes a booklet (Training Courses in Great Britain
     for the International Drinking Water Supply and Sanitation Decade)
     listing institutions in the U.K. which train engineers, technicians and
     health workers. The booklet also indicates which institutions and
     universities can assist in setting up training courses. Courses are
     post-graduate, diploma/certificate and special. Most are technical but
     there is one for Training Officers and another for Teacher Training for
     Teachers of Primary Health Care Workers.

o   Society for Intercultural Education, Training and Research (SIETAR)
     1414 Twenty-second Street, N.W.
     Washington, D.C. 20008, U.S.A.
     Tel. (202) 862-1990

     SIETAR is an international membership organization which publishes
     training materials on intercultural communication and training design and
     theory. SIETAR also sponsors short-term training programs and an annual
     international conference.

o   TRAINING
     731 Hennepin Avenue
     Minneapolis, Minnesota 55403, U.S.A.
     Tel. (612) 333-0471

     "TRAINING, the Magazine of Human Resources Development" is published
     monthly at a cost of $28.00 per year plus $6.00 for overseas
     subscriptions. "TRAINING's" purpose is to recognize and serve the needs
     of training professionals and managers responsible for developing their
     organizations' human resources. It has 42,000 subscribers and deals with
     adult learning, motivation, performance and what ever it takes to make
     people more effective on the job. The magazine advertises books, courses
     and training kits as well as articles on all aspects of training.

o   Water Industry Training Association (WITA)
        formerly National Water Council Training Division
     James House
     27/35 London Road, Newbury
     Berkshire RG13 1JL, England
     Tel: (635) 30-777

     WITA is the national training agency for the U.K. water industry. It
     offers training manuals on a variety of subjects including general
     management, supervisory training, technical training, training of
     trainers, operators and foremen. It has publications which describe
     training materials and a four page publication, "WaterAID News" which
     describes local activities from all over the world.

APPENDIX C

PUBLISHERS LIST

The addresses listed below are for those publishers or distributors noted in the bibliography. They are listed alphabetically. In ordering publications most require advance payment in the form of check or money order. Some provide materials at discounts or at no cost to institutions from developing countries. These publishers are marked with an asterisk (*). Many sources provide catalogues of their materials. These publishers are marked (**).

1. **Addison-Wesley
   Publishing Company, Inc.
   6 Jacob Way   or
   Reading, Massachsetts 01876
   U.S.A.
   Tel. (617) 944-8660

   Addison-Wesley European Division
   53 Bedbord Square
   London WC1B 302
   England

2. **American Society for Training and Development (ASTD)
   Order Department
   600 Maryland Avenue, S.W.
   Suite 305
   Washington, D.C. 20024, U.S.A.

3. Association of Boards of Certification for Operating Personnel in Water
   and Wastewater Utilities (ABC)
   P.O.Box 2266
   Ames, Iowa 50010 U.S.A.
   Tel. (515) 232-3623

4. **British Association for Commercial and Industrial Education (BACIE)
   Publications Sales Department
   16 Park Crescent
   London W1N 4AP, England
   Tel. 01-636-5351

5. Bureau of Publications
   Teacher's College Press, 1234 Amsterdam Avenue
   Columbia University
   New York, New York 10027, U.S.A.
   Tel (212) 678-3915

6. **Caribbean Basin Water Management Project
   P.O. Box 508
   PAHO/WHO
   Bridgetown, Barbados

7. Center for International Education
   285 Hills House South
   University of Massachusetts
   Amherst, Massachusetts 01003, U.S.A.

8. **Educational Technology Publications, Inc.
    140 Sylvan Avenue
    Englewood Cliffs, New Jersey, 07632, U.S.A.
    Tel. (201) 871-4007

9. Environmental Protection Agency (EPA)   EPA Publications
    Instructional Resources Center   ORD
    Environmental Protection Agency Information   US EPA - CERI
      Dissemination Project   Cincinnati, Ohio 45268, USA
    Ohio State University   Tel. (513) 684-7562
    1200 Chambers Road
    Columbus, Ohio 43212, U.S.A.
    Tel. (614) 422-6717

10.**Pitman Learning Publishers, Inc.
    6 Davis Drive
    Belmont, California 94002, U.S.A.

11. Gulf Publishing Company
    Box 2608
    Houston, Texas 77001, U.S.A.
    Tel. (713) 529-4301

12. The Harless Performance Guild, Inc.
    218 Jackson Street
    Newnan, Georgia 30263, U.S.A.

13. The Hesperian Foundation
    P.O. Box 1692
    Palo Alto, California 94302, U.S.A.

14. Human Resource Development Press
    22 Amherst Road
    Amherst, Massachusetts 01002, U.S.A.

15. International Human Resources
      Development Corporation
    137 Newbury Street
    Boston, Massachusetts 02116

16.**International Labor Organization   I.L.O. Publications
    Washington Branch   International Labour Organization
    1750 New York Avenue, N.W.   or   CH-1211 Geneva 22, Switzerland
    Suite 311
    Washington, D.C. 20006, U.S.A.

17. The Institution of Water Engineers
      and Scientists
    31-33 High Holborn
    London, WC1V 6AX England

18. *International Reference Centre (IRC) for
      Community Water Supply and Sanitation
    P.O. Box 5500
    2280 HM Rijswijk, The Netherlands

-78-

19.**John Wiley and Sons, Inc.
    Industrial Sales Department
    605 Third Avenue
    New York, New York 10158 U.S.A.

20. Kendall/Hunt Publishing Company
    2460 Kerper Boulevard
    Dubuque, Iowa 52001, U.S.A.
    Tel. (319) 588-1451

21. *Kumarian Press
    29 Bishop Road
    West Hartford, Connecticut 06119, U.S.A.
    Tel. (203) 232-4360

22. McGraw Hill Book Company   McGraw Hill Book Company, Limited
    1221 Avenue of the Americas   or   Shoppen Hangers Road
    New York, New York 10020, U.S.A.   Maidenhead
    Tel. (212) 997-1221   Berkshire, SL6201, England

23. Overseas Development Administration
    10-11 Percy Street
    London, W1P 0JB
    England

24. Prentice-Hall, Inc.   Prentice-Hall International
    Box 500   66 Woud La End
    Englewood Cliffs   or   Hemel, Hempstead
    New Jersey 07632, U.S.A.   Herts, HP2 4RG
    Tel. (201) 592-2000   England

25. Training Consultant's Memo
    5072 Stoneboat Row
    Columbia, Maryland 21044, U.S.A.

26. UNIPUB
    Box 433 Murray Hill Station
    New York, New York 10157

27.**University Associates
    8517 Production Avenue
    P.O. Box 26240
    San Diego, California 92126, U.S.A.
    Tel. (800) 854-2143

28. *Volunteers in Technical Assistance (VITA)
    1815 North Lynn Street
    Suite 200
    Arlington, Virginia 22209, U.S.A.

29.**Water Industry Training Association
    James House, 27/35 London Road
    Newbury, Berkshire, RG13 1JL
    England

30. Westview Press
    5500 Central Avenue
    Boulder, Colorado 80301, U.S.A.
    Tel. (303) 444-3541

31. World Bank Publications
    P.O. Box 37525
    Washington, D.C. 20013, U.S.A.

32. World Education
    1414 Sixth Avenue
    New York, New York 10013, U.S.A.

33. World Health Organization (WHO)
    Division of Environmental Health
    1211 Geneva 27
    Switzerland

APPENDIX D

RECOMMENDED RESOURCES

Some HRD managers will use this bibliography to build an HRD Resource Library. In order to assist these users, particularly those with limited budgets, to select references, three categories are suggested:

1. Introduction to HRD
2. Core Library
3. Systems and Teams

Under each category a limited number of references is listed that are considered essential. An HRD manager assembling a library could use these suggestions as a basis for selecting references. The three categories are by no means exhaustive.

A. <u>Introduction to HRD</u> - These references provide the new HRD manager with a general understanding of the field of HRD and with some tools basic to implementing the HRD function.

    1. Basic Strategy Document: Interagency Task Force on HRD for the International Drinking Water Supply and Sanitation Decade #13

    2. The Mager Library #53

    3. Training for Development #38

    4. Community Participation in Water and Sanitation: Concepts, Strategies, and Methods #7

    5. Manpower Planning & Development: The Developing World #56

B. <u>Core Library</u> - In addition to those references above, these resources are suggested as a comprehensive set of basic references which address the categories of planning, utilization, management, training and education, motivation, and organizational development. These references will be useful for all HRD managers and practitioners regardless of experience or background in HRD.

    1. Suggested Steps in the Development of a National Training and Delivery System #5

    2. A Guide to the Identification of Training Needs #26

    3. Training & Development Handbook: A Guide to Human Resource Development #30

    4. Human Resource Development: The New Trainer's Guide #35

5. Performance Based Job Aids & Training: Programmed
    Text and A Self-Instruction Overview #43

6. Handbook of Training Evaluation & Measurement Method #45

7. Costs, Benefits, Productivity in Training Systems #61

C. <u>Systems & Teams</u> - These references are recommended for those
    interested in addressing the organization and/or work unit level.
    Also suggested are several special application references.

    1. Developing Teams and Organizations: A Practical
        Handbook for Managers and Consultants #27

    2. Planning a Performance Improvement Project: A Practical
        Guide #22

    3. Assessment Centers: A Guide to Human Resource
        Management #51

    4. Handbook on the Improvement of Administrative
        Management in Public Administration #28

    5. Increasing Productivity Through Performance Appraisal #58

    6. Improving Work Group: A Practical Manual for Team
        Building #24

    7. Introductory Course in Teaching & Training Methods
        for Management Development #25