

## MEMORANDUM

DATE: June 11, 2006  
TO: Kerry Camp, Vice President of Domestic Operations  
FROM: Scott Sampson, Manager of Personnel ↔  
SUBJECT: Progress Report on Training Project

### INTRODUCTORY SUMMARY

On May 21 you asked that I study ways our firm can improve training for technical employees in all domestic offices. We agreed that the project would take about six or seven weeks and involve three phases:

Phase 1: Make phone inquiries to competing firms

Phase 2: Send a survey to our technical people

Phase 3: Interview a cross section of our technical employees

I have now completed Phase 1 and part of Phase 2. My observation thus far is that the project will offer many new directions to consider for our technical training program.

### WORK COMPLETED

In the first week of the project, I had extensive phone conversations with people at three competing firms about their training programs. Then in the second week, I wrote and sent out a training survey to all technical employees in Mastman's domestic offices.

### Phone Interviews

I contacted three firms for whom we have done similar favors in the past: Simkins Consultants, Judd & Associates, and ABG Engineering. Here is a summary of my conversations:

#### 1. Simkins Consultants

Talked with Harry Roland, training director, on May 23. Harry said that his firm has most success with internal training seminars. Each technical person completes several one- or two-day seminars every year. These courses are conducted by in-house experts or external consultants, depending on the specialty.

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#### 2. Judd & Associates

Talked with Jan Tyler, manager of engineering, on May 23. Jan said that Judd, like Simkins, depends mostly on internal seminars. But Judd spreads these seminars over one or two weeks, rather than teaching intensive courses in one or two days. Judd also offers short "technical awareness" sessions at the lunch hour every two weeks. In-house technical experts give informal presentations on some aspect of their research or fieldwork.

#### 3. ABG Engineering

Talked with Newt Mosely, personnel coordinator, on May 27. According to Newt, ABG's training program is much as it was two decades ago. Most technical people at high levels go to one seminar a year, usually sponsored by professional societies or local colleges. Other technical people get little training beyond what is provided on the job. In-house training has not worked well, mainly because of schedule conflicts with engineering jobs.

### Internal Survey

After completing the phone interviews noted, I began the survey phase of the project. Last week, I finished writing the survey, had it reproduced, and sent it with a cover memo to all 450 technical employees in domestic offices. The deadline for returning it to me is June 17.

### WORK PLANNED

With phone interviews finished and the survey mailed, I foresee the following schedule for completing the project:

June 17: Surveys returned

June 18–21: Surveys evaluated

June 24–28: Trips taken to all domestic offices to interview a cross section of technical employees

July 3: Submission of final project report to you

### CONCLUSION

My interviews with competitors gave me a good feel for what technical training might be appropriate for our staff. Now I am hoping for a high-percentage return on the internal survey. That phase will prepare a good foundation for my on-site interviews later this month. I believe this major corporate effort will upgrade our technical training considerably.

I would be glad to hear any suggestions you may have about my work on the rest of the project. In particular, please call if you have any specific questions you want asked during the on-site interviews (ext. 348).

### EXAMPLE 1

#### Progress report

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### EXAMPLE 1 (continued)