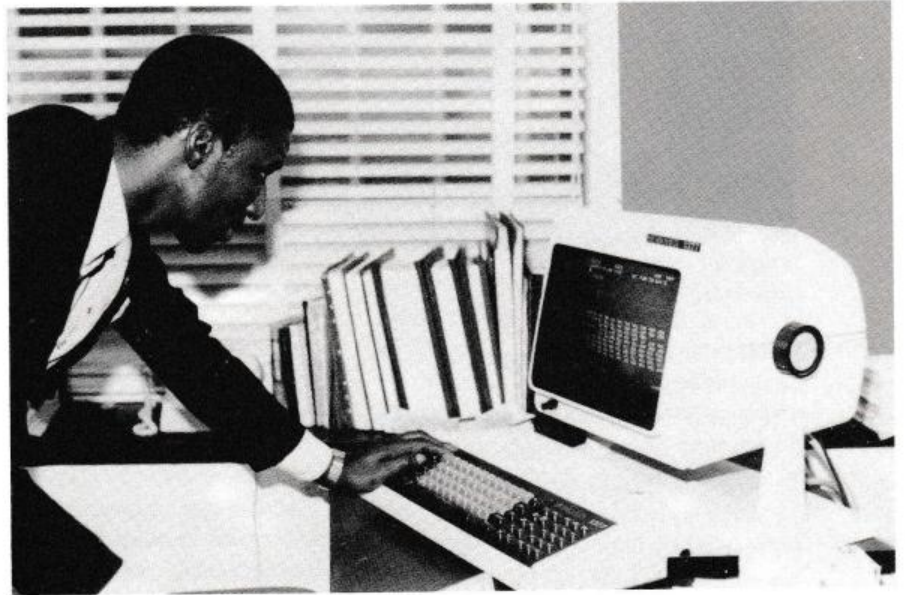


Training^{INC} Transom

February 1987



John Tillman

Trainee Profile: John Tillman

by Beverly Hightower

John Tillman is a perfect example of the axiom that "practice makes perfect". Tillman is not only the first Training, Inc. trainee to be profiled in this newsletter, but also the longest-employed graduate still working for the same company.

On June 19, 1986, Tillman marked his seventh anniversary at Peoples Gas, a feat which speaks not only to his personal determination, but also to the quality of training received.

Tillman entered Training, Inc.'s Administrative Clerk program in March of 1979 and successfully completed the rigorous 13-week course, overcoming numerous challenges along the way.

When asked what aspect of the Training, Inc. program he remembers most vividly, Tillman recalled, "There were many times when I felt like I wanted to drop out; but people like Shirley Mueller, my accounting instructor; Carol Walters, the site coordinator; and Lynnette Shanklin, my office procedures

instructor; all encouraged me to stay. In fact, they all had more confidence in me than I had in myself. I knew I couldn't let them down."

Before Tillman enrolled in the Administrative Clerk program, he worked as a carpenter's helper, but jobs were sporadic due to a pronounced decline in the construction business. He heard about Training, Inc. and the success of its graduates, and decided the time had come for a career change.


However, changing careers proved to be easier said than done, and the journey presented its share of roadblocks. As the oldest trainee in his class, returning to school after a seven year absence, Tillman dedicated many long hours to study in an effort to keep pace with classmates.

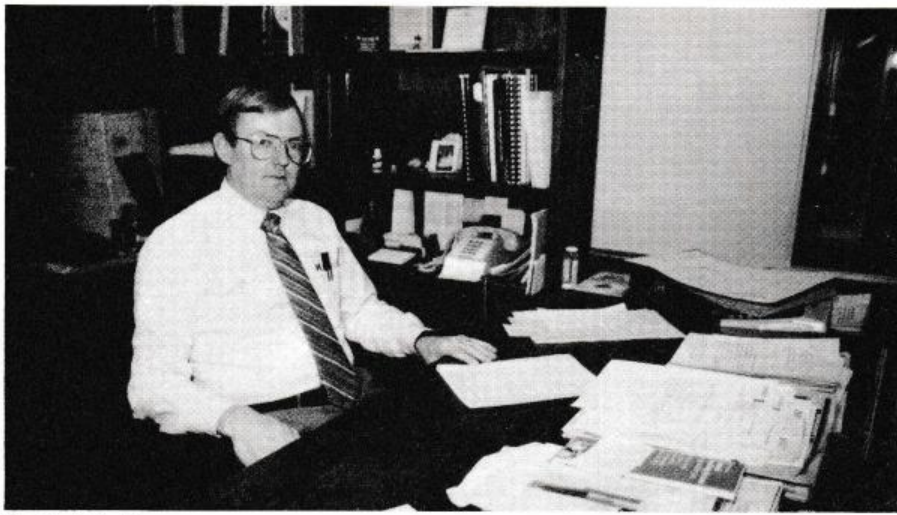
Having never typed before, he also devoted many extra hours after class to practicing keyboard skills under the watchful eye of typing instructor Sheela Westre. Both were determined to convert the hands of a carpenter into the hands of a competent typist.

Was there a "payoff" for all the extra effort? Tillman answers that query with a resounding "You bet!" and a note of disbelief. "I left the program typing 50 words per minute, an achievement which I still consider to be a miracle."

He continued, "Training, Inc. gave me the accounting foundation I needed to perform with confidence on the job. I was also taught how to be at work every day and on time, which was a real challenge for me."

Promoted twice during his tenure at Peoples Gas, Tillman now works on an on-line distribution management system. Classified as a Clerk A, he handles North Shore customer accounts, where his excellent telephone manner, courtesy and human relations skills are constantly put to the test.

Tillman says he gives Training, Inc. full credit for developing those skills. Would he do it again—the long hours and extra work? "Absolutely," he smiles enthusiastically, "Training, Inc. helped me find a future." 



Patrick G. Fergus
Supervisor of Accounts

His plans for the future are ambitious and include a return to the classroom in pursuit of a degree in accounting followed by work toward receiving a C.P.A. certificate.

What motivates John Tillman in his pursuit of excellence? "First, my daughter, because her needs come before my own. Then, my co-workers. When things got tough, they were quick to offer encouragement. It's true that work can be

hard at times, but I've found that the real challenge is staying in there, sticking it out."

Employer Perspective

Following Tillman's glowing reviews of Peoples Gas as an employer, we turned to the other side of the employment picture for an assessment of this Training, Inc. graduate.

At his current level of achievement, Tillman's responsibilities call for much more than mere technical competency. They also require the ability to make sound judgment calls about various accounts.

Patrick Fergus, Tillman's boss and supervisor of accounts for Peoples Gas, has this to say, "We are pleased with John's progress and trust his ability to make the educated decisions that the job requires. He has learned to use the computer, competently enter data and analyze customer tickets which have to be properly processed."

Fellow workers rate Tillman tops for his willingness to help others, team spirit and buoyant work attitude. At Training, Inc. we like to think that John Tillman is typical of our graduates—a loyal, dedicated employee with an eye on the future and a personal commitment to self-improvement. Congratulations to John and to Peoples Gas for making this success story possible.

Comings and Goings

Session 10—Autry Bland

After graduation, Autry began his 5.5 year association with Montgomery Ward as a file clerk in the corporate offices in the River North area. His capabilities were recognized by a quick promotion to CRT operator, followed by a subsequent step up to freight claims adjuster. Today, Autry holds the title of freight payment supervisor, managing a five person department.

Session 10— Mary Jane Bloomer Lindsey

Mary Jane started as a typist/receptionist with Youth Guidance three years ago, with an initial salary of \$14,000. Increased responsibilities and promotion have brought her to the current position of office manager, with an annual income of \$20,000. To open up even broader opportunities, Mary Jane is enrolled in a computer programming course at DeVry Institute of Technology.

Session 12—Muntel Anderson

In January 1982, Muntel accepted the job of receptionist/secretary at the International Institute of Education. Her Thanksgiving celebration in 1985 was made even more joyous with the announcement of her promotion to administrative secretary/office manager at IIE.

Session 15—Helen Banks

Helen's career began at the U.S. League of Savings Institutions as clerk-typist in the correspondence study department. Promoted to administrative assistant, she now supervises the entire department, and serves on the President's Committee on Employee Development. Helen plans to return to school in 1987 to begin work on her M.B.A.

Session 16—Sylvia Lopez

Just nine months after she joined Canteen Corporation as a secretary III, Sylvia was promoted to legal secretary, receiving a \$2,500 pay increase. In recognition of her excellent contributions, Sylvia was selected to attend the American Institute of Paralegal Studies by her supervisor. After eight months, she can look forward to a salary ranging from \$20,000 to \$30,000 per year.

Imaginal Education

by Mary Ann Waimwright

The methods employed by Training, Inc. are unique in the field of commercial training. The difference can be traced to an innovative theory called "imaginal education", which addresses both skills and self-image, resulting in a training experience for the total person.

Imaginal education is an outgrowth of the work of Kenneth Boulding, author of *The Image: Life in Knowledge and Society*. In that book, Boulding sets forth four simple precepts for education:

- 1 people operate out of images
- 2 images determine behavior
- 3 images can change
- 4 when images change, behavior changes

Boulding holds that people have a picture of the world and their place in it, and this picture provides the context for their daily decisions about life, work, relationships. Successful people have created a picture of competency and abil-

ities which enables them to turn to new tasks confident of success.

At Training, Inc., the predominant self-image among trainees entering our program is a negative one: lack of skill, incompetency, an inability to fit in at the workplace. Given this starting point, our charter is clear—to enhance the trainee picture of the world, to instill self-confidence through achievement, to envision their place in the world of business, to focus on a successful future.

So much for theory. How does imaginal education work in practice? It begins with the program environment. Students report to an attractive, modern office building at hours which parallel a standard working day. Instructors serve as role models for comportment, style and attitude.

The prevailing atmosphere is positive and upbeat with continual reinforcement that goals are attainable, that trainees are employable.

Imaginal education is put to the test in the closing weeks of the program when a corporate simulation takes place. Trainees run Lester Hill Corporation, a fictitious supplier of institutional furnishings and supplies, applying all of their newly acquired skills to positions ranging from general manager to shipping clerk.

In addition to technical ability, the Lester Hill experience tests the mettle of students on human relations skills. The peer who sat next to them in typing class may now be "the boss". How they handle this adjustment is as important as the correct completion of daily tasks.

The impact of imaginal education extends far beyond the schoolroom, permeating every facet of the student's life. As a recent program graduate explained, "Training, Inc. taught me the difference between making a living and making a life."

Comments from the Chair

by Gene Cartwright

London, of all places, finds my pen recording some thoughts about Training, Inc., its importance and relevance to Chicago. Why London? Our family is on holiday in "merry ole" and I have taken a break to meet my commitment to the newsletter.

Why do London and Training, Inc. share a common bond? Both are struggling with employment and training issues. The BBC reports hourly on the plight of the unemployed, citing job losses and gains each week from plant openings and closings.

But an irony exists common to both London and Chicago. In the face of relentless unemployment, newspapers carry pages of advertisements for part-time clerical/secretarial help. Agencies are swamped with orders for part-timers. Supply is outdistanced by demand.

Yet the tragedy, at least in Chicago, is that graduates of clerical

programs such as Training, Inc., who gain employment through part-time placement DO NOT qualify as placements for funding credit under current government regulations. As a result, Training, Inc. does not receive federal support funds for these placements. The long term net effect is, such programs falter due to lack of full financial support, despite the quality of training, level of student need, and appropriateness to market conditions.

From what I understand, British regulations make it much easier for Training, Inc. counterparts to place welfare recipients on jobs, including part-time work by making it a financially feasible alternative. Sometimes government regulations to cure a problem are designed to "cover" so many officials that meeting such demands becomes a larger problem.

So what can be done to fix the situation? First, draw together those who know business, allowing them to design realistic definitions of job placements with fair trade-offs for welfare support such as a green card and medical care.

Let business folks who are familiar with Training, Inc. develop lists of temporary agencies which qualify as legitimate placement firms and have candidate agencies approved by those same concerned government officials.

Above all, allow us to make it easier for non-profits to help those who want help, to assist those who wish to break the welfare handcuffs.

Fall Class Graduates



Graduation ceremonies for the Fall 1986 class of Training, Inc. read like a list of "who's who" on the Chicago business scene as trainees named employing companies including: B and B Insurance, Chicago Plumbing, City of Chicago, CNA Insurance, Fourth Presbyterian Church, Marshall Field & Company, Payless Shoe Source, Sidley & Austin, Stats, Thomas Music, Water Tower Place and Wieboldt's to name a few.

Held on Friday, November 14 at the Palmer House, the event marked

the successful completion of 29 sessions from the Administrative Clerk program and 18 sessions of the Word Processing program. R. Wayne Anderson, vice president of human resources for Amoco Corporation, was the keynote speaker, drawing on his personal experiences to encourage graduates to persevere in their job search and to continue on the road to self-improvement.

Each graduate received a Certificate of Completion, color commencement photo of their new business image, and a "Career-scope" summarizing their key attributes and highlights of their Training, Inc. experiences.

Sixty-seven trainees graduated, and as of the date of ceremonies, twenty-eight had already successfully completed their job search. All candidates were in agreement that mock interviews and sound advice regarding resume preparation had contributed greatly to the outcome of their search.

Chicago Still Works!

I'm committed to helping people help themselves by supporting programs such as Training, Inc.

- Call me about hiring Training, Inc. graduates
- Send me more information about your programs
- I (my company) would like to make a financial contribution
- I (my company) would like to donate equipment
- I (my company) would like to participate in mock interviews with soon to be graduates

Name _____ Phone _____

Title _____ Company _____

Street Address _____

City _____ State _____ Zip _____

Kindly clip and mail the completed form to:

Training, Inc.
18 South Michigan Avenue #608
Chicago, Illinois 60603

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Training, Inc. Transom is a newsletter published by the Training, Inc. organization, a not-for-profit group founded in 1975 to provide corporations with capable clerical workers who are minorities or disadvantaged people needing employment. Your comments and contributions are welcome and can be submitted by writing or calling Training, Inc. at 18 South Michigan Avenue, Suite 608, Chicago, Illinois, 60603; (312) 580-1911.



**1986 Program Report
Greater Boston YMCA**

TRAINING, INCORPORATED

*Teaching the personal and professional skills
needed to get and keep a job in the business world.*

CHANGING LIVES IN A CHANGING WORLD

In 1984, Training, Inc. Boston's initial year, our main concern was opening doors—first, to ensure that our own doors opened on schedule, and second, to knock on the doors of private and public sources of funding to guarantee that we remained open to provide quality employment and life skills training to residents of Greater Boston.

In 1986 not only have we kept our doors open, but we have made planned changes and expansions which have more than doubled the number of people we serve yearly. After two years of operating the basic office skills training program, we wanted to serve the large number of applicants for whom the basic program is not feasible, but for whom few appropriate alternatives existed.

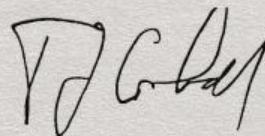
There were some applicants whose scores on the Intake Assessment showed that they would have difficulty understanding and performing the work simulations the program offers without a review of basic skills. Others, who could easily pass the Intake Assessment could not as easily afford to leave full-time work to enter daytime training. Many Training, Inc. graduates, pleased with their new skills, wanted the opportunity to learn more advanced applications or career development skills which would enable them to apply for new positions.

For those would-be participants, Training, Inc. established Extended Programs. Since May, Extended Programs has offered evening training and small-group basic skills instruction. A network of dedicated staff, graduates, and volunteers from businesses has participated in making this component successful.

Training, Inc. not only made changes, but was also affected by them. Both the day and evening programs reflected major employment trends. A large number (17) of 1986 participants were displaced workers who had lost jobs in the Stop and Shop and Colonial closings and in the apparel industry. They chose us for new career training. Many evening program participants are service or factory workers who hope to enter other professions. They come to Training, Inc. three evenings each week after having worked all day. One major employer, the Bank of Boston, has contracted with us to provide training to selected workers to enhance their skills and expand their opportunities. The evening program has a number of Southeast Asian participants, which reflects that population's growth in the Northeast. These trends show that the world of work with which we have become familiar has changed and will continue to do so. Training, Inc. teaches skills so that its participants can adapt to this changing world.

1986 also brought a pleasant problem. After three years and more than 250 graduates, keeping up with new jobs, promotions, and news in general became almost impossible. In response, we instituted a network of graduates who will stay in touch with other grads to gather news, help to plan events, and to keep us informed of their needs for further training. Although that effort is still new, we expect to have an active Graduate Network in 1987.

We could not have imagined, in 1984, the changes, the growth, or the recognition which the past three years have brought. We know, however, that every staffperson, every graduate, and every supporter is responsible for this "open door" story. We thank you for making it possible.



T. J. Coolidge, Jr.
President, Board of Advisors

PERFORMANCE PAYS

- In April Training, Inc. graduated the 25,000th participant of the Massachusetts Employment and Training (ET) Choices Program, Diana Whiteway. Diana found a position in which she now earns double the amount she had received from AFDC. Governor Michael Dukakis addressed the graduation, and FORTUNE Magazine also attended that graduation and featured a full-page photograph of Diana in its May 26, 1986 issue.
- By October 1986 Training, Inc. exceeded its contracted placement goal with the Bay State Skills Corporation. Better yet, we exceeded our \$6.50 per hour goal for the average starting wage for former AFDC recipients. As a result, the program received an incentive bonus of \$13,000 (\$500 per placement above its normal compensation). The biggest bonus, though, was the knowledge that our graduates are now attaining higher-paying jobs.



Lorraine Walsh celebrates her new job at the Boston 5 Cents Savings Bank, December 1986.

After three years and eight cycles, we still maintain an impressive set of statistics.

- 88% PLACEMENT
- 89% REMAIN EMPLOYED
- 81% HAVE RECEIVED RAISES AND/OR PROMOTIONS
- \$6.64/HOUR AVERAGE STARTING SALARY

FROM 7:30 a.m.



Hank Williams perfects his typing, 7:30 a.m.

Training, Inc. is open for business during both the day and the evening, and it, along with its trainees and graduates, is working to capacity. On a typical day, one in which both day and evening programs operate, we serve as many as 88 participants.

At 7:30 a.m. the doors have already been open for thirty minutes, and early arrivals for the 14-week full-day program gather for coffee, conversation, and a head start on the day's work. The office literally lights up as more trainees arrive to add the hum of word processors and the rapid click of typewriter and calculator keys to the growing activity.

By 9:00 a.m. the thirty daytime trainees have arrived and are occupied with discovering the finer points of accounts receivables, learning the fourteen rules for filing, or achieving typing accuracy.

Twelve noon brings the first "meeting" of participants from two Training, Inc. programs. Some daytime participants break for lunch, others spend extra time in Accounting, and Pre-Training participants arrive to occupy typing room seats only recently (and sometimes not yet) vacated by other trainees. For the rest of the day every room is in use as trainees from the two programs simultaneously concentrate on afternoon tasks.



Trainees concentrate on Accounting tasks.

THROUGH 7:30 p.m.



1985 graduate Richard Rule, now an evening trainer, assists Tuy Van Huynh, an evening trainee and volunteer.

One needs to see Training, Inc. at 4:00 p.m. to appreciate fully the variety of people we serve. The Trainee Lounge, always a busy place, becomes a crossroads as it hosts two sets of trainees who linger before leaving for the day and one set of early arrivals which has a brief "social hour" before beginning the evening's schedule of work.



After a daytime job at Investor's Bank, 1985 graduate Alice Day, attends evening Upgrade training.

Finally, at 7:30 p.m., the "hum" of activity which has permeated the office since twelve hours before, is quiet. Staffers and trainees cover machines, gather materials, double-check to make sure that the windows are really closed, and say the last "good-nights" of the day. Both people and machines get a well-deserved rest...until the next 7:30 a.m. approaches!

TRAINING, INC. PROGRAMS

1. Full-Day Office Skills - Fourteen weeks, Monday through Friday, 9:00 a.m. to 4:00 p.m. Includes Typing, Bookkeeping, Office Procedures, Word Processing, and Job Search Skills. Three cycles per year: January, May, and September.
2. Pre-Training - Monday through Thursday, 12:30 p.m. to 3:45 p.m. Tuesday through Thursday, 5:30 p.m. to 7:30 p.m. Review of Math and Language skills. Flexible entry dates.
3. Basic Office Skills (Evening) - Fourteen weeks, Tuesday through Thursday, 5:30 p.m. to 7:30 p.m.
 - A. Clerical/Typing/English
 - B. Bookkeeping/Calculator/Math
 - C. Job Search SkillsThree cycles per year: January, May and September.
4. Upgrade Training - Twelve weeks, Thursdays, 5:30 p.m. to 7:30 p.m. Advanced Typing, Language, and Word Processing. Three cycles per year: January, May, and September.

Economic Dev. Curriculum	
Basic Office Skills (Evening)	14 Weeks
Pre-Training	12 Weeks
Full-Day Office Skills	14 Weeks
Upgrade Training	12 Weeks
Job Search Skills	12 Weeks
Bookkeeping/Calculator/Math	12 Weeks
Clerical/Typing/English	12 Weeks
Advanced Typing	12 Weeks
Language	12 Weeks
Word Processing	12 Weeks



Edith King makes appointment with potential employer. Above, Training, Inc.'s curriculum chart.

Training, Inc. graduates are now employed at the 100 organizations listed below. Thirty-one of these employers (nearly double last year's total of 16) have hired more than one graduate. Some have hired up to 10.

ARA Food Services
 Aardvark Finance Co.
 Action for Boston Community Development
 Aetna Life & Casualty Co.
 Agar Supply Co.
 *Alexander & Alexander
 American International Group
 American Mutual Insurance
 Bank of Boston
 *Bank of New England
 *Beth Israel Hospital
 Boston City Hospital
 Boston City Public Facilities Dept.
 *The Boston Company
 *Boston Financial Data Services
 *Boston Five Cents Savings Bank
 *Boston Housing Authority
 Boston Public Schools
 Boston School Committee
 *Boston University
 Boston University Medical Center
 *Brigham & Women's Hospital
 Brookline Housing Authority
 C & M Provision Co.
 CNA Insurance
 Calamari Fisheries
 Cameron and Colby Insurance
 Castle Square Day Care Center
 *Children's Hospital
 Colonial Management Associates
 Comstock-Manzi Co.
 *Copley Plaza Hotel
 Copy Cop
 John M. Corcoran Co.
 Creative Building Systems
 Crystalonics

Datacom Systems
 East Boston Neighborhood Health Center
 Eaton & Howard, Vance, Sanders, Inc.
 Elderhostel
 Family Services of Greater Boston
 Federal Reserve Bank
 Fernald School
 Filene's
 First American Bank
 *First National Bank of Boston
 Fort Hill Engraving Co.
 Betty Gibson Real Estate
 *Greater Boston YMCA
 *John Hancock Life Insurance Co.
 *Hanseco Insurance
 Industrial Control
 Investors Bank & Trust Co.
 James River Corp.
 Kaiser Engineers/FST
 Dr. Melvin Klayman
 League of Haitian Families
 Marriott Hotel—Copley Place
 The Massachusetts Co.
 *MIT
 *MA Banking Department
 MA Comptroller's Office
 MA Dept. of Environmental Quality Engineering
 *MA Dept. of Public Welfare
 *MA Dept. of Registration
 *MA Dept. of Social Services
 *MA Division of Employment Security
 MA Governor's Office of Constituency Services

*Mass. General Hospital
 *Mass. Halfway Houses, Inc.
 Mass. Higher Education Corp.
 *MA Mental Health Hospital
 MA Motor Vehicle Management Bureau
 Maxima Corp.
 Mead Consultants
 Medical Business Systems
 Merkins & Stehman
 New England Deaconess Hospital
 New England Mailing Co.
 Northeastern University
 On-Line Computers Plus
 Pioneer Group
 Porsche Industries, Puerto Rico
 *Shawmut Bank
 *State Street Bank
 *Stone & Webster Engineering
 *Stride Rite Corp.
 *Training, Inc.
 *Tufts University
 U.S. Drug Enforcement Admin.
 U.S. Veterans Administration
 U.S. Veterans Administration Hospital
 United Way of Mass. Bay
 *University of Massachusetts
 Visiting Nurse Association
 *Warren Gorham & Lamont Publishing Co.
 White Fuel Co.
 Whitehall Games
 Winthrop Printing
 Xtra Corporation
 *Employs more than one graduate



GBYMCA President Peter Post, pictured with Y staffers and four of the six Training, Inc. graduates it has hired (seated).

A PUBLIC / PRIVATE PARTNERSHIP

1985
\$320,000

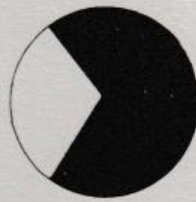
6 full-time staffmembers
82 graduates



60% Public
40% Private

1986
\$412,000

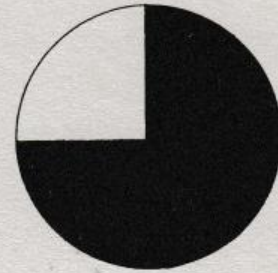
8 full-time staffmembers
5 part-time staffmembers
86 full-day graduates
89 Extended Program participants
30 Workshop participants
(May-Dec. 1986)



60% Public
40% Private

1987
\$486,000

8 full-time staffmembers*
8 part-time staffmembers*
90 full-day graduates*
229 Extended Program participants*
55 Extended Program graduates*
*Projected for 1987



75% Public
25% Private

Private funding has remained constant at between \$100,000 and \$110,000, but as the amount of Public funding has grown, private dollars have decreased as a share of Training, Inc.'s budget. We hope to increase the Private share in 1987, as Private funds allow us the flexibility to accept candidates who may not be covered by other sources of income.

1986 PRIVATE SECTOR SUPPORTERS

Boston Edison Foundation
Citicorp, (USA) Inc.
Coolidge Investment Corporation
Digital Equipment Corporation
Gillette
John Hancock Mutual Life Insurance
John Leonard Personnel Associates
Lutheran Church of the Newtons
Old South Church
Precision Air Conditioning
Mabel Louise Riley Foundation
Anna B. Stearns Charitable Foundation
StrideRite Foundation
John Hancock Property & Casualty Ins. Co.
Loomis-Sayles Foundation
Church Women United
Stop & Shop Foundation

1986 INDIVIDUAL CONTRIBUTIONS

*Barbara Beaupre	Deta Lawson
Elsa Bengel	*Helen Martorana
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Madge Booth	Sandra Moore
Susan Codner	Theresa Morse
Hillary Coombs	Migdalia Oliveras
Beverly Cooper Wiele	Joyce Palmer
Eileen Crowley	Diane Rau
Janice and Duane Day	Elizabeth Ruff
Susan Durgin	Harriet Robinson
Francia Edouard	Gary Smith
Robert Flanders	*Delores Stroman
*Denise Godbout	Linda Swardlick-Smith
Joan Gulley	Kathy Tinsley
Gwen Harper	Luz Valverde
Joan Hory	Susanne Walsh
*Simone Jean Pierre	Wally White

* denotes a Training Inc. graduate

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Boston Housing Authority
Mayor's Office of Jobs and Community Service
Private Industry Council/Bostonworks
Division of Employment Security
Employment Resources, Inc.

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