

### Background

Training, Inc. is an intensive 14-week program to provide low-income unemployed or underemployed men and women with the business skills, job search skills, life management skills, professionalism and self-confidence to successfully secure and retain employment.

This program began 13 years ago in Chicago, USA. Today, there are training centers located in Newark, Washington, D.C., Pittsburgh, Boston, Chicago and Indianapolis. Of the more than 1,000 trainees enrolled annually in these locations:

90% complete the program and  
85% are placed in jobs.

### Guatemala - The Need

Guatemala suffers from a lack of technically-qualified people in business because of insufficient formal educational structures as well as access to vocational training programs at low cost. In addition, the gap continues to widen between business education and the needs of the job market.

Approximately 60% of the economically active population is either unemployed or underemployed. (Source: SEGEPLAN, General Secretariat for Planning, 1989.) Complex causes have created this situation:

1. The low level of academic performance. Only one out of every 100 children who enter primary school finishes the sixth grade.
2. Minimal basic business knowledge of accounts receivable and payable, investments, income and expense, and profit and loss.
3. The marginal population of Guatemala does not have access to low-cost training programs in employable skills such as keyboarding, accounting, business math, communications and use of electronic business equipment.
4. Social-economic problems force Guatemalans to find immediate employment based solely on expediency without dealing with long-range career goals related to the skills and abilities of the potential employee.
5. Government statistics show that more than 500 people come from the villages every day to work and live in Guatemala City. Often the image of "working mothers" is limited to the home and family. Women, who represent 1/2 of the adult work force, would supply a much-needed boost to the economy as well as to the quality of family life.
6. Because of minimal skills training, men often find themselves limited to physical labor.

In order to initiate TRAINING, INC. in Guatemala, ICA has identified the socio-economic profile of the trainees as follows:

1. Men or women over 18 years of age with a minimum of a sixth-grade education or its equivalent.
2. Employees who wish to upgrade and update their business skills and presently-employed persons who are not qualified for their jobs.
3. Single-parent women who desire a career, and who are responsible for the economic sustenance of their families.
4. Adults who lack the skills to be self-sufficient.
5. Persons who have lost their jobs because of lack of skills, or who are unemployed due to factory or business closure.

### Objectives

1. To present a quality, innovative training curriculum which provides the trainees with office and life management skills for high-demand, administrative jobs.
2. To instill a strong sense of trainee self-esteem, goal-directed motivation, and behavioral and attitude changes that will enable them to enter, compete, adapt and grow in the mainstream of Guatemalan business life.
3. To provide employers with dependable, industrious, responsible employees who have participated in simulated office work which gives the feel of real work experience.

### Strategies

1. Imaginal Education changes personal images from "I can't to I can."
2. A work setting in a business office environment allows the trainees to develop the professional style they will need in their new careers.
3. A "Learn by Doing" approach ensures that the skills training is relevant to the job market.
4. A high support structure with a low trainee/staff ratio provides a close monitoring of trainee performance.
5. Individualized career and personal counseling aid the trainee in goal-setting and problem-solving.
6. Balanced emphases on technical skills and professional style reinforce dependability, quality work, initiative and effective work relationships.
7. Business is actively involved in the program through volunteer trainers, job orders, grad speakers and a working Advisory Board.
8. Non-competitive atmosphere with business standards of evaluation, instead of grades, exposes trainees to the real expectations of the office.
9. From the beginning, the program has been based on a partnership approach to training, involving a combination of education, business, community-based organizations and the public sector.

## Benefits

During three months of research interviews, 65 institutions and entrepreneurs responded enthusiastically and stated that this unique Job Training Program will give impetus to the vocational development of the City's ever-growing marginal populations.

In terms of long-range benefits for the country of Guatemala, this program will increase employment opportunities and prepare employees for professional roles. Women will benefit from Training, Inc. by developing their self-esteem and raising the socio-economic level of the entire family.

## Qualifications of Trainers (Education, Experience, Skills)

1. Baccalaureate Degree or equivalent experience in skills training, office experience or skills in the field of instruction.
2. Commitment to work with adults using innovative techniques.
3. The art of relating well to people and being an example of the professional, business style.
4. Competency in areas of instruction; the ability to communicate.
5. Working well with groups.

## ICA Resources Available to Begin the Pilot Program:

1. Program Design and implementation.
2. Translation/Textbook and Materials Research.
3. Fulltime Director and Instructor from ICA staff.
4. Trainer training.
5. Recruitment and Contracts with three Instructors.
6. Collaboration in the selection of the participants.

## ICA Requirements to Implement Training, Inc.

1. Space, equipment and furniture adequate to program needs.
2. Thirty full-time participants.
3. Working Capital for one year (see attached Budget).  
Investment Costs Total: \$32,080; Operating Costs Total: \$56,960.

## Costs per Participant

The Institute of Cultural Affairs, sponsor of the proposed Training, Inc. program in Guatemala, has estimated that the cost of the pilot project, 30 participants, will be approximately \$1,200. per trainee.

## Appendices

- Appendix 1: Curriculum Format
- 2: First Year Set-Up and Operating Budget
- 3: Article, "Imaginal Education", printed from In Context Magazine, No. 18, Winter 1988.

# CURRICULUM DESIGN

LEVEL	SKILL BUILDING				SKILL INTENSIFICATION				SKILLS APPLICATION		SKILLS MARKETING			
WEEKS	1	2	3	4	5	6	7	8	9	10	11	12	13	14
<b>BASIC EDUCATION</b>	DEVELOPMENT OF BASIC MATH SKILLS								CORPOR- ATION  SIMULATION	MATH PROFICIENCY				JOB SEARCH  Prep  Marketing  Placement
	READING AND WRITING SKILLS REVIEW									JOB APPLICATIONS				
<b>THINKING SKILLS</b>	LEARNING HOW TO THINK			MEMORY SKILLS		FOUNDATIONS OF REASONING				ACCURACY DRILLS				
	INTRODUCTION ACCOUNTING PRACTICE				ACCOUNTING FORMS					INDIVIDUAL PROJECTS				
<b>BOOKKEEPING</b>	CALCULATORS - KEYBOARD & APPLICATION									KEEPING A JOB				
	KEYBOARDING		COMPUTER LANGUAGE		DATA ENTRY		WORD PROCESSING			JOB INTERVIEWS				
BUSINESS APPLICATION						PRESENTATIONS								
<b>COMPUTER INTRODUCTION</b>	OFFICE ADMINISTRATION				INTERPERSONAL SKILLS					SITING VISITS				
	BUSINESS STYLE AND ETHICS		CAREER DEVELOPMENT		EMPLOYER EXPECTATIONS		PROFESSIONAL DEVELOPMENT							

APPENDIX 2

TRAINING, INC., GUATEMALA

BUDGET, 1990

Investment Costs

Start-up Costs

Equipment	\$ 23,040.00
Furnishings	8,160.00
Textbooks	880.00
<u>Sub-Total</u>	\$ 32,080.00

Deferred Costs

In-Service Training	4,560.00
Publicity	2,720.00
Legalization	500.00
Translation	2,000.00
<u>Sub-Total</u>	9,780.00

Total, Investment Costs 41,860.00

Annual Operating Costs

Office rent (7-10 rooms)	6,000.00
Utilities	2,400.00
Maintenance	1,200.00
Office Supplies	2,960.00
Teaching Materials	3,800.00
Salaries	36,000.00
Security Guards	2,880.00
Insurance	1,720.00
<u>Total Operating Costs</u>	\$ 56,960.00