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President's Message

This marks the first appearance of the Division 14 Newsletter which has been a gleam in the eyes of many of the members for some years. The need for such a medium has been variously motivated and expressed. We share the plight of our scientific colleagues resulting from the well-popularized publication explosion. In addition, it must also be recognized that we have long suffered from a publication implosion as well. Much of our activities and interests has been parochial whether because of security pressures or the daily demands of our jobs. Furthermore, we appear, in general, to be non-joiners or, at least, non-meeters and non-organizers. We probably do somewhat less about jointly examining our problems as professionals and scientists than some of our colleagues. Certainly, we have done less to enlist the support (moral or otherwise) of our mother organizations.

This is not to say that a decision to avoid the slings and arrows of associations, committees, cocktail parties, and symposia is necessarily a bad one. There should always be some good souls who would rather do industrial psychology than talk about industrial psychologists. But we do have some joint problems and interests, and we are, as a group, confronted with some decisions. We also have some hard-working and dedicated members who assume the burdens of committee memberships and of divisional representation in APA council and committees. The problem of keeping the general membership informed of their activities, findings, doubts, and decisions and of providing an opportunity for the membership to give knowledgeable instruction to those vineyard workers is only partially solved through the necessarily short and relatively ill-attended annual business meeting and occasional mail referendums.

It is hoped that the Newsletter will help us preachers of communication to talk more to each other and give us something more to talk about. Your constructive criticisms and comments about this initial number are solicited and should go directly to the Editor. However, he is too valuable to be harassed with your ill-natured or destructive remarks. Send them to me.

S. RAINS WALLACE

Editorial Note

It is to be expected, of course, that the objectives of *The Industrial Psychologist* (TIP) will evolve as experience in its publication is acquired and as the divisional membership expresses its desires vis-a-vis the content of the Newsletter. For the nonce, however, the Executive Committee has enunciated the guiding principle that the Newsletter should not be another publication, in competition as it were with other publications of a technical nature, but that rather it should be an organ containing some expression of the problems and aims of industrial psychologists in their roles *professionally* as psychologists.

While the Editor is now in the process of developing a set of procedures for gathering on a regular basis information fit for publication in TIP, he would be grateful to receive from industrial psychologists everywhere—in business and industry, government, colleges and universities, and other institutions—items of general interest to industrial psychologists. Such items might bear upon, but not be restricted to, the following categories:

- . . . research in progress
- . . . employment changes
- . . . ethical problems
- . . . development of new instruments, devices, and measurement techniques
- . . . abstracts of completed research which would not ordinarily appear in publication outlets read by most industrial psychologists
- . . . new academic programs
- . . . fellowships and grants received
- . . . licensing and certification activities or progress

OFFICIAL DIVISIONAL BUSINESS

Major Proceedings of Executive Committee Meeting January 17-18, 1964 at Chicago, Illinois

Note was taken of the fact that every member of the Executive Committee and the Chairman of each Standing Committee was present, probably a record in the history of the Division.

1. *Travel Support to XVth IAAP Congress.* Dr. Wallace read an announcement from Sherman Ross, APA E&T Board, to the effect that APA has applied for a travel grant to support some (no more than 15) participants in the Congress.
2. *Secretary-Treasurer Report.* Dr. Ash reported that:
 - A. The 12/31/63 budget balance for the Division was \$3952.25. Subsequent mailing costs were \$172.56, leaving an estimated 1/17/64 balance of \$3779.69.
 - B. The brochure "The Psychologist in Industry" has been reprinted: 4,000 copies for Division 14 and 1,000 for APA Central Offices.
3. *Education and Training Committee.* Dr. Ross presented the Committee report on (a) a projected survey of post-doctoral training needs, (b) a statement of minimum standards for PhD. and practicum training, and (c) new committee projects.
 - A. The executive Committee voted affirmatively to approve the conduct of the Training Survey.
 - B. Dr. Ross reported that the E&T Committee was just beginning the manuscript on recommended training in industrial psychology. The question was discussed as to whether the outline takes the position that psychologists should be trained as industrial psychology specialists before going into industry, rather than as general psychologists. A sort of consensus (but less than unanimous) emerged that the outline seems to take a balanced position on the issue. Consideration was given to the timing of the statement in relation to the projected Training Survey: should the former be delayed until the results of the survey are available? Other issues discussed included the propriety of the Division telling educational institutions what to teach (it was the sense of the Committee that the Division can offer guidelines), who should review the statement and how and where it should be published. The Executive Committee approved a motion that the E&T Committee continue work on the draft statement, and present the completed draft to the Executive Committee for review before further action.

4. *Public Relations Committee.* Dr. Rush reported that the PR Committee is beginning to work on servicing the Annual Meeting. They will try to help Mike Amrine get newsworthy papers earlier, etc., and that the Committee is working on a project to define industrial psychology's publics, and specifically to attempt to clarify for management the meaning of the diplomate in industrial psychology and its relation to the diplomate in clinical. Dr. Rush also reported that Vance Packard is about to publish a book—"The Naked Society"—dealing with the invasion of privacy, in which some psychological practices will probably be criticized.

Dr. Perloff suggested the emergence of a problem in the testing area that may have significant public relations and professional implications: the role of testing in the selection of Negroes under equal opportunity employment programs. After extensive discussion of the state of knowledge in this area, and of the problems that seem to be emerging, the Executive Committee approved a motion appointing an ad hoc committee comprising the President of the Division, the Past President and the President-Elect. The charge of the committee is "to consider the issues involved in equal employment opportunities (as they relate to industrial psychology) and to take such steps as necessary to communicate with the Division's membership, other APA committees, and the general public, at their discretion."

5. *Scientific Affairs Committee.* Dr. Seashore distributed the minutes of the meeting (1/11/64) of the Scientific Affairs Committee. He requested funds for collating, punching, binding, and mailing the Life History Items publication, a 131-page document. A motion was approved thanking the Committee for completing this work, and granting the necessary funds for distribution to those who have requested it. The Secretary will send it out with an appropriate cover letter. It was decided to hold off on the recommendations of the Scientific Affairs Committee that further publicity regarding the availability of the publication be made at this time.
6. *Special Interest Activities Committee.* Dr. Kirchner submitted a written report to the Executive Committee.
- A. On a Salary Survey, it was the consensus that such a survey, designed to measure salary trends, be undertaken, but not more frequently than once every five years.
 - B. Replication of the 1962 survey was discussed. It was recommended that consideration of such a replication be deferred for another year.
7. *Workshop Committee.* Dr. Albright reported that the 1963 Workshop had 80 attendees, and made a profit of \$235.25, giving a balance in the Workshop account of \$1752.22. A

survey of attendees yielded 63 replies: 67 percent said they would attend another Workshop, 70 percent rated the 1963 Workshop *Excellent or Very Good*. The 1964 Workshop will be held in the Alexandria Hotel, 5th and Spring Streets, Los Angeles.

8. *Professional Affairs Committee.* Dr. Kirkpatrick reported that the emphasis in professional affairs is shifting from attention to ethics only, to more emphasis on long-range trends in industrial psychology.
- A. The Committee is handling one ethics violation case and considering a second violation.
 - B. The issue of a possible trend of industrial psychology away from the liberal arts school to the business administration school is being studied. In general discussion by Executive Committee members, it was agreed that the problem was complex but not urgent; that developments would be watched for future consideration.
 - C. The Committee is considering certification and licensing as it affects industrial psychologists. The problem of the travelling consultant is not well taken care of in most state laws. The Committee will follow up on the SIAC report on certification.
 - D. On the question of periodic Salary Surveys (brought up in the SIAC report), a motion was approved directing the Professional Affairs Committee to try to develop a survey design and procedure.
9. *The Board of Professional Affairs and Division 14.* Dr. McGehee called attention to the apparent lack of concern of the BPA with industrial psychology. The Executive Committee approved a motion directing the President to write to the Chairman of BPA expressing dissatisfaction with the amount of attention the Board of Professional Affairs devotes to the professional problems of industrial psychology and urging that the Board increase its attention to and concern with these problems.
10. *The Relationship Between Division 14 and ABEPP.* Dr. Baxter reported conversations with Dr. Gorsuch, who is the industrial member on ABEPP, but has no liaison with the Division. Two problems were discussed: that of nominating industrial psychologists to the ABEPP, and that of maintaining liaison with them. The Executive Committee approved putting the matter within the purview of the Professional Affairs Committee—with haste—which was directed to meet with Dr. Gorsuch. The Chairman of the Professional Affairs Committee would also explore inviting Dr. Gorsuch to the June meeting of the Executive Committee.

Proposed Changes in Divisional By-Laws

Article VII—Committees

The following revision to the by-laws will be submitted for membership action at the divisional meeting in September, 1964, at the Los Angeles APA convention:

Paragraph 1. To the list of standing committees add "Education and Training."

Paragraph 2. The paragraph should be revised to read as follows: "Members of standing committees shall consist of three or more persons appointed by the President, with the advice and consent of the Executive Committee. The President will appoint the chairman. The election committee shall consist of the immediate Past Presidents and the President-Elect, who will serve as chairman. Members of the Membership and Fellowship Committees must be Fellows of the Division."

Paragraph 11. Add a paragraph 11, to read: "The Education and Training Committee shall (a) encourage and promote the improvement of the scientific and professional skills of the Division's members and prospective members, (b) evaluate training needs to assess the effects of training among members of the Division, and (c) collaborate with the APA's Education & Training Board in matters related to the function of the committee."

The James McKeen Cattell Award

While you have received word of this elsewhere, reinforcement of the existence of this award may spur some of you on to the submission of research designs next year. The James McKeen Cattell Award will be made annually by Division 14 for the best research design in which basic scientific methods are applied to problems in business and industry.

The award will be symbolized by an appropriate certificate and \$250.00. However, the major reward to the recipient will be the support of Division 14, through its Committee on Scientific Affairs, in obtaining the necessary funding and cooperation for the completion of the project. The trustees of the James McKeen Cattell Fund have given a grant to the Division in support of the award for its first five years.

Research designs may be submitted by any member of the APA. The award is given for a research design rather than a completed project because the Division wishes to encourage psychologists to make creative and rigorous approaches to industrial problems, uninhibited by considerations of the availability of resources for their implementation. Thus, completed projects will not be considered. However, the fact that some preliminary or pilot work has been accomplished will not be disqualifying nor will previous requests for or reception of funds to assist in the project.

Further information may be obtained from the Chairman of the Division's Scientific Affairs Committee, S. E. Seashore, Institute for Social Research, University of Michigan, Ann Arbor.

Fellowship in Division 14

The by-laws of the Division allow for Fellowship nomination either by three Fellows of the division or by invitation of the Fellowship Committee. In addition, any member may apply for Fellowship status directly to the Fellowship Committee. The necessary papers may be obtained from the Chairman, E. B. Knauff, Secretary, Corporate Planning and Management Services, Aetna Life Insurance Company, 151 Farmington Avenue, Hartford, Connecticut.

Division 14 Workshop Program

Lewis E. Albright, Chairman of the Workshop Committee, advises us that the Workshop will be held at the Alexandria Hotel, 5th and Spring Streets, Los Angeles, on Thursday, September 3, consisting of five concurrent sessions:

Alex Bavelas: Communications in Industry: Research and Theory

Paul Buchanan: In-Company Use of Sensitivity/Laboratory Training

Ralph Canter: The Role of the Industrial Psychologist as Administrator

E. E. Ghiselli: New Developments in Personnel Selection and Placement

Harry Levinson: Mental Health in Industry

The enrollment fee of \$40 for the day covers all costs of the program, including coffee, lunch, social hour, and dinner. Program announcements will be mailed out soon to all Division 14 members, at which time enrollments will be invited. We hope as many Industrial Psychologists as possible will attend. These meetings will not overlap or conflict with the regular Division 14 program of papers and symposia.

ANNOUNCEMENTS OF INTEREST

The XVth International Congress of Applied Psychology

The XVth International Congress of Applied Psychology will be held in Ljubljana, Yugoslavia, August 2-8, 1964. Tentatively, some of the American participants in the Congress, and the symposia they have agreed to organize, include the following: M. S. Viteles—Psycho-social aspects of work in industry; J. M. Brozek—Adjustment to aging; S. E. Seashore—The "small group" or "work team" in industry; D. E. Super—Cognitive and motivational aspects of career choice; and S. G. Vandenberg—Electronic computers in psychology.

The Walter V. Bingham Memorial Lectures

The Eleventh Bingham Memorial Lecture, presented by the American Psychological Association and the Psychology Department of The Pennsylvania State University, was delivered on May 27, 1964, by Norman H. Mackworth. Dr. Mackworth, Senior Research Associate at Harvard University's Guggenheim Center for Aerospace Health and Safety, and Research Fellow at the Harvard Center for Cognitive Studies, spoke on "Originality."

The Twelfth Bingham Memorial Lecture, to be hosted by Purdue University April 21, 1965, will be delivered by Philip E. Vernon of the University of London. Professor Vernon will discuss "Environmental influences on the development of abilities."

Changes in ABEPP Oral and Written Examination Procedures

The American Board of Examiners in Professional Psychology, Inc., announces changes in procedures for both its written and oral examinations.

The Professional Objective examination has been eliminated for candidates in all three specialties in which diplomas are awarded. Beginning in October 1964, the Written Examinations will include Essay sections only. In the specialty of Clinical Psychology, the examination will consist of one section—Essay (Research). In the specialties of Counseling Psychology and Industrial Psychology, the examinations will consist of two sections—Essay (Research) and Essay (Practice).

The format of the Oral Examinations has been changed and the new procedure became effective with the oral examinations administered in April and May 1964. The three separate examinations for Diagnosis (Appraisal, Evaluation), Therapy (Counseling, Constructive Action), and Ethical and Professional Attitudes and Knowledge—called Parts A, B, and C respectively—have been combined into one 2½ hour examination. Each examination will be conducted by 5 instead of 3 Diplomate examiners, at least one of whom is a member of the Board of Trustees or a former member (who will serve as chairman). Other policies and procedures, governing written and oral examinations, remain unchanged.

The new format of the Oral Examination is designed to allow the examiners and the candidate to engage in a more extended dialogue, permitting a more global assessment in depth from which a more valid evaluation of the candidate can be made. It should also provide greater opportunity to assess the quality of the candidate's integration of his diagnostic and therapeutic, counseling, or consulting abilities within the context of his professional attitudes and orientation.

Members of Division 14 interested in candidacy for the diploma may request a copy of the Board's brochure *Policies and Procedures* and an application form. Write to Noble H. Kelley, Executive Officer, ABEPP, Southern Illinois University, Carbondale, Illinois.

NEWS FROM ACADEMIA

Iowa State University to Offer the PhD in Psychology

Word was received recently from A. C. MacKinney, Chairman of the Graduate Admissions Committee of the Department of Psychology at Iowa State University that the PhD will now be offered in these areas of psychology: counseling, educational, experimental, industrial, and psychometrics. Art advises us that "The emphasis in our PhD, as it has been for the MS, will be on a scientific and quantitative variety of psychology with particular emphasis given to training for research. We will accept applications beginning immediately; we still have some stipend funds available. We expect to have a few PhD-level students underway this coming fall."

RESEARCH NOTES

Predicting Early Vocational Success

MORTIMER R. FEINBERG

Baruch School (CCNY) and B F S Psychological Associates

A company I work with sold a national publication through the efforts of newsboys recruited through the mails. Approximately 2000 boys from all parts of the country apply every week in response to direct mail solicitation, newspaper and magazine advertisements. Approximately two-thirds of the boys who had expressed a desire to work quit one month after employment. The company estimated that the boys who lasted for one month tended to remain for longer periods.

I developed an eight-item biographical inventory questionnaire. The questions dealt with sources of income, reason for working, and attitudes of family members toward the employment of the youngster. The questionnaire was mailed to 1892 young men between the ages of 13 to 15. I received a 67% return. Using half of the sample which was mailed, an item analysis was performed to determine which, if any, of the questionnaire items could successfully distinguish successful from the unsuccessful applicants. Of the eight items, five contained one or more alternatives which distinguished the successful from the unsuccessful groups at the 5% level of confidence.

For example, when asked, "What do you do with the money you earn?", the successful youngster responded with "Save it or spend it for entertainment." The low criterion group checked

said, "I don't have any spending money." When asked, "Which of the following have you done with your parents—gone to a show or circus, attended a baseball game, visited a museum," the unsuccessful checked "None of the above," the successful participated with their parents in most of the activities mentioned.

Further, I sent a questionnaire out to the parents of the boys. They substantiated what the boys themselves had checked on the questionnaire. They are involved with their youngsters, participate in activities with them and permit them to spend the money as they see fit. There was also an economic variable in that the parents of the successful youngsters were better educated, high school graduates or above, and also owned their own car.

This may be one of the few studies ever done on such a large sample isolating variables associated with early vocational success.

LIAMA Research Planning Conference

The LIAMA Research Planning Conference was held in Hartford, Connecticut, on June 4 and 5. The purpose of the conference is covered in the following quotation from a letter addressed to Chief Agency Officers of Member Companies from S. Rains Wallace, Vice President-Research at Life Insurance Agency Management Association:

"Since 1959 LIAMA has held a 'Research Planning Conference—Institutional and Company Research' under the sponsorship of the Research Technical Committee of the Research Advisory Committee. These meetings are held for the benefit of persons actively engaged in agency or related research. Their basic purpose is to provide a better interchange of ideas, to help in the identification of problems amenable to research and to develop better methodology to attack them. An attempt is made to discuss subjects at a technical level with emphasis on methods of research methodology and design. To quote from a previous announcement, 'No apologies are made for the use of technical terminology.'"

Included in the program are discussions of "Criteria for evaluating the effects of sales campaigns or other types of campaigns," by Charles J. Dexter, Carl Rush, and Homer G. Wood; "Some fallacies in the personality approach to selection," by Norman L. Vincent; "Forces in agent performance: a model," by Brent N. Baxter; "Evaluation of the effects of training programs," by William McGehee, Donald A. Peterson, Paul W. Thayer, and William H. Whorf; and "Criteria for evaluating managerial performance," by John K. Hemphill.

PROFESSIONAL NOTES

Internal vs. External Industrial Psychologists

DANIEL M. GLASNER
Eli Lilly and Company

A matter of concern to industrial psychologists and to industrial organizations concerns relationships which will maximize the value of the psychologist's contribution to organizational objectives. We can accept rather readily that the needs of psychologists as individuals will vary. Some will find greater satisfactions in full-time employment by one operating company. Some will find satisfactions in full-time employment by, or operation of, consulting firms making their services available to many other organizations. Some will be more satisfied by spending major portions of their time in teaching or research with a smaller amount of time utilized in consulting activities. However, our concern here is not with the satisfaction of needs of psychologists. It is, rather, with the satisfaction of needs of industrial organizations. Should the psychologist be a member of the organization or an outsider in order that his contribution to organizational effectiveness be maximized?

Let us assume that psychologists working in industry are concerned with advising on and aiding in implementation of a particular class of activities, regardless of internal or external placement. It can be argued that an internal consultant is aware of the norms, values, culture, and personalities involved in a firm, and that similar awareness by an outsider is difficult to attain, if not impossible. Furthermore, internal placement has face validity as an indication of concern for the best interests of the organization. Industrial organizations continue through time. Long range programs are necessary for most major, meaningful changes. The internally placed psychologist, then, has a great advantage in trying to initiate or facilitate organizational movement.

On the other hand, to the extent that a psychologist is committed to gaining satisfactions in the organizational context, he is somewhat suspect. His judgment may not be objective with regard to certain matters. He will have attitudes, loyalties, and commitments which will probably affect his performance, and almost certainly be perceived as affecting his performance. External placement would seem to be associated with increased objectivity. This perception on the part of management (in addition to the fact that attention is more readily called to the cost of an external consulting arrangement) can lead to greater acceptance of the outsider as a highly qualified and unbiased expert.

Without going into greater detail, it is relatively clear that internal and external placement of psychologists in industrial organizations have associated advantages and disadvantages. For-

tunately, the two kinds of relationships need not be mutually exclusive. In fact, internal and external consultants complement each other rather than focusing on inadequacies of either arrangement. The internally placed person can serve as a continuing force in the organization seeking to plan new and better paths to objectives and to arrange varying tactics and strategies for implementing plans. The externally placed person can be utilized to act as an objective check on perceptions of the internal consultant and of the total organization, to bring specialized skills, knowledge, and techniques to bear on particular problems, and to act as a triggering agent for organizational changes, planned in conjunction with the internal consultant.

Industrial Psychology Representation in the Programs of State and Regional Meetings

In his capacity as Chairman of the Division's Special Interest Activities Committee, Wayne Kirchner sent us copies of his Committee's reports on "State and Regional Psychological Associations Industrial Programming," the results of which should be of considerable and immediate interest to industrial psychologists.

With respect to the coverage of industrial psychology at the regional meetings, the following results are abstracted from Kirchner's report: industrial materials are present probably less than 10 per cent of the time at regional meetings; and symposia, rather than papers, are much more likely to have industrial content. Similarly, very little time is devoted to industrial psychology programs at state meetings.

One means for remedying the situation, or at least for bringing industrial psychology programs more in line proportionate to the number of industrial psychologists belonging to state and regional associations, is the establishment of special interest groups within these associations. Kirchner indicates that there is some evidence for the belief that this measure produces results, i.e., greater coverage of industrial psychology materials in state and regional association conventions. He also points out that marked increases in industrial psychology programming might follow from the protests by, or expressions of displeasure of, industrial psychologists, as was the case, indeed, a year or two ago with respect to the programming of the Midwestern Psychological Association meetings.

DIVISION 14

COMMITTEE STRUCTURE 1963-64

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S. Rains Wallace

President Elect
Brent Baxter

Past President
William McGehee

Secretary-Treasurer and Representative to APA Council
Philip Ash

Members at Large—Executive Committee
Edwin A. Fleishman Ross Stagner Ernest J. McCormick

Representatives to APA Council
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Professional Affairs Committee
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William D. Buel
Jack W. Dunlap
Edwin G. Nevis
Richard L. Newton
Frederic R. Wickert

Workshop Committee
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Special Interest Activities Committee
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