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## President's Message

Last Fall the Division received two significant proposals urging action on the reorganization of the APA. The New York State Psychological Association submitted to APA Council a set of resolutions urging, among other things, changes in the organization and administration of the Central Office. (See Phil Ash's APA Council summary in this Issue.) In October the Division of Experimental Psychology circulated a request for response to their proposal to modify the APA organization into a "federated society of relatively autonomous Divisions".

Stemming from these proposals, your President asked the Division Committee on Professional Affairs and members of the Executive Committee to consider what position the Division should take on these questions. A report was submitted by Frederic Wickert, Chairman of the Professional Affairs Committee and replies were received from members of the Executive Committee. At the January 15-16 meeting of the Executive Committee, a summary of these reactions prepared by your President was discussed. The summary, with minor amendments, was accepted as the Executive Committee's position and it was requested that it be distributed to Division 14 members, the Board of Directors, the APA Policy and Planning Board, Division of Experimental Psychology, and to the Clark Committee. The summary made the following recommendations:

1. the APA should maintain and strengthen the Central Office, particularly in its function of representing psychology to its various publics. As a profession we should strive for greater unity, rather than allowing diversification to weaken us. We should see ourselves first as psychologists and secondarily as members of some interest group in spite of special professional needs. We are strongly opposed to the splitting of psychology.
2. the organization of APA should be responsive to the growing variety of special interests within its membership. A multiplicity of overlapping interest groups, however, does not serve as an effective basis for political organization. It would appear that four-six major sections would be less ungainly. We should avoid, however, separating into only two sections representing Science and Professions.

3. to these four-six Sections should be decentralized some of the services now performed by the APA Central Office. These might include responsibility for publications, promotion of professionalism, and educational services for its members. Dues would vary by Section, reflecting their individual cost of services.

BRENT BAXTER

## Editorial Note

While considering for some future issue of TIP a variety of ideas for features of interest and importance to industrial psychologists, it occurred to John Boulger and me that one such item might be a discussion of the consulting and research opportunities experienced by senior or retired psychologists who had been active in fields within or related to industrial psychology.

Accordingly, we sent letters to a number of psychologists and asked them several questions, viz., "What is the 'market' for the talents of retired industrial psychologists? Are there special kinds of tasks, say for local industries or schools, that may be easier and more realistically obtainable than others? Did you plan for retirement? How? How do you spend your time, or apportion it among work, play, or simply 'goofing off'?" (The "goofing off" contribution is Boulger's, not mine, for he has had more experience at that sort of thing.)

We received a number of instructive replies. There was the letter, for instance, from Harold E. Burt, referring to himself as the "best adjusted emeritus on the campus" (Ohio State). With characteristic candor, Professor Burt declared that "I retired after working at psychology 40 odd years...I just decided that was enuf. I turned down teaching opportunities and one executive possibility of considerable magnitude and went after hobbies." He skims a few journals, he tells us, and gets to the office daily and has lunch with friends at the Faculty Club. Among his hobbies are ham radio, photography, and bird watching ("...presently banding birds for Wild Life Service. I banded 17,000 in 1963--mostly blackbirds. I keep up on the literature in ornithology and have a stack of notes and might even do a book on Bird Psychology"). Like it says in books, including we are confident those that Burt has written, one should anticipate retirement and this is just what he did, for he says--"I saw it coming 15 years ahead and got some hobbies to the point where I could pursue them creatively."

Then there were respondents like John H. Coleman, who told us, and it's a good thing for our egos that they were not there to see us squirm in embarrassment upon reading their letters, that "I am not retired and have no plans to retire. My physician recommended against it because of the troubled men he encounters who are automatically retired by their

employers. But he need not have urged this on me because I will not live long enough to do what I would like to do."

Similarly, Lillian Gilbreth wrote, advising us that "I've not retired and I have no plans to retire, though of course I've had to give up some jobs at 65 or 70. However, as I'm a 'self-employed' consultant I seem to have plenty to do." 70 years-old pups might well take heart from octogenarian--she's closer to being a nonagenarian--Gilbreth!

One thing is certain, and on this we are willing to stick our necks way out, even if the generalization is based on a small sample ( $n=6$ ). Opportunities for continued useful work are probably there for those with the energy, the motivation, and the wit to dig for them. J. J. Ray, for instance, assures us that he has "...experienced more opportunities than can be accepted and I am sure others are in a similar situation."

Take Daniel Starch, too, another illustration of the active man in "retirement." Although he has, in recent years, delegated "...active day to day management of our business activities ...to my partner, Howard A. Stone," who "gradually took over administrative responsibilities," Dr. Starch still manages to put in virtually a full day. He tells us that he is in his Mam-aroneck (New York) office daily, working on the completion of a book, among other things. "When that is out of the way," he promises, "one of my earlier books which was published over 20 years ago is waiting for revision. It continues to sell and the publisher is urging a revision." We suppose that the publisher feels that, so long as the book will sell and will perform a useful function, there is no reason to spread the word amongst the book's readers that the author, octogenarian Daniel Starch, is in his ninth decade of life. Chances are the readers wouldn't give a damn, one way or t'other!

Irving Whittemore, formerly of the faculty of the College of Business Administration of Boston University, is now engrossed with his position on the psychology staff at Central Michigan University. He wrote, too, about his "...special skill, unrelated to psychology, which is nevertheless of use to the profession. Until a year or so ago, I engrossed all the documents presented by the APA in connection with its awards. At the moment I have just recovered from a partial paralysis of the right hand and arm, presumably caused by a virus, which stopped my activity in this direction. I hope to pick up the work again, and perhaps expand it, after a second retirement (mandatory here at age 70) next year."

Fellow industrial psychologists, your Newsletter editor is a comparatively secure fellow. Hence, it is not necessary that, in a vignette like this, his be the last word. Fortunate for his self-image it is, too, that he is thus secure, for he would be utterly incapable of rendering more sagacious, more fitting, and more beautiful a close than that with which Irving Whittemore concluded his poignant and, I am sure you will agree, memorable letter--

"It seems to me that the business of life is to live: to react, to respond, to solve problems, to create; but whether in psychology, calligraphy, or otherwise, is of no great moment. Planned travel is an easy bridge over what, from a distance, looks like the chasm of retirement. It is possible to run to the bridge, enjoy the view, and walk into the future on the other side with a great deal of satisfaction."

--RP

## Official Divisional Business

### SELECTED MINUTES OF WINTER (January 15-16, 1965) EXECUTIVE COMMITTEE MEETING

#### 1. Secretary-Treasurer Report. Philip Ash reported

- a. that the balance on hand as of 12/31/64 was \$3,871.28 for the Division, exclusive of 1964-65 dues receipts, which have not yet been reported;
- b. that the balance on hand as of 12/31/64 was \$5,526.48 for the Cattell Fund;
- c. that the Nominating Ballot and an invitation to nominate fellows had been mailed, at a considerably lesser cost than last year (\$135.83 for 1963-64; \$45.87 for 1964-65);
- d. that a balance sheet for the Industrial Psychologist (Newsletter) and a table of contents for Volume 2 No.2 has been received (distributed at meeting).

It was recommended that

- a. The Secretary distribute to all Executive Committee members a copy of the Committee budgets;
- b. that a financial statement be sent to the Cattell Fund reporting the expenditures and present balance for the fund
- c. that after three issues the size of the Newsletter be reviewed for the possibility of reduction in cost per issue by reduction in size. It was the consensus of the group, however, that the Newsletter is needed, and that it is serving its purpose well.

The Executive Committee unanimously accepted the Secretary-Treasurer Report.

#### 2. Public Relations Committee. Dick Harris distributed the minutes of the Public Relations Committee meeting of December 3, 1964. Three topics were covered: (a) participation in publicizing the Division 14 program at APA, (b) establishment of a group of six goals for the Committee, and (c) the need for guidance from the Executive Committee "concerning the extent to which the foregoing Public Relations effort should be passive in nature ... or active in

nature ..." During the course of extended discussion, the clear consensus was expressed that the PR Committee should adopt, where appropriate, an active role in publicizing industrial psychology, subject to Presidential review before release of materials that may be sensitive. It was suggested that the PR Committee could establish one objective a year and tackle it. Ideas suggested for possible consideration (but with less than unanimous support from the Executive Committee) included: work on improving the appreciation of industrial psychologists by other psychologists; educational publicity on the issue of the invasion of privacy by lie detection and other test techniques, lay material on equal employment opportunity legislation, civil rights and testing; work with a professional writer on articles for professional journals concerning what a psychologist does in industry; expanding the image of the industrial psychologist beyond that of a selection tester; distribution of articles written by Division members for lay audiences; rewriting of research articles for the popular press. A number of caveats were expressed during the discussion: that the PR effort should be directed to informing about industrial psychology, but that publicity about the Division as such was only a minor--or even irrelevant--objective; and that emphasis on testing be avoided, to reduce the identification of industrial psychologists primarily as testers.

#### 3. Education and Training. The Executive Committee considered two major items: the report, "Post-Doctoral Training of Industrial Psychologists," and the report "Guidelines for Doctoral Education in Industrial Psychology."

- a. The report on post-doctoral training had been distributed to members of the Executive Committee. It was not discussed, but the Secretary was instructed to write the members of the Executive Committee requesting reactions to it.

- b. Procedurally, the following actions were taken on the Guidelines report:

- (1) The comments of the Executive Committee discussion (below) were to be transmitted to Messrs. Niven and Mac Kinney for consideration in revising the report.
- (2) The Secretary was instructed to request all members of the Executive Committee to com-

municate to Jim Naylor any additional substantive suggestions.

- (3) The President would, as soon as the document is finished, distribute it with a carefully written letter, to department chairmen in departments offering the doctoral program. It would also be distributed to all members, and a notice of availability would be inserted in the American Psychologist.

c. Two areas were principally discussed:

- (1) Undergraduate background and training. It was agreed that specifications of the contents of undergraduate training be deleted, and that the section should be reduced to the simple observation that "it seems desirable to have breadth in one's undergraduate program as preparation for graduate work in psychology."
- (2) Concentration areas in psychology. Several notions were expressed: that dividing industrial psychology up into six discrete specialties was unrealistic and undesirable, that everyone could not expect to become equally expert in all subspecialties, that students generally do not have such clear-cut choices, but that the well-trained industrial psychologist should probably know something about each of the six fields. Many jobs cut across all or most of them. It was decided that this section be rewritten to reflect the sense of this discussion, but sent to the Executive Committee for review.

The E & T Committee requested guidance on the question of the desirability of consideration of guidelines for the MA level. The Executive Committee, after discussing the slow rate of growth in the numbers of doctoral graduates, and the apparently large number of sub-doctoral, master's level industrial psychologists, decided that what is needed is a survey of what is going on in master's level training. The Secretary was instructed to communicate this interest to the Chairman of the E & T Committee.

4. Membership. Paul Sparks reported that about 200 forms have been sent out in response to the APA solicitation of interest in division membership. Dr. Sparks' secretary is

identifying (from the Directory) APA members not now members of Division 14 who may, on the basis of their employment and recorded interest areas, be candidates for membership in the Division. A mailing to more prospects is being prepared. It was agreed that copies of an issue of The Industrial Psychologist would be made available for mailing to such prospects.

5. Professional Affairs. Fred Wickert reported that the Committee has not yet had a physical meeting, but that it will emphasize a positive program and keep the problem of ethical violation cases in the background.

The Executive Committee discussed at this point the question of surveys of Division members by graduate students, fellow psychologists, and others. While it was felt that members were asked to complete perhaps too many questionnaires, it was agreed that the Division could not control or censor surveys made by others. It was decided that a request would be made of those who did conduct surveys of Division members to share their findings with the Division.

6. Fellowship. No report of the Fellowship Committee was made. Brent Baxter informed the Executive Committee that preliminary fellowship materials had been sent out (e.g., letter soliciting nominations for fellowship). With the change in APA rules eliminating self-application, there is a problem in forms revision that has not yet been resolved.
7. Program. Jack Parrish submitted a report of the Program Committee. A central theme of the Division 14 program will be the demands imposed on industrial psychologists by current socio-political and technological trends. Dr. Parrish reported on a group of proposed invited addresses and seven symposia. In regard to the symposia, the comment was made that those proposed did not include enough on theoretical and scientific (as opposed to professional) matters. Additional symposia were suggested.
8. Workshop. Ray Hedberg reported that the Thirteenth Annual Workshop in Industrial Psychology is scheduled for Thursday, September 2, 1965. The Workshop Committee proposed, and the Executive Committee agreed,

- a. that dinner be omitted and the fee be reduced (to \$30 or \$35)

- b. that refunds be made upon request at least five days in advance of the workshop
- c. that the Workshop Committee be made a standing committee of the Division. The Secretary was instructed to insert notice of the necessary by-laws change in the next issue of The Industrial Psychologist, to permit a vote on the change at the annual meeting.

9. Special Interest Activities. Bill Jaynes submitted a report of activities in progress and possible additional projects:

- a. Activities in progress
  - (i) Analysis of Division 14 programs
  - (ii) Survey of degree-granting institutions
  - (iii) Journal content analysis
  - (iv) Study of new Division members
- b. Possible additional projects
  - (i) Repetition of the 1962 survey
  - (ii) Study of reaction to convention programs
  - (iii) Subcommittee to develop certification statute recommendations
  - (iv) Analysis of recent dissertations

The Executive Committee approved the last (b-iv), recommended delay on (b-i), and recommended against the remaining two proposed new projects.

10. Scientific Affairs. Bernard Bass distributed and presented the report of this committee.

- a. Continuing activities. The Executive Committee briefly discussed, without action, five continuing activities as follows:
  - (i) integrative writing project
  - (ii) reporting of scientific work in progress
  - (iii) psychological testing in relation to racial differences
  - (iv) availability of bibliography from obscure sources
  - (v) funding of general research on industrial problems
- b. Cattell Award
  - (i) It was noted that Lou Petrullo consented to be chairman of the Award Committee, with assistance from Abraham Levine.

11. Next Meeting. The next meeting of the Executive Committee

will be held on the first weekend in June or the last weekend in May, in Detroit, Michigan.

Philip Ash,  
Secretary-Treasurer

PROPOSED CHANGE 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 1965 at the Chicago APA Convention:

Paragraph 1. To the list of standing committees, add "Workshop"

Paragraph 12. Add a paragraph 12, to read: "The Workshop Committee shall prepare and conduct an Annual Workshop in Industrial Psychology in conjunction with the APA Convention, and such regional or other workshops as the Executive Committee may approve."

In 1965, the Workshop Committee, an ad hoc committee of the Executive Committee, will conduct the Thirteenth Annual Workshop. It has also, in the past, conducted workshops in conjunction with annual meetings of the Midwestern Psychological Association. The long and successful history of this committee seems fully to warrant its official recognition as a continuing and permanent part of Division affairs.

APA (1964) COUNCIL OF REPRESENTATIVES MEETING

The APA Council of Representatives met all day Friday, September 5, and for slightly more than one hour on Monday, September 8. Of the 115 authorized members about 65 to 70 were in attendance, including, for at least part of the time, the four representatives from Division 14: Phil Ash, Mary Dunnett, Herb Meyer, and Bill Owens. The proceedings of Council have been formally reported in the December 1964



American Psychologist.<sup>\*</sup> This summary highlights particularly those actions and issues that were related to, or of interest to, Division 14. This Council handled the business before it with dispatch, approving with alacrity the recommendations of the Board of Directors in those matters in which it appeared that nothing crucial was at stake. In the areas where the issues are complex, and the possible resolutions of them a matter of considerable disagreement, Council took delaying actions. Indeed, because of the size of the Council, the evident lack of familiarity with the issues on the part of many Council members, and the short period Council meets, there was almost no opportunity to discuss any of the critical issues in depth.

The main issue before Council, and in the corridors at Los Angeles out-side of Council, was the sharpening conflict between the professional (primarily clinical) point of view on the one hand, and the academic and scientific point of view on the other. First, let us be clear that, much as we may deplore schisms and divisions, and side-taking, neither the issues nor the need to choose will go away by ignoring them. In this conflict, it should be noted, the representatives of Division 14, reflecting the consensus of the Division 14 Executive Committee, were pretty much on the academic-scientific side.

Organization and Structure of APA. The single item to which the longest period of discussion was devoted was what became known as the NYSPA resolutions: thirteen theses nailed to the doorway of APA, critical of things as they are, and calling for major changes. The resolutions, originally the product of the clinical psychology section of the New York State Psychological Association, were designed, according to an introduction that precedes their text, to highlight three APA problem-areas:

"1. The tacit acceptance by the APA Central Office of the subordinate and ancillary role assigned psychology by medical-psychiatry..."

"2. The lack of strong leadership from within the APA and the Central Office with respect to the public visibility and public identity of psychology as a learned discipline, with special competencies."

"3. The need for careful study by representative psychologists of the present and future organization of the APA Central Office as well as the functional capabilities

of the various APA Boards and the Council of Representatives..."

In the space allowed, it would be impossible to summarize, in any meaningful way, the full content of the resolutions, but perhaps the following will suggest their flavor. Apparently motivated by the strong conviction that clinical psychology is not receiving fair treatment or recognition vis-a-vis medicine and psychiatry, they called for, for example, (I) the discontinuance of the joint American Psychiatric Association - American Psychological Association Committee on functions between the two professions (because of a recent American Psychiatric statement putting psychology in a role ancillary to medicine); (II) revision of NIMH regulations under the "Community Mental Health Centers Act. of 1963" to permit a psychologist to head up such a Center (now only a psychiatrist can); (IV) an APA-instituted anti-trust suit against insurance carriers to compel them to include psychologists under their reimbursement provisions; (V) an APA Committee to devise a diagnostic manual to supersede the currently-official American Psychiatric Association Manual; (VII) a conference by APA to involve psychology in the problems of the urban poor; (IX) appointment of an ad hoc committee to review Central Office reorganization; (X) discontinuance of the present public relations activity of APA, and its budget, pending a review of its effectiveness; and (XII) bi-monthly meetings of APA Council and monthly meetings of the Board of Directors. Ted Riess and Al Williams, respectively President and Executive Secretary of NYSPA, both spoke in favor of the resolutions, and said that they were written not as polemics but to attract attention. At its Executive Committee Meeting, Division 14 voted to instruct its representatives to deplore the resolutions as an unwarranted attack on APA, and to vote in opposition to them at Council. During the floor discussion, Phil Ash announced this position. Jerry Bruner, speaking for the Board of Directors, said that (a) the resolutions raised important issues, (b) APA should grow in an orderly (i.e., non-crisis) fashion, (c) it is easy to forget work that is going on elsewhere, and (d) the Board could not accept the resolutions as presented. Council debated, not the content of the resolutions themselves, but a motion to refer them to "appropriate committees and boards of the APA with instructions to consider them." The debate centered upon deletion of any phrases in this motion of referral that seemed commendatory of the sense of the resolutions. The final motion only went to the point of "recognizing the importance of the problems to which the NYSPA resolutions

<sup>\*</sup>Proceedings of the Seventy-Second Annual Business Meeting. American Psychologist, 19,896-915.

are addressed ..." At the Monday meeting of Council, the Board of Directors reported back on their dispersal of the thirteen theses among six APA bodies. To meet the charge that there is not enough top-side continuity in scrutiny of the Central Office, it was announced subsequently that an Executive Committee of the Board of Directors would meet monthly in Washington.

A second, and much smaller, organizational issue had to do with the growing size of APA, and particularly of Council. Two proposals were made: (a) that Council recommend a By-laws change shifting representation from a numerical basis (so many representatives per 100 members) to a percentage basis (x% of a fixed Council size, per hundred members); and (b) that members vote for representatives from one division only, no matter how many they belonged to. The first passed; the second was defeated on the grounds that those who join any division should have full rights in it.

Fellowship. Council elected 104 Members to the status of Fellow, including ten (a record number) recommended by Division 14. An additional 122 persons, already Fellows of APA, were nominated and elected to Fellowship in additional divisions, including two in Division 14. Council also voted a change in the Rules of Council to eliminate self-application for Fellowship status. Hence forth, Fellowship will be achieved only upon nomination by one's peers, and, hopefully, the recipient of the honor will become aware of it only after election.

Publications. Council approved a By-laws recommendation to the membership, the sense of which is that Divisions may operate a journal only with approval of Council and under the supervision of the Publications Board. The implied intent is to discourage division ownership of journals. Division 14 has had on-again off-again negotiations, looking toward the purchase of a distinguished personnel journal. The latest round of such negotiations terminated with a no-sale decision by the present publisher. This By-law change will probably keep the Division out of the publishing business permanently. (It should be noted, however, that Division 3 has been distributing a set of resolutions ---responsive to the NYSPA resolutions? --calling for the return of most APA functions, and all APA journals, to the Divisions!)

And Finally. As everyone knows by now, dues were raised by fifty percent, APA has moved to 1200 Seventeenth Street, N.W.,

and we next meet in Chicago, Illinois, for our first five-day convention. After that, in order, are New York (1966), Washington (1967), and San Francisco (1968). Beyond, the mind of man goeth not.

Philip Ash  
Representative Division 14

## EDUCATION AND TRAINING COMMITTEE REPORT

The 1964-65 Education and Training Committee is currently involved in the completion of two major projects which should be of considerable interest to the membership, particularly to those who have been following the reviews of current and planned Ph.D. and M.A. programs in the Newsletter. Both of these projects were brought to near completion by the 1963-64 E. and T. Committee under Paul Ross, and the current committee expects to get them both finished during its tour of duty.

The first project is a policy statement of the committee (and eventually of the Division) entitled "Guidelines for Doctoral Education in Industrial Psychology." As the name implies, the statement attempts to cover all aspects of training for the Ph.D. and sets forth rather broad standards and policies which the committee feels are desirable for such training. Some typically covered are curricula, faculty, role of the Division, and the problem of internships.

Project No. 2 concerns itself with a summary and evaluation of the survey of current membership carried out by the 1963-64 committee. As those of you who participated will remember (and we thank you) the survey concerned itself with post doctoral training needs and experiences of members. Entitled "Post Doctoral Education Among Industrial Psychologists," the actual report contains some rather interesting and insightful data which should be of general interest to the members, the workshop program, and to those universities offering training in industrial psychology. Both reports have not yet received the official sanction of the executive com-



mittee - therefore, general distribution is not currently feasible. Notice of availability will be reported in the Newsletter.

Education and Training Committee  
Division 14                      1964-65

Donald C. King	Floyd C. Mann
Arthur C. MacKinney	Jarold R. Niven
Howard Maher	Matthew Radom
James C. Naylor, Chairman	

#### THE PROFESSIONAL AFFAIRS COMMITTEE'S INVESTIGATION OF ETHICS COMPLAINTS

During the past year, the Professional Affairs Committee was asked to investigate four cases of alleged ethics violations. While the primary function of the committee is the study of long-range professional issues confronting Division 14, nevertheless, the investigation of complaints is still a necessary function.

It may be of interest to the membership that all four cases under question dealt with possible violations of ethics with respect to advertising. Two of these cases had to do with advertising of books in which the advertising was objectionable from a professional standpoint. The other two complaints involved similar advertising of testing procedures. Whether this was a typical "ethical" year is not known, although it appears warranted to state that industrial psychologists would be well advised to be discreet in advertising and promotion. The crux of the matter, of course, is that the advertising of psychological services should be factually descriptive rather than evaluative. In other words, acceptable announcements of services should adhere to professional rather than commercial standards.

In past years, the ethical standards have been written primarily with the practice of clinical and counseling psychology in mind. Industrial psychology was almost overlooked, leaving much to the interpretation of ethics committees and to the conscience of the individual industrial psychologist. This somewhat ambiguous condition no longer exists. With the publication of "Ethical Standards of Psychologists" in the January, 1963, American Psychologist, greater cognizance was taken of the

practice of industrial psychology. In addition, "Ethical Practices in Industrial Psychology", American Psychologist, March, 1964, further amplifies ethical considerations as they apply to industrial psychology, and is must reading for Division 14 members. As was announced in the November, 1964, issue of TIP, Phil Ash has reprints available upon request. It is clear that with the trend toward great utilization of the services of the industrial psychologist, a more clearly defined statement of ethical practice is emerging for the good of the profession, as well as for the protection of the public.

Any questions or comments regarding the ethical issues in industrial psychology will be welcomed by either Dr. Frederic R. Wickert, the current Chairman of the Professional Affairs Committee (Department of Psychology, Michigan State University, East Lansing, Michigan 48823), or as was mentioned in "Ethical Practices of Industrial Psychology," by the Committee of Scientific and Professional Ethics and Conduct at the APA Central Office.

James J. Kirkpatrick  
Immediate Past Chairman  
Professional Affairs Committee

#### PROFESSIONAL ISSUES, TRENDS AND PROBLEMS OF IMPORTANCE TO DIVISION 14

In my capacity as Chairman, I have sent members of the Professional Affairs Committee a statement of the Issues, Trends and Problems of Importance to our Division. So that the work of the Committee can represent the views of the Division, I would appreciate hearing your ideas on any of these issues, or others which you feel we should consider.

1. The issue of most immediate concern is Division 3's proposal to federalize the APA into rather autonomous divisions. The task of the Committee is to come up with (a) what such a move means for Division 14 professionally, (b) what are the views of the membership regarding such a move, and (c) an answer to Brent Baxter's question, "What is good for us not only as industrial psychologists, but also as members of APA?"

2. A professional problem of importance to the Committee and Division 14 members concerns the ABEPP Diploma in Industrial Psychology. Some questions we must answer are:

What is the relationship between the status of Fellow in Division 14 and Diplomate? What do these statuses mean in the professional development of the industrial psychologist? How necessary is it to have the two of them? Why do so few industrial psychologists apply to become ABEPP Diplomates? Has the introduction of state licensing and certification taken away the need for the diploma?

The ABEPP examination has been changing not because of pressure from Division 14, but because the Board believes that we are breaking up into specialties, and they have had to go from rather general examinations to increasingly specialized examinations. Are they justified in giving the same general award to individuals who pass increasingly different examinations?

In the past there has been evidently little coordination between ABEPP and the Professional Affairs Committee. Should the ABEPP industrial member be an ex-officio member of our Committee?

3. The August, 1964, American Psychologist reports that for 1962-63, only 46 or about 5% of the 800 Ph.D. degrees awarded were in industrial, but a whopping 446 or 25% of the 1,796 M.A. degrees were in industrial. The only other area of psychology with a similar degree granting pattern was educational psychology. What is happening to all of these M.A.'s in industrial psychology and what are they doing to the profession? Our surveys show that Division 14 membership consists of 80% Ph.D.'s and 20% M.S.'s. Should we as a division get concerned about these M.A.'s? Should the Division 14 Education and Training Committee be alerted to post-M.A. training needs as well as post-Ph.D.?
4. Is there a trend of industrial psychology away from the liberal arts school to the business school? What should be our view on this?
5. In the past, the APA's Board of Professional Affairs has rarely been concerned with the professional problems of industrial psychology. Because of the develop-

ments especially around the use of psychological tests in industry, the BPA has appointed a Committee on the Practice of Industrial Psychology. William F. Holmes, Lever Bros. Co., New York, is Chairman and Brent Baxter is a committee member.

6. How have state licensing and certification laws been effecting Division 14 members? What problems have industrial consultants who have clients in several states had with respect to these laws? Are the state laws reciprocal in practice? Are the laws better suited to clinical than to industrial psychologists? What provisions are there in the law for practicing social psychologists who have come into the field through sociology and are academically prepared much as are psychologists? Are they rightfully or wrongfully excluded from licensing and certification?
7. To what extent are there short-term, local, professional affairs problems rather than long-term, national ones? Wayne Kirchner's report of the Division's Special Interest Activities Committee (see Vol. 1, No. 1, June 1964, TIP) suggests that special interest groups should be formed within state and regional associations. In what ways, if any, should we encourage such developments?
8. Is there an excessive number of uncoordinated surveys of the membership of Division 14? Division 14 is supposed to conduct a survey on employment, education and salaries every five years; training surveys were conducted in 1962 and in 1964, the latter covering only a sample of the membership; surveys on professional problems would be helpful to this committee. For example, our committee has been asked to develop a survey design and procedure for collecting salary data periodically. Since salaries are but one aspect of professional development, it is tempting to expand the salary survey into a broader development survey which would give information concerning the ABEPP fellowship question. Your ideas?
9. Although the Professional Affairs Committee will continue to consider cases of alleged ethical violations, we are to shift our emphasis to longer term

## Conference and Meeting Notes

professional trends in industrial psychology. Comments from the membership will help us give proper direction and emphasis on longer-term trends.

Frederic R. Wickert  
Chairman,  
Professional Affairs Committee

### CHANGE OF ADDRESS PROCEDURE

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### NEGROES IN MANAGERIAL POSITIONS

"The Selection and Placement of Negroes in Managerial Positions" was the topic for the fall session of the Executive Study Conference held at Plainview, Long Island, November 10 and 11. Walter J. McNamara of IBM Corporation was the chairman for this session.

Howard Lockwood, of Lockheed Aircraft, on loan to "Plans for Progress," presented a report on the increase in employment of Negroes and other minorities between 1961 and 1963 by the 257 companies which participate in "Plans for Progress." He also recounted some of the efforts which are being made in this area by specific companies.

Jerome Holland, President of Hampton Institute, discussed the problems faced by Negro colleges in the South in preparing students for business careers. Among these problems are the high school preparation of the entering students, the limited resources of the colleges, and the fact that few faculty members have had an opportunity to become acquainted with the requirements of business and industry. He pointed out that only five corporations sent recruiters to Hampton in 1959-60, while about 150 will send recruiters this year.

Edward W. Whitlow, Placement Director at Virginia State College, said that Negro students have had no reason to think of business careers as possibilities. He pointed out that counseling must begin when students are in high school.

A panel of S. O. Roberts, Fisk University, Robert E. Krug, Peace Corps, and Joel T. Campbell, Educational Testing Service, discussed racial bias in testing. Roberts, discussing his own and others' research, concluded that there is a marked and significant change in the direction of meeting whatever the standards may be when the person can be shown that opportunity and advancement are possible. Campbell pointed out that a verbal ability test is frequently used as a measure of learning

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\*"Plans for Progress" is a voluntary organization of over 275 companies developed through the President's Committee on Equal Employment Opportunity. The companies are pledged to take affirmative action in promoting equal employment opportunities, training, and advancement to members of minority groups.

ability for individuals with culturally advantaged backgrounds. For others, the test may not be a fair measure of learning ability, but may still be important as a measure of developed ability. Krug suggested that biographical information blanks and situational tests might prove highly valid in selecting Negroes for management.

Richard S. Barrett, of New York University, discussed a proposed research program on differential selection of Negroes and other ethnic and socioeconomic groups. His hypothesis is that accuracy of prediction will be improved if appropriate sub-groups rather than a total group is used as the basis for regression analysis.

Robert Kiehl, of Newark College of Engineering, described the expanding opportunities for Negroes in engineering.

Concluding the program, a panel of three Negroes who are in managerial positions discussed their experiences. John Blanton, of General Electric, is manager of the Advanced Components Technology Operation, Advanced Engine and Technology Department; Robert Mallory, of IBM, is responsible for design activity of one of IBM's divisions; Richard Rowe, is assistant manager of the terminal department of the Port of New York Authority. They emphasized that selection should be on merit and ability, and should be for positions of real responsibility rather than for "token" appointments.

In summarizing, John Hemphill of Educational Testing Service, said that the function of such conferences was to try to bring social action and research together, rather than to keep them separate.

Joel T. Campbell  
Educational Testing Service

#### THE PSYCHOLOGY IN MANAGEMENT SEMINAR SERIES

Now in its eleventh year, the Psychology in Management Seminar series at Purdue University consists of seven sessions for the 1964-65 season. Any one in the general vicinity of Lafayette, Indiana, is of course welcome to attend these sessions.

Sessions already completed this year include those held on October 7, "The Antecedents and Consequences of Wage Inequities," by J. Stacy Adams, General Electric Company; October 21, when Herbert A. Toops, Ohio State University, spoke about "Doing the Whole Job"; November 11, "Management for Tomorrow," by Fred A. Replogle, of Rohrer, Hibler & Replogle; January 20, "The Missing Link between Consumer and Producer," by Dik Warren Twedt, Oscar Mayer & Company; and February 17, "Industrial Psychology in Canada, Past, Present and Future," by J. W. Macmillan, of Canada Packers Limited.

The remaining sessions this year are those by Raymond E. Christal, on March 24, "Application of Hierarchical-Grouping and Policy-Simulation Models to Problems in Personnel Management," and Seymour Levy, on April 14, "Managerial Styles and Organizational Effectiveness." Christal is at Lackland Air Force Base and Levy is with The Pillsbury Company.

## Announcements of Interest

### GRANTS, FELLOWSHIPS, AND AWARDS

Frederick O. Carleton and Kenneth E. Sutton have been selected as the recipients of the third annual Gordon A. Hardwick Award. The award is presented by the Middle Atlantic Placement Association for that article considered outstanding among those published in the Journal of College Placement. The award, consisting of a plaque, citation, and check for \$100, was made for the authors' paper, "The College Recruiter: A Critique," which appeared in the April, 1964, issue of the Journal. Carleton is with the Sandia Corporation in Albuquerque, New Mexico. (Sutton, also with Sandia, is not a psychologist.) "The award-winning article," according to an item in the December, 1964, issue of the Journal, "was based on the results of a three-phase study of those performance factors characterizing the best college recruiters. Three groups--students, placement officers, and recruitment managers--took part. Their answers revealed that there are clearly defined traits which characterize the good and bad recruiter."

Bernard J. Covner, Man-Management Center in Stamford, Connecticut, received second place award of \$100 for his paper, "Engineers in Midstream: A Study of Engineers Seeking Professional Career Guidance," from the IEEE Transactions on Engineering Management.

### OTHER ANNOUNCEMENTS

S. Rains Wallace, immediate Past President of Division 14, is on leave for two years from the Life Insurance Agency Management Association to serve as Chief, Behavioral and Social Sciences for the Defense Department in Washington, D.C.

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Rohrer, Hibler & Replogle opened an office at 535 Boylston Street in Boston on September 1, 1964. Peter F. Gilbert is the Resident Partner and is assisted by John Bennett, Jr., and James P. McSherry.

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Because of an anticipated size increase, the Peace Corps is now inviting applications from mature psychologists for the sensitive and demanding role of Field Selection Officer. Candidates should be good psychologists of sound maturity and judgment who not only have gained the doctoral degree but whose experience and success could qualify them for diplomate status. Essential qualities include stamina, courage, ego strength, and the available time and energy to travel and consult while maintaining a current position. Interested and qualified applicants should address inquiries to Dr. William A. Macomber, Chief, Field Selection Branch, Peace Corps, Washington 25, D.C.

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The recently published revised manuals for the Sales Comprehension Test and the Supervisory Practices Test as well as the forthcoming revised manuals for the Business Judgment Test and Sales Motivation Inventory may be obtained gratis by regular users of these tests. Requests should be addressed to the publisher:

Martin M. Bruce  
340 Oxford Road  
New Rochelle, New York 10804

## News from Academia

### UNIVERSITY OF TENNESSEE NOW OFFERS M.S. AND PH.D. IN ORGANIZATIONAL PSYCHOLOGY

Programs leading to the Master's or Doctor of Philosophy degree in Organizational Psychology are now offered jointly by the Industrial and Personnel Management, College of Business Administration at the University of Tennessee. Designed to prepare interested students for personnel research, personnel administration, and other operating managerial and research positions, these programs combine graduate study in basic and applied psychology with advanced study in industrial and personnel management.

It is expected that practically all applicants will be deficient in prerequisites and other requirements due to the joint nature of the program. The Master's program, in consequence, will normally be a two-year program with a considerable amount of time set aside for making up undergraduate deficiencies. The Doctoral program will normally require four years. Students applying without basic preparation in either psychology or industrial and personnel management may expect to allocate additional time for removal of undergraduate deficiencies.

Inquiries regarding the program may be addressed to Professor Gerald H. Whitlock, Department of Industrial and Personnel Management, GBA 2, College of Business, University of Tennessee, Knoxville, Tennessee 37916 or to the Dean of the Graduate School.

John M. Larsen, Jr.  
University of Tennessee

### DISTINGUISHED BEHAVIORAL SCIENTISTS VISIT PURDUE'S DEPARTMENT OF ADMINISTRATIVE SCIENCES

Interdisciplinary contacts among the social scientists are being furthered at Purdue University through a series of one-week visits by distinguished behavioral scientists. The series is sponsored by the Department of Administrative Sciences in the Krannert Graduate School of Industrial Administration.

Ten internationally renowned guests are offering short courses on topics of current interest. Each course consists

of an introductory lecture and three seminars. The visitors are as follows:

Chris Argyris, Yale University, on "Organizational Design, Effectiveness, and Change" -- October 19-23

Morton Deutsch, Columbia University, on "Cooperation, Trust, and Bargaining" -- November 30 - December 4

Seymour M. Lipset, University of California, on "Comparative Analysis in Social Science" -- December 7-11

Peter M. Blau, University of Chicago, on "Exchange and Power in Social Life" -- December 14-18

Anatol Rapoport, University of Michigan, on "Strategic and Non-strategic Approaches to Conflict and Cooperation" -- January 18-22

Robert P. Abelson, Yale University, on "Simulation of a Belief System" -- February 22-26

Harold H. Kelley, University of California at Los Angeles, on "Interpersonal Problems and Processes" -- March 22-26

Ward Edwards, University of Michigan, on "The Design and Evaluation of Bayesian Information Processing Systems" -- April 5-9

James G. March, Dean of Social Sciences, University of California at Irvine, on "The Decision Making Process in Complex Organizations" -- April 26-30

William J. McGuire, Columbia University, on "Techniques for Producing Resistance to Persuasion" -- May 17-21.

The Department of Administrative Sciences was established in 1963 to provide a link between the Krannert Graduate School and the basic disciplines on which administration is founded. Members of the department hold joint appointments with the departments of economics, industrial management, political science, psychology, or sociology.

Particularly in recent years, there has been growing need for interdisciplinary contacts among the social sciences. Economists and psychologists share an interest in individual choice and decision behavior. Political scientists, social psychologists, and sociologists share an interest in organizational behavior. Economists, political scientists and sociologists share an interest in large social systems and in conflict resolution via markets and legal systems. The administrative sciences faculty



believe that such mutual concerns are especially relevant in a school of administration which attempts to apply the behavioral sciences to a broad spectrum of problems, ranging from the acts of individual managers to the processes which govern economies.

This series of visitors is one example of the department's activities. Another example is a behavioral sciences laboratory, now under construction, which will provide one of the outstanding facilities in the United States for individual, small group, and large group research.

John J. Sherwood  
Purdue University

#### THE UTILITY OF PAGSIP

PAGSIP is an acronym for Purdue Association of Graduate Students in Industrial Psychology. It is an informal, autonomous organization composed of those 60-plus individuals who find themselves classmates each year while pursuing advanced degrees in psychology, with special interests in industrial application, at Purdue University. The group began with returning veterans who gathered monthly at a local pub for what was affectionately dubbed a "regression session." This and other social traditions are still preserved but there would be little point to this note if PAGSIP served only a social function. It is a brotherhood of neophytes and a social club but it is also, in part, a laboratory and a labor union. (Ed.: In a word, its intoxicating effect upon students are of both a liquid and a solid-state character.)

The term "laboratory" implies an adjunct to the formal graduate program of coursework and research and suggests, as E. G. Boring (Comment, Amer. Psychologist, 1950, 5, 162-163) once did, that important learning occurs in late-night "bull sessions," in informal interaction between older and younger students, and in independent student pursuit of psychological ideas. PAGSIP developed and maintains its own library of journals and reference books which also includes extensive information on employment opportunities and on sources of financial support for research. At various times, it has sponsored (1) student seminars in which individuals report the progress of their own research followed by general discussion of special

problems, tangents, and important implications, (2) student-faculty panel discussions on ethical and other professional problems, and (3) invited presentations by new and old faculty members, visiting psychologists, and management and labor leaders. It publishes an alumni newsletter, oversees the mass production and distribution of term papers, special notes, and other valuable student-generated reports, and has recently made an attempt, not yet abortive, to launch a journal of student term papers and research reports, literature reviews and annotated bibliographies. Vol. II, No. 1 of Graduate Industrial Psychology will contain, among other offerings, a reprint, with permission, of Carl Rogers' critical analysis of current practices in graduate instruction (see Comment, Amer. Psychologist, 1964, 19, 417-418).

In what sense can a student organization function as a labor union? Obviously, there is little room for bargaining and "management prerogatives" take on special meaning in academia. But PAGSIP does play a significant role in the orientation of new students and, more importantly, is the major line of communication through which the faculty indicates changes in curriculum, degree requirements, or other developments of general interest and through which students voice concerns, even responsible grievances, about the program. On occasion, PAGSIP has conducted opinion surveys among the students and has presented resulting summaries for faculty consideration. From both the "laboratory" and the "union," then, an atmosphere of cooperative development rather than competitive survival prevails.

The roles and functions of the organization have shifted over the years with the changing complexion of student body and graduate program. The wifely counterpart, Pagslip (not an acronym), is smaller now. Nevertheless, as an experiment in student self-development as well as self-gratification, PAGSIP seems a success. It exists today because it enjoys the recognition and support of the faculty but also because it became an institution without ever having been instituted. Under similar conditions, other AGSIPs might conceivably serve similar functions elsewhere, at other universities where graduate industrial psychology programs exist.

R. E. Snow  
Purdue University

## Letter from Great Britain

The British counterpart of Division 14 is the Occupational Psychology Section of the British Psychological Society. This section is amongst the smallest of the four divisions of the B.P.S. To date it has 375 members, whereas the Social Section has 370, the Educational Section 597, and the Medical (i.e., Clinical) 455. Total B.P.S. membership is 2,874, including student associates.

The 'Ock Psych' Section includes most of those members of the B.P.S. working in vocational guidance, personnel selection, training, equipment design, general management, and of course University teachers and others who have a general interest in psychology applied to the problems of human behavior at work.

Scientific meetings are held monthly throughout the academic year, usually at Birkbeck College, London, and attract audiences ranging from 20 to 70, with an average attendance of 32. Recent topics included the Classification of Industrial Skills, Programmed Instruction, Management Games, and the Utility of Personality Measure. (Abstracts of these papers are published in the Bulletin of the B.P.S.) Occasionally there is a "methodology" meeting where two speakers are invited to express their views (preferably conflicting) based upon their direct experience on a point of methodology. These meetings often spark off lively discussion and help to expose the younger researchers to some of the pitfalls of applied psychology work (and speaking invitations.)

About twice a year a one-day conference is held in conjunction with another professional society or group whose interests overlap with those of the industrial psychologist. Past "get togethers" have explored Inspection Problems (with the Ergonomics Research Society), Automation and the Worker (with the British Sociological Association), and Staffing for Computers (with the manufacturers of electronic computers).

The November, 1964, conference was on Psychological Research in Industrial and Marketing Decision Making (with the Market Research Society). Alec Rodger, Professor of Occupational Psychology in the University of London, opened the meeting for the 240 conferees, stressing that the aims of the meeting were to describe problems and methods and not to attempt to produce any general solutions. David Duncan, a consultant at Management Selection Limited, spoke on decision making, about jobs and people, looking upon psychologists as "economists" of human behavior. He placed emphasis on the purposeful

nature of job advertisements and the need to take into account the employer's expectations. Colin Golby, Managing Director of Schwerin Advertising Research Limited, then spoke on psychological models of the consumer. He classified such models by conscious needs, brand image types and shifting types and ended on a plea for models based upon behavioral measurements rather than on pencil and paper techniques.

After coffee (not tea) there was a symposium on measurement techniques. John Handyside, Manager of Manpower and Personnel Research of Standard Telephone and Cables Limited, described a factor analytic study of self-image ratings. Ann Burdus, Senior Psychologist of Mather and Crowther Limited (Advertising Agency) then advocated the Guttman approach using a scalogram board for attitude scaling, despite the time and effort involved. She was followed by Jean Morton-Williams, Director of Marplan Limited, who advocated the principle components analysis of questionnaire statements (with a computer) on the grounds that it was effective, simple and relatively easily understandable by clients!

Peter Cavanagh, Lecturer in Occupational Psychology at Birkbeck College, spoke about his experiences in assessing personality by means of Questionnaires and interview data. Finally Ian Haldane, Associate Director of the British Market Research Bureau Limited, presented a convincing argument in favour of the "free choice, attribute by attribute" approach to brand image measurement. The free swinging discussion that followed ranged from the applicability of factor analytic techniques to market research data, to the "cost-effectiveness" index of the methods described.

After a buffet lunch A.S.C. Ehrenberg, Managing Director of Aske Research and Chairman of the Market Research Society, opened a symposium on the application of research to decision making. Donald Melvin, marketing consultant, took a very practical approach to helping managers make decisions. He advised an attack to improve managers thinking methods, rather than directly helping them to make the correct decisions, for there are many occasions when the "best decision is to avoid a decision". Peter Short, Manager of the Consumer Research Department of the British American Tobacco Company Limited explained the need for "filters" of information and needs between managers and research agencies. G. Patrick Meredith, Professor of Psychology in the University of Leeds, wound it all up with a critical analysis of decision making in the light of recent research. Commencing with attacks on Plato for ad-

versely influencing the direction of psychological research, and on psychometrics for introducing rigidity by concept of the average man, he went on to urge the close interaction of theory with practice, the use of geometry rather than algebra for the mathematics of decision making, a work study approach to charting decision making processes, and the place of economy, rigour and elegance in the making of decisions. The conference then broke up into a general free for all discussion, lubricated, this time, by tea.

Guests are welcome to meetings of the Occupational Psychology Section, especially visitors from Division 14 who drop in on London. Details of current meetings can be obtained from the office of B.P.S. at Tavistock Square, London (telephone Euston 1620). Come on over and join us for a cuppa. [cuppa. (noun) kup-a = a cup of tea or .....!]

Gerald Randell and  
Larry S. Skurnik

## Research Notes

### GRAPHOLOGY REVISITED

Paul W. Thayer and John A. Antoinetti  
Life Insurance Agency Management Association

With all the other things we have to do, we never thought we would end up doing a study of graphology. We have reviewed the literature and know that a number of psychologists of considerable distinction have done research in this area, but maybe they wanted to.

A few years ago, the first author was making a speech before a group of life insurance agency managers dealing with our unfruitful research on over 20 different personality and interest tests.\* As an indication of frustration with the lack of "yield," he said, "We've even tried handwriting analysis!" Three days later, he received a letter which said in substance, "What do you mean -- EVEN?" Certain that the acceptance of an offer to have two handwriting specimens analyzed would confirm our suspicions, we sent in two. The analyses were distributed to several colleagues on a blind-matching basis. Following Murphy's Law, one was identified by a high proportion of the judges, and the other was misidentified by an equally high proportion. After deciding that attributing these results to chance were vain attempts to reduce cognitive dissonance, we submitted 10 specimens of handwritten copies of a standard paragraph for analysis. Twenty-two judges, including eight of those whose handwriting specimens had been analyzed, made blind-matching ratings and also ranked the 10 people as to degree of familiarity.

The results were both sobering and frustrating.

1. Judges were able to match analyses and people better than chance ( $p < .01$ ).
2. There were significant differences in the accuracy with which different analyses could be identified. Some were consistently identified and others consistently misidentified.

\*Our Research Division finally did find one that works. A technical article with David W. Merrill will be submitted to a recognized journal soon.

3. There were no significant differences among judges as to the accuracy of their ratings.
4. Rank order correlations between each judge's accuracy scores and familiarity rankings ranged from +0.38 to -0.54, with an average rank order correlation of -0.07.

The ambiguity of these results led us to conclude that we would devote no effort to studying the validity of handwriting analyses for selecting life insurance salesmen. But the positive finding (see #1 above) made us less cavalier in our comments concerning this technique. It also got us into some interesting literature. Ours was hardly "significant research" (see Miller, N., *TIP*, 2, No. 1, November, 1964, p.p. 25-26), but it was an interesting exercise.

There is a moral here -- somewhere. We wonder if we can get in as much trouble by putting our remarks in writing as we do by making them orally.

#### ON THE DIFFERENTIAL BETWEEN INDUSTRIAL AND ACADEMIC VALIDITY COEFFICIENTS

William D. Buel  
The Vernon Psychological Laboratory

Rather infrequently are the magnitudes of academic and industrial validity coefficients comparable, the academic coefficients tending to be higher. Various explanations of this incomparability have been volunteered: that the academic situation is more highly controlled, giving rise to more reliable criterion and predictor measurement; that uncontrolled variables are more destructively operative in industry; that academic criteria are the more proximal and therefore allow less time for intervening variables to operate as distortions; that industrial criteria are frequently in the form of highly subjective ratings; that inter-institutional curricular uniformities are greater than industrial job similarities; that job evolution and advancing technology minimize industrial criterion reliability; that academic performance is largely a function of a unitary trait, to name a few. And while both academic and industrial psychologists decry the effects of differential motivation, this difference of motivations from academia to industry may in

large part cause the disparity in validities. If motivations were more similar in these two situations, we might assume that industrial and academic validities would more closely approximate one another.

Most academic criteria are some function of grades, and the student is usually aware, somewhat in advance, that "grade" data are to be collected from him at some specified time. Further, he is conscious of the actual collection of such data and is therefore motivated to maximize quality if not quantity. In industry, on the other hand, the worker is rarely aware that last Tuesday's performance served as an evaluation of his achievement -- he had less, if any, motivation to maximize his performance at that particular point in time. In short, the academic worker is usually motivated to prepare for and to do his best at the time of criterion data collection, while the industrial worker is rarely aware that such is taking place. Also, knowledge of the results of such on the job evaluation serves as a frequent reinforcement in academia. The industrial worker, less frequently, if ever, receives such feedback.

Still further in favor of academic validity coefficients, many of them are nothing more than test re-test or test alternate form reliability estimates. Stated otherwise, an academic aptitude test measuring verbal, quantitative, and conceptual skills is its own best predictor -- criteria built from mid-term and final examination grades are largely measures of verbal, quantitative, and conceptual skills. Hence, the criterion is cut from the same bolt of fabric as was the predictor, favoring high reliability, but conceived of as concurrent or predictive validity. In short, academia employs criterion or job samples as predictors, thereby having each student serve as his own control in re the motivations operating at the time of predictor and criterion data collection. Rarely is this the case in industry.

A test of the logic of these arguments appears easy for industry and difficult for academia. In industry, one could easily collect performance information, without the worker's knowledge, using it as a first criterion. One could also inform the worker that his performance on some future date would be evaluated, in terms identical to the first criterion, using this as a second criterion. One could then examine the differences in validity arising from the same predictor against these two performance measures. In academia, however, it is well nigh impossible to parallel the first criterion above without the knowledge of the student, unless one stoops to the use of ratings as academic performance measurements.

Several hypotheses may be posited about the outcome of these studies. In academia, one might hypothesize that validities are spuriously high because of over optimized criterion relevant behavior and extreme similarity between predictor and criterion, similarity which tends to control motivations. Conversely, it might be hypothesized that industrial validities are spuriously low, for the inverse of the reason above, viz., that the industrial worker has little motivation, stimulated by a forewarning of the date of judgement and confrontation by a job sample predictor, to behave in maximal fashion. These propositions would appear to merit examination.

### ANOTHER LOOK AT VALIDATION

Theodore Kunin  
Psychological Consultants to Industry

When industrial psychology first emerged from the developing field of experimental psychology, the initial field of interest was the effect of various types of working conditions. Studies of heat, light, ventilation, fatigue, noise, etc., were the vogue and the men who worked in these areas were experimentalists who conducted the research as an extension of their laboratory work. Industrial psychology was synonymous with personnel research and the scientific method was king. The results of the Hawthorne studies come as something of a shock because they conclusively demonstrated that people did not react to the manipulation of environmental stimuli in the same unambiguous fashion as inanimate objects or white rats. But the basic approach of industrial psychologists did not change---things merely got a little more complicated. The concept of situational validity developed to explain the difficulty in generalizing research findings and industrial psychology was described as an empirical science. As tests were developed by psychologists, it was only natural that their proper utilization required careful experimentation---relating these predictors to quantified criterion measures.

Most of the other selection techniques did not stem from this type of background. Interviewing and reference checking go back to the prehistoric days. They were very practical techniques which were the natural things to do in hiring someone. The man who invented the probation period was undoubtedly

a legalistic genius but he was certainly not a psychologist. Today, selection testing is taken more or less for granted and tests are used in conjunction with a variety of "less scientific" techniques. Despite the emphasis on the personnel research approach, relatively few industrial test batteries are validated.... a fact that bothers psychologists a great deal but does not seem to upset too many personnel men.

Many psychologists will insist, even today, that unless statistical validity can be obtained between performance measures and a set of test scores, the tests are worthless and perhaps even harmful. Sophisticated personnel men accept this premise, and accept validation as the objective even when they compromise. We all tend to look somewhat askance at those who use tests on a normative basis or merely as a behavioral sample of sorts. It is interesting that the same people who set the highest statistical standards for the inclusion of testing in a selection battery, use interview techniques that have never been validated and perhaps give them greater weight than they give the tests in arriving at selection decisions. The same validation techniques are applicable to reference checks, experience standards, and even medical examinations but these techniques are seldom criticized because of their lack of validity. With most selection techniques the user is expected to develop interpretive skill but this is not considered adequate for testing.

Have you ever wondered why there are so few validated test batteries in industry? The problems are many fold. There is the problem of obtaining adequate quantitative criterion information; the problem of small numbers of people in a given job so that there is no adequate base for statistical analysis; the problem of the time period between entry into the bottom job and arrival at the top jobs....often a period so long that the culture has changed and the standards are different. There is the problem of the situational nature of validity findings so that each plant must invest in its own research experiment and then limit the use of the results to a few jobs. The personality tests sometimes provide variables for a validation study but there is no way to deal with the interactions indicative of the effects of one variable upon another. And in those situations where validity is achieved the relationships must be periodically re-analyzed to determine if there has been temporal slippage and the size of the relationships determined are seldom high enough, particularly in today's labor market where the selection ratio is a stringent limitation on what can be done.

Let's face it. The validation model is a limited approach what is not widely applicable and probably never will be.

This does not mean that tests have no value, however. They have the same type of value in skilled hands that all of the other selection techniques have. They can provide comparisons on standard behavior samples with other members of the organization or with broader based norm groups when the company sample is too small. They provide a meaningful frame of reference if not a statistical prediction. And in some cases they can be useful to a skilled evaluator who can answer the question, "What sort of person would answer that question in that way?"

My point is that statistical validity in the selection context, while certainly a desirable end, is not the only basis by which to evaluate the worth of a testing program. This is why personnel departments will explain away the results of validity studies that yield Irish coefficients, and continue to use tests which have shown no significant relationship to job success. Most psychological practitioners realize this and use tests in unvalidated contexts....but continue to preach validity to their clients. Isn't it time that we develop some alternatives?

#### RESEARCH IN PROGRESS

In Volume 2, Number 1 of The Industrial Psychologist, we asked whether there was any interest in our publishing short abstracts or summaries of ongoing research.

The comments we have received are that we should do this provided that "they are very short, just enough to let people know that some research is going on," that "progress reports or failure summaries" be published and that this not be a substitute for regular journal articles. It was also suggested that we include notes of books in preparation.

To do this, we need your help and that of the Regional Editors. Frank Smith, Midwestern Regional Editor, has submitted the following "Research in Progress" being carried out under Marvin Dunnette's direction:

Development and Evaluation of a Measure of Managerial Empathy. (Staff: Marvin D. Dunnette, Howard Carlson, Richard Elster, Milton Hakel, Zita Brown, James Johnson) We propose to investigate managerial empathy as a meas-

urable psychological construct. In so doing, we hope to discover the range and stability of individual differences in managerial empathy, and to study empathic skills as they influence administrative behavior; we hope, also to discover and to define the conditions optimal for the exercise and/or development of such skills.

Study of Stylistic Differences In Managerial Behavior. (Staff: Marvin D. Dunnette, Howard Carlson, Richard Elster, Milton Hakel, Zita Brown, James Johnson) The purpose of this study is to study managerial behavior in standardized simulated situations in order to discover and measure stylistic differences in managerial behavior. It is anticipated that this study will be focused on three major areas: information processing, decision making, and decision implementation.

Development of Programmed Course for Pre-pubescents to Prevent Their Smoking. (Staff: Marvin D. Dunnette, Zita Brown, Shirley Larson, Robert Opsahl) The purpose is to study underlying attitudes leading teen-agers to begin smoking and to use this information to develop a set of programmed materials for use by 12 and 13 year olds. Experimental and control groups will be established and their smoking behavior compared.

--J.B.



## Professional Notes

### CIVIL RIGHTS AND THE INDUSTRIAL PSYCHOLOGIST: A CHALLENGE, NOT A THREAT

Leonard A. LoSciuto and Edward C. Ryterband  
Purdue University

Of immense concern to industrial psychologists are those provisions of Title VII of the recent Civil Rights Act, which will prohibit discrimination on the basis of race, color, religion, sex or national origin by employers, unions and employment agencies when these provisions become effective in July of 1965. "Discriminatory intent" is the criterion by which employment practices will be judged in hiring, firing, promotion or any other term or condition of employment. These prohibitions, already outlined by analagous "discriminatory intent" clause in many state level fair employment laws, are becoming more prominent in the public mind since the enactment of the federal act, and in view of the current civil rights movement.

For example, as most industrial psychologists know, in the recent Motorola case in Chicago, an Illinois Fair Employment Practices Commission examiner found the employer guilty of discrimination because the standard tests he used allegedly favored racially restricted background. The Illinois Fair Employment Practices Commission hearing elected to work both sides of the street, since it awarded the plaintiff \$1000 without ordering Motorola to hire him. (Ed., Since preparation of this note, it is our understanding that it has been adjudicated that Motorola does not have to make this \$1000 award.) In addition the Commission stated that they could not rule against "the possibility that tests of this nature are inherently discriminatory against persons alien to the predominant middle class white culture in this society."

While this particular decision is under further appeal by the employer, and will no doubt be covered in its own right in this publication and elsewhere (Editor's Note: It will), it seems reasonable that we will witness similar controversies in months to come, not only in the realm of intelligence and aptitude testing, but also in the areas of personality, interest, and biographical data now utilized for personnel decisions. As individuals we may well agree with the spirit and letter of this law as a political and social necessity, but as psychologists involved in assessing human behavior we must also consider the economic and financial expediency of the present legislation.

Will the new law present undue restrictions to our heretofore accepted notion of a business community functioning to attain its own complex of self-defined objectives? In view of the Motorola case cited before, and from recent criticisms of intelligence testing in our schools, such restrictions are indeed plausible. This being the case, the psychologist must consider his position and potential role in the situations at hand.

Generally, it seems that by acting as a legal mediator, as a professional concerned with social problems and as a scientist competent in the ways of research, he may attain such influence as is or will be necessary. In a legal sense, many an industrial psychologist's training in labor relations and psychological measurement suggests that he could function as a qualified advisor on the legality of assessment procedures, in the same way that clinicians are involved in forensic psychology. Through activities sanctioned and organized by professional and scientific associations these psychologists could then better define and represent their views to the courts and to various state and other employment commissions. The objective of these activities would be to temper restrictions levied on decisions made from measuring devices which, rather than discriminate against minority groups, in point of fact actually discriminate among various levels of worker performance independent of racial considerations.

As one concerned with social issues there are many ways for the psychologist to express his desire for resolution of the social and economic conflicts implicit, perhaps inevitably, in fair employment legislation. Cultural deprivation of minority group persons has been considered the source of motivational and performance deficiencies on tests, at work, and in educational programs both academic and vocational. The psychologist's knowledge of sound assessment procedures can work to achieve more competent assessors and assessment instruments for school and business situations. This could be accomplished by his seeking responsibility in establishing and enforcing professional standards for the training and functioning of assessment personnel. In addition, professional counseling done by psychologists, or by others appropriately trained, could be accelerated to deal with motivational problems on the family level. For example, a number of psychologists have had experience with the area of interpersonal skills and the special methods used to train people in their application. The psychologist's knowledge about interpersonal relationships could be judiciously applied to training teachers in the use of those

skills necessary for facing, and perhaps solving, the emotional problems of minority group children in newly integrated schools.

In research, some directions have already been pointed out by pertinent investigations in areas such as the negro personality, its dynamics and etiology; the effect of interaction with whites on Negro performance; and the values and motivations of the Negro. Additional work can still be done in other ways, e.g., accelerated instructional methods, the use of differential norms and moderator variables, and eventually the development of truly culture fair tests for use where general intellectual ability is a major criterion.

Politically and socially, then, the new federal law is no doubt timely and wise. Further, in the future the law will most likely be just as prudent in an economic and business sense. Until that day, however, and to hasten its arrival, behavioral scientists are responsible for helping the law achieve its proper order in society. Practical contributions can be made by psychologists as resource persons for advice in legal decisions concerning the use and validity of assessment devices; as organizers and administrators of programs that will bring greater and more sophisticated attention to problems originating from purportedly discriminatory situations; and as researchers seeking understanding of the causes and behavioral manifestations of those situations.

#### WE ARE NOT ALONE

We have recently received from John MacIver, M.D., Editor, some issues of the Newsletter of the Committee on Occupational Psychiatry of the American Psychiatric Association.

The Newsletter gives brief reports of seminars, congresses, and professional meetings and is wonderful source of information concerning reprints of talks on mental health and problems of concern to industrial psychologists as well as psychiatrists. As an example, the following is from Volume 4, Number 4, December 1963. (We are advised that interested persons may be placed on the mailing list of the Committee's Newsletter. Write Dr. Alan A. McLean, Center for Occupational Mental Health, Inc., 120 Grand Street, White Plains, New York, 10601.)

#### NEW YORK OCCUPATIONAL PSYCHIATRY GROUP, September 18, 1963 Meeting.

The subject of this meeting was "Problems Surrounding Evaluation of the Emotional Status of Applicants for Employment and Job Placement." Dr. David Goldstein, Medical Director of THE NEW YORK TIMES, emphasized the individual nature of each job placement and pointed out that there could be arbitrary standards which determined acceptance or rejection of an applicant with a psychiatric problem or history. He felt that evaluating such applicants offers an excellent opportunity for the medical department to have useful contact with management, and that is possible to preserve basic confidential medical information while discussing such cases. He emphasized the necessity of caution, since there is a danger that management may blindly accept a medical opinion. He suggested an approach which he has found useful, namely drawing out the manager in question concerning the skills of the applicant, his past patterns of performance, other possible applicants for the position, etc., before expressing an opinion regarding the applicant's acceptability for employment from a medical standpoint.

Dr. Robert Turfboer outlined the role of the psychiatrist in the preplacement situation as: 1) Assessing the assets of the applicant 2) Evaluating his liabilities including a history of previous patterns of incompatibility 3) Having knowledge of the number of applicants for the position, and 4) Communicating the results of the evaluation appropriately to management. Dr. Turfboer stressed that he always identified himself and his role to the applicant and discussed his conclusions with the applicant directly as well as with management and the company physician. In later discussion of an individual case, he estimates the risks involved in employment quite candidly with management. He stressed the amount of mutual trust and respect between the psychiatrist and the manager which is necessary for such candid communications, but indicated that this had not presented problems for him in the past.

As discussant, Dr. Alan McLean raised a cautionary note. He seriously questioned the ability of any psychiatrist to "play God" in recommending specific individuals for key management positions. He felt past demonstrated patterns of performance and adaptation in similar jobs was the best predictor of future similar behavior; and he indicated ways in which this concept could be used both by the psychiatrist and by management.

The general discussion which followed included expression

of concern about the psychiatrist's ability to assess accurately an applicant who did not wish to reveal a psychiatric problem, and the degree of candor with which the psychiatrist can discuss the results of such examination with management.

-J.B.

We were happy to note that a typographical error slipped into 1963 Annual Review of Psychology. The heading of page 53 is

#### PERCPETUAL LEARNING

When we found that we were less critical of the printer of TIP for letting misspellings of the Managing Editor's name and the word "psychology" get by the proof reader 50 percent of the time each appeared. The fact that we are not too Freudian oriented is another reason we are not looking for a new printer.

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