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## PRESIDENT'S MESSAGE

In 1961-62 it was my privilege to serve as Chairman of the Special Interest Activities Committee of this Division. During that term the Committee undertook and brought to completion, a wide-ranging survey of the interests and attitudes of Division 14 members with respect to Division organization, policies, and programs. In the resulting report we observed that "leadership in a voluntary organization is a little like marching under the head of a Chinese dragon, with the head cut loose from the body; the leaders can stay in front by looking back only to see where the rest of the dragon is going. As the dragon grows longer, or the group grows larger, concurrent leadership of this sort becomes more difficult." The ever-present danger is that, unable to discern where the main body is going, those occupying leadership positions may strike off in directions ultimately at variance with those of the membership. Developing and maintaining an understanding relationship between membership and leadership, however, is rendered difficult by the lack of communications through which member attitudes, interests, and opinions are made known to the leadership. Fortunately for Division 14 the last half decade has seen a significant growth in such media. The 1961-62 Survey was one effort in that direction. The frequently repeated surveys of new-member interests by the Special Interest Activities Committee continue that effort. The Annual Business Meeting has occasionally provided a few minutes of feedback from the members. The pages of TIP afford some space for comments from the membership. Discussions with members of the Executive Committee and the various committees of the Division constitute yet another channel. It must be admitted, however, that to date most of the burden in these channels has been carried from the center out or from the top down rather than the reverse. For a membership of over 1,000, feedback to us on the Executive Committee, taken together, is limited indeed.

It is the purpose -- and the hope -- of this message to stimulate a more effective dialogue, to increase the flow inward as this Newsletter has markedly increased the flow out. Let us know where you think we should go, what actions we should take, to further industrial psychology and more adequately to serve the interests of the Division.

I would like to call attention to a handful of salient items in respect to which your officers and representatives must make recommendations or take positions or action.

The first major issue before APA today is the organization of its governance structure, particularly as it relates to the balance of State and Divisional representation on the APA Council. The Commission on the Composition of Council recommended that APA move toward elimination of direct State representation on Council and substitute for it by the creation of a Division for Professional and Public Affairs to serve the interests now served by State representatives. The Commission also recommended adoption of a "one-man, one-vote" principle in place of the present situation in which an APA member votes for representatives to all divisions, and for members in State associations to which he belongs. The report of the Commission recommendation is included in the December 1966 issue of the American Psychologist.

A second group of issues to which the Executive Committee has addressed itself from time to time over the past several years have to do broadly with the professionalization of industrial psychology. Among them are such diverse considerations as the desirability or non-desirability for the industrial field of an applied degree, the Psy.D., as an alternative to the Ph.D.; the significance of the trend for industrial psychologists to affiliate themselves with schools of business rather than psychology departments, and the posture that the Division should assume, if any, in respect to these programs, and in respect to such subsidiary aspects of them as the eligibility for membership in the Division for graduates of such programs; and the role that the Division should play vis-a-vis the ABEPP program in industrial psychology.

A third area has to do with the participation of the Division in affairs of the "outside real world." There are many issues involved in the civil rights area; in the War on Poverty, in certification for psychological practice, and in the applications of psychology to industry, in relation to which the voice of the Division should possibly be raised.

I would like to invite the kind of feedback from all of our members that might give us a sharper sense of purpose, of direction, and of priorities.

## DIVISION OF INDUSTRIAL PSYCHOLOGY

### MINUTES OF OUTGOING EXECUTIVE COMMITTEE MEETING

September 1, 1967

Washington, D. C.

Present: Ash, Bass, Boulger, Bray, Dunnette, Guion, Jurgensen, Keenan, Naylor, Owens, Perloff, Prien, Seashore, Stagner, Thompson, Uhlaner

Absent: Brenner, Mahler, McPherson, Smith, Vroom

#### 1. Secretary-Treasurer Report

The balance on hand in the Division 14 treasury as of August 31, 1967 was \$1,348.53. Dr. Meyer called to the attention of the Committee the fact that this balance is somewhat lower than it had been in past years at this time due to the higher cost of publishing the last two issues of the Newsletter and the unanticipated expenditure of \$825.00 for the Casebooks on Ethical Practices sent to the membership.

#### 2. Elections

Dr. Ash, Chairman of the Elections Committee, announced the winners of the election for Division offices. (See Minutes of Division 14 Business Meeting for details.)

#### 3. Membership Committee

Dr. Thompson, reporting for the Membership Committee, submitted a list of 21 candidates for Associate status and 43 candidates for Member status. All of these were approved by the Executive Committee for submission to the membership.

#### 4. Fellowship Committee

Dr. Bray submitted a list of 9 candidates for Fellowship status in Division 14, two of whom were presently Fellows of APA. He also reported that all 7 of the remaining candidates were approved by the APA Fellowship Committee. The 9 candidates were approved by the Executive Committee for submission to the membership. (See Minutes of Division 14 Business Meeting for list.)

#### 5. Program Committee

Dr. Guion reported that his Committee had arranged for five special programs in connection with the APA meetings, in addition to the usual symposia, paper reading and idea sessions. He called attention to the fact that only about 50% of the usual number of papers were submitted to the Program Committee, probably because of the requirement that complete papers be submitted for the Proceedings. He questioned whether the Division 14 membership would want to participate in the publication of the Proceedings each year, since this entails the restriction that the identical paper cannot be published verbatim in another journal. However, he also indicated that journal editors have agreed to publish expanded versions or otherwise altered versions of the papers read at the APA meetings. Dr. Guion gave special recognition to Dr. Felix Lopez of his Committee for the many hours he spent and the excellent job he did in editing those papers that were accepted for publication in the Proceedings.

#### 6. Workshop Committee

Dr. Prien reported that there were 115 paid registrants at the workshops held the previous day (August 31, 1967). However, this was less than had been planned for, and this fact, coupled with high expenses, resulted in a loss of \$490.00 for the session. However, the workshop treasury still has a balance of approximately \$2,000. Dr. Prien pointed out that a study his Committee conducted revealed that the majority of Division 14 members have never attended a workshop. The Workshop Committee will attempt to remedy this by selecting topics for subsequent workshops that might be attractive to the remainder of the membership.

#### 7. Education and Training Committee

The draft of the position paper on the Masters degree in Industrial Psychology prepared by Dr. MacKinney is being revised and will be submitted for publication in the American Psychologist. Dr. Naylor, the Chairman, also reported that Dr. King of his Committee is preparing a paper for the Newsletter summarizing the results of a survey made by the E&T Committee of Division 14 members who are teaching industrial psychology in colleges and universities.

#### 8. Newsletter

Dr. Boulger reported that the last edition of the Newsletter was published on Schedule. He also pointed out that since he is moving to Colorado he will have to locate a new printer for subsequent issues of the Newsletter.

#### 9. Professional Affairs

Dr. McPherson, the Chairman, could not attend the meeting but he did send a written report indicating that his Committee plans to prepare a Division 14 Supplement to the APA Casebook on Ethical Practices. They also plan to prepare a series of articles on ethics for publication in psychological journals.

#### 10. Public Relations

Dr. Uhlaner reported that his Committee members are not yet satisfied with the draft they have prepared of the revision of the booklet The Psychologist in Industry. They intend to rewrite it to place more emphasis on developments in organizational psychology and the systems approach to the solution of psychological problems in industry. The Public Relations Committee has also considered promoting the publication of speeches by prominent industrial psychologists in journals widely read by businessmen.

#### 11. Scientific Affairs

The Chairman, Pat Smith, was unable to attend the meeting due to illness, but sent a report. The major committee activity, the judging of the Cattell Award entries, was completed and ready for reporting at the Business Meeting of Division 14.

#### 12. Special Interests Activities Committee

Dr. Keenan reported that his Committee over the past year focused on the interests of psychologists concerned with international affairs. One of their projects was to develop a symposium for the APA meetings consisting of papers by international participants, which is scheduled for Monday, September 4.

#### 13. Other Business

Dr. Bray reported that he has been asked to assume the chairmanship of a special APA committee for the study of psychology in industry. His Committee is holding two sessions during the APA meetings in which prominent industrial psychologists are being asked to record their comments and suggestions regarding the use of psychology in industry.

Dr. Meyer reported that he has been working with Dr. Norman Vincent, who volunteered to conduct a salary survey for Division 14, in carrying out the preparatory work for conducting this survey. They have solicited suggestions from the APA office in Washington and from several Members and Fellows of Division 14.

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

Division of Industrial Psychology

MINUTES OF INCOMING EXECUTIVE COMMITTEE MEETING

September 4, 1967

Washington, D. C.

Present: Ash, Bass Boulger, Bray, Dunnette, Guion, Jurgensen, Keenan, Mackinney, Meyer, Parrish, Perloff, Porter, Rundquist, Seashore, Thompson, Triandis, Uhlaner

Absent: McPherson, Smith

1. Secretary-Treasurer Report

Herb Meyer reported that our treasury had been depleted by an unanticipated expenditure of approximately \$350.00 to pay unreimbursed costs of the social hour held following the Division 14 business meeting the preceding day. Due to the fact that our social hour was scheduled for Sunday, and Washington laws prevented us from holding a "Dutch treat" party, we attempted to defray as much of the costs of the social hour as possible through voluntary contributions from members who planned to attend. Unfortunately, this collection yielded only about \$350.00, whereas the total costs of the refreshments for the social hour amounted to approximately \$700.00. Dr. Meyer pointed out that we will have to monitor our expenditures rather carefully for the rest of this year, since there have been several unanticipated drains on the treasury of this type during the last few months.

2. Education and Training Committee

Art MacKinney reported that his newly appointed Committee had already met and had made some plans for the coming year.

3. Fellowship Committee

Ed Rundquist, the new Chairman, pointed out the need for a very thorough study of the qualifications for Fellow Status and for improvement in the procedures that are used to judge the qualifications of nominees. It was suggested that we might even consider having a moratorium on the election of new Fellows for one year while such an in-depth study was made. The Executive Committee voted to continue to process candidates nominated over the coming year, but suggested that a less vigorous effort should be made, as compared to past

years, to solicit nominations. With fewer candidates to process, the Committee should have more time to study the problems of qualifications and appraisal. It was also suggested to the Committee that they more often table the consideration of those candidates where a decision is difficult, in order to provide more time over the ensuing year to get more information and to study more thoroughly the individual case, rather than rejecting the candidate where qualifications are doubtful.

#### 4. Program Committee

Lyman Porter reported that his new Committee had already met and had drawn up plans for certain Committee activities over the ensuing year. One problem they plan to tackle is the need to stimulate an increase in the number of papers submitted for consideration at subsequent APA meetings. They also see a need to devise effective procedures for keeping presentations within pre-assigned time limits. A third issue concerns the need for instructional or guideline materials for those presenters who use visual aids. Many complaints were received about the use of inadequate visuals in papers at the present APA meetings. The Program Committee is also considering the scheduling of an hour for the informal discussion of major issues or controversies that develop in specific Workshops. Suggestions regarding the program are welcomed from any Division 14 member and should be addressed to Dr. Lyman Porter at the University of California at Irvine.

#### 5. Scientific Affairs Committee

Harry Triandis, the newly appointed Chairman, pointed out that the original five-year grant made for the Cattell Awards will expire after next year. It was the unanimous opinion of the Executive Committee that this has proved to be a valuable and important program and that necessary actions should be taken to renew the grant. Dr. Ash volunteered to send an official request to the Cattell Fund for a continuation of this award program.

#### 6. Special Interests Activities Committee

Jim Keenan reported that his Committee was planning to try to stimulate more activities for members of Division 14 at regional meetings. They might attempt, for example, to organize some kind of professional activities for Division 14 members at the meetings of the Midwestern Psychological Association.

#### 7. Workshop Committee

Jack Parrish reported that his Committee plans to focus on subject matter areas in next year's workshops which would appear to attract the large segment of Division 14 membership that has not attended workshops in the past. They are also planning to do more work on the guidelines that had been prepared for workshop leaders. He reported that they still get complaints from some attendees that there is very often too much lecturing and not enough discussion in the workshops. The Committee might experiment with a procedure in one or more of next year's workshops which would entail the assignment of a graduate student in Industrial Psychology to each workshop to take notes, then to prepare a summary of the presentation and discussion for the participants.

#### 8. Ad Hoc Committee on Graduate Student Fellowships

Ed Henry, a Co-Chairman of the Committee reported that this Committee is now conducting a survey of a number of Industrial Psychologists to determine what kind of Fellowship and related support monies are now being made available to students in Industrial Psychology, and to solicit suggestions for the stimulation of additional grants of this kind.

#### 9. Ad Hoc Committee on Testing, Employment, and Equal Opportunity

Dr. Dunnette announced appointment of this new Committee to be chaired by Brent Baxter. A major activity of the new Committee will be to draft a proposed position paper for Division 14 regarding the various government orders and other public pronouncements in this subject matter area. The Committee will attempt to have a draft of such a paper ready for consideration of the Executive Committee at its January 1968 meeting. It was suggested that the Committee might also consider the publication of guidelines for the use of employers who wish to make a serious attempt to interpret and abide by the government orders in the testing field.

#### 10. Other Business

Herb Meyer again called to the attention of the Committee the planned salary survey of Division 14 members, and requested suggestions from members of the Executive Committee as to items of information which should be included in such a survey. In fact, suggestions of any member of Division 14 with regard to this survey will be welcomed.



Dr. Ash called to the attention of the Executive Committee that the APA Council in its meeting the following day will be asked to consider the petitions for the establishment of two new divisions: (1) Division of Psychotherapy and (2) Division of Professional and Public Affairs. After much discussion, the Executive Committee decided that its representatives to Council should be uninstructed with regard to these proposals.

The next meeting of the Executive Committee was scheduled to be held in Detroit on January 12 and 13, 1968.

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer

Division of Industrial Psychology

MINUTES OF BUSINESS MEETING

September 3, 1967

Washington, D. C.

1. Secretary-Treasurer Report

- a. A financial statement for the Division and the Cattell Fund was distributed to the membership. The statement included a comparison of the current year's balance, income and expenditures with the comparable figures for the past four years. Dr. Meyer pointed out that Division 14 expenditures had increased over the past three years due to the addition of the formal Newsletter which the Division now publishes and the increase in Committee activities. These increases in expenditures had been anticipated, however, and the increase in the assessment approved last year has provided the additional income necessary to cover the increased expenditures.
- b. The membership approved by voice vote revisions of the Bylaws recommended by the Executive Committee regarding requirements for Fellowship in the Division. Dr. Bray, Chairman of the Fellowship Committee, distributed copies of the proposed revisions to the membership. The two significant changes made involve (1) the requirement that a candidate for Fellowship shall have been a Member of the Division for at least two years, rather than the previous one year requirement, and (2) the requirement that a Member cannot nominate himself for Fellowship but must be nominated by another Member of Fellow of the Division.
- c. The Membership also approved by voice vote a recommended Bylaw revision in the requirements for Member status in the Division, which had been approved by the Membership Committee and the Executive Committee. The significant aspect of this change in Bylaws is that candidates for Membership shall merely be required to be engaged in professional activities related to the purpose of the Division as stated in the Bylaws, rather than being engaged full-time in Indus-

trial Psychology as previously required.

2. Election Report Dr. Ash reported the results of the election:

President-Elect Stanley E. Seashore

Member-at-Large of the Executive Committee  
(1967-70) Lyman W. Porter

Division Representatives to APA Council (1967-70) Douglas W. Bray  
Patricia C. Smith

3. Membership Committee. Dr. Albert Thompson distributed a list of 21 candidates for Associate status, and 43 candidates for Member status, which had been approved by the Membership Committee and the Executive Committee. All of these were approved by voice vote of the Membership present. They are:

Associate:

Belyea, Edwin S. W.	Ramsay, Roland T.
Berger, Allen Jay	Robbins, James E.
Crooks, Mrs. Lois A.	Rosenbaum, Bernard
Drumm, Lewis R.	Sharon, Barry
Dubin, Jerry A.	Shepps, R. Ronald
Iman, Stephen O.	Stanford, Lawrence J.
Kelleher, Edward J.	Temlock, Stephen
Lloyd, Richard C.	Tragash, Harold J.
Mead, Miss Harriet	Van Matre, Nicholas H.
Mingst, William A.	Weissenberg, Peter
Moros-Guerrero, Julio	

Member:

Alderfer, Clayton P.	Joyner, Robert C.
Altman, James W.	Kipnis, David
Balinsky, Benjamin	Koechel, John W.
Barrett, Gerald V.	Lefkowitz, Joel M.
Bligh, Harold F.	LoScuito, Leonard A.
Campbell, John P.	Maas, James B.
Carlson, Robert E.	McCoy, Robert C.
Clarke, Alan R.	Means, Robert B.
Crisera, Robert A.	Misa, Kenneth F.
De Michele, John H.	Mowry, Harley Warren

Ewen, Robert B.  
Frye, Roland L.  
Gellerman, Saul W.  
Goldstein, Donald A.  
Goldstein, Irwin L.  
Gorham, William A.  
Graham, William K.  
Gruber, Alin  
Hakel, Milton D.  
Harris, Edwin F.  
Haskell, Royal J.  
Jaffee, Cabot L.

Paul, William J.  
Saleh, Shoukry O.  
Sherman, Arthur W., Jr.  
Sorcher, Melvin  
Stephenson, Robert W.  
Sweeney, Edward J.  
Tenopyr, Mary L.  
Thompson, David C.  
Vaughan, James A.  
Whelan, Kenneth J.  
Zuro, Lt. Col. Joseph E.

4. Fellowship Committee. Dr. Bray distributed a list of candidates for Fellowship in the Division, which had been approved not only by the Division Fellowship Committee and the Division 14 Executive Committee but by the APA Fellowship Committee as well. All of these candidates were approved unanimously by voice vote of the membership present. They are:

England, George W.	Sawyer, Jack
Levinson, Harry	Super, Donald E.
Naylor, James C.	Tannenbaum, Arnold S.
Purcell, Theodore V.	Taylor, Calvin W.
Rodger, Alec	

5. Program Committee. Dr. Guion announced two changes in the Division 14 program for the following days. He also called to the attention of the membership present the problems that had been caused by the decision to participate in the published Proceedings of the APA meetings. This entails the requirement that each paper submitted for consideration on the program must be written out in approximately 1800 words, rather than the 300-word abstract previously required. This has resulted in a substantial reduction in the number of papers submitted. The Program Committee did feel, however, that the papers submitted were of better quality than those that had been submitted in previous years. The membership present voted in favor of continuing Division 14 participation in the publication of the Proceedings.

6. Education and Training Committee. Dr. Dunnette presented a brief report for the Committee, indicating that they had been drafting Guidelines for Masters degree training in Industrial

Psychology. Their preliminary recommendations along this line will be submitted for publication in the American Psychologist.

7. Public Relations Committee. Dr. Uhlaner reported on the status of the revision of the booklet The Psychologist in Industry his Committee has been preparing. It should be ready for publication in 1968.
8. Scientific Affairs Committee. Dr. Triandis reported for Dr. Pat Smith, the Chairman, who could not be present. The major activity of the Committee over the past year dealt with the administration of the Cattell Awards. He reported that the Committee's work had been difficult due to the fact that the quality of the research proposal entries had been almost uniformly very high.
9. Special Interests Activities Committee. Dr. Keenan called to the attention of the membership the symposium of international psychologists which his Committee had arranged for Monday, September 4.
10. Report on APA Council. Dr. Owens reported on the discussions of the APA Council on its first meeting day. The major item considered was a report by the Committee on composition of Council, which recommended that some major changes be made in the way Council members are selected. He reported that some parts of the proposals were acceptable to the majority of Council members, but other parts will require considerably more study and probably revision before they are approved. The Council will be scheduled to hold more meetings that in the past, and this will probably require an addition in APA dues of about \$1.00. The APA office will be sending to the full membership progress reports on the deliberations of Council and the Board of Directors on this issue.
11. Presentation of James McKeen Cattell Awards. Dr. Dunnette announced the following awards under the Fourth Annual Cattell Award Competition:

First Prize: George Graen  
University of Minnesota  
"A Proposal for Testing Multiple Hypotheses  
Concerning the Motivation Effects of Work

Role Treatments on Managerial Behavior."

Honorable Mention: John Campbell

University of Minnesota

"The Development and Utilization of Criteria  
for Evaluating Training Effects and Problem  
Solving Strategies."

12. Other Business. Dr. Joseph Tiffin presented a resolution from the floor which stated a recommended official position which Division 14 should take regarding restrictions in the use of tests for selection of employees. The membership present voted to table this resolution and to refer the problem to the Executive Committee for detailed study.
13. Induction of New President. Dr. Marvin Dunnette introduced to the membership Dr. Philip Ash, who officially assumed his new position as President of the Division. Dr. Ash accepted the gavel, then introduced Dr. Dunnette who gave the presidential address, "People Feeling: Joy, More Joy and the Slough of Despond."

Respectfully submitted,

Herbert H. Meyer  
Secretary-Treasurer



## ANNOUNCEMENTS OF INTEREST

James McKeen Cattell Award 1968

### THE CATTELL AWARD

The Division of Industrial Psychology of the American Psychological Association is pleased to announce the fifth annual award to be given for the best research design in which basic scientific methods are applied to problems in business and industry. The award is known as the James McKeen Cattell Award, in honor of that pioneer in applied psychology.

The award is symbolized by an appropriate certificate and \$500.00 for the winner. Each person receiving honorable mention will receive an award of \$100.00. However, the major reward to the recipients is the support of Division 14, through its Committee on Scientific Affairs, in obtaining the necessary funding and cooperation for the completion of the projects. 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 American Psychological Association, or by a person sponsored by a member.

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.

The author of the winning design will determine the extent of his personal participation in the project's implementation. Inability to participate will not be disqualifying.

### THE CRITERIA

a. The design must involve a study in a bona fide industrial, business or government setting, i.e., it should be conducted with employees performing normal activities. Thus, while studies made in the laboratories of industrial organizations

or in especially created work situations are desirable, they should involve subjects who are representative of the employee population and situations which can be generalized to normal work environments.

b. The project must be designed with full scientific rigor, in the sense of an explicit statement of hypotheses and their consequences and a full description of the conclusions to be drawn from each of the possible experimental results.

c. The project must be feasible. In other words, there should be a reasonable chance that industry, business or government support can be enlisted both in terms of funds and of the experimental manipulations required.

d. Projects should be directed to facilitating interaction between scientific knowledge and practice. Wherever possible, they should have relevance to previous research findings in and out of the industrial fields and as wide theoretical implications as possible. This is not, however, to preclude studies designed to increase knowledge of methodology in industrial research.

e. Studies of a longitudinal nature are regarded as desirable.

f. Studies should be directed toward problems of concern to some substantial segment of industrial psychologists. Preference shall be given to areas which have impact on the current practices of psychologists in industry.

### PRACTICAL MATTERS

1. The entries will be judged by the Division 14 Committee on Scientific Affairs. In the absence of any deserving entries, the award may be withheld in any given year.

2. There is no prescribed form for entries. Project descriptions must be in sufficient detail to allow evaluation of purpose, method and significance.

3. Entries are to be submitted in five copies, with

a transmittal letter identifying the author(s). It is desirable that the entries be judged anonymously. To the extent possible, entries should omit identifying references to the name of the author or his institution or firm.

4. Multiple authorship is acceptable.

5. Entries may be submitted by any member of the American Psychological Association, whether or not a member of Division 14.

6. Entries, and inquiries about the award competition are to be sent to the Secretary of Division 14. To be considered entries must be in his hands by April 15, 1968. The secretary is:

Dr. H. H. Meyer  
General Electric Company  
P. O. Box 151  
Ossining, New York 10562

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The American Board of Examiners in Professional Psychology, Inc., is now accepting applications for admission to its 1968 written examination. Applications will be reviewed as soon as supporting materials are assembled and candidates will be informed concerning admission. Final date for applications will be February 1. In meeting the postdoctoral experience requirement of 4 years, the Board will count experience to December 31 of the year in which the applicant wishes to register for written examination.

ABEPP has prepared a statement entitled Policies and Procedures, a pamphlet which gives specific information on requirements for candidacy, fields of certification, the nature of acceptable qualifying experience, and evaluative procedures, including written and oral examinations and policies governing these examinations. Requests for information should be addressed to: Noble H. Kelley, Executive Officer, American Board of Examiners in Professional Psychology, Southern Illinois University, Carbondale, Illinois 62901.

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## POSTDOCTORAL FELLOWSHIPS FOR APPLIED PSYCHOLOGISTS

The Trustees of the James McKeen Cattell Fund invite applications from Ph.D. psychologists employed in industry, government, or other applied (but not academic) positions who wish to return to a university for a period of study, special training, or productive scholarship.

Conditions and requirements are flexible, but preference will be given to applicants who can obtain a sabbatical leave from their present positions, who have been employed in some field of applied psychology for from 5 to 15 years, and who wish to spend 6 to 12 months at a university to improve their qualifications in applied psychology.

It is the intention of the Trustees that, within limits, fellowship holders be supported at their current salary levels.

Persons interested in obtaining further information may write to:

DAEL WOLFLE, Managing Trustee  
Cattell Fund  
c/o AAAS  
1515 Massachusetts Avenue, N.W.  
Washington, D. C., 20005

## OTHER ANNOUNCEMENTS

### Invasion of Privacy in Research and Testing

In consideration of the important professional issues involved, the proceedings of a symposium sponsored by the National Council on Measurement in Education entitled "Invasion of Privacy in Research and Testing" are being published as a special supplement to the Council's Journal of Educational Measurement.

Contributors to the symposium were George K. Bennett, Bernard Berelson, Orvill Brim, Jr., Herbert S. Conrad, Erasmus Hoch, and Dale Tillery.

Gratis copies of the proceedings, edited by Warren W. Willingham, may be obtained by writing to Dr. Irvin J. Lehmann, Secretary, National Council on Measurement in Education, Office of Evaluation Services, Michigan State University, East Lansing, Michigan, 48823.

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### 1984 and Beyond--The World of Work

Copies of the paper "1984 and Beyond--The World of Work" presented by Herbert E. Striner at the APA convention may be obtained free of charge from the W.E. Upjohn Institute for Employment Research at the following address:

W. E. Upjohn Institute  
1101 Seventeenth St. N. W.  
Washington, D. C. 20036

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The E. K. Strong Memorial Foundation Gold Medal has been awarded to Kenneth E. Clark in recognition of his contribution to interest measurement research.

\*\*\*\*

Three members of Division 14 have recently been named to lead departments of psychology. Purdue University has announced the appointment of James C. Naylor as Chairman of the Department; Iowa State University has named

Arthur C. MacKinney as Head, and Oklahoma State University appointed William E. Jaynes Professor and Head of the Department.

\*\*\*\*

Effective January 1, 1968, Phil Ash will leave Inland Steel to take a position as Professor of Psychology at the University of Illinois at Chicago Circle.

\*\*\*\*

Professor M. Choynowski, Head of the Psychometric Laboratory of the Polish Academy of Sciences who has been doing much cross-cultural research on attitudes, values and personality is spending a year at the Ontario Institute for Studies in Education. An extract from the Biuletyn of the Polish Academy which described some of their work appeared in TIP, Volume 4, Number 3, Summer, 1967. Professor Choynowski will be available to give colloquia in North America this year. He may be reached at 102 Bloor Street, West, Toronto 5, Canada.

\*\*\*\*

James J. Kirkpatrick has accepted a position as Professor of Management, School of Business Administration, California State College at Long Beach, California.

\*\*\*\*

Lyman Porter has accepted a position as Professor of Administration and Psychology at the University of California at Irvine.

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Morris S. Viteles has announced his resignation as Dean of the Graduate School of Education at the University of Pennsylvania. He will return to his work as professor of Psychology.

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The Management Research Center of the University of Pittsburgh has announced the appointment as Research Associate Gerald V. Barrett, formerly with Goodyear Aerospace Corporation, and Edward Ryterband, formerly of Purdue University and the Institute for Research in Communications, Athens Greece.

\*\*\*\*

Herbert E. Krugman, formerly of Marplan, has joined the General Electric Company as Consultant, Public Relations and Affairs Research.

\*\*\*\*

Roger M. Bellows has retired as Chairman of the Department of Psychology, University College, Rutgers---- The State University.

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## LETTERS TO THE EDITOR

Dear Editor: ①

Although my company is not in defense manufacturing we are mass employers in the Chicago metropolitan area and have been struggling to cope with the minority group employment situation so as to give better job opportunities to minority group members. We have done all of the things that are recommended to attract qualified minority job candidates and have succeeded in attracting and hiring more than before. But the numbers still don't come near to matching the percentage of the population. Since fewer minority candidates pass our mental tests at the minimum score area, we have introduced the Purdue Culture Fair Test for our predominately minority group employment office. We have modified our interpretation of biographies and work histories to reflect the culture and opportunity differences so as to select the best qualified among them. But we still don't have enough minority people in the same job with performance appraisals that are as detached as those for non-minority employees to be able to conduct satisfactory validation tests.

I give you this background to show you that as a long-time practicing psychologist I am associated with a progressive company with progressive practices. My reaction to the President's message is that we appear to have been sold out to the ultra-liberal crowd in Washington whose ultimate aim is to make industry abandon any and all selection standards (except that business makes its internal promotions by political dictates from Washington).

As a member of Division 14, I would like to know why the test experts who participate in these Washington sell-outs are so mysteriously selected so that we get a concentration of liberal zealots who do not represent either the views or desires of the Division 14 membership.

① This letter was received by the Editor shortly after the publication of the last issue of TIP which contained Dr. Dunnette's President's Message on the OFCC. The writer is a member of Division 14 and a psychologist certified in the state he works but his name and that of his company have been deleted.

Mary Dunnette is to be congratulated on presenting Doug Bray's succinct critique of the OFCC order regarding testing and his efforts to establish a more middle ground position. Why wasn't Doug Bray sent to Washington, or isn't he enough of a doctrinaire-liberal to be an acceptable expert in Washington D. C.? Why can't our representatives fight harder for testing in relation to evaluation of long-term growth potential and the best development and utilization of manpower resources? Isn't prevention of such usage a violation of our Constitutional right to build strong organization for the future strengthening and survival of our corporations? In our industry almost everyone progresses through different jobs after entry at the clerk level. Each job has different demand patterns and different test validities. There is as much validation of tests for promotability as there is for job performance in our company, and we have it for both.

Why can't our representatives insist that if there is to be such impossibly severe restrictions on testing, since we have no completed validity studies for minority groups and probably won't for another five years because of sheer quantity limitations on other even more widely used devices for aids to selection decisions. I refer to the unvalidated interview, the unvalidated extra-curricular achievement history. These are unvalidated for non-minority or minority groups. There is more insensitive discrimination from these nuts-and-bolts techniques in the hands of non-professional personnel people than in the use of psychological tests whose limitations and problems of "truth" are pretty well understood by the controllers of the testing systems. How could our test expert walk away from a "Waterloo" like this OFCC conference without using this aspect of the situation more forcefully?

If Washington liberals are going to try to do us in by legalistic maneuvers, why don't we enter counter legislative proposals that would make them take the more extreme position of eliminating all selection techniques as having infrequent or no proven validity? This would show up their unconstitutional position more clearly to all and sundry!

I belong to the APA only because of membership in Division 14. What do I get for my \$50.00 a year other than

TIP--a sell-out at Washington? It hardly seems worth it if all our own experts can do is give legitimacy to our doctrinaire-liberal persecutors. But do we members have any voice in this sorry state of affairs? Apparently only in belated letters to the editors after the savage deed is done.

Yours for my \$50.00 membership value,

Dear Mr. Boulger:

Edwin A. Locke's article, "The Case Against Licensing of Psychologist's (TIP, Summer 1967) offers a rather interesting argument, but one with which I have great difficulty concurring.

Surely certification or licensing is not a panacea and indeed has left many problems unresolved. But it would seem that the issue is not to repeal such laws but rather to find ways to make them more, not less effective.

We are all concerned over the many unethical and questionable activities currently being practiced by persons who are either incompetent or of dubious qualifications. More stringent licensing laws probably would not eliminate them somewhat in number and/or intensity. However, there is a broader issue here. One can offer the argument that industrial psychology has not done enough to police its own profession. Some of our critics charge that we have been lax in getting less responsible psychologists to adhere to acceptable standards of performance. Furthermore, we have not been spectacularly successful in educating industry to distinguish between the competent and the less competent practitioner.

In these days of increasing criticism of the activities of psychologists, it would seem that the profession needs to exert more effort to foster ethical and competent performance on the part of the industrial practitioner. Ways to accomplish this objective would appear to be through better certification and licensing laws, but perhaps even more important, through more effective policing within the profession itself.

Erwin S. Stanton

The McMurry Company  
New York, N. Y.

## PROFESSIONAL NOTES

### Cattell Fund Fellowship Winners

Dr. Dael Wolfle, Managing Trustee of the Cattell Fund, has announced that Postdoctoral Fellowships have been awarded to Aleeza Cerf Beare and Edward A. Rundquist for the coming year.

Dr. Beare, who will be on leave from her job as Human Factors Engineering psychologist with the Westinghouse Aerospace Division, Baltimore, will be attending Johns Hopkins University working in biophysics.

Dr. Rundquist, Head of the Individual Differences and Motivation Department of the Navy Training Laboratory at San Diego, will be at the University of California at Berkeley. Dr. Rundquist is the first member of Division 14 to be honored with this Fellowship.

An announcement concerning these Fellowships appears in this issue.



Dear Dr. Boulger:

What was a Head Start psychologist doing at a Division 14 Symposium on Personnel Selection at the A. P. A. Convention? Aren't there immediate concerns about problems of teaching preschoolers? So it might appear-but Head Start is a program for disadvantaged children and their families. The disadvantaged personnel referred to in the title of the Symposium are mothers and fathers, brothers and sisters of our Head Start children. Head Start was established to help screen in these children and their families. Hence, this communication to my colleagues in Division 14.

I listened with sympathy to the discussion of efforts that personnel psychologists were making, to abide by the mandate emerging from the Motorola case-i.e., to develop testing measures that are fair (non-discriminatory). It is ironic that personnel selection on the basis of objective tests was conceived in a spirit of scientifically choosing the best qualified person for the job, without regard to the "irrelevant" variables of race, nationality and religion.

The American Psychological Association in the preamble to "Ethical Standards for Psychologists" (American Psychologist, January 1963, Volume 18, No. 1) takes a clear position in relation to the psychologist's responsibility to other humans: "The psychologist believes in the dignity and worth of the individual human being. He is committed to increasing man's understanding of himself and others. While pursuing this endeavor, he protects the welfare of any person who may seek his service or of any subject--that may be the object of his study. He does not use his professional position or relationships nor does he knowingly permit his own services to be used by others, for purposes inconsistent with these values..."

Our profession has a tradition of espousing equality of man, even when such a position was discordant with the prevailing climate. Many A. P. A. members should recall the decision to change a convention site from a location that would not have afforded non-Caucasian members of the A. P. A. the same courtesies as their lighter-skinned colleagues.

But we are still left with the Motorola case and the struggle of personnel psychologists to come up with "fair" instruments of personnel selection. I put it to you that the conclusion which must be drawn from your symposium is that personnel psychologists must re-evaluate their roles and develop new ways of dealing with their social responsibility. Is it presumptuous for a psychologist in an anti-poverty program--a clinician, at that--to issue such a challenge to his colleagues in another speciality? Perhaps it is--but bear with me. I spent my undergraduate, and part of my graduate student years as a fellow in the Division of Testing and Guidance of the City College of New York. A large part of the activity of this office involved the selection of college students by objective tests. Great care was taken, and much effort expended, in refining the validity, then as now, solely on the basis of their demonstrated competence. The Free Academy (later the City College and now the City University) represented a milestone in providing opportunity for education, not on the basis of family or social station, but solely on the basis of academic competence. The "personnel psychologists" who developed the instruments for selecting competent students must be recognized and applauded for their accomplishment.

But now we have a different responsibility. The automation revolution has closed off the frontiers and drastically reduced the need for unskilled labor. There are virtually no avenues open to the "screened out" applicants. Not only you in Division 14, but the rest of us in professional psychology must address ourselves to this very serious problem. The dilemma has never been and is not now a solution. Traditional methods of selection and training fall short: This was the real dilemma expressed in the symposium. But only one side of the question was explored--that of selection. The other side of the question training, was virtually ignored. I found this incomprehensible. When a non-verbal four year old enters a Head Start Child Development Center we do not turn him away because he is "not ready" for the Head Start experience--rather, we come together professional and non-professional staff-to identify strategies by which we can help the child to better fulfill his own potentials through his experiences in the center.

I believe there is a lesson here for you in Division

14. If an applicant cannot read, "Do not Operate machine while red light is on," could you not train him to respond to that sign in such a way that he is not a danger to himself or to others? If a prompt arrival is highly valued by the factory or plant, but is not appreciated by the new employee, does this not suggest an area in which training is needed? If the new employee-disadvantaged-does not have the social skills to become part of the production team, does this not suggest a responsibility to the psychologist to help him get the training in these skills?

I believe the answers to the above questions is YES. That belief is based on the faith in my fellow psychologists' concern with "increasing man's understanding of himself and others" plus the knowledge that there is a growing technology of training that has been reported in the literature extensively in the last five years and to a lesser extent in the preceding decade. The following references are from an annotated bibliography, (which is not available for general distribution at this time):

Boyd, B. B., "Developing Case Studies," Training Director, November 1964.

Six-step method to be used for writing cases to be used to fit special needs of training programs.

Buchanan, Paul, "The Function of Training in an Organization: Using a Model or Conceptual Framework Approach to Personnel Development," Journal of American Society of Training Directors, Vol. 14, No. 4, April 1960

Presents conceptual framework for planned social change with training viewed as one aspect of this change. Provides answers to questions re: function of training, goals of the program should have and methods that should be used.

Cooper, Alfred M., Employee Training, McGraw Hill 1942

Latimer, J., "Psychological Aspects of Training in Industry," Training Director, May 1964.

Advantages and limitations of training methods currently in use are discussed.

Levine, L., "Changing Patterns in Manpower Training," Employment Service Review, August 1964.

Economic changes necessitated emphasis upon rehabilitation of unemployed and underutilized workers through new pattern in manpower training that recognized needs of youth subsistence payments, job obsolescence and employability.

McGehee, William, Training in Business and Industry John Wiley & Sons, Inc., 1961.

Materials drawn primarily from studies of industrial and military training problems. Presents many basic problems underlying training and basic approaches to solving them. Discusses impact of program on employee and employer. Emphasizes need for controlled research and evaluation to prove worth to management.

I would hope that these reports would stimulate more creative thinking about the training process among my colleagues in Division 14. I would further hope that you have found my letter a challenge to move forth in new directions.

Clearly, the kind of training we are talking about is neither traditional skill building nor education in specific techniques. Training requires an acceptance and realistic assessment of where the new worker is.

But we need not start from scratch. We can find a basic approach in the literature on the psychology of rehabilitation and small group process. If the worker did not readily articulate grievances so that they pile up and drive him to throw over the job, articulation of grievances becomes a training problem: if he cannot establish his own status on the prod-

uction team, that is another training problem. By training, I mean helping the person to become aware of that part of his behavior of which he is unaware in an atmosphere that is accepting of him and his problems and supportive of his working those problems out.

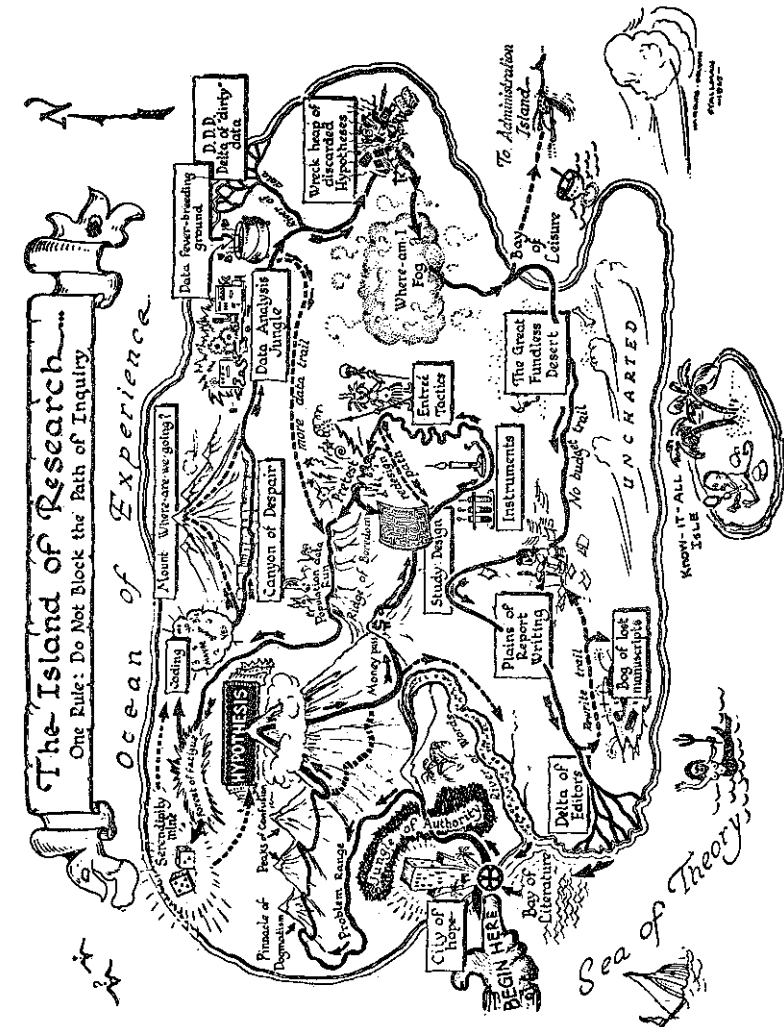
I believe that we, as psychologists, are well equipped by virtue of our training to take a position of leadership in developing the ways and means for the assimilation of the "disadvantaged" into the economy as truly productive people. I would hope that my colleagues would take seriously the understandings and recommendations of a psychologist who has seen the gravity of the problems of the "disadvantaged."

Very truly yours,

Louis Lauro, Ph.D.  
Director,  
Psychological Services

PROJECT HEAD START  
280 Broadway, Room 615  
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Reprinted from American Scientist, 54, 4, 1966, p. 470.



Map submitted by Dr. Ernest Harbury, Project Director, Program for Urban Health Research (A Study of Stress, Heredity, & Blood Pressure), Dept. of Psychology, The University of Michigan, 405 S. 4th St., Ann Arbor, Michigan, 48103. Permission to reproduce this map is granted by AMERICAN SCIENTIST and the author.

## EDITORS NOTE

President Ash's message seems to reiterate remarks that have been made many times in the Newsletter---the first President's message to appear in TIP, that of Rains Wallace said: '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...' and Bob Perloff and I have solicited remarks, suggestions, comments both in TIP and in personal letters. But it is quite shattering to find that psychologists, at least industrial psychologists, are not as verbal as they are said to be, at least not in sending information for the Newsletter. At the last APA convention many members said that they would like more notes and even gossip about what members are doing, a sort of 'news and notes' section. Of course, the best way for this information to appear is to have the person himself write, (or his friends, or enemies) to let me or the Regional Editors know what he is doing. But, evidently, industrial psychologists, in addition to not being very fluent in communicating their thoughts on issues, problems, and ideas, are not very anxious to let others know what they are doing.

How about a belated New Year's resolution to send, Bob Perloff expressed it, "Such items which 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."

I and the Regional editors are waiting to hear from you.

John R. Boulger

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