

Annual Conference  
of the  
SOCIETY FOR PERSONNEL ADMINISTRATION

—\*—

June 3 & 4, 1958

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R E P O R T

ON THE ANNUAL CONFERENCE OF THE SOCIETY FOR PERSONNEL ADMINISTRATION

June 3, 1958

at Statler Hotel, Washington D.C.

June 3 (see Program enclosed)

9-9:45 Registration. (We picked up the dinner ticket, badge, program, and some documents about the Conference.)

At 9:45 The "Presidential Room" was crowded and the General Chairman, James C. O'Brien, opened the conference, introduced the members of the SPA conference and some of the foreigners who attended the conference.

10:00-10:30 Distribution of the sheet "SPA 1958 conference opinion survey" to everybody who came and listened to the conference (see Annex No. 1a). Everybody checked the right answers and gave back the sheet to Mr. Joseph Colmen who was in charge of the "Attitude Survey" study. (This sheet will be used to study the attitude survey.)

10:30-11:45 "Evaluation: A step to the future of Personnel Administration" by Charles A. Myers, Professor of Industrial Relations. He talked about the future of the problem "Personnel Administration" in a democratic society. He underlined the Human relation problem, insisted on the art of "making people happy by themselves". Many topics such as Selection Procedure, Wage, Responsibility of Management, Absenteesm, Turnover, American Commission Operating Abroad, U.S. Technical Assistance Program, etc.

1:30-2:30 "The Federal Civil Service- 75 years of Service to America" The Chairman Harris Ellsworth presented the Commissions Diamond Anniversary Award plaque to the Society for Personnel Administration. A backward glance: He told about the creation of the S.C. Commission by Congress in 1883, and its evolution. Many questions, such as: competitive examination; effective administration; the need for a strong new promotion system; flexibility in defining standards; need for a long range top management, career executive; increase of prestige of the high level career service; improvement in recruitment, creation of new position; merit system; raise of salary (equal pay for equal work); need of better techniques of selection; new classification system, etc. He concluded in reminding what the S.C. Commission has done and examines the actual needs and some inspirations for the future.

2:45-4:30

"Career Planning and Positive Promotion Policy"

The Chairman Alexander, Assistant Director, Bureau of Prisons, Department of Justice, talks about the Recruitment and underlined some points:

- 1) What have you done to increase human relation?
- 2) What have you done to help employees to earn promotion (Promotional program; development of promotion, etc.)?

Mr. Latham examined the problems of Personnel development; career development, and executive development. What, How, Why?

He said that "employees have faith in the top management. He presented the improvement of the morale of the organization. Some cases of examples were enumerated.

Campbell's address dealt with "Human relations," career plan; promotion system based on merit and free from arbitrary selection; promotion based on seniority. He prescribed the general training courses; transfers (mobilities in an organization); job classification system. He insisted on the necessity to have a strong central Agency C.S. Commission, to eliminate practices not up-to-date, etc.

Maj. Gen. J.L. Richardson presented the problems of

- 1- Military concept about promotion policy
- 2- Training and developing
  - a) Recruitment (Military and Civilian)
  - b) Promotion ( " " " )

He enumerated four steps in army career planning:

- 1) first 7 years: Assignment with troops;
- 2) 7 to 15 years: Specialization (school, training, etc.);
- 3) 15 to 25 years: Command positions;
- 4) 25 to 30 years: High staff and command positions on more responsible assignments (Atomic energy, special studies, reseraches nuclear, etc.)

He reviewed quickly the selection and promotion procedure and concluded that "most effective method of getting job done and constant studies, constant improvements in both civilian and military career remain the main objective".

4:00-4:30

Discussion, Questions, Answers, etc.

4:45-5:30

Exhibits of many documents, leaflets, and books dealing with Personnel Administration, Management, or SPA.

6:30-10:00

Dinner and address by Rocco Siciliano, Special Assistant to the President for Personnel Management.

He examined the whole problem of Personnel Administration from every viewpoint.

June 4

9:00-10:00

"Ethics in the Public Service" dealt with high morale; problem of ethic in public life, etc.

Mr. William O'Brien cited William Penn: "Government depends upon men, men depend upon government" etc., talked about ethic

standard in Public Administration, and made the distinction between "principle" and "policy".

10:00-10:15 Discussion.

10:30-11:45 "Measuring the Effectiveness of Scientists and Engineers" What criteria can be used to gauge the potential and performance of scientists and engineers?

Robert M. Page, Director of Research, Naval Research Laboratory, explained three criteria which can be used:

- 1- Comparison of patent and publication activity (graphical comparison)
  - a) Scientific productivity and Laboratory research;
  - b) Human capability;
  - c) Process of preparation of a document who describes the job, etc.
- 2- Salary distribution since 1923 for scientists in government relative to entrance level for B.S. graduate (from 1922 to 1958--Graphical study)
- 3- Difference between scientists and industrial workers. Salary difference between government and industry (Graphical comparison between the "percentage of life time earnings of machine tradesman" and "years after graduation from high school"). He proposed a special range of salary not based on classification-position.

Discussion, Questions, Answers, etc.

2:00-4:00 "The Personnel Managers Look at Personnel Management" Chairman: John W. Macy.  
Review and comments on the results of the ATTITUDE SURVEY (see annex No.1b).  
They prescribed the development of each employee potential (performance) and increase of the prestige of personnel.

(I left the conference room at 4:00 pm in order to arrive at the Washington airport in time).

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Through the conference and the Exhibits I know "The Society for Personnel Administration," its organization and its aims. This conference is a very interesting one.

Pham Van Ngu

MR NGUYEN Pham Van

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## Report on

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16-2

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June 3

1:30 - 2:30 "The Federal Civil Service - 75 years of Service to America."

The Chairman Harris Ellsworth presented the Commission's Diamond Anniversary Award plaque to the Society for Personnel Administration. A backward glance: He told about the creation of the S.C.C. by Congress in 1883, and its evolution. Many questions, such as: competitive examination; effective administration; the need for a strong new promotion system, flexibility in defining standards; need for a long range top management, career executive; increase of prestige of the high level career service; improvement in recruitment; creation of new positions; merit system; raise of salary (equal pay for equal work); need of better techniques of selection; new classification system, etc... etc...

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June 4

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Discussion; Questions, Answers etc...

June 4 (cont.)

2:00 - 4:00. "The personnel managers look at personnel management" Chairman: John W Macy.  
Review and comments on the results of the ATTITUDE SURVEY (see: annex 18)  
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\* \* \*

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JUNE 3 & 4, 1958



# personnel administration

## THE PROGRAM . . .

- ▶ Attitude Survey
- ▶ Trends in Personnel
- ▶ Merit System's 75th Anniversary
- ▶ Ethics in the Public Service
- ▶ Recent Developments
- ▶ Evaluating Your Personnel Management

**ANNUAL CONFERENCE OF THE  
SOCIETY FOR  
PERSONNEL ADMINISTRATION**

*Statler Hotel*  
WASHINGTON, D. C.

# ROCCO SICILIANO

Assistant To The President For  
Personnel Management



ADDRESSES THE

## ANNUAL SPA DINNER

June 3 — 6:30 P.M.

Statler Hotel

Washington, D. C.

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# *Annual Conference Committee*

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## PROGRAM

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Dawson Hales  
John E. Sauerhoff, Jr.  
J. Paul Taff  
James T. Walden

## *Attitude Survey Subcommittee*

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Robert T. Bower  
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David L. Futransky  
Dorothy E. Green

## EXHIBITS

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Walter F. Bayen  
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## ARRANGEMENTS AND PROMOTION

Stewart M. Pratt, Chairman  
Sam G. Dowdy

## DINNER

Duane H. Roepke

## REGISTRATION

Floyd E. Tift

## LIAISON

Esther C. Lawton

# *Program for 1958 SPA Conference*

**Tuesday, June 3**

## **MORNING SESSIONS**

9:00- 9:45 REGISTRATION

9:45-10:00 OPENING OF THE CONFERENCE—Presidential Room

10:00-10:30 ATTITUDE SURVEY—Presidential Room  
You are asked to look at yourself, your job, your programs  
JOSEPH G. COLMEN, Chief, Personnel Research Branch,  
Directorate of Civilian Personnel, U. S. Air Force

10:30-11:45 EVALUATION: A STEP TO THE FUTURE OF PERSONNEL ADMINISTRATION — Keynote Address—  
Presidential Room  
Find out what needs to be done—and do it  
CHARLES A. MYERS, Professor of Industrial Relations,  
Massachusetts Institute of Technology

## **AFTERNOON SESSIONS**

1:30- 2:30 THE FEDERAL CIVIL SERVICE—75 YEARS OF SERVICE TO AMERICA—Address—Presidential Room  
A backward glance provides inspiration for the future  
HON. HARRIS ELLSWORTH, Chairman, U. S. Civil Service Commission

2:45- 4:30 Three Concurrent Sessions

1. JOB EVALUATION: WHOSE RESPONSIBILITY?—  
Presidential Room  
A panel seeks to identify the proper role of all concerned  
management, personnel technicians, supervisors  
CHAIRMAN: JAMES L. HAYES, Professor of Business  
Administration, St. Bonaventure University
- PANEL: JOHN A. WATTS, Director of Civilian  
Personnel, Department of the Air  
Force  
A. E. WEATHERBEE, Deputy Assistant  
Postmaster  
VAUX OWEN, President, National Federation of Federal Employees

## Tuesday, June 3 (Cont.)

### 2. WHY A CAREER EXECUTIVE PROGRAM?—South American Room

A panel explores the role of the Career Executive and the future of the Career Executive Program

CHAIRMAN: FREDERICK J. LAWTON, Commissioner, U. S. Civil Service Commission

PANEL: CATHERYN SECKLER - HUDSON, Dean, School of Government and Public Administration, The American University

EUGENE ZUCKERT, Management Consultant, Former Commissioner, Atomic Energy Commission, and Former Assistant Secretary of the Air Force

FORDYCE W. LUIKART, Director, Federal Aviation Organization Study

### 3. CAREER PLANNING AND POSITIVE PROMOTION POLICIES—Congressional Room

A panel considers ways, means and justification for integrating career planning and promotion policies

CHAIRMAN: MYRL E. ALEXANDER, Asst. Director, Bureau of Prisons, Department of Justice

PANEL: AMOS LATHAM, Director, Personnel Division, Internal Revenue Service, Treasury Department

JAMES CAMPBELL, President, American Federation of Government Employees

MAJ. GEN. J. L. RICHARDSON, Deputy Assistant Chief of Staff for Personnel, U. S. Army

4:45- 5:30 Chapters Meeting—South American Room

EXHIBITS—Federal Room and Foyers

5:30- 6:00 Social Hour—Presidential Room

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6:30- 9:00 ANNUAL SPA CONFERENCE DINNER — Presidential Room

Address by ROCCO SICILIANO, Special Assistant to the President for Personnel Management

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## OUTSTANDING MANAGEMENT BOOKS

- PERSONNEL MANAGEMENT, 3d ed.  
By Michael J. Jucius
- JOB EVALUATION: Text & Cases, Rev. ed.  
By John A. Patton & C. L. Littlefield
- EXECUTIVE DECISION MAKING  
By Manley Howe Jones
- MANAGEMENT TRAINING, Rev. ed.  
By William J. McLarney

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## SUPERVISION

One Waverly Place

Madison, N. J.

Wednesday, June 4

MORNING SESSIONS

9:00-10:15 ETHICS IN THE PUBLIC SERVICE—Presidential Room

A panel examines the proposition that public services requires ethical standards different from those observed by the public served

CHAIRMAN: ROBERT D. CALKINS, President, Brookings Institution

PANEL: NORMAN H. MARTIN, Research Associate of the Industrial Relations Center, University of Chicago

O. GLENN STAHL, Director, Bureau of Program and Standards, U. S. Civil Service Commission

F. WILLIAM O'BRIEN, S.J., Author, "Justice Reed and the First Amendment"; Faculty, Georgetown University

10:30-11:45 Three Concurrent Sessions

1. NON-VERBAL COMMUNICATION—South American Room

The eye can be quicker than the ear in revealing the meanings hidden behind spoken words

JAMES ENNEIS, Supervisory Psychodramatist, St. Elizabeths Hospital

2. MEASURING THE EFFECTIVENESS OF SCIENTISTS AND ENGINEERS—Congressional Room

What criteria can be used to gauge the potential and performance of scientists and engineers

ROBERT M. PAGE, Director of Research, Naval Research Laboratory

3. EXPERIMENTAL RESULTS FROM RECENT STUDIES IN MOTIVATION—Presidential Room

What we have learned about the motivational problem which will help us to utilize workers effectively

DONALD W. TAYLOR, Professor of Personnel Administration and Psychology, Yale University

*Conference Notes*

Wednesday, June 4, (Cont.)

AFTERNOON SESSIONS

2:00- 4:00 THE PERSONNEL MANAGERS LOOK AT PERSONNEL MANAGEMENT—Presidential Room

The former Executive Director of the Civil Service Commission reviews and comments on the results of the ATTITUDE SURVEY

CHAIRMAN: JOHN W. MACY, JR., Executive Vice President, Wesleyan University

PANEL: ROBERT H. WILLEY, Director of Civilian Personnel, Department of the Army

WILLIAM W. PARSONS, Administrative Asst. Secretary of the Treasury

RALPH S. ROBERTS, Administrative Asst. Secretary of Agriculture

RUFUS E. MILES, JR., Director, Office of Admin., Dept. of Health, Education and Welfare

4:15- 4:30 Closing Conference—Presidential Room

*Conference Notes*

*Visit the exhibits in the Federal Room and foyers*

## Publications from Prentice-Hall . . .

### Supervision of Personnel: Human Relations in the Management of Men, 2nd Ed.

by JOHN M. PFIFFNER, University of Southern California

Up-to-date and authoritative, this new text provides a thorough analysis of a problem upper-most in the minds of management today—effective supervision. The text combines the orthodox structural approach with new social science concepts as revealed by recent research.

**1958 480 pp. 6"x9" Text list \$6.50**

Contents include: Basic Concepts. The Supervisor and Human Nature. Organization and Management. Organization as a Supervisory Activity. The Economics of Supervision. The Supervisor and the Union. Human Aspects of Internal Checks.

Designed to meet changing situations in manpower management, this new 4th Edition gives the student a clear and complete survey of personnel practices as they occur today.

**1956 928 pp. 6"x9" Text list \$7.50**

Contents include: Industrial Relations and Manpower Management. Point of View in Industrial Relations. Policies, Programs, and Practice. Job Analysis. Organization Planning. Staffing: Sources and Recruitment. Staffing: Selection. Interviewing, Testing, and Induction. Training in Employment. Supervisory Training and Management Development. Labor Relations. Public Policy on Labor Relations. Contract Negotiation and Administration.

This is a simplified treatment of the principles, policies, and problems of modern manpower management. Yoder analyzes questions and problems of policy and minimizes mere techniques. Such an objective approach encourages a sound understanding of the philosophy of manpower management.

Among the outstanding topics covered: Full chapter on Organizational Planning; special attention given Communications and Motivation; early integration of Collective Bargaining as a part of manpower management; special chapter on Supervision and Leadership; and 30 Case Problems (one for each chapter).

**1952 602 pp. 6"x9" illus.  
Text list \$6.50**

### Personnel Management and Industrial Relations, 4th Ed.

by DALE YODER, Director of the Industrial Relations Center, University of Minnesota

### Personnel Principles and Policies: Modern Manpower Management

by DALE YODER, Director of the Industrial Relations Center, University of Minnesota

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## *Society Officials*

Robert H. Willey, President  
Newell B. Terry, Vice President (Membership)  
R. L. Schultheis, Secretary  
Raymond L. Randall, Executive Vice President  
Esther C. Lawton, Vice President (Chapters)  
Dora M. Ihle, Treasurer

### EXECUTIVE COMMITTEE (*in addition to above officers*)

Sidney D. Anderson	Albert J. Schaffer
June E. Ayers	Catheryn Seckler-Hudson
Carl B. Barnes	James R. Watson
Julius E. Eitington	E. Charles Woods

### CHAPTERS

Aberdeen, Md.	New York, N. Y.
American University	Northern Illinois
Boston, Mass.	Pittsburgh, Penn.
Cincinnati, Ohio	Puerto Rico
Dayton, Ohio	Puget Sound, Wash.
Denver, Colo.	San Antonio, Texas
Hawaii	San Francisco, Calif.
Heidelberg, Germany	Tokyo, Japan
New London, Conn.	



SOCIETY FOR PERSONNEL ADMINISTRATION  
1958 CONFERENCE OPINION SURVEY

16

Please DRAW A CIRCLE around the number of the answer you choose to each question, unless otherwise directed. Your answers will be kept anonymous. DO NOT sign your name.

1. Who is your employer? (Circle one)

60 1 Federal Government (Field)  
30 2 Federal Government (Departmental)  
3 State or local Government  
4 Private Industry  
5 College or University  
6 I am a full-time student.  
7 Other (Specify \_\_\_\_\_)

2. In which type of personnel work are you primarily engaged?

29 1 I am not in personnel work  
2 Staff or personnel policy formulation  
3 Line or operating personnel work  
4 Mixed  
5 Other

3. Your age:

1 Under 20  
2 20-29  
3 30-39  
4 40-49  
5 50-59  
6 60 or over

4. Your sex:

73 1 Male  
2 Female

5. How many years of experience have you had in personnel work?

65 1 Never in personnel work  
2 Less than one year  
3 1-5 years  
4 5-9 years  
5 10-14 years  
6 15-19 years  
7 20 years or more

6. Which of the following degrees have you received? Circle all that apply.

1 Doctor's degree (Major \_\_\_\_\_)  
2 Masters degree (Major \_\_\_\_\_)  
3 Bachelor's degree (Major \_\_\_\_\_)  
4 Associate or Junior College degree  
5 Have not received a degree  
6 Other (Specify \_\_\_\_\_)

7. Which of the following best describes your career in personnel work? (Exclude part-time or temporary work such as summer jobs)

25 1 I started in personnel work and have been in it since.  
63 2 I started in some other field and then moved into personnel work.  
3 I started in personnel work, moved out and have come back into it again.  
4 I was in personnel work but am not in it now.  
5 I have never been in personnel work.

8. If you are in the Federal civil service, what is your GS grade?

50 1 I am not in the Federal civil service.  
2 Below GS-5 or equivalent  
3 GS-5 through GS-8 or equivalent  
4 GS-9 through GS-11 or equivalent  
5 GS-12 or GS-13 or equivalent  
6 GS-14 or above or equivalent

9. Are you a member of the Society for Personnel Administration?

1 Yes  
2 No

10. Were you required to use annual or vacation leave to attend this meeting?

1 Yes  
2 No 93

11. If you traveled from outside of the Washington area to attend this meeting, did your employer pay your travel costs?

1 Did not have to travel  
2 Yes 1370  
3 No 1070

How satisfied are you with your present job on each of the following points? Place one check mark in the appropriate box for each item. If you are not in personnel work, go on to question 22.

	(1) Highly Satisfied	(2) Reasonably Satisfied	(3) Somewhat Dissatisfied	(4) Highly Dissatisfied
12. Chance you get to show what you can do	✓			
13. Degree of support and cooperation from top management	✓			
14. Degree of support and cooperation you receive from operating officials with whom you deal	✓			
15. Opportunities for getting ahead	✓			
16. The prestige personnel work enjoys	✓			
17. Extent to which you participate with your supervisor in decisions affecting you or your work	✓			
18. Professional satisfaction your job gives you	✓			
19. Space and physical facilities of your office	✓			
20. Congeniality of people you work with most from day-to-day	✓			

green

21. How do you feel about the amount of work your organizational unit is required to perform?

- 1 There is too much work for the staff we have.
- 2 There is about the right balance between staff and workload.
- 3 There is too little work to keep the staff fully occupied.

22. What do you think of the calibre of people coming into the personnel field these days?

- 1 It's getting better. *15*
- 2 It's getting worse.
- 3 It's about the same. *29*
- 4 My organization has not hired new personnel staff for some time.

23. Are you bothered by criticism of government employees made by the press, Congress, or other groups or individuals?

- 1 I am not aware of any criticism.
- 2 Yes (What type of criticism? \_\_\_\_\_)
- 3 No

24. Do you believe that this criticism is justified?

- 1 I am not aware of any criticism.
- 2 Most of it is.
- 3 Some of it is.
- 4 None of it is.

25. Do you want to stay in personnel work until you retire?

- 1 I am not in personnel work.
- 2 Yes *15*
- 3 No

Below are listed some of the things you may have heard at one time or another about personnel people or programs. To what extent do you agree or disagree with these statements? Check in the appropriate column for each item.

	(1) Strongly agree	(2) Inclined to agree	(3) Inclined to disagree	(4) Strongly disagree	(5) No opinion
I think that:					
26. Supervisors outside the personnel office view the personnel program as a nuisance, not as an aid.	1	40			✓
27. Most personnel people keep up with recent developments in their field.	3	59	70		✓
28. Personnel people have provided the vigorous positive leadership needed to support merit principles in such actions as selection and promotion.		40	70		✓
29. Personnel people stick together too much; they speak their own special language and remain aloof from those in programs outside their field.	4	55			✓
30. Personnel people usually know more about the operating programs they service than line officials give them credit for knowing.	1				✓
31. Few personnel people actually practice in managing their own staffs what they preach to operating officials.	2		✓		
32. Most personnel people are prone to hide behind rules and regulations as an excuse for a lack of positive action.		47			✓
33. Most personnel programs have the respect and confidence of employees in the organizations they serve.	6	50			✓
34. The primary responsibility of the personnel office is to management rather than to employees.	5	51	✓		

Following is a list of some of the more important activities of a personnel program. In the program of any organization some of these are accomplished more successfully than others.

FIRST - draw a line through the number opposite all of the programs you feel you cannot evaluate.

SECOND - circle all those remaining that represent your agency's or company's more successful programs.

- 35. Getting the best possible people into the organization
- 36. Determining proper grade level or pay for jobs 475%
- 37. Evaluating employee performance
- 38. Evaluating personnel program effectiveness
- 39. Developing and training employees
- 40. Utilizing employees at their maximum potential - 2
- 41. Promoting employees on the basis of merit 50%
- 42. Separating unproductive employees - 3 1/2
- 43. Consulting with employee groups on personnel policies and programs 43
- 44. Getting employees interested in improving operations through the incentive awards and suggestion programs 70%
- 45. Communicating information downward to employees
- 46. Communicating information upward from employees - 1
- 47. Resolving differences between employees and supervisors 51%

48. In your position, which of the following represent your major areas of responsibility?

FIRST - circle as many as apply.

SECOND - go back and underline the ONE that represents your primary area of responsibility.

- 1 Management control of two or more major phases of the personnel program
- 2 Position classification or wage and salary administration
- 3 Administrative processing of personnel actions, records and reports
- 4 Recruitment, selection, and placement
- 5 Employee services and benefits - (newsletters, safety, communication, recreation, housing and transportation, credit unions, counseling, insurance)
- 6 Employee and labor relations (grievances, disciplinary measures, incentives and awards, negotiations with labor organizations, performance evaluation)
- 7 Training and career development
- 8 Research
- 9 Development and interpretation of regulations
- 10 Other (Please specify) \_\_\_\_\_

IMPORTANT: Now please go back and check to see if you have underlined the one which represents your primary area of responsibility.

49. What is one change you feel would lead to the greatest improvement in your major area of responsibility?

50. What do you like LEAST about your job?

lack of contact with operating personnel  
people

51. What do you like MOST about your job?

1a

SOCIETY FOR PERSONNEL ADMINISTRATION  
1958 CONFERENCE OPINION SURVEY

Please DRAW A CIRCLE around the number of the answer you choose to each question, unless otherwise directed. Your answers will be kept anonymous. DO NOT sign your name.

1. Who is your employer? (Circle one)

- 1 Federal Government (Field)
- 2 Federal Government (Departmental)
- 3 State or local Government
- 4 Private Industry
- 5 College or University
- 6 I am a full-time student.
- 7 Other (Specify \_\_\_\_\_)

2. In which type of personnel work are you primarily engaged?

- 1 I am not in personnel work
- 2 Staff or personnel policy formulation
- 3 Line or operating personnel work
- 4 Mixed
- 5 Other

3. Your age:

- 1 Under 20
- 2 20-29
- 3 30-39
- 4 40-49
- 5 50-59
- 6 60 or over

4. Your sex:

- 1 Male
- 2 Female

5. How many years of experience have you had in personnel work?

- 1 Never in personnel work
- 2 Less than one year
- 3 1-5 years
- 4 5-9 years
- 5 10-14 years
- 6 15-19 years
- 7 20 years or more

6. Which of the following degrees have you received? Circle all that apply.

- 1 Doctor's degree (Major \_\_\_\_\_)
- 2 Masters degree (Major \_\_\_\_\_)
- 3 Bachelors degree (Major \_\_\_\_\_)
- 4 Associate or Junior College degree
- 5 Have not received a degree
- 6 Other (Specify \_\_\_\_\_)

7. Which of the following best describes your career in personnel work? (Exclude part-time or temporary work such as summer jobs)

- 1 I started in personnel work and have been in it since.
- 2 I started in some other field and then moved into personnel work.
- 3 I started in personnel work, moved out and have come back into it again.
- 4 I was in personnel work but am not in it now.
- 5 I have never been in personnel work.

8. If you are in the Federal civil service, what is your GS grade?

- 1 I am not in the Federal civil service.
- 2 Below GS-5 or equivalent
- 3 GS-5 through GS-8 or equivalent
- 4 GS-9 through GS-11 or equivalent
- 5 GS-12 or GS-13 or equivalent
- 6 GS-14 or above or equivalent

9. Are you a member of the Society for Personnel Administration?

- 1 Yes
- 2 No

10. Were you required to use annual or vacation leave to attend this meeting?

- 1 Yes
- 2 No

11. If you traveled from outside of the Washington area to attend this meeting, did your employer pay your travel costs?

- 1 Did not have to travel
- 2 Yes
- 3 No

How satisfied are you with your present job on each of the following points? Place one check mark in the appropriate box for each item. If you are not in personnel work, go on to question 22.

	(1) Highly Satisfied	(2) Reasonably Satisfied	(3) Somewhat Dissatisfied	(4) Highly Dissatisfied
12. Chance you get to show what you can do				
13. Degree of support and cooperation from top management				
14. Degree of support and cooperation you receive from operating officials with whom you deal				
15. Opportunities for getting ahead				
16. The prestige personnel work enjoys				
17. Extent to which you participate with your supervisor in decisions affecting you or your work				
18. Professional satisfaction your job gives you				
19. Space and physical facilities of your office				
20. Congeniality of people you work with most from day-to-day				

21. How do you feel about the amount of work your organizational unit is required to perform?

- 1 There is too much work for the staff we have.
- 2 There is about the right balance between staff and workload.
- 3 There is too little work to keep the staff fully occupied.

22. What do you think of the calibre of people coming into the personnel field these days?

- 1 It's getting better.
- 2 It's getting worse.
- 3 It's about the same.
- 4 My organization has not hired new personnel staff for some time.

23. Are you bothered by criticism of government employees made by the press, Congress, or other groups or individuals?

- 1 I am not aware of any criticism.
- 2 Yes (What type of criticism? \_\_\_\_\_)
- 3 No

24. Do you believe that this criticism is justified?

- 1 I am not aware of any criticism.
- 2 Most of it is.
- 3 Some of it is.
- 4 None of it is.

25. Do you want to stay in personnel work until you retire?

- 1 I am not in personnel work.
- 2 Yes
- 3 No

Below are listed some of the things you may have heard at one time or another about personnel people or programs. To what extent do you agree or disagree with these statements? Check in the appropriate column for each item.

I think that:	(1) Strongly agree	(2) Inclined to agree	(3) Inclined to disagree	(4) Strongly disagree	(5) No opinion
	26. Supervisors outside the personnel office view the personnel program as a nuisance, not as an aid.				
27. Most personnel people keep up with recent developments in their field.					
28. Personnel people have provided the vigorous positive leadership needed to support merit principles in such actions as selection and promotion.					
29. Personnel people stick together too much; they speak their own special language and remain aloof from those in programs outside their field.					
30. Personnel people usually know more about the operating programs they service than line officials give them credit for knowing.					
31. Few personnel people actually practice in managing their own staffs what they preach to operating officials.					
32. Most personnel people are prone to hide behind rules and regulations as an excuse for a lack of positive action.					
33. Most personnel programs have the respect and confidence of employees in the organizations they serve.					
34. The primary responsibility of the personnel office is to management rather than to employees.					

Following is a list of some of the more important activities of a personnel program. In the program of any organization some of these are accomplished more successfully than others.

FIRST - draw a line through the number opposite all of the programs you feel you cannot evaluate.

SECOND - circle all those remaining that represent your agency's or company's more successful programs.

35. Getting the best possible people into the organization
36. Determining proper grade level or pay for jobs
37. Evaluating employee performance
38. Evaluating personnel program effectiveness
39. Developing and training employees
40. Utilizing employees at their maximum potential
41. Promoting employees on the basis of merit
42. Separating unproductive employees
43. Consulting with employee groups on personnel policies and programs
44. Getting employees interested in improving operations through the incentive awards and suggestion programs
45. Communicating information downward to employees
46. Communicating information upward from employees
47. Resolving differences between employees and supervisors

48. In your position, which of the following represent your major areas of responsibility?

FIRST - circle as many as apply.

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- 7 Training and career development
- 8 Research
- 9 Development and interpretation of regulations
- 10 Other (Please specify) \_\_\_\_\_

IMPORTANT: Now please go back and check to see if you have underlined the one which represents your primary area of responsibility.

49. What is one change you feel would lead to the greatest improvement in your major area of responsibility?

50. What do you like LEAST about your job?

51. What do you like MOST about your job?

PUBLIC INFORMATION OFFICE  
U. S. CIVIL SERVICE COMMISSION

June 2, 1958

NOTE TO EDITORS:

There may be a picture possibility for you in the presentation by Civil Service Commission Chairman Harris Ellsworth of the Commission's Diamond Anniversary Award plaque to the Society for Personnel Administration at the group's annual convention at the Statler Hotel on Tuesday, June 3. The plaque is expected to be presented about 1:30 p.m. to SPA President Robert H. Willey, just before Chairman Ellsworth addresses the meeting. Following is the text of a letter to Mr. Willey, which will be presented to him with the plaque:

Dear Mr. Willey:

As part of the nationwide observance of the 75th anniversary of the Civil Service Act, the U. S. Civil Service Commission has established a Diamond Anniversary Award to give public recognition to national organizations which have given outstanding support to the Federal merit system over the years.

It is my pleasure to inform you that The Society for Personnel Administration has been selected as one of the few organizations to receive this award.

Since its founding in 1937, the Society has afforded a common meeting ground for the interchange of ideas, for clarification of the personnel function, for research into new methods and techniques, and for fostering management improvement. It is therefore my honor to present, on behalf of the Civil Service Commission, the Diamond Anniversary Award to the Society for Personnel Administration.

Sincerely yours,

/s/ Harris Ellsworth  
Chairman

3

# THE SOCIETY FOR PERSONNEL ADMINISTRATION

*for those  
who work with  
people*



## THE SOCIETY FOR PERSONNEL ADMINISTRATION IS . . .

an organization of individuals interested in improving all phases of personnel management. SPA was organized in 1937 by a group which felt a need for an organization which would aid in the development of an improved science of personnel administration and in the interchange and dissemination of important professional information in that field. Today it is a growing and dynamic organization whose work is carried on by a large volunteer organization of democratically elected officers, committees, and individual participants.

## SPA AIMS ARE . . .

- ★ To provide a forum for the interchange of thought and a medium for the collection, publication, and distribution of professional information relating to personnel research and administration.
- ★ To add to knowledge of more efficient, effective, and economical methods of handling people to accomplish management's mission.
- ★ To foster and develop interest in establishing and maintaining comprehensive programs of personnel administration for the purpose of bettering the conditions and relations of employees in their occupations, increasing the effectiveness of administration, and obtaining greater productivity.
- ★ To encourage the study, development and use of improved methods and higher standards in personnel research and administration and to promote fundamental and systematic training for persons engaged in these activities.

## SPA MEMBERSHIP PROVIDES . . .

### ★ SUBSCRIPTION TO JOURNAL:

*Personnel Administration . . .*

The Journal of the Society presents in six issues each year contemporary contributions by leaders in the field to the development of personnel management—thoughtful discussions, ideas, research, reviews, and news.

• **SOCIETY FOR**

## ★ SPA NEWSLETTER . . .

Presenting brief, timely news and announcements, the SPA Newsletter is received by all members once each month. It keeps you informed of SPA activities with a minimum of reading time.

## ★ PERSONAL CONTACTS . . .

Various meetings and conferences of the Society offer you an excellent opportunity to broaden your personal contacts in the personnel management field—to meet leaders and co-workers in the field—you get to know them and they get to know you.

## ★ PROFESSIONAL GROWTH . . .

Opportunity is provided to read, hear and discuss current topics. You will also have a professional outlet for expression of your ideas.

## ★ MEETINGS . . .

Throughout the year dinner and group meetings are held in Washington, D. C., and in other cities where chapters are located, to discuss current and important subjects.

## ★ ANNUAL CONFERENCE . . .

Each year SPA sponsors an annual conference on personnel management problems. Programs at conferences feature speeches and discussion by outstanding authorities—informal sessions—social get-togethers. You return to your job stimulated with new ideas and a fresh outlook on present problems.

## ★ CHAPTER ACTIVITIES . . .

A minimum of fifteen members may join together and request a charter. A formal group of members is thereby created to work in furthering the Society's objectives. Chapters conduct their own affairs, elect their own officers, and plan their own programs. Their scope of activity and participation in Society affairs is limited only by the initiative and efforts exerted by the collective membership.

## ★ PUBLICATIONS

### OF GENERAL INTEREST . . .

Pamphlets and reports of particular significance to those interested in working with people are published by the Society and sold at a nominal charge. Selected publications are distributed free of charge to members.

**See Reverse for List of Titles**

**PERSONNEL ADM**

## ★ WORK GROUPS . . .

Work Groups are an important aspect of the Society's program for developing the profession. In these Groups, members have the opportunity to make intensive studies of difficult personnel problems and exchange views with colleagues working in specialized fields.

Work groups are organized through the Society, but each Group is free to direct its activities in accordance with its particular interests.

Among the fields in which Work Groups have been active are: Supervisory Development; Communications; Compensation; Job Evaluation; Case Study Method; Executive Development; Personnel Program Evaluation; Manpower Planning and Staffing; Human Relations; Performance Evaluation; College Recruiting, and Central Office - Field Office Relationships.

## ★ TRAINING INSTITUTES

Institutes are a featured element in advancing the technical proficiency of personnel specialists. A number of institutes are held each year to provide intensive training in new developments in various personnel specialties such as Executive and Supervisory Development, Case Study Methods, and Creative Thinking. Institute planning and execution is carried out by specially qualified members and other professionally recognized persons under the direction of the Institute Program Chairman.

## YOU HAVE AN INTEREST IN PERSONNEL MANAGEMENT . . .

Regardless of your occupation, sound personnel management is important to the employer, manager and supervisor in making the most effective use of human resources. Interest in personnel management can best be expressed by membership and active participation in a professional personnel organization. The SPA invites applications for membership from personnel and administrative officials and their staffs, management consultants, personnel research workers, program planning specialists, organization and methods examiners, operating supervisors, employee union representatives, educators, students, and others having a special interest in personnel management.

## REQUEST FOR PARTICIPATION

To: Society for Personnel Administration  
5506 Connecticut Avenue, N.W.  
Washington 15, D. C.

### Membership

I hereby apply for membership in the Society for Personnel Administration. I understand that the dues are five dollars a year, which includes subscriptions to *Personnel Administration* and the *SPA Newsletter*.

### Pamphlets

Please send me the pamphlets listed below in the quantity indicated:

Quantity	Title	Cost
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I would like to receive the journal *Personnel Administration* as indicated below:

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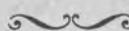
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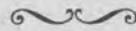
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- Your ideas for improving SPA programs and activities are invited.
- A committee will review all suggestions

Those whose suggestions are adopted will receive appropriate recognition!!!!

- On the reverse is a suggestion form.
- Won't you jot down your suggestion now and drop it in the suggestion box?

To: SPA Conference Suggestion Committee

My suggestion for improving SPA programs and activities is:

Signed: \_\_\_\_\_

Address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

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Suggestion Systems	Plant Protection	Tests and Testing
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Job Analysis and Job Evaluation	Retirement and Pension Systems	Salary and Wage Administration
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National Safety News	Industrial Medicine and Surgery
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Journal of American Society of Training Directors	Employment Security Review
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Dun's Review and Modern Industry	Personnel Practice Bulletin
Advanced Management	Personnel Psychology
Employee Relations Bulletin	Public Administration
Industrial Relations News	Management Science
Personnel Policies Survey (B.N.A.)	Jour. of Applied Psychology
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Ronald Press Company	Whiteside, Inc. Publishers
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National Association of Manufacturers	Cornell University Press
Columbia University Press	Association Press
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## TRAINING

(see also — EXECUTIVES: .....DEVELOPMENT  
SUPERVISORS: .....DEVELOPMENT)

NOTES

NOTES

### TURNING OPERATORS INTO MECHANICS. (STAFF).

*Factory Management and Maintenance.* December, 1955. Pages 106-107.

Portland Copper and Tank Works, (Portland, Me.), reverses the trend toward specialization, enlarges the job of its welders and finds production up, rejects down, and turnover curtailed. "No quits or fires" among welders in 27 months of this program. Up until 1953 jobs were specialized and morale was low because of boredom and the unchallenging work. Turnover was high. With the emphasis on "craftsmen" each welder now has his own shop and handles a variety of jobs with a variety of tools. Inspection booths are adjacent to the shops, thus saving time. A trainer teaching two men at a time effected the gradual diversification. The "training time ran about two months per man or four months for all 15 men." Visual aids were used and repeated as often as requested.

This project has top management backing with the vice president tapping the attitudes of the employees, and each suggestion or criticism was acted upon. The plant, consisting of 350 men, had union acceptance, for they saw in this program sound job security. The company paid no higher salary for this changeover for these workers were already paid premium rates. These former "operators" now designated as "mechanics" turn out a better quality job and practically eliminate the "scrap pile". A significant experiment in manpower utilization is found here.

(37-56)

### UNION-MANAGEMENT REACTION TO HUMAN RELATIONS TRAINING.

B. J. SPEROFF.

*Personnel Journal.* January, 1956. Pages 292-294.

One of the major criticisms of human relations training programs is the lack of objectivity. This is a report of a training program of a large eastern company and its attempt to measure objectively the effects of its human relations program which was directed at "lower" and "middle" management as well as "union stewards". The program had three objectives: (1) To provide a comprehensive knowledge of the essentials of understanding people's behavior, including the influence of attitudes, frustration, motivation, and individual differences. (2) To provide a practical familiarity with the skills and methods employed in gaining such an understanding of the behavior of others, e.g., by means of fact-finding, role-playing, the application of the MEIR formula, buzz groups, etc. (3) To provide the proper climate for attitude formation and change in keeping with: (a) subscribing to and abiding by human relations principles, and (b) gaining insight and understanding of the actions of others as well as oneself."

Attendance was voluntary and results were assessed by questionnaires. Specific questions and percentage breakdowns are given in the article. The evidence of real learning and value is illustrated only by application of principles as applied to the daily job. Changes in behavior in the individuals and fellow employees evidently developed in this program.

(38-56)

### TRAINING PERSONNEL IN ELECTRONICS FOR BUSINESS APPLICATION.

ARVID JACOBSON.

*Management Methods.* December, 1955. Pages 11-15.

The problems involved in the coming conversion of industrial and office operations to mechanization by automation are explored in this article by Dr. Jacobson. As Director of Wayne University's Computation Laboratory, he discusses the shortage of qualified manpower from the viewpoint of the educator. He stresses that much greater effort in every direction will have to be put forth by industry and government to train specialized personnel at all levels in the new electronic systems.

Results of surveys in this field indicate that training is the responsibility of management making the decision to mechanize. The widespread need for training, from the highly technical skills required by programmers and analysts to the more general understanding necessary to management and office staffs, calls for an allied attack on the problem by a variety of training sources. For example, the author visualizes universities, high schools, businesses and automation engineers all participating in a society-wide effort to educate Americans in varying degrees of familiarity with the new processes. Lectures, workshops, seminars, conferences, and special summer courses have been offered by Wayne University, devoted largely to business application of automation. He visualizes unprecedented advances in technology forcing similar strides in the world of education and training.

(39-56)

## HUMAN RELATIONS, MOTIVATION, AND MORALE (including, SUPERVISION)

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THE AGE FACTOR IN EMPLOYEES' JOB PROBLEMS. C. E. BLOCKER.  
*Personnel.* January, 1956. Pages 353-356.

In 1954 a large midwestern life insurance company set up a standardized interview form for use by supervisors in discussion with their employees, in an effort to determine what specific types of problems were likely to occur in different work groups. This article reports on 353 interviews by 15 supervisors with 182 female clerical employees, the data being classified under the following five categories: salary, attendance, transfer, job performance, and miscellaneous (tardiness, wasting time, excessive talking, etc.).

There was a heavy concentration of employees in the 17-25 age group, and it was determined that this same age group made up the most unstable segment of the workforce. Many were preoccupied with personal problems and considered work as an interlude before marriage. Salary was found to be of major importance in the 17-25 age group, and for groups just reaching 30 and 40 years of age. There was an unusual amount of discussion in the 36-45 age group about transfers. The author states that this group is made up of well-seasoned employees who are ready for greater responsibility, and that they should be given careful consideration for promotional opportunities to the extent possible. In this study practically no employees were promoted after age 46, and this group also had less interviews with their supervisors.

(73-56)

COMPARISON OF THREE MORALE MEASURES: A SURVEY, POOLED GROUP JUDGMENTS, AND SELF EVALUATIONS. W. B. WEBB AND E. P. HOLLANDER.  
*Journal of Applied Psychology.* February, 1956. Pages 17-20.

Although there is not always general agreement as to what constitutes "morale," most investigations have been content to use only one measuring instrument and term the results an indication of low or high morale. The instrument used most frequently is the attitude survey, and although it has many obvious uses for management it is seldom validated against some objective measure of on the job behavior.

This study was conducted on 210 graduates of a naval air program, eight groups with approximately 25 men each. Morale was defined simply as "an interest in and enthusiasm for the naval air program," and a criterion used was whether or not the graduating cadet remained in the program or voluntarily left. Three measuring instruments were used: a 20-item questionnaire, a nominating technique whereby each student rated the three highest and three lowest men whom he thought showed interest in the school, and a self-rating by each student in comparison with the other members of his class.

Tables of correlation, intercorrelations, and results of the "voluntarily withdrawn" candidates are given, together with discussion as to the meaning of these results. The authors conclude that *peer nominations and direct self-descriptions* may have greater utility in reflecting personal involvement in a training program than does the traditional attitude survey.

(74-56)

ERI — YARDSTICK FOR EMPLOYEE RELATIONS. W. V. MERRIHUE AND R. A. KATZELL.  
*Harvard Business Review.* November-December, 1955. Pages 91-99.

This article is noted by the authors as a report of some of the results of a research program performed in the General Electric Company, with the collaboration of the consulting firm of Richardson, Bellows, Henry and Company. To answer the question, "How well are we doing in our handling of employee relations?", there was developed over a three-year period the ERI (Employee Relations Index) which has been used in many and varied plants of the company. The authors describe the indicators selected, how the index was devised, testing its validity, and specific uses. They covered as the principal indicators absenteeism, turnover, on-the-job dispensary visits, suggestions submitted, disciplinary actions, grievances, work stoppages, and participation in insurance plan.

Results to date have been encouraging in terms of acceptance by local management, discovering relationships between the ERI and measures of work performance, filling a gap in needed personnel information, and various specific uses in operating situations. Some of the "hitches" are also presented at this stage. Its principal applications could be: (1) to inform managers on the current status of employee relations; (2) to trace trends; (3) to make interunit comparisons; (4) to control personnel costs; and, (5) to improve the management process.

(75-56)

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Vol. 1, No. 3

May-June, 1955

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## MANAGEMENT TRAINING: CASES AND PRINCIPLES. (REVISED EDITION).

W. J. McLARNEY.

Richard D. Irwin, Inc., 1955. 371 pages. \$5.50.

With the addition of some twenty (20) new cases, the replacement of sixty (60) other cases, and improvements in the chapters on human relations, methods improvement, and communication, this revised edition now serves the needs of a larger and more diversified audience in business, industrial, professional, and governmental settings. Mr. McLarney's experiences (Associate Professor of Engineering, Lecturer at Stanford University, formerly Consultant to the Department of the Army, and extensive experience in leading conferences and role-playing cases) provides a special Foreword of sound guidelines for the Training Director and for the Conferencees using this volume.

Here are 264 cases spanning the full dimension of major management problems, with the cases selected "as workable ones on which conferencees can show how principles should be applied or modified to fit the situation and how company policies need to be interpreted or modified in terms of basic principles." The number of cases range from 13 to 20 for each of the major areas — organization, policy-making, communication, planning, methods improvement, work performance, employee appraisal, human relations, induction and training, transfers and promotions, supervision, grievances, morale, and other management areas. Each chapter carries as a pattern a series of cases (and key questions) followed by a presentation of related principles and objectives. A very unusual and valuable index links the reader to quick location of cases by the area or subject involved.

(B-55-94)

## THE STAFF ROLE IN MANAGEMENT: ITS CREATIVE USES. R. C. SAMPSON.

Harper & Brothers, 1955. 226 pages. \$4.00.

Staff work is a perennial target of criticism — and for many and varied reasons. But by a deeper understanding of its role and by putting this role to valid and creative use many of the reasons for criticism could be eliminated. Mr. Sampson, formerly Director of Staff Services for the Chesapeake and Ohio Railway Company and now a member of A.T. Kearney & Company, Management Consultants, has probed this problem of the staff role for a period of many years. He digs deeply in presenting the five main staff conflicts: Staff man versus Machine; Staff man versus Organization; Staff man versus Man; Staff man versus Himself; and, Staff man versus Line. These are meaningfully analyzed. In his discussion of the nature of staff work, the author treats some of the myths, kinds of staff work, limitations, and staff goals.

The staff role in management development programs, organizational planning, and administrative planning is presented as one of *counseling* of a high order to promote a greater degree of cooperation and harmonious work relationships among line officials. As "the staff generalist" the staff man must develop and practice these basic personal tools to be effective: listening; observing; questioning; informing; encouraging; integrating. With these he can better size up situations, present convincing viewpoints, resolve difficulties, and gain acceptance. This volume is a very welcome blend of philosophical and practical aspects of a major management problem.

(B-55-95)

## PSYCHOLOGY OF INDUSTRIAL BEHAVIOR. HENRY CLAY SMITH.

McGraw-Hill, 1955. 477 pages. \$6.00.

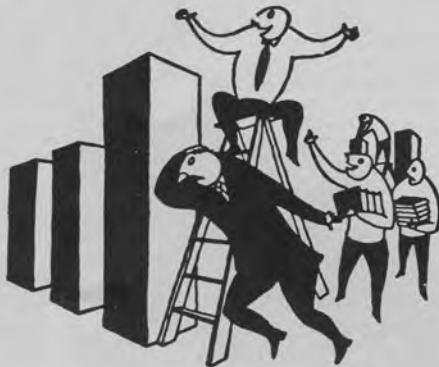
The work situation in modern industry is not just a series of jobs and men; it is a social structure. To comprehend this social structure and the psychological problems of the group and the individual and to get to the core of the motivating forces which influence men at work — this is a growing responsibility of supervisors and personnel officials. The author, Associate Professor of Psychology at Michigan State University, provides in this book the kind of content which moves toward such understanding of the "critical human problems of modern industry." Dr. Smith draws upon a large fund of psychological research and investigation, as well as upon practical experiences in business and industry, and presents a volume of value to personnel managers, training officers, supervisors, and foremen. Moreover, for university students planning careers in industrial engineering, business, and psychology, this volume will serve as a sound basic text.

The five major sections of the book follow in this order: Work Motivation; The Man and His Job; Human Relations; Psychological Methods; and, Conclusions: Problems and Solutions. The presentations on job satisfactions and obstacles to job satisfactions, as well as employee adjustment and human engineering, are extensively done. Group dynamics, supervision, the nature of organization, union-management relations, testing, training, and behavioral research are also effectively treated. A skillful summary chapter brings into clear focus the major problems of industrial behavior and counsel as to their effective solution.

(B-55-96)

## Sample pages - PERSONNEL CASES

### BACKWORK!



#### From Big Piles He Makes Little Piles

Tom Shaw is a tall, mild-mannered man. He walks and sits always slightly hunched over, talks softly and without emphasis, stares at the world with vague blue eyes. He displays a courtly courtesy to visitors, but his own people dread the violent outbursts with which he invariably responds to any problem.

Tom spends his days behind a desk covered with towering piles of work awaiting his attention. There are more piles on his window ledges, on every chair in his office, even on the floor next to him. The only area that seems free of papers is his "out" box. Although Tom works assiduously, very few papers find their way into the "out" box. Rather, they seem to go from one pile to another pile, from desk to window ledge, to chair, and back to desk. Tom looks at one matter, decides it requires more time than he has at the moment, puts it on pile No. 2. He picks up another matter, finds it needs consultation with someone who is out that day, puts it on pile No. 3. The next matter presents a thorny problem—it goes on the window ledge to be struggled with later. And so it goes all day. In effect, Tom moves papers from one pile to another, never coming to a decision, never handling a matter until the fourth or fifth time he has it under consideration.

Tom's department is consistently behind schedule. His people are tense and rushed. Even his large, easygoing assistant, who is ten times as knowledgeable and able as Tom, finds it impossible to put any order or system into his work. He is constantly being summoned into Tom's office to listen to a tirade on how incompetently this matter was handled, or that matter was handled, and why must Tom do everything himself or it doesn't get done right?

Tom's assistant has, in effect, shrugged his big shoulders and stopped struggling. He acts as a buffer between Tom and the department, pouring oil on troubled waters in both directions, getting the work done almost when no one's looking. He tends more and more to take action on his own wherever possible, accepting philosophically the ensuing storm when Tom reviews the matter.

The department has a fantastic absentee rate ("if in doubt, stay out" seems to be the motto) and, except for a few old-timers, an equally fantastic turnover rate. Tom complains constantly about the inability to get work done with such low-quality personnel who have no interest in anything but their pay checks. And, always, the traffic jam in Tom's office flourishes.

There is at least one Tom in every office—a man who knows his job, knows what should be done, but can't make up his mind to do it—or, in fact, to do anything. So the matters referred to him for decision go from one pile to another pile, are considered and reconsidered. Whenever possible, they are sent on to someone else—for further investigation; for review and recommendations; for correction of minor errors—for anything in fact which will delay the time when Tom must act on them. His shilly-shallying delays the work until the last possible minute—thus requiring superhuman efforts from his subordinates to keep the department on anything remotely resembling a schedule. Everything becomes "rush" because of Tom's indecisiveness.

Can Tom be improved? Probably not—he is in his early fifties, has been in his present position for the past ten years, is obviously not going any further. If he were a younger man, Tom's superior might be able to build up Tom's confidence in himself, help Tom to develop the courage to act on his decisions even though he might make mistakes occasionally. He might be able to teach Tom that his advancement in the company depends not on how well he manages to avoid making mistakes, but on the quality of his positive performance in getting work done. In other words, Tom needs to realize that success depends not on "playing it safe"—but on "sticking his neck out."

Well, what should the company do about Tom? He is far from retirement age, a twenty-year man, a man who really does know his job. If the company decides to keep him on, it can do this: re-organize the functioning of the department so that Tom is no longer responsible for making decisions on how matters are to be handled. Instead, put that decision-making function in a job right below Tom. Thus, Tom would remain as Department Manager, for example—and function as a consultant or adviser. His present assistant should be moved up to a position right under him, with a title of perhaps Executive Department Manager—and function as the decision maker. In actual operation, the assistant would make the decisions and be responsible for them; Tom would be available for technical advice, to tell him the advantages and disadvantages of various available courses of action. Tom would see only those matters, therefore, in which his assistant wants Tom's opinion before deciding what to do.

In effect, by this method, Tom is being "walled off" from the actual operation of the department—but the company retains the benefit of his knowledge and experience.

# "PMA" is a valuable tool for



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# CODE OF ETHICS FOR PERSONNEL ADMINISTRATION

Personnel administration is the art of acquiring, developing, and maintaining a competent workforce in such a manner as to accomplish with maximum efficiency and economy the functions and objectives of the organization.

Those in personnel administration are pledged:

- To be ever mindful of human dignity in all relationships and personnel decisions;
- To be guided in all actions by integrity and a conscious regard for the common interest;
- To accomplish the responsibilities and authorities of office without thought or appearance of personal gain;
- To conduct the personnel function so as to recognize merit without favor to individuals or groups, and in such a manner that will secure employee confidence and management support;
- To recognize fully the relationships of the work situation, the human being, and society;
- To encourage programs which will stimulate the workforce in improving efficiency;
- To assist both management and employees in the development of each employee's potential and assignment to tasks for which he is best suited;
- To improve employee knowledge of the purposes, policies, and programs of the organization and to provide effective means for employee contribution to the operations of the organization;
- To be candid and forthright with management concerning its responsibilities to employees and with employees concerning their performance and services to the organization;
- To seek objective solutions to employee and management problems having personnel implications;
- To treat as confidential, information received in trust.

Developed by:

Ethical Practices Workgroup  
Society for Personnel Administration  
1958

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The Warner W. Stockberger Achievement Award  
In Personnel Administration

The Society's top award is named in honor of Dr. Warner W. Stockberger, who was a pioneer and leader in Federal personnel administration and was unanimously elected charter president when SPA was organized in 1937. After serving two terms as president of the Society, Dr. Stockberger was unanimously elected president emeritus in recognition of his "distinguished service and inspiring leadership." For many years in personnel circles in Washington, Dr. Stockberger was often referred to as "the dean of personnel administration."

The Society's award program was inaugurated in 1948 to give special recognition annually to the person selected by a committee of personnel administrators as having made a significant contribution to the advancement of either public or private personnel administration; to review and appraise annually unusual accomplishments in this field; and to bring to the attention of the public and to those engaged in management and personnel administration significant accomplishments in this field.

The award is not necessarily based on the record made during the current year by the nominee, but may be judged on his cumulative service of more than one year's duration. The first award was made to Dr. Arthur S. Flemming. For 1957 it was presented to Mr. John W. Macy, Jr. The other distinguished winners have been the Honorable James P. Mitchell '56, Dr. Harold W. Dodds '55, Dr. Leonard D. White '54, Mr. T. Roy Reid '53, Mr. Robert Ramspeck '52, Dr. Gordon R. Clapp '51, Dr. Frederick M. Davenport '50, and Mr. Ismar Baruch '49.

The following standards are illustrative of those used by the Award Committee as a general guide in considering persons for the Stockberger Award:

- (1) Encouraging acceptance of personnel administration principles as an aid to better management;
- (2) Skillful application of personnel administration principles to any group of employees;
- (3) Demonstration of leadership in favor of sound personnel principles by sponsoring progressive personnel legislation;
- (4) Distinguished research; and
- (5) Distinguished authorship.

Each year the president of SPA appoints a Stockberger Award Committee. This Committee makes its choice and the choice becomes official upon the approval of the SPA Executive Committee. In order to assure that a full range of prospects will be brought into consideration, the Stockberger Award Committee usually solicits nominations by letter from all SPA members and from a mailing list of outstanding personages from all parts of the country. Usually 30 to 50 nominations are received, many of which are accompanied by detailed explanations or descriptions of accomplishments by those nominated. No particular justification or format is required, however, to make a nomination acceptable to the Committee.