

Meetings 3

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# NEWSLETTER

## Society for Personnel Administration

5506 Connecticut Avenue, N. W., Washington 15, D. C. Vol. 7, No. 2, September 1955

### SEPTEMBER 27 DINNER MEETING - OFFICIALLY LAUNCHES NEW SPA YEAR!!

- The Time - 6:30 p.m. Tuesday-Sept.27 : Injecting a new flavor, SPA Vice-President
- The Place - Barker Hall 17 & K Sts., N.W. : E. Charles Woods, chairman of the dinner meetings
- The Tariff - \$1.90 per person : program and his committee arranged for this
- Reservations - Call : opening dinner meeting, a panel discussion on a
- Miss Elizabeth Haggart : vital issue of public personnel policy -
- Liberty 5-6700 or : "HOW CAN WE SOLVE THE
- Code 131, ext. 41211 : CONFLICT OF INTEREST PROBLEM?"
- before deadline of : -----
- 10 a.m. on Monday : John J. Corson, Washington manager for
- September 26 : McKinsey and Company, will act as chairman, and
- Members and their guests are welcome! : will be joined by Dean John T. Fey, head of the
- : George Washington University Law School, and
- : Robert L. L. McCormick, prominent local attorney,
- : who has been active in the Hoover Commission and
- : in the Citizens' Committees for the Hoover Report.



John J. Corson



John T. Fey, Dean



Robert L. L. McCormick

The "conflict of interest" issue has become a high point of public interest in recent months, with Congressional inquiries underway, and considerable public controversy. However, it has been a continuing problem, with every Administration since World War I calling upon top executives in private industry to come into the public service. The Society is

A MESSAGE FOR YOU FROM THE SPA PRESIDENT--

Hello! SPA is on its way as the announcements in this Newsletter indicate. And this is a good time for you to decide how much more your membership in SPA may mean in personal satisfaction.

Will you be content with a static membership and a minimum of self-involvement in any of SPA's activities other than reading the Journal and other publications of the Society. Or, will you choose some active participation in one or more of the Society's numerous activities.

There is really much pleasure in being a member of a professional society in the full sense of the word - Member. Membership may seem unimportant unless there is some personal identification, however small, with a specific SPA activity.

So maybe this formula may be helpful in getting started: (1) Select the specific activity that appeals to you; (2) Tell the Chairman of your interest and availability for active participation; and (3) Enjoy yourself.

In Washington, Seymour Berlin has organized a splendid work group program which should have some appeal for each member. Several of our chapters have also been planning work group programs. The dinner meetings and other special events are going to be with us soon. How about trying the formula.

Incidentally, you can also be a good member by bringing in a new member. Will you see what you can do!

Maintaining and building our membership receives constant SPA attention. Obviously membership dues furnish the material fuel that keeps our organization in operation. Publishing and distributing the Journal, for example, requires a major slice of each member's dues. Our membership growth in recent years has permitted SPA to venture into new publications and services.

Besides the financial aspect, recruiting new members has many professional advantages both to SPA and to the new member. It broadens and further spreads SPA's influence for better personnel management and also increases our talent resources. The new member will find many opportunities for professional growth and new friendships.

Please help Floyd Tift and his committee in their membership drive. We shall all be grateful for your cooperation.

*Ed McCrensky*  
Ed McCrensky  
President

Dinner Program - continued:

intent upon contributing to a reasonable solution to the problem.

John Corson is well known to Society members and Washingtonians as a former Executive of the Washington Post. Vice-Chairman, Hoover Commission Subcommittee on Special Personnel Problems in Department of Defense, Deputy Director General of UNRRA, Director of USES, and Director, Bureau of Old-Age and Survivor's Insurance. He is a past President of American Society for Public Administrators, author of "Executives for the Federal Service", and frequent writer and speaker in such fields as executive development.

Dean Fey has been head of the George Washington University Law School since 1953, and has taught there since 1949. He was a Scholarship Student at Harvard Business School, where he got his M.B.A., and a Sterling Fellow at Yale, where he won his J.S.D. In addition to practice of law, he has had experience as a member of the Allegheny County Board of Commissioners (Md.) and the Maryland legislature.

Robert L. L. McCormick is a member of the law firm of Coates and McCormick. He is also a product of Yale and the Harvard Business School, and has had experience in military government in Germany. He was assistant to the Chairman in the first Hoover Commission, Director of Research, Citizens' Committee for the Hoover Report, and Research Consultant to the second Hoover Commission.

FIRST OF SPECIAL MONTHLY MEETINGS TO BE HELD THURSDAY, OCTOBER 6, at 7:30 p.m. - in the Perpetual Building Auditorium on 11th and E Streets, N. W.

The purpose of the Special Programs Committee, chaired by Dr. William G. Torpey is to arrange monthly meetings, featuring individual topics of professional concern to our general membership. In contrast to functional topics of the traditional round-table sessions, the special monthly programs are designed to offer topics of broader scope and implications in the field of personnel management.

The speaker at this meeting is Mr. Frank Brassor, Exec. Sec. of the Second Hoover Com., now Dir., Bureau of Management Services, CSC.

The topic will be Personnel and Civil Service Task Force report of the Second Hoover Commission and the Hoover Commission recommendations in connection with that report.

MEET THE MEMBERS

The SPA Work Group Program Chairman for this year is Seymour S. Berlin of the Civil Service Commission. Although it means



another sizable piece of work in his busy life, Seymour was eager to undertake the assignment because he sees in it an opportunity for the SPA and CSC to benefit each other. He believes that the CSC will profit from the ideas and

work of the SPA Work Groups, and SPA members will be provided a channel for transmitting their ideas to CSC's planning operations.

For 8 hours a day, plus, Seymour is occupied with the problems that face the chief of the Program Planning Division of the CSC's Bureau of Programs and Standards.

His previous work experience furnished a good background for his present job: He began his Federal service in the personnel office at Wright-Patterson Air Force Base in 1941. And transferred to the Commission's Sixth Regional Office in 1942 as an Examining Representative. Later he was chief of the Region's Examining Division and then Deputy Regional Director. In 1950 he came to the Commission's central office as a Program Planner and later became chief of the Program and Procedure Section of the Examining Div.

From 1943 until early 1946, Seymour served in the Army. As Master Sergeant he devised an IBM method of processing military assignments that permitted making thousands of assignments in the time formerly taken to make a few. The great value of this contribution was felt at the time of the Battle of the Bulge when replacements were needed quickly to make up for the great losses suffered at that time.

He was awarded the Legion of Merit for his contribution, the highest award given for noncombat accomplishment.

Seymour's wife, Edith, and their two children, Jeff and Marcia, were reluctant to leave their family and friends in Ohio to come to Washington but now love their new home. The Berlins manage to visit in Ohio

a couple of times a year and their families visit them too, so that family ties remain strong.

The Berlins' favorite relaxation is a long, lazy day at the beach. They take advantage of every opportunity to spend their free time in this way and hope soon to build a home at Drum Point on the Bay. Seymour taught the children to swim and they love the water as much as their parents do. On all expeditions they are escorted by Laird - a Sheltie (miniature collie to the uninitiated) and a very important member of the family.

Seymour claims two left hands with respect to do-it-yourself projects. He prefers to read and therefore does little damage around the home. Modern history and world events are his favorite subjects, a continuation of an interest expressed in his undergraduate major in history and political science.

Jeff, now almost 10, differs from his father. He likes ancient history best and intends to be an archeologist. Marcia, at 8, has not committed herself to a career yet.

Seymour has varied interests in the area of personnel management. He likes solving new problems. His success in doing so is evidenced by the fact that the Arthur S. Flemming Award Committee presented him with a Certificate of Merit "in recognition of meritorious and outstanding accomplishments in Government Service during the year 1952".

He believes that among the more pressing new problems to be solved are problems of compensation and evaluation of personnel programs.

--By Margaret McCamy

TO SPEAK in PHILADELPHIA:

Philadelphia members will have a chance to see what Bernie Shultz of the Newsletter staff looks like, on the afternoon of Oct. 3.

He will address a group of Philadelphia Federal Personnel Council members on the subject "Combined Standards", - about these new-fangled ideas of matching up classification and qualifications standards.

"There can be no peace or calm in this World  
Until there is full honor and respect of  
One individual for another". ... Masaryk

CHAPTER CHATTER . . . . . Carl Barnes, - Field Chapters Officer

FAR EAST CHAPTER:

The first meeting of the Far East Chapter was a gala event. Many people who have been dealing with each other for years, personnel-wise, met each other face-to-face for the first time. The meeting was unusually well-attended by members and their guests from Yokosuka, Zama, Yokohama and Tokyo, in spite of the heat, travel distances, transportation problems, and need to be "on the ball" at the office the following morning. Joseph Durham, Jr., Civilian Personnel Officer, Central Command, introduced the principal speaker, Jim Mead, founder of the Far East Chapter.

Joe's message was timely and emphasized the importance of the Society as a medium through which representatives of the various services can meet and exchange ideas.

Among other things, Joe said, "Those of us here will look back upon tonight's meeting as a milestone in civilian personnel administration in the Far East. In the past, it has often been a question of doing the best one could under somewhat trying conditions.

Frequently, the Army conducted its personnel administration in one way, the Navy another, and the Air Force still another, so that we have had varying personnel programs in the Far East.

While we have come a long way in the past ten years, there is a lot of room for improvement and progress. As members of the Society for Personnel Administration, we can gather together to exchange ideas for the betterment of the Federal Government's personnel programs in overseas areas".

The most important part of Jim Mead's message had to do with "empathy", which is often neglected in actual human relationships. Webster defines "empathy" as "the projection of one's own personality into the personality of another in order to understand him better". Jim said he picked this up at the Personnel Management for Executives course conducted last March by the Department of the Army, Washington. He strongly recommended that "empathy" be adopted as a doctrine for all personnelists. We should seek to understand the other man's problems as if they were our own.

He boiled it down to "service to the man with a problem".

(Incidentally, we're glad to hear that Jim, who has resigned his position with the Department of the Army to accept employment with private industry, plans to maintain an active interest in SPA!)

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Elected to office in the Far Eastern Chapter were:

President Harold E. Eubanks, Army  
Vice-President Harold G. Robinson, Air Force  
Sec.-Treas. Irene J. Borg Army

Executive Committee:

Richard A. Anderson, Army; Joseph C. Durham, Jr., Army Hqtrs. Central Command; Marjorie C. Goodman, Army; John W. Qunkel, Navy; Marion C. Leonard, Japan Central Exc. Armed Forces; Ward F. Olsen, Japan Proc. Agency, Armed Forces; Commander Stewart M. Pratt, USNR, Navy; and William A. Torpey, Army.

SPA MEMBER FROM GERMANY VISITS STATESIDE

Larry Epperson, organizer and former president of the Heidleberg, Germany SPA Chapter, visited friends in the States recently. During his stay in Washington D. C., Larry reported to some of his SPA associates on plans for an active year among SPA members in Heidleberg.

We'll be looking forward to receiving reports of problems you folks discussed in your meetings, Larry.

And mighty glad you paid us a visit.

DENVER CHAPTER:

Officers for the 1955-56 term:

President Everett K. Gould, Bu.Reclam.  
Vice-President Carl P. Oumeson "  
Sec.-Treas. Pauline J. Mullen Naval Air Sta.Buckley

Executive Committee

James E. Bishop Air Force Sch. for CPAdm.  
Jefferson H. Hiatt Bureau of Public Roads  
George R. Holte Bu. Land Mgt., Area III  
John A. Nelson U. S. Forest Service.

See Cosmopolitan, September 1955. Read "The Most Important People in Washington" Background story next Newsletter.

Lack of space prevents carrying all contributions. If yours missing, watch for it in future issues.

CHAIRMAN BERLIN REPORTS ON WORK GROUPS:

The objectives for the 1955-56 work group program have been formulated by Chairman Seymour Berlin. They give particular emphasis this year to the problem of bringing field chapters into the program.

Tentative subject matter areas for 1955-1956 include supervisory development, communications, job evaluation, case methods, compensation, executive development, personnel program evaluation, manpower planning, human relations, performance evaluation, training personnel people, and central office-field relations.

Each work group chairman will be asked to establish objectives and a method of operation for the group.

This should aid members of the Society in choosing a work group. It will also help to insure effective use of time by the participants.

Programs will, of course, be subject to modification in accordance with the views of the group's members.

At least three institutes are planned - Supervisory Training on October 22, 1955 (see announcement below); Personnel Program Evaluation in the Spring; and Executive Development in the Fall of next year. Additional ones may be created when work groups have established their objectives.

The names of chairmen and schedules of meetings will be announced in the next edition of the Newsletter.

Inquiries on the program should be addressed to Chairman Seymour Berlin, Program Planning Division, U.S. Civil Service Com. or to Vice-Chairman Jule M. Sugarman - of same address - who is being of invaluable assistance to the chairman on this project.

INSTITUTE ON SUPERVISORY TRAINING SET FOR SATURDAY, OCTOBER 22

Attached to this Newsletter is the announcement of something new for SPA, - a Fall Institute!

The Work Group on Supervisory Development has prepared an impressive one-day program for Saturday, October 22.

Guest speaker is Wendell F. Wood, who heads up personnel research at International Harvester Company, Chicago. This company, working with Ohio State University, has been conducting some of the most important recent experiments in the effectiveness of supervisory training. Mr. Wood will talk on "Challenges in Management Development".

The highlight of the afternoon program will be a panel discussion on putting supervisory training to work, by:

Frank J. McKenna

Chief Executive Officer, Railroad Retirement Board - Chicago

James N. Mosel

Assoc. Prof. of Psychology, George Washington Univ. - Washington

William Oncken, Jr.

Chief, Training and Development Dept. of Army - Washington

Albert F. Siepert

Executive Officer, National Institutes of Health - Bethesda

Under the leadership of Fred Peterson, program chairman, the workshop has been organized in 11 separate clinics. In each clinic there will be a number of resource people who are experts in the particular subject matter areas of the clinics. (Look for a story on these resource people in the October Newsletter) Clinic chairmen and co-chairmen are:

- A - Ray Crosby, Navy, & Dewey Starnes, N.O.L.
- B - Leonard Vaughn, G.W.U., & Jack Epstein, Army
- C - James Enneis, St. Elizabeth's & Ed Stetter, N.S.A.
- D - Milon Brown, Army, & Marion Yount, Agric.
- E - Juanita Jackson, Commerce, & Carl Hofer, GSA
- F - Ollie Cockrell, Army & Ellen Kesler
- G - Joe Golden, VA & Walter Hollywood, VA
- H - Theodore W. Taylor, Indian Affairs, & Robert A. Luke, Na. Educ. Ass'n
- I - Col. H. F. Sykes, Jr., E.R.D.L. & Raymond Randall, C.S.C.
- J - L. D. Korb, CSC & Willard Hield, Marine Corp
- K - Arnold Lessard, N.S.A., and Augustus C. Johnson, G.W. University

Participation is limited to 100. And the applications will be considered in order of receipt, - so get yours in early!

Remember Newsletter deadline is first Monday of the month for that month's issue!

THE ANNUAL SPA GRIDIRON DINNER

Editor's Note: If you weren't there, you really missed something, and this should make you resolve to go next year. If you were there, we think this will make you chuckle in memory all over again. Anyway, here's what happened ...

THE GRIDIRON STORY, -- By Esther Lawton

Barker Hall lived up to its name on June 21 last, with John Moore as "barker" and master of ceremonies, to announce the skits and songs at the SPA annual Gridiron Dinner.

The head table was filled with notable guests including departing officers, new officers, the retiring Editor of the Society's Journal: Personnel Administration, and his successor, and a miscellany of other V.I.P.'s.

Glen Stahl, retiring editor, received a commendatory document attesting to his stellar performance, and made a few of his usual witty comments.

Bill McDonald as outgoing president carefully disclaimed liability for the sketches to follow, and turned the presidential gavel over to Ed McGrensky.

After customary ecomiums about the past performance of departing officers and assurances to emulate them on the part of the new officers, finally we settled down to the business of the evening.

The opening feature of the program was a song sung by a barber-shop quartet, neatly stair-stepped from the long to the short (in height, not hair). No performance today would be complete without reference to that hero of song and story Davey--- only, in this case, instead of Crockett, the hero was a financial figure created by Carl Barnes, known as Davy Warbucks, "King of the Financiers".

The tenors, who should change the tenor of their ways, were George Barritt and Custis G. Meade; Tom Klechak baritonized to the bass tones of Karl Hawk, and Elmer Lusk supplied the accompaniment.

Davy Warbucks, you know, was "Bred in big business where methods are bold; spent his life making silver and gold; read in the papers that the Government failed to make more money than it spent". The rest of the story told how Warbucks flew to Washington to help out and got snafued on the security check, conflict of interests and general red tape.

Continuing in the vein of big business, Esther Lawton and Bernard Shultz enacted a "subtle satire perpetrated, produced and presented" by them on improvements in personnel management made by big business. The scene was supposedly a meeting of the Rover Commission where ideas were literally kicked around. The ultimate recommendation made by big business man Gordon Schenley Calvert, the Fifth, was complete annihilation of personnel to achieve maximum improvement in personnel management.

W. Richard Lomax followed the skit with two parodies (words created by Bernard Shultz) to the tunes of I'll See You in My Dreams, When I Grow Too Old to Dream, and Siboney.

The first two were devastating tidbits on the then much-too-delayed pay raise. Heaven helps the workingman, however, because their themes about growing too old to enjoy a raise and having to depend on an annuity were fortunably frustrated.

The words to "Siboney" ("S.P.A.") which is "the tune that they croon to every young J.M.A." might well become a theme song for the Society.

The use of visual techniques was ably executed by Carl Auvil, Robert Dwinelle, Katherine Welch and Marion Norby as the pantomists. Miles Manchester as the "visual techniquer" vocally dubbed in explanations of the antics on the stage.

The demonstration was that of a good executive, one who knows which way he is going (he follows the arrows to the rest room), makes quick decisions (he shoots a subordinate), does not hold things up (has an opening in his incoming tray so that materials placed in it fall immediately into the outgoing box) and who possesses other significant attributes and engages in other momentous activities. It was a clever skit done with spontaneity and alacrity.

After that bit of gaiety, the lights went low and the spotlight was directed on Marion Norby at the piano, who sang her own version of the currently popular song hit "Let Me Go, Lover". This was about the girl who was "rif'd" and prayed that Jerry Kluttz would "come through".

However, though "they hurt me badly, don't tell Adlai", was her refrain. She begged for a job with a plaintive "take me on, take me on, give me a Job, Mister, - I'm alive, a GS five, and I can spell... I've got status, and loyalty too".

Apparently her plaint was effective because the last verse finds her back on a job, taking "but one coffee break" and applying herself fervently, primarily because "You should see, Mother, Whatta Boss, tall and dark, Oh, whatta boss!"

Marian sang and played with finesse and earned a well-deserved encore.

The only real way to find promotional opportunity was demonstrated by Robert Bird as Mr. Dimwit a coffee-maker (the human type) and Muriel Greenwell as Miss Fit, a position classifier. It was a personnel administration type of love story where girl (classifier) meets boy (coffee-maker) and in the course of an audit find that a stuffy lunch is more conducive to gratifying results than the stuffy application of position classification principles. In short boy makes girl appreciate his position and it all ends happily ever after. (Continued)

(In the next issue, space permitting, we promise to help immortalize songs of the "Personnelity Boys", a highpoint of the Gridiron entertainment. Ed.)

**Today's Biggest Challenge**

# in Personnel Administration

## IMPROVING THE EFFECTIVENESS OF SUPERVISION

Effective administration depends ultimately on the quality and skill of managerial personnel, says the Hoover Commission.

Training and development is an essential aid to efficient operation, says the President's policy statement of January 1955.

### CAN YOU MEET THIS CHALLENGE!

To help you find out and practice some of the latest and best methods of improving supervision through training, the Society of Personnel Administration has organized a full-day workshop in Washington.

At the workshop, you will hear an outstanding speaker from industry who has tested supervisory training through research methods; you will be able to choose from among eleven information-packed and dynamic clinics in which to participate; and you will hear an eminent panel of top executives report on what top management expects from supervisory training in terms of increasing mission accomplishment and smoother operation of an organization.

**THE SPA WORKSHOP ON SUPERVISORY TRAINING**

When: Saturday, October 22, 1955

(Admission by Advance Registration Only)

Place: GAO Building, 7th Floor, 5th and F Streets, N.W.  
(Free parking in the basement of the building)

This "Workshop" has been planned and organized by the SPA Work Group on Supervisory Development. The members of the Work Group have succeeded in bringing to this "Workshop", for participation in each of the clinics, outstanding leaders and resource people. This is an opportunity you can not afford to miss.

L. David Korb, Work Group Chairman  
O. Fred Peterson, Program Chairman  
Dewey E. Starnes, Publicity Chairman  
Frances Fox, Arrangements Chairman  
Abe Neustadter, Exhibits

Work Group Members

George Koenig            Ray Crosby  
Charles Goodman        Milon Brown  
Willard Hield           Joseph Golden  
Walter Hollywood       Ellen Kessler  
Randell McKechnie      Marion Yount  
James Stockard          Carl Hofer  
Juanita Jackson        Paul Rigtrup  
Jack Epstein             Robert Donahue

WORKSHOP PROGRAM

8:30 - Registration and Reception  
9:00 - General Session  
9:30 - Morning Clinics (page 2)  
11:45 - Luncheon

Speaker: Wendell F. Wood

1:30 - View of Exhibits  
2:00 - Afternoon Clinics (page 2)  
4:00 - General Session, Panel:

Frank J. McKenna, Chief Executive Officer, Railroad Retirement Board;  
William Oncken, Jr., Chief, Training and Development, Dept. of the Army;  
James N. Mosel, Associate Professor of Psychology, George Washington University;

9:30 - 11:30 MORNING CLINICS

2:00 - 3:50 AFTERNOON CLINICS

## A. FUNDAMENTALS OF TRAINING ADMINISTRATION

Exploration and discussion of how to effectively administer a supervisory training program. How to get started, obtain participation, secure management support. Structuring the group, scheduling, timing and facilities.

## B. COUNSELING AND COACHING

Demonstration of counseling and coaching techniques as a means of helping supervisors clarify their problems and develop effective ways of dealing with them. Application in supervisor training.

## C. ROLE PLAYING

Demonstration of action methods in dealing with human problems -- Warm up technique -- use of role playing in supervisor training.

## D. REVIEW OF SELECTED TRAINING MATERIALS

Discussion of selected agency supervisory training materials, including policy, program, and sample training units. Comparison of philosophy, approach, line participation, use, and results, in each agency.

## E. PROBLEM-CENTERED TRAINING

A demonstration of the problem census as a means of determining training needs and developing sensitivity to needs. How used to help supervisors clarify own problems and to plan needed training through line participation.

## F. INCIDENT PROCESS

Demonstration of the Incident Process as applied to human relations training. Its use in supervisor training.

## G. NEED DETERMINATION AND TRAINING EVALUATION

Demonstration and exploration of how to find out what training the supervisor needs to better do his job. How to measure the results of training in terms satisfactory to top management. The relation of needs and results.

## H. PROBLEM SOLVING BY THE CONFERENCE METHOD

Demonstrate use of the conference method to solve an actual problem. For example, self-analysis and planning for the development of skills by the training officer.

## I. APPRAISAL FOR DEVELOPMENT

Explanation and demonstration of appraisal panels as a basis for planning supervisor training based on individual need. Discussion of their use in government and industry.

## J. METHODS OF INDIVIDUAL TRAINING

How to use the work situation and the superior-supervisor relationships to promote individual development through guided experience, rotation, job enlargement, special assignments, and deeper delegation of authority. How the training man can help the line carry out development activities.

## K. CASE DISCUSSION

A demonstration, including possible use of buzz groups and role playing, with analysis of methods used and their application in supervisor training.

## 4:00 GENERAL SESSION

Putting Supervisory Training to Work

A panel of executives will discuss how supervisory training may assist management in achieving its goals and in obtaining a more efficient organization.



REGISTRATION FORM

SPA Workshop on Supervisory Training

Saturday, 22 October 1955

Auditorium, 7th Floor, GAO Bldg., F & 5th Streets, N.W.

-----

Name \_\_\_\_\_ Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_ Tel. \_\_\_\_\_ Ext. \_\_\_\_\_

Participants in the workshop will be limited to 100.

Make check (\$2.00) payable to:  
"Society for Personnel Administration"

Applications will be accepted in order of receipt.

Mail check and this form to:  
Frances C. Fox,  
Bureau of Labor Statistics,  
14th St. and Constitution Ave., N.W.  
Washington 25, D. C.

Registration fee includes cost of luncheon.

Admission by advance registration only.

Please indicate your first choice (1) and second choices (2) in boxes for both morning and afternoon clinics:

Morning Clinics - 9:30 - 11:30

Afternoon Clinics - 2:00 - 3:50

- A. Fundamentals of Training Administration
- B. Counseling and Coaching
- C. Role Playing
- D. Review of Selected Supervisor Training Materials
- E. Problem Centered Training
- F. Incident Process

- G. Need Determination and Training Evaluation
- H. Problem Solving by the Conference Method
- I. Appraisal for Development
- J. Methods of Individual Training
- K. Case Discussion

Use the space below for any suggestions you may wish to make on problems or items that you would like to have considered for inclusion in the clinics.

In making your suggestions, identify the clinic so that this information may be given to the proper clinic chairman.