

Personnel administration - Associations ✓

HORIZONS IN PERSONNEL PAST AND PRESENT

[Personnel Club of New York,]

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[Personnel Club of New York.]

Horizons in Personnel,

PAST AND PRESENT;

A History
of
The Personnel Club of New York.

[Ed. by Mary Rodgers Lindsay.] //

[New York, 1963.]

Second Edition, 1963

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Foreword

AS EARLY as 1938 the Publicity Committee of the Personnel Club of New York realized the importance of putting into written form some of the facts about the founding and development of the Club. That committee unearthed some interesting details about the Club's origin but abandoned the attempt to write a history because of the scarcity of written records for the beginning years.

The Publicity Committee for 1942-1943 was asked to make the second attempt to write a history. With characteristic optimism they began consultations with early members and an intensive study of all existing records. It was they who sought help from the Girls Service League of America. In the League's own history, "Path-finding," they discovered the details of the Personnel Club's origin. Appreciation is due the League for its courtesy and contribution.

The first edition of the history was published in May, 1943, under the apt title, *Pioneering in Personnel*. Those early years were venturesome, especially for women in this field of work. As individuals and as a group they explored, experimented, and strove constantly to see into the future—a truly pioneering effort.

Your current chroniclers feel that highly significant progress has been achieved along the way and have chosen the title, *Horizons in Personnel—Past and Present*, for this second edition of the Club's history.

The 1962-1963 History Committee of the Club acknowledges its tremendous debt to the 1942-1943 committee without whose dedicated work the current volume could never have been completed; to Mary Rodgers Lindsay, its chairman and author; and to her committee colleagues: Ethel Callan, Lee S. Chadwick, Agnes Loughheed, and Barbara M. Wood. Much of this text is word for word as they first published it.

The present committee also echoes the indebtedness of the preceding committee to:

The American Management Association for historical data on the early developments and trends in personnel manage-

ment recorded in its Special Paper Number 17, *The American Management Association and Its Predecessors*, 1928.

Early members of the Club: Mary Ben Fuller, Alice M. Hunter, Clara A. Kaiser, Mabel H. Meyer, Louise C. Odencrantz, Marjorie Sidney Jensen, and Helen L. Washburn, for specific details of the history prior to 1924.

Cyrus S. Ching, J. Walter Dietz, W. J. Donald, Mark M. Jones, Leona Powell, Howard C. Shepherd, Marguerite O. Stockbauer, and Mrs. Frank A. Vanderlip, for their aid and advice.

Special thanks are due a group of researchers who combed through twenty years of records and memory to provide the basic data to be added to this edition:

Isabel Boyd, Patricia Bracken, Ella Campbell, Linda Robins Franklin, June LeLong, Suzanne O'Brien, D. Velsor Tice.

Others who helped in special ways are:

Eva Robins, Mary S. McMahon, Edith B. Krauter, Louise C. Odencrantz, Eleanor H. Park, Marie Reith, Beatrice Brower Suffern.

Each member of the Committee analyzed and studied basic data and wrote a portion of this history. The entire committee read and approved the final document.

THE HISTORY COMMITTEE, 1962 - 1963

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Early History

The Stage is Set

The first World War gave enormous impetus to the personnel movement then in its infancy.

With speeded-up wartime production and the drawing off of manpower into the armed forces, a dearth of workers soon developed and labor turnover became a serious problem. The importance of recruiting, selecting, and training new employees was thereby greatly enhanced.

Prior to this time in a majority of companies the office manager and each individual foreman or executive had hired new workers. Shortly, however, many of these firms realized the desirability of delegating this responsibility to a person especially skilled in the selection of employees. Thus, for the first time they added to their staff an employment officer.

It was soon discovered that the rapid training of workers for wartime occupations which were totally different from peacetime jobs could not be left to the individual foreman or supervisor. "Education" of employees became recognized as a specialized technique. "Corporation schools," largely experimental before 1913, were established in an increasing number of firms, and the "educational director" came into existence. About 1919, the terms "corporation training" and "training director" began to be substituted for the earlier terminology.

Companies were impelled to study the problem of obtaining maximum production from the individual employee. Hence new emphasis was placed on employee morale and good employee relations. In order to combine all functions directly concerned with the human element in business, a number of companies established a personnel or "welfare" department. Gradually, the new department assumed the functions of recruiting, selecting, and training of employees as well as the maintenance of satisfactory industrial relations.

It is not surprising that the individuals who entered this new field felt the need of conferring with others who had similar respon-

sibilities. As a result, a number of local and national groups came into existence. The most important of the early nation-wide organizations were the National Association of Corporation Schools, the National Society for the Promotion of Industrial Education, and the National Association of Employment Managers, which later became the Industrial Relations Association of America.

The Girls Protective League Suggests the Club's Founding

One of the pioneers in the personnel movement was Jane Seymour Klink, who was appointed Welfare Manager of the Pilgrim Laundry on July 6, 1906, and was among those who blazed the trail in employee relations. However, the employment, education, and welfare of workers were still considered a man's field during the beginning years of World War I. As the war progressed and the undersupply of manpower became accentuated, women were admitted to the new profession of personnel management in increasing numbers. Within a short period they realized the value of an interchange of ideas and experiences in the techniques of creating and maintaining satisfactory human relations.

Thus, in 1918 thirty women from the employment and welfare departments of large industrial and business concerns in New York City met to form the Association of Personnel Workers. So far as the Committee could discover, that Association was the earliest group which was devoted to the advancement of personnel management in all its phases.

Mrs. Frank A. Vanderlip called the original group together. A 1938 publication of the Girls Service League of America, *Pathfinding*, records that her interest arose from her work as Chairman of the Educational Committee of the organization, whose name was the Girls Protective League at that time.

Soon after its founding, Mrs. Vanderlip withdrew from active participation in the Association of Personnel Workers, but she remained as its Honorary President until 1921. By that time, the group had changed its name to the New York Personnel Workers' Association. The reason for the change in name is not reported in any written document, but it may be inferred that similar local groups had been formed in other cities and thus the necessity arose for identifying the Association's membership with the metropolitan area of New York.

Merger with Two Local Men's Groups

While the women's association was growing and prospering, a parallel organization of personnel men had come into being under the title, The Executives' Club of New York. As the local chapter of the Industrial Relations Association of America, the men's club became interested in the amalgamation of all local New York groups concerned with any phase of personnel management.

The Executives' Club approached the women's group with the suggestion that the two organizations merge. A third local association was also invited to join the proposed amalgamation. Some of the early members of the women's club remember the latter group as the New York Chapter of the National Society for the Promotion of Industrial Education. However, there is good reason to believe from certain sections of the American Management Association's Special Paper Number 17 that the third organization was the New York Chapter of the National Association of Corporation Training.

After considerable discussion, the women's club decided that to join the merger was "the progressive thing to do." A board of nine, composed of three representatives from each of the groups, was formed and the merger, at least nominally, came into being in 1922.

Dissolution of the Merger and Reorganization of the Women's Club

From the beginning, the merger experienced difficulties of a serious nature. One of these was the lack of agreement between the men and the women on the joint board as to the most desirable types of activities and meetings. The women believed that the best results could be obtained from informal discussion meetings which offered the members an opportunity to exchange ideas and experiences. The men were interested in formal speeches followed by little or no discussion. After a year, during which the new association held but one meeting, the Executives' Club withdrew and the merger dissolved.

At a meeting in the fall of 1923, the women decided to reorganize. In the spring of 1924, a new constitution was adopted and the association took its present name, The Personnel Club of New York.

The Executives' Club went out of existence shortly after its withdrawal from the merger. In 1926, the Personnel Club sent a questionnaire to its members in which they were asked whether or not they favored the admission of men to the Club. Two-thirds of

those who returned the questionnaire replied "No." On a number of occasions during the ensuing years men have inquired about membership in the Club. As a result, the subject has been considered repeatedly by the Executive Committee of the Club, but up to the present time the vote has always been negative, although men often attend as speakers or guests.

Aims, Membership, Government

Name and Purpose of the Club

There is no written record of the purpose of the Personnel Club at the time of its founding in 1918. According to its charter members, however, the early aim of the Club was to afford an opportunity for the interchange of ideas and experiences on all phases of personnel administration.

The Constitution adopted in May, 1924, following the Club's reorganization, states that the purpose at that time was "to advance the understanding of the principles, policies and methods of creating and maintaining satisfactory human relations in commerce and industry."

No change was made in the wording of the purpose of the Club during the next nineteen years, although the Constitution was amended a number of times. The revised Constitution of May, 1943, however, broadened the purpose somewhat to read:

The Purpose of the Club shall be to advance the principles of sound personnel practices and to furnish a medium through which those engaged in personnel work may exchange ideas and experiences.

During the years, there has been periodic reconsideration of the Club's aims. The basic phrasing of the 1943 Constitution survives, with some expansion, in the 1962 Constitution:

The purpose of the Club shall be to contribute to and promote the principles and practices of sound personnel and industrial relations by serving as a medium for the exchange of ideas and experience and as a means of professional development.

Early in 1962 the membership was invited to give serious thought to the desirability of changing the name to The New York Association of Personnel Women. At the May, 1962, annual business meeting a discussion of the question resulted in a vote to abide by tradition and so the name, The Personnel Club of New York, continues.

Membership Requirements

The requisites for membership in the Club at its founding in 1918 are not known as no copy of its first constitution has been preserved. However, the constitution adopted in 1924 states that "membership shall include:

- "a. Persons actually engaged in employment, personnel, and service work in industrial, commercial, or financial organizations.
- "b. Persons engaged in placement work in non-commercial bureaus or departments.
- "c. Persons actually engaged in promoting satisfactory human relations through research, education, and organization.
- "d. Others interested in personnel activities, if their admission seems wise to the Membership Committee."

It is interesting to note that no mention is made of the limitation of membership to women.

During the nineteen years from 1924 to 1943, no changes were made in the stated membership requirements. Since there was no record of any admissions to membership under clause d, "others interested in personnel activities," this clause was eliminated in 1943.

A new constitution in 1943 for the first time formally limited membership in the Club to women. The Executive Committee liberally interpreted the membership requirements and ruled that any woman actively engaged in personnel work, whether or not in a supervisory capacity, would be eligible for admission. Every applicant was required to be sponsored by a Club member.

In 1945, the decision was made to exclude applicants working in commercial school placement offices and in commercial employment agencies. Somewhat later, with post-World War II applications on the increase, the Executive Committee took on the responsibility of making final decisions on all new members. In 1950, a special membership requirements committee produced written

criteria for membership and a manual of procedures for interviewing prospective members as a guide for future membership committees and executive committees. The sponsorship plan was dropped. Women in personnel departments who were engaged primarily in clerical activities were declared ineligible.

The amended constitution of May, 1962, is most specific about eligibility for membership. It states:

Women are eligible for membership if at the time of application they are employed in an executive, managerial, or professional capacity or in a technical capacity above the clerical level, AND if their education or experience is in the field of personnel or industrial relations, provided:

- a. they are not employed by or associated with a commercial employment agency; AND
- b. their major responsibilities include one or more of the following:
 - 1) direction of a personnel or industrial relations department, or participation, as the representative of the personnel function, in the formulation of management policy
 - 2) employment
 - 3) counseling
 - 4) salary administration
 - 5) benefit programs
 - 6) communications
 - 7) research
 - 8) labor relations
 - 9) consulting services
 - 10) training and development

Trends in Membership

The thirty charter members of the Club were drawn mainly from large manufacturing firms in New York City. There were a few women from the employment departments of retail stores and at least one member from a welfare organization. Persons who are known to have been charter members are: Jane Seymour Klink of Pilgrim Laundry; Mabel H. Meyer of National Cloak and Suit Company; Maude E. Miner of the Girls Protective League; and Marjorie Sidney Jensen of R. H. Macy & Co.

Between the years 1918 and 1921, the membership of the Club grew to 156 and the types of companies represented showed a marked increase in variety. Women from the employment and welfare departments of banks, hotels, restaurants, life insurance and publishing companies were added to the membership list. There

were, too, a number of women from service organizations such as hospitals, government, educational, and social agencies. However, eighty per cent of the membership was drawn from business, industrial, or financial firms; only twenty per cent came from non-profit organizations.

Three subsequent analyses of the business affiliations of Club members—in 1927, 1948, and 1962—indicated that the proportion of members from nonprofit organizations remains fairly constant, two-thirds coming from industrial and business firms and only one-third from nonprofit organizations. The 1962 research survey gives detailed information concerning membership, titles, areas of major responsibility, educational background, and age.

In the 1940's Club membership rose rapidly to a new high of 300, coinciding with the striking increase then in employment of women in many occupations. The roll of members has retained that level and is currently about 330.

Membership Records

In 1931 a card index was instituted as a more permanent record of members than the lists which had been published previously in the NEWS LETTER. An annual roster was first produced in 1931, and, by 1948, it included titles, business affiliations, and home addresses. About that time a code was added indicating each member's primary job functions, so that members could readily consult with each other on mutual personnel problems and responsibilities.

Application forms for membership have undergone numerous revisions over the years. The present form, devised in 1956, is intended to facilitate selection of eligible candidates according to the membership qualifications set forth in the Constitution, and to provide data for making appropriate appointments to committees.

Membership Classifications

There are four types of membership: active, associate, life, and honorary.

Active members are those employed or living in the five boroughs of New York City; in Nassau and Westchester counties of New York; and in Bergen, Essex, Hudson, Passaic, and Union counties of New Jersey. They have the privilege of holding office and voting.

Associate members are those living outside the area defined above. They are not entitled to hold office or vote.

Members who reach retirement age in their places of employment and retire from employment may apply for life membership. Such members have the same rights and privileges as active members but are not required to pay dues.

Honorary members have the same rights and privileges as active members but are not required to pay dues.

Honorary membership was first conferred in 1942 on the five women named below "who have made outstanding contributions in the field of employer-employee relations, although in different spheres of endeavor." Four of the five were at that time, or had been, members of the Personnel Club.

Bess Bloodworth, then Vice President in charge of Personnel, The Namm Store

Margaret Bondfield, formerly Minister of Labour and Member of Parliament, Great Britain

Elinore M. Herrick, then Chairman, Regional Labor Board, National Labor Relations Board

Mabel Leslie, then Member, Board of Mediation, New York State Department of Labor

Frieda S. Miller, then Industrial Commissioner, New York State Department of Labor

Since 1943, the By-Laws of the Constitution have provided for election of honorary members who are defined as "women who have made outstanding contributions in the personnel or industrial relations fields and who have been elected to honorary membership by a unanimous vote of the Executive Committee." The following, all Club members, have been elected to honorary membership since 1943:

Lillian M. Gilbreth, then Industrial Engineering Consultant

Marjorie Sidney Jensen, then Brooklyn Bureau of Charities

Edna T. Kerr, then American Home Products Corporation

Louise C. Odencrantz, then Social Work Vocational Bureau

Ollie A. Randall, then Consultant on Services for the Aged, Community Service Society

Beatrice Brower Suffern, then National Industrial Conference Board

Orientation of New Members

A committee was formed in 1952 to enable new members to familiarize themselves with all aspects of the Club as early as possible after they join. Several times a year new members are invited to gather informally with members of the Hospitality and Orientation Committee to hear a condensation of the Club's history, an account of its current organization and activities, and to ask as many questions as they wish. In addition to this occasion the committee arranges for a more experienced member to sit with each new member at monthly dinner meetings for the first three meetings after she joins.

The Government of the Club

Little change in the basic organization of the Club has occurred since its founding.

In the early years, the Club had four officers: President, Vice President, Secretary, and Treasurer. In addition, there was an Executive Board composed of the four elected officers and three elected Board Members. Until 1921, there were, too, an Honorary Board member and an Honorary President. In 1921, the number of elected Board members was increased to five.

The Constitution of 1924 reduced the number of officers to three by combining the duties of the Secretary and Treasurer into a single office. It also decreased the number of Board Members to four.

An amendment adopted in 1929 stated that the chairmen of all standing committees should be "members ex-officio" of the Executive Board and attend its meetings but should "not have any vote."

At just what date the Executive Board began to be informally spoken of as the "Executive Committee" is not known, but as early as 1929 the NEWS LETTER used the latter terminology. When the revised Constitution was adopted in 1943 the title Executive Committee became official.

Whether there were other standing committees prior to 1924 is not revealed in the Club's preserved records. The 1924 Constitution mentions two standing committees: the Membership and Admissions Committee, and the Program Committee; and in addition a Nominating Committee to report at the annual meeting.

In 1925, the President appointed a Hospitality Committee. A Literature Committee, with the duty of preparing the NEWS LETTER

was created in 1927, and in 1937, its name was changed to the Publicity Committee. The responsibility of obtaining press notices of the Club's activities was, at that time, added to the committee's former duty of preparing the NEWS LETTER. By 1961 a Publicity Representative was appointed for the purpose of preparing and distributing periodic releases to the press.

In 1927, the President appointed an Arrangements Committee to select meeting places for the Club. In 1939, that committee assumed the duties of the former Hospitality Committee. The By-Laws of the 1943 Constitution transferred this function to a combined Membership and Hospitality Committee with the duties of recommending to the Executive Committee applicants for membership, reviewing the status of delinquent members, and serving as hostesses at Club meetings.

As the program of the Club broadened in scope and changed in emphasis to keep abreast of developments in the personnel field, various new committees were established or the names and functions of existing committees were revised. In 1943, the Research and Records Committee was formed to undertake the reorganization of the Club's files and to conduct research on personnel problems. In 1946 the name of this committee was changed to Job Description, Research, and Records Committee and its activities expanded as indicated by its title. In 1943 the Employment Counseling Committee also came into being to act as a clearinghouse for personnel women, both Club members and those sponsored by members. The name was changed in 1945 to the Personnel Service Committee. This committee ceased to exist when the function of placement service was assumed by the 2nd Vice President in 1953.

With the growth of committee work it became evident that the duties and responsibilities of the committees required definition. In 1958 the Research Committee undertook the writing of job descriptions both for the officers of the club and for the committee chairmen. The Constitution of 1962 provides "There shall be twelve standing committees as follows: Arrangements, Education, Finance, Hospitality and Orientation, Luncheon and Dinner Groups, Membership, Newsletter, Nominating, Professional Relations, Program, Publicity, Research." It also states that special committees may be appointed as needed. Under the latter provision there were in 1962 such special committees as Special Event Survey, Disposition of Surplus Funds, and Club History.

Since the beginning, the major policies of the Club have been determined by the Executive Committee, originally known as the

Executive Board. According to the Constitution the Executive Committee is the governing board of the Club. However, throughout the years the government of the Club has continued to be democratic in nature. This has been achieved in part by encouraging the active participation of a wide segment of the membership in committee work and by maintaining close liaison between the committees and the Executive Committee of the Club. The latter coordination was implemented through the creation in 1952 of the Executive Council which comprises all members of the Executive Committee and all committee chairmen. Except for the President, each of the officers and the Executive Committee members accepts responsibility for coordinating the activities of one or more of the standing or special committees. The Executive Council meets three times a year and functions solely in an advisory and liaison capacity.

As the personnel field has grown in scope and sophistication, other personnel associations have developed, and the proposal of merger has arisen more than once. So far, the decision has been to retain our separate identity as an organization of women, though there is always an exchange of courtesies and cooperation.

An organization chart in the Appendix presents a simplified version of the Club's government.

Office and Paid Staff

In 1924, the Club employed a paid secretary for the first time who served under the title of Assistant Secretary-Treasurer until 1939. At that time, a business service was engaged that would provide the Club with a business address, a telephone number, space for records and would relieve the elected Secretary-Treasurer of clerical details.

Since 1939, the Club has maintained a business address and telephone listing in Manhattan. Its clerical needs have been met either by engaging a business service or by paid secretarial staff.

Although clerical services have been provided through the business service arrangement, the expansion of the Club's program and the accumulation of records necessitated the creation of an elected Assistant Secretary in 1952. One of the duties of this officer is maintenance of the Club's files. In addition, throughout the years the members of the Club have been particularly generous in giving their time to reorganize the files and records of the Club. Many special clerical services have also been provided by the organizations represented by the membership. Without their help it would

have been difficult to carry on the broad program of activities which is offered to the members.

In 1952, steps were taken to qualify the Club as a nonprofit organization, a status which it now has.

Election of Officers

Prior to 1930, the Nominating Committee was required to present two candidates for each of the three offices of the Club and for vacancies on the Executive Board. A formal election was held at the annual meeting each year.

To simplify the election procedure and for reasons of expediency, in May, 1929, a constitutional amendment was adopted instructing the Nominating Committee thereafter to present only one name for each office. The names submitted by the Nominating Committee constituted the official ballot. Formal elections ceased to be held except when additional nominations were presented in a petition signed by at least five members of the Club. These procedures remain in effect at the present time.

Presidents

The names of the Presidents who have held office during the forty-five years of the Club's existence are listed in the Appendix.

The Club's Program

Aims and Activities in General

Since its inception, the Club's program has been planned to inform members of the best current practices in personnel and to enable them to assess and deal with future developments pertinent to personnel management.

The main activities of the Club have been: holding regular meetings, monthly or semi-monthly; offering educational opportunities to members through formal courses designed specifically for the Club and through informal study groups or round tables led by Club members; and publishing the NEWS LETTER. At in-

tervals, however, the Club has also conducted research and engaged in other special activities.

For assurance that the program meets the needs of members, advice about program content has been sought through open discussions at annual meetings, and through oral or written contact with the membership.

Types of Meetings

During the early years of its existence the Club's small group of members met at lunch once a month for the exchange of experience and ideas. Without set topics, members informally discussed and evaluated the personnel practices currently in effect in the companies represented. These meetings were held in the offices of the Metropolitan Life Insurance Company, the National Cloak & Suit Company, R. H. Macy & Co., and other companies.

After the reorganization in 1924, the Club established its program of regular dinner meetings with announced speakers.

The first such dinner meeting was in October, 1925. The speaker was Dr. Lillian M. Gilbreth, Consulting Engineer, famed for the work which she conducted jointly with her late husband, Frank Gilbreth, in the field of industrial time and motion study. The topic of her speech was "The Prague International Management Congress."

The group continued to have "round tables," but now discussion was limited to a specified subject, announced in advance. The round table meetings were held at four o'clock in the afternoon, usually in the offices of firms represented in the Club's membership. Both women and men from the personnel department of large companies were invited to the meetings and took part in the discussions. An early example was the meeting on "Vocational Adjustment in Industry," held in February, 1926.

During the first six years after its reorganization, the Club customarily held from twelve to fourteen meetings in the eight months of the Club year. Dinner meetings were alternated with afternoon round table discussion groups.

Beginning in 1930, there was a gradual reduction in the number of meetings held during the Club year, particularly in the number of round tables. In 1934, the Club adopted the practice of holding one general meeting a month, at the dinner hour.

In 1943, the afternoon round table meetings were resumed, but apparently on an "as-needed" basis.

Panel Meetings

The member panel, as a program for a dinner meeting, was an outgrowth of the round table, with essentially the same purpose—to present a picture of good personnel administration as practiced in the enterprises represented.

The first such panel was held at the dinner meeting of December, 1927, and the speakers were billed as "home talent." The following five members of the Club spoke on topics connected with personnel techniques or industrial relations: Dr. Emily T. Burr, Vocational Adjustment Bureau; Pauline Goldmark, American Telephone & Telegraph Company; Agatha Harrison, International YWCA, China; Mary B. Gilson, Industrial Relations Counselors, Inc.; and Louise C. Odencrantz, Employment Service for the Handicapped.

During the succeeding years member panels have become increasingly popular and have been conducted on a variety of subjects, for example: Opportunities for Women in Personnel Work; Training; Job Analysis; Follow-up, Transfer and Promotion; Selection and Induction of Employees; General Personnel Practices; Community Services; Grievance Handling with and without a Union Contract; Recruitment.

Panels of outside speakers have been offered by the Club as dinner programs, but not as frequently as member panels.

The first nonmember panel was held in January, 1935, on the subject of "Collective Bargaining." Dr. William M. Leiserson, then Chairman of the National Mediation Board, made the introductory speech, and summarized the discussion. The labor union point of view was presented by Joseph Schlossberg, Secretary-Treasurer, Amalgamated Clothing Workers of America, and the case for the company union by Channing R. Dooley, Manager of Industrial Relations, Socony-Vacuum Oil Company. Other nonmember panels dealt with such topics as Adult Education; State Agencies and the Personnel Department; Wartime Emergency Measures.

Among the occasional panels in which both outside speakers and Club members have participated is that of January, 1936, on the subject "The Part That Wages Play in the Personnel Program." The chairman was J. Walter Dietz, Kearny Works, Western Electric Company, and the speakers included: Carroll French, Industrial Relations Counselors, Inc.; Eric A. Nichol, Philadelphia Gas Works Company; and Bess Bloodworth, The Namm Store, a member of the Club.

Joint Meetings

On a number of occasions since 1924 the Club has held joint meetings with other local groups interested in some specific phase of personnel administration.

An outstanding example is the demonstration of "How to Interview," January, 1932, conducted jointly by five agencies: The Personnel Club of New York; The New York Vocational Guidance Association; The Association for Personality Training; The Section on Employment and Vocational Guidance, Welfare Council of New York; and the New York State Employment Service. The right and wrong techniques were shown in mock interviews and the book, *How to Interview*, by Bingham and Moore was reviewed.

Joint meetings have been held, too, with: New York Chapter of the Society for the Advancement of Management; New York Employment Managers Association; Personnel Research Federation; New York and New Jersey Industrial Nurses' Associations; and the New York League of Business and Professional Women.

The Club has always made it a practice to invite other interested groups to some of its meetings. Advance meeting notices have been mailed to similar associations in New York City and in adjacent geographical areas, such as the New York Personnel Management Association, the Association of Personnel Women of Newark, and the Women's Personnel Group of Philadelphia. The participation of their members in the discussion following formal speeches has served to alert the Club to personnel problems in other areas and their solution.

Closed Meetings

The closed meetings of the Club, to which no outside guests are invited, may be either serious work sessions or social occasions.

For example, early in 1949 a few voices within the membership seemed to be saying that the Club lacked unanimity on major issues such as eligibility for membership, administration, and program. The March, 1949, monthly meeting, therefore, was announced as a closed meeting to permit a discussion of these and other pertinent matters. There was a healthful airing of opinions and a number of constructive suggestions were made, all of which were adopted. Committee membership boomed and participation of members in Club activities expanded in an encouraging way.

Since that time, the annual meeting has been used for close examination of the Club's affairs and especially to encourage the members to make comments and to submit ideas intended to further the over-all purpose of the Club.

Another type of closed meeting, the June reception at which new officers greet all members, is mainly social.

Area Groups

In 1947, primarily to promote acquaintanceship among Club members while discussing mutual business problems and interests, the Club established area groups. The first chairman of the Area Groups Committee enlisted only former Club Presidents to serve as members of that committee.

The area groups are composed of a small number of members whose business locations enable them to get together conveniently for luncheon or dinner at periodic intervals. Under committee leadership, they talk over their concerns usually on matters of the moment. The Luncheon and Dinner Groups Committee handles this function at present.

This activity was a forerunner of and at times was coordinated with an ambitious education program begun in 1949 which is described in greater detail in this chapter.

Meeting Topics

Subjects covered in the various types of meetings of the Club—round tables, dinner meetings, panels, and joint meetings—have been too numerous to list individually, but in general they fall into the following classifications.

On techniques of personnel administration, there have been meetings on such topics as recruitment, employment testing, employment interviewing, selection, induction, follow-up, rating, transfer and promotion, job analysis, salary standardization and administration, employment of handicapped workers, older workers, layoffs in union or nonunion situations, handling grievances in non-union enterprises, worker education from the labor point of view, security measures. Various types of employee training have been covered: training on the job; training of clerical workers, supervisors, and executives; apprentice training; programs of training within industry conducted by the U. S. Government as a war measure; re-training due to automation.

Employee welfare, benefits, and services have received attention particularly in the early years of the Club's history. Topics have

included: health and medical services for employees; physical examinations; retirement, insurance, thrift and loan fund plans; lunchrooms; libraries; reduction of fatigue; safety and accident prevention; employee publications; recreational facilities; and the publicizing of employee benefits.

Personnel policies and practices have been considered on numerous occasions. Among those subjects were: hours of work; vacations; attendance; absenteeism; hiring ages (especially for juniors and older workers); effective wage policies; separation pay; maintenance of morale; company reorganization; and attitude surveys.

Psychological and psychiatric problems on the job have been the subject of numerous meetings and of the most popular educational series the Club has offered its members. The adjustment or readjustment of veterans to private employment was approached realistically in 1944-1945. A positive attitude toward retirement has been fostered through discussion of pre-retirement planning and counseling.

Topics such as collective bargaining, employee representation, trade unionism, white collar unions, adjusting grievances, mediation, have been studied extensively.

Social legislation, including unemployment and other types of government insurance, has received consideration. Government programs affecting personnel management have also been discussed, such as NRA, wage-hour legislation, wage stabilization, military service, and other regulations of both peacetime and wartime.

Opportunities for women in business and industry, policies relating to the employment of women, including the older and married woman, and general trends in women's work have been discussed frequently.

General aspects and fundamentals of management and employee relations have been presented innumerable times, for example: the importance of supervisors at all levels in carrying out the personnel program; role of the personnel department in company operations and in establishing fiscal policies; the management of management time; anthropology; freedom and its meaning to people in personnel; ethics of management; personnel administration tomorrow; delegation of decision making; financing pension plans; profit sharing; conversion from wartime to peacetime operation.

In summary, a most striking impression received from a study of the Club's meeting program is that pending developments in personnel and especially in social legislation have been discussed

well in advance of their occurrence. Notable examples illustrate this major characteristic:

Although the five-day week was not generally adopted until the 1930's, an entire meeting was devoted to this subject in 1926.

Salary standardization, not a general practice until the time of the NRA, was among the topics discussed at a meeting in February, 1929, and a round table was devoted to "Job Analysis & Salary Classification" in March, 1930.

Unemployment insurance was first considered at a meeting in February, 1925—a decade before the passage of the Social Security Act.

Other government proposals affecting personnel were discussed in advance, and their provisions were studied in detail when they were enacted, for example: social security, anti-discrimination legislation, disability benefits.

At intervals there has been a repetition of subjects covered, indicating a continuing effort to keep members up-to-date and to provide adequate education for new members. The Club's program has been broad in scope, serious in content, pertinent to the time, and far-sighted in its purpose.

Among Our Speakers

The list of speakers is, naturally, too long to be published in full. A number whose appearance has been significant in some way are mentioned specifically in the pages of this history. Some of the others are named in the Appendix.

It is notable that the Club has attracted many outstanding leaders in their fields, that it has had the benefit of the knowledge of its own members, and that it has sought to hear the varying points of view of management, labor, mediators, government officials, educators, the clergy, community leaders, international authorities, writers, as well as many specialists whose experience has been related to personnel work.

The NEWS LETTER

Not long after the Club was reorganized in 1924, the Executive Board decided that a regular bulletin which would summarize the meetings of the Club and inform members of forthcoming events would be a useful addition to the program. Hence, the first NEWS LETTER was issued in 1925. It became an important instrument in its early years in informing members about outstanding develop-

ments in personnel management. The paper is customarily circulated to other organizations with similar interests.

It has presented a variety of features at various times. Among them are: reports of committees; minutes of the Executive Committee; Presidents' reports; a President's letter; outstanding and unusual achievements of members; biographical sketches of some of its members; welcome to new members; officer and organization changes; and reviews of books on management and personnel subjects.

Just as news media undergo changes, so the NEWS LETTER has experienced changes in format, in length, and in nature of content—all in the interest of improvement and better service to the Club. For example, in order to have space for original news, book reviews were discontinued as a regular feature at a time when they became readily available in other current sources.

In addition to being the paper which keeps the members aware of the activities of the Club, the NEWS LETTER has presented an accurate reflection of current events in the field of personnel.

Education

Though education of its members had always been an underlying purpose of the Club's activities, a new policy, adopted in 1949, made possible a broad and specific education program. It was launched by the first Education Committee which got its early impetus from the untiring leadership of two Club members—Alice Rice Cook and Effey Riley—both well-known educators with deep commitment to the field of human relations.

The first step was a thorough survey of membership interests which indicated a real eagerness for education and development.

Seven extension courses were then tailor-made to coincide with members' wishes. Through the facilities of the New York State School of Industrial and Labor Relations, Cornell University, four courses were offered in the fall of 1949 and three in the spring of 1950. The teachers of these courses were professionals, selected jointly by representatives of the University and of the Club. Seventy-five members of the Club, approximately one-third of the active membership, enrolled in these courses. As some members attended more than one course, the registrations totalled 111.

This concentrated education program also included a second feature. Nine study groups, each under the direction of a planning committee, were established. Led by Club members for Club mem-

bers, these were informal discussion meetings of three or four sessions. One group, studying individual development, continued to meet for an extended period of several months.

The third education feature of that year, the Club's First Annual Management Workshop in March, 1950, was an outgrowth of the thinking in the study groups and of the very evident concern among the Club members about the relationship between the personnel function and top management. Four of the study groups joined with others to form a Workshop Steering Committee that dug into the subject, "Human Relations—Everybody's Job." There were small planned discussion groups in the afternoon, followed by dinner, then reports from discussion tables, and finally a summary of findings. Club members provided the leadership, conducted the discussion, and presented the findings of the Workshop. Attendance by Club members and outside personnel executives was significantly high. A total of 114 members took part in the study groups and the Workshop. This first year's venture into self-education was considered by the Club to be a marked success.

It was not expected that such an intensive education program could be continued indefinitely, but a review of the Education Committee's second year, 1950-1951, shows only a slight decrease in the volume of offerings and in member participation. During that year, the Committee established three sub-committees: a formal courses sub-committee; a study groups sub-committee; and an education services sub-committee.

The formal courses sub-committee organized three courses under the auspices of the New York State School of Industrial and Labor Relations, Cornell University. The study groups sub-committee established four informal discussion groups. The education services sub-committee conducted visits to Goodwill Industries and to the International Business Machines Corporation to learn about the employment of handicapped workers. It also began an evaluation of personnel courses at New York University. A total of 110 Club members participated in the activities of these three sub-committees.

All members of these three sub-committees joined with representatives from various standing committees of the Club to form a Central Workshop Committee of seventy members which conducted the Club's Second Annual Workshop in April, 1951, dealing with various personnel aspects of the general subject "Patterns for Preparedness"—as related to the Korean engagement.

The year 1951-1952 saw seventy-nine registrations by Club members in five extension courses arranged by the Education Com-

mittee. Study groups took on a different character. They were addressed by authorities chiefly from outside the membership who told how people in various professions were achieving and maintaining good human relations. Speakers came from the fields of religion, education, arts, medicine, the military, and the press.

A Third Annual Workshop was presented in April, 1952, on the theme "Personnel Management—Internationally Speaking" at which an audience of 177 members and guests inquired and learned about the personnel practices and procedures of various United States enterprises at their foreign locations.

One sub-committee undertook a searching study of problems and practices related to the older worker in private companies and public utilities. This study, begun in 1951, was pursued for three years and resulted first in an extensive report dated 1953-1954 covering findings from sixty-one participating enterprises. The survey disclosed policies, practices, and attitudes concerning older workers on hiring, work assignments, work records, work adjustments, employee morale, transfer, pre-retirement counseling, pension plans, retirement age, compulsory retirement, contacts with retired employees, and recall from retirement.

An article on the survey was published in 1953 in the *Personnel Journal*. The gist of the report was also presented orally in December, 1954, by Mary McMahon and Eva Robins before the New York State Joint Legislative Committee on the Older Worker.

By 1954 the Older Worker Committee was ready with the third major result of its work, a series of five meetings in which various aspects of preparation for retirement were examined. These were special dinner discussion sessions attended by about thirty-five people. The series was ably led by honorary member Bess Bloodworth, whose personal contribution was realistic and of rare value because she had retired only a year or two earlier from the vice presidency of Namm's, Brooklyn, N.Y. Other very effective member-speakers were Eleanor H. Park, then recently retired from industry, and Ollie Randall, a social work authority on older people.

The highly original work of this sub-committee was conducted with a great sense of dedication and wisdom, and was notably sparked by chairman Marie Reith and honorary member Louise C. Odenrantz.

In subsequent years, the program of education simmered down to strike its norm. The Education Committee became a standing committee, customarily providing one or two extension courses a year; relatively few study groups; a renewed emphasis on planned

round table discussions at dinner meetings; and career conferences for college students in the metropolitan area who wish to learn about personnel work.

It is interesting to note that when round table discussions at monthly dinner meetings were first established in 1929, the subjects were chiefly related to employment. They included such topics as: "sources of labor supply," "type of applicant most difficult to secure," "facilities afforded by free employment agencies," "the young college graduate as an applicant." In the 1940's and thereafter, discussions have centered around policies and various phases of human relations, and the philosophical and fact-seeking approach to problems of the day.

Research

In its early years the Club occasionally carried on research projects, chiefly for the benefit of members, but the function came into its own about 1944, and in 1948 a committee for this purpose became a standing committee.

As early as 1929 a study of the older and married woman in industry was made by the Club. Following a round table discussion on this subject, a questionnaire was mailed to all companies represented in the membership. The findings show that in 1929 the maximum hiring age for women was considerably lower than for men—as much as ten years lower in one firm.

About twenty original works have been published by the Club's Research Committees since 1943. Titles of these appear in the Appendix to this history and indicate a considerable range of subjects, although women in the personnel field in New York received most frequent attention.

Social Events

In the 1920's social activities were many and varied. There were tours and trips and teas. Then, too, the Club held week-end meetings during summer months at nearby vacation camps for the purpose of combining serious group discussions on current personnel problems with the opportunity for members to become better acquainted. At least one week-end seminar was held each year from 1924 through 1928.

With the advent of the depressing thirties, however, the Club abandoned social events for seven years.

After this long period, the Program Committee decided that the Club needed to be enlivened. Thus a "Grand Wind-up Frolic" was planned to replace the usual annual dinner in May, 1937. The piano player who couldn't play, the skit on "The Office Cat," the mock psychological test were on the bill for the evening.

Christmas, 1938, brought to light unsuspected acting talents. In a Club-written-and-acted play, "Impossible Interviews," a harried employment manager interviewed such celebrated applicants as "Mrs. Eleanor Roosevelt," "John L. Lewis," and "Mae West." Then Christmas, 1939, inspired an elaborate carnival. Beatrice Brower Suffern delivered her famous after dinner speech satirizing personnel practices. In the "Personnel Follies of 1939," Club members proved indisputably that they could act, sing, and dance.

With rumblings of war in the world of 1940, the Club resumed its former custom of confining its meetings to professional subjects.

In the late 1940's the June meeting began to be an informal reception for all members, with special attention to new members.

Special Activities

In the first edition of this history a research project was treated as a "special" activity. At present, research is accepted as a regular function, and recent special activities are characterized by a reaching out into the community.

Notable in 1933-1934 were three study groups led by members to do an intensive survey of three personnel problems of paramount importance at that time: the influence of the NRA on employee relations; employment techniques in various types of companies; and the use of leisure time resulting from the shortening of work hours under NRA codes. Each of the three groups reported findings in the *NEWS LETTER* of that year, and the leisure study developed into a dinner meeting addressed by Dr. Eduard C. Lindeman, Professor of Philosophy at New York School of Social Work, on "Philosophy of Leisure."

In the year 1937-1938, the Publicity Committee ran a contest for articles on the importance of a personnel department to companies in specific industries. Two of the five articles submitted were published. *Buildings and Building Management* of June, 1938, carried "Employee Relations" by Helen Carnes, a former member; and the August, 1938, issue of *Personnel*, the American Management Association quarterly, carried "Creating a Personnel Department" by Mrs. Irene Hambright Madden, then of General Foods Corporation.

In 1942, during World War II, the Club was asked to participate in a War Action Center which would cooperate with Civil Defense, and would mobilize the skills of women. Similarly, in 1951 during the Korean War a Committee for the Current Emergency was formed to integrate activities and to increase the effectiveness of personnel women in their jobs, in the community, and in the national scene. A survey of Club members brought to light many skills that could be applied to the needs of the war emergency.

Members have taken their turn at staffing a "personnel table" and presented women's personnel activities at business shows in New York, such as the National Business Women's Week in 1948.

In 1950 the Club responded affirmatively to the request of the New York Personnel Management Association to cooperate with them in working on possible joint projects, collaborating on employments matters, and the like during the war emergency.

In 1956 the Executive Council agreed that Club members would be used when appropriate and practical as teachers or panel members in educational courses given under the auspices of the New York State School of Industrial and Labor Relations, Cornell University.

At a hearing on the Board of Education budget in City Hall in 1958, the Club strongly supported requests for additional guidance personnel in the city's schools. The Club, whose members are on the personnel staffs of 196 representative employers in New York City, expressed vital concern about the potential shortage of trained manpower and about the high drop-out rate in the City schools. "Strengthening the guidance program in our schools should do much to encourage young people to pursue educational programs which will enable them to develop to their highest individual potential, and should help to reduce the number of boys and girls leaving high school before graduation," the Club emphatically stated.

The National Vocational Guidance Association invited the Club to participate in a program at their 1959 convention on employment problems of women of middle age.

It would be impossible to describe all special activities. Those selected are typical of their times and indicative of the varied concerns and strengths of the Club.

International Association of Personnel Women

At a conference held October, 1951, in Cincinnati, Ohio,

sponsored by the Indianapolis Association of Personnel Women and the Cincinnati Women's Personnel Association, the International Association of Personnel Women was organized. The Personnel Club of New York joined as a charter member in April, 1952, after its membership voted 183 to 8 in favor of so doing. Since then, every member of the New York Club has been automatically a member of IAPW.

The idea of such an organization had been in the minds of personnel women since the mid-1940's, notably in New York, San Francisco, Los Angeles, and St. Louis. In 1944 the Club's executive committee discussed the idea of becoming the sponsoring organization for chapters throughout the United States, and in 1945 it established a committee to study this and the question of affiliation of other clubs.

The Association's objectives are to encourage, promote, and expand women's membership in personnel associations in the United States and other countries; to assist in coordinating the activities of affiliated associations; to promote recognition of qualified women in the field of personnel; to encourage personnel training; and to further the extension of desirable personnel practices. It holds an annual conference under the sponsorship of an affiliated club or members-at-large.

IAPW membership in 1962 was more than 900, including fifteen affiliated clubs and members-at-large in the United States, Canada, England, Wales, the Philippines, Guatemala, and Australia.

Annual conference themes have been timely and stimulating, presented by outstanding speakers and discussion leaders. At the 4th such conference in New York City in 1954, of which Florence Werner was general chairman, there were such features as: a Mock Arbitration Panel moderated by the District Director of the New York State Board of Mediation; a session on Relationship between School and College Placement Bureaus and Employers; tours of the United Nations and Lever Brothers; and an address by honorary member Dr. Lillian Gilbreth on "International Personnel Development."

At the 1961 annual conference, when the Club was again host, registration reached 300. The three-day program was a truly ambitious undertaking on the theme "You and Your Job in Today's World—an Examination of Values and Conflicts." Eva Robins, Conference Chairman, enlisted almost every Club member. The program was highly successful and thought-provoking. Its aims were: increased knowledge and awareness of the goals of society;

understanding of human values and conflicts; and insight into the development of the individual. Speakers came from industry, business, government, and educational institutions.

The IAPW has also produced research studies; a handbook on the formation of personnel clubs; and a newsletter, *Personnel Woman*, which carries information on personnel matters and on activities of member clubs.

Effort is made to obtain broad geographical representation among officers who are elected at the annual business meeting following the conference, and among committee chairmen appointed by the President. Dorothy Northwood of the New York Club was elected President of the Association in 1952. Other Club members have since served as officers, and committee chairmen or committee members.

The Club has maintained a Liaison Committee since 1955, and participates as fully as possible in the affairs of the International Association.

Program Reflects Aims

Thus in its meetings, in its education program, in its NEWS LETTER, in its contribution to war emergencies, in its research, and in its participation in the international study of personnel problems, the Club has continued its endeavor to "advance the understanding of the principles, policies and methods" of sound personnel administration and good employee relations.

Personnel Trends During the Club's Forty-five Years

A review of the Club's forty-five year program—its meetings, research, education, publications—points to a number of significant trends in personnel management. Often the program anticipated pending changes. At times, the Club discussed and evaluated personnel techniques as long as ten years in advance of their general adoption by the business world.

The 1920's

In the 1920's great emphasis was placed on employee welfare. Many meetings were devoted to topics such as recreational facilities, thrift funds, employee lunchrooms, and employee welfare in other countries, notably European. Discussion of personnel techniques was elementary.

The 1930's

In the 1930's, however, with their concomitant depression and widespread unemployment, there was increasing stress on the techniques of selecting, transferring and promoting of employees. "Education" of employees through classroom instruction was superseded by "training for the job; training on the job for the job ahead; training of executives." Techniques of testing employees were discussed but veered away from psychological toward aptitude or achievement tests.

Various incentive plans, financial or other, were studied as a means of stimulating employees.

The great oversupply of workers had an unfavorable effect on the employment of women, particularly older and married women. In some political circles, there was talk of possible state legislation forbidding the employment of married women.

In an effort to cut expenses, many companies eliminated their personnel departments entirely.

The NRA, in its short-lived existence, had a striking and lasting effect on employee relations, particularly on hours, wages, and child labor. Work hours had gradually declined during the 1920's, but NRA codes accelerated this decrease and caused a greater number of companies to adopt a shorter work week. Later, federal Wage-Hour legislation carried this trend still further. The minimum employment age of sixteen, incorporated into NRA codes, brought about a great reduction in child labor and the employment of minors. New York State subsequently raised its minimum employment age to eighteen years.

The NRA codes, too, forced many companies to analyze and standardize their jobs and that trend continued and became general even though NRA was later declared unconstitutional by the U. S. Supreme Court.

Unemployment was one of the conditions that brought about the passage of the federal Social Security Act to provide old age pensions, aid to dependents, and unemployment insurance.

During the 1930's there was increasing mention of psychiatric and psychological factors in business. In 1932, Elton Mayo reported on his now famed study of problems in the Hawthorne Plant of Western Electric Company in which he showed that any employee grievance, real or fancied, is important because it affects the output of work. Likewise, he demonstrated that production is inclined to increase when employees work as a group rather than as individuals.

In 1936, anxiety and fear were first discussed in the meetings as significant factors in a work situation. The resulting tension in employees vitally lowers output of work, Dr. Karen Horney stated at a meeting of the Club.

Talk of company unions and employee representation plans was superseded by discussion of labor unions.

Toward the end of the 1930's, growing emphasis was placed on personnel policies in contrast to the earlier stress on techniques. The importance of written personnel policy was mentioned by a number of speakers.

The realization that good personnel administration must be carried out by the top executives of a company and is the concern of the entire organization was frequently indicated.

Furthermore, several speakers expressed the belief that the Personnel Director should be a staff expert rather than an operating executive. They advocated that he sit in on all major decisions of the company, whether sales, financial, production, or other, in order to present probable employee reaction to the decisions. Since employees' attitudes toward any change in policy vitally affect the success of the new policy in operation, their reaction should be carefully considered before the change is made. Others spoke of the necessity for training all supervisors to carry out personnel policies effectively.

The 1940's

The 1940's brought war with all of its complexity of government controls and regulations. The Federal Government, through the War Labor Board and the War Manpower Commission, assumed control over both the movement of labor in general and the granting of pay increases by individual companies. Wages were "frozen" by Executive Order of the President.

During World War II induction of men into the armed forces in ever larger numbers caused a manpower crisis. Hence, many

companies discovered that women could perform a great variety of jobs, particularly in mechanical fields, previously thought suitable only for men. The older woman and the married woman re-entered business in great numbers. Handicapped workers, notably the deaf and blind, were employed in occupations which they were formerly considered unable to perform.

Minority groups were admitted to a growing number of occupations from which they had been excluded. This experience was a forerunner of laws enacted in the mid-1940's in many states prohibiting discrimination in employment due to race, color, creed or national origin. Some states later forbade discrimination because of age.

Most events of the war period affected individuals deeply, and thus became of major concern to personnel departments, for example: leave for military service; morale of those in service and of those at home; training and supervision of inexperienced workers for maximum production and for new types of production; shortages; waste prevention; war financing; security measures; and a host more.

Then, in 1945, the situation was reversed. The Club had anticipated this change by devoting its 1944 program to discussion of "personnel problems in post war years." As men and women returned from military service, employers, families, and individuals faced major readjustments. Personnel workers took on all aspects of these readjustments including: assuring veterans of fair employment opportunities; assisting with housing, relocation, and reunion of families; translating military experience into peacetime occupations; retraining; and most important of all understanding the individual's problems.

1950 to the Present

In the personnel field, women lost ground during the 1950's, primarily because industrial and labor relations were causing concern and tradition decreed that union negotiations were a masculine province. The heads of personnel departments were, therefore, often men. A wave of business mergers resulted in consolidation of some personnel departments with a consequent reduction in new jobs.

By the late 1950's a period of vastly accelerated change—the Age of Anxiety—was under way. As the cold war intensified and world tensions grew, there were awesome scientific discoveries, a breakthrough into space. The impact of automation, long held back

in the United States, fell forcibly on industrial and office jobs. Unskilled workers were the most heavily affected. The resultant pockets of unemployment and the questions of transfers and retraining confronted personnel executives with unprecedented problems. Ironically, unemployment was less a problem to New York City personnel people than acute shortages in the clerical and secretarial field, because of the increasing concentration of the administration offices of large businesses and of their white collar employees in the city.

The low birth rate of the depression years, along with the early marriages of the 1940's, had resulted in a dearth of secretarial prospects in the twenty to thirty year age range. A wholesome outcome of this scarcity was an increased acceptance of the "older worker" aged thirty-five to fifty. Concomitantly, New York State enacted an anti-discrimination law which barred discrimination on grounds of age. Inflexible pension plan requirements began to be relaxed. Youthful-mature married women, especially college graduates, with their family responsibilities diminishing, entered the labor force in increasing numbers.

The Club's program in the last half dozen years has been widely diversified, reflecting the enormously expanding and swiftly changing business and economic scene. Personnel women are confronted with unprecedented challenge and urgent need for self-development. Education is exploding, not only because of an exploding population but also because the horizons of knowledge are spreading and the need for greater proficiency in a multitude of fields is pressing. The supply of college graduates, many with advanced degrees, is growing as the demand for technically and professionally trained personnel expands.

True to its tradition of foreseeing trends, The Personnel Club inaugurated in 1963 a program of Studies in Management, a four session seminar series to consider the relevance of principles of management to the personnel function. Eminent people in the management field were retained to conduct these provocative and rewarding seminars. The current plan is to continue the program of self-development for Club members, progressing into the fields of the sciences and the liberal arts.

As in the past, the Club will continue to look into the future—to foresee major changes that can affect the individual employee, and to encourage Club members to meet the challenge of new horizons.

A P P E N D I X

CLUB ORGANIZATION

1962 — 1963

Executive Committee*

Executive Council

*(Includes Executive Committee
and Chairmen of all Committees)*

OFFICERS

COMMITTEES

President

Membership
Nominating
Postgraduate Studies

1st Vice-President

Luncheon and Dinner Groups
Publicity

2nd Vice-President**

Education

Secretary

Hospitality and Orientation

Treasurer

Finance

Assistant Secretary

NEWS LETTER

Executive Committee Member

Arrangements

Executive Committee Member

Professional Relations

Executive Committee Member

Program

Executive Committee Member

Club History
Research

**The Officer or Executive Committee Member is selected to coordinate a committee on the basis of personal preference indicated for a certain activity, as illustrated above. There is no predetermined relationship whereby a specified officer or executive committee member automatically serves as coordinator of a particular committee.*

***The 2nd Vice-President is also in charge of placement activity for Club members seeking new positions or applicants for personnel jobs.*

PRESIDENTS OF THE PERSONNEL CLUB

1918-1921	Marjorie Sidney Jensen	R. H. Macy & Company
1921-1922	Louise C. Odencrantz	Smith & Kaufmann
1922-1923	Cyrus S. Ching	U. S. Rubber Company
1924-1925	Louise C. Odencrantz	Smith & Kaufmann
1925-1926	Lucille W. Clinton	Western Electric Company
1926-1927	Beatrice Jones	Standard Oil of N. J.
1927-1928	Chalice M. Kelly	Union Carbide Company
1928-1929	Edith King Donald	American Management Association
1929-1930	Eleanor H. Park	Hills Bros.
1930-1931	Mary Elizabeth Scott	Standard Oil of N. J.
1931-1932	Louise C. Odencrantz	Employment Center for the Handicapped
1932-1933	Kate Lewis	The Namm Store
1933-1934	Marie Reith	N. Y. Edison Co.
1934-1935	Ruth F. Keeler	National Broadcasting Company
1935-1936	Louise Marie Newman	Aetna Life Insurance Company
1936-1937	F. Beatrice Brower	National Industrial Conference Board
1937-1938	Beryl Rogers McClaskey	National Sugar Refinery Co.
1938-1939	Ruth M. Kellogg	Division of Placement and Unemployment Ins.
1939-1940	Mary Rodgers Lindsay	National Youth Administration for N.Y.C. and L.I.
1940-1941	Mildred Taft	Cities Service Co.
1941-1942	Katherine Jacobs Morris	Federal Reserve Bank
1942-1943	Helen L. Washburn	Socony-Vacuum Oil Co.
1943-1944	Emily H. Chesnut	McCall Corp.
1944-1945	Edith Krauter	American Tel. & Tel. Co.
1945-1946	Regina Metcalfe	Socony-Vacuum Oil Co.
1946-1947	Mary H. Snyder	Birds Eye-Snyder Div., General Foods Corp.
1947-1948	Edna T. Kerr	American Home Products Corp.
1948-1949	Mildred Wray	Consolidated Edison Co.

PRESIDENTS (continued)

2/49-6/49	Florence Werner	Westinghouse Electric
1949-1950	Anne Cronin	Research Institute of America
1950-1951	Anne Cronin	Bing-Cronin Personnel Service
1951-1952	Mary E. Tuttle	R.K.O. Service Corp.
1952-1953	Florence G. Martin	Johns-Manville Corp.
1953-1954	Georgine LaMontagne	New York Public Library
1954-1956	Eva Robins	Pioneer Ice-Cream Div., Borden Co.
1956-1957	Ruth A. Buchbinder	Union of American Hebrew Congregations
1957-1958	Helen C. Richwine	Rubber Manufacturers Association, Inc.
1958-1960	Ann L. Poling	The Community Service Society
1960-1961	Alva C. Cooper	Hunter College
1961-1963	Mary S. McMahon	The Equitable Life Assurance Society of the United States

RESEARCH STUDIES

Following is a list of studies and other materials, most of which were the original work of the Research Committee, in the years indicated. All were made available to members of the Club.

- 1944 — *Functions of the Personnel Department*. A questionnaire to Club members that provided data on 50 departments, published in 1946, as shown below.
- 1946 — *Basic Reading in Personnel Administration and Sources of Information for Personnel Executives*. List of books on personnel administration, and a related topical list of current articles in pamphlets, periodicals, short studies.
- 1946 — *Fifty Personnel Departments*. A summary of the functions performed, and of jobs held by women in the personnel field.
- 1947 — *Guide to Colleges, Universities, and Professional Schools in the United States Offering Courses in Personnel and Allied Fields* — partial.
- 1948 — *Employability of the Older Worker*. An annotated bibliography.
- 1949 — *Pamphlets on Mental Hygiene*. A list of such booklets published by National Committee for Mental Hygiene, Inc.
- 1950 — *Directory of Personnel Information and Resources for Metropolitan New York*. A 40-page directory provided at 50 cents a copy; \$1.00 for extras.
- 1950 — *Study of Salaries and Functions of Personnel Women*. Data provided anonymously by members of the Club.
- 1951 — Series of Pamphlets prepared by 1951 Central Workshop Committee of the Club, all under the general subject of Patterns for Preparedness, as related to the Korean emergency. Community Needs and Services, Counseling, Employee Benefits, Employee Services, Employment, Training, Industrial Relations and Government Regulations (Wage Stabilization).
- 1952 — *Highlights of Major Federal and State Legislation Affecting Employment in New York State*.
- 1953 — *Positions of Women in the Personnel Field*. A 27-page study.

- 1954 — *Hiring Procedures for Beginning Clerical Employees*. A 12-page study.
- 1954 — *Older Worker Survey*. Summary of members' replies to questionnaire, compiled by the Older Worker Committee.
- 1954 — *Report of the Personnel Club of New York to the New York State Joint Legislative Committee on Problems of the Aging*. Based on summary above.
- 1954 — *Six Ways to Retire*. A three-page review of book by Paul W. Boynton, staff member of the Industrial Relations Department of Socony-Vacuum Oil Co.
- 1955 — Summary of Research Projects carried out by the Club from 1944-1954.
- 1956 — *Guideposts to Personnel*. Original write-up of nine phases of personnel administration, in capsule form. Prepared as though for a primer; made available to Club members.
- 1957 — *Personnel Resources in Metropolitan New York*. Directory of 1950 brought up-to-date.
- 1958 — *Special project (1)*. Monthly list of suggested reading for Club members for the NEWS LETTER.
Special project (2). Compilation of data and writing of outlines of duties of Club officers and committee chairmen.
- 1961 — *Condensed outline of the history of the Club*. Particularly for use at orientation meetings with new members.
- 1962 — *Membership Survey, Personnel Club of New York*. Summary of members' job responsibilities, types of employers, salary, education, etc.

SOME SPEAKERS AND PANELISTS

Following are only a few of the host of excellent speakers and panelists who have appeared before the Personnel Club of New York. They are selected to illustrate the wide range of background and experience which the Club has tapped in its effort to become better informed. The title or association mentioned is that of the time of the appearance. The * indicates a member of the Club.

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