

## CONTENTS

President's Message .....	1
Official Division Business	
Annual Report 1969 - 1970 .....	3
Highlights of Division Business Meetings in Miami	4
New Fellows, Members, and Associates of	
Division 14 .....	7
Announcements	
Awards .....	9
Announcement of Competition for Awards .....	9
Istanbul Conference .....	10
The XVth International Congress of Applied	
Psychology .....	10
Women, Older Workers and Youth Conference ..	11
Other Announcements .....	12
News From Academia	
Bowling Green State University Dedictory Series	14
Notes .....	14
News from other Newsletters .....	16
Letters to the Editor	
On the Value of Struggle .....	18
Research Notes	
Personnel Research, Anyone? .....	19
Professional Notes	
Report of Division 14 Participation on the Inter-	
Association Council on Test Reviewing ..	20
A Note to Members from the P. R. Committee ..	20
Third Annual Salary Survey .....	23
Editor's Note .....	36
Division 14 Committee Structure .....	Inside Back Cover
Newsletter Staff .....	Back Cover

One of the perennial problems that comes up for discussion in Executive Committee meetings is the fact that Division 14 membership has shown little or no growth over the past few years. We seem to take in just enough new members each year to balance the losses due to deaths and resignations. This phenomenon is probably due in part to the fact that universities have not been turning out as many Ph.D.'s in Industrial Psychology in the last few years as they had in the earlier part of the last decade. (Bill Owens presented some statistics on this point in last year's TIP -- Vol. 7, No. 1.) On the other hand, we also know that other Departments, such as Business Administration, Administrative Management, etc., are turning out Ph.D.'s with enough psychology and related courses in their training to qualify for APA and Division 14 membership.

This last year we had a telling reminder of the consequences of lack of growth, when the number of Representatives to Council allotted to the Division was reduced from four to three. Since the size of Council remains approximately constant, and Representatives are allotted in proportion to Division size, this means that other Divisions have obviously had significant increases in membership over the past few years.

Despite the trends cited here, the picture is not bleak. We know there is potential for growth. Past surveys have shown, for example, that the number of members of APA who would appear to meet our membership requirements but are not Division 14 members about equals the size of the present membership. In addition, APA studies have shown that only about half the Psychologists in the U. S. A. who probably could be members actually have joined APA. These facts would indicate a potential for quadrupling the size of our present membership.

Suggested action -- I would like to urge each member to make a special effort to recruit at least one new member from those of your professional associates whom you feel meet our membership requirements and share our interests. Application forms can be obtained from the Chairman of our Membership Committee:

Mr. James R. Glennon  
Standard Oil Company  
910 South Michigan Avenue  
Chicago, Illinois 60605

An expanded membership would not only give Industrial and Organizational Psychologists more influence in APA matters,

but also it would enable the Division to serve better the needs of all psychologists who are teaching and/or working in areas that would be classified within the broad spectrum of activities that comprise the field of Industrial and Organizational Psychology.

  
Herb Meyer

## OFFICIAL DIVISIONAL BUSINESS

Annual Report 1969 - 1970

The membership of Division 14 was increased to a total of 1105 with the election of 37 new Members and 17 Associates. Only one member was elected to Fellow status.

A major issue considered by the Division has been that of accreditation of programs training for professional practice in psychology. After reviewing the report of the APA Commission on Accreditation, the Division Executive Committee passed a resolution authorizing a letter be sent the President of APA, the Chairman of the E. & T. Board, and other relevant persons stating that, "It is strongly recommended that no programs in industrial and organizational psychology be accredited by the American Psychological Association unless and until the membership of Division 14 agrees to the accreditation of such programs and guidelines and standards for such programs have been adopted by the Division membership."

The Education & Training Committee has been involved in many projects. One subcommittee has devoted great energy to developing a guidelines for education and training in industrial-organizational psychology. The objective is to update a previous statement of the Division published in 1965. Four models of education and training are being incorporated in the current statement.

The Public Relations Committee published two brochures. One, titled "The Industrial Psychologist," is directed at industrial executives while the other titled "A Career in Industrial Psychology," is directed at students interested in graduate training. Both brochures are being distributed through APA.

The annual Cattell Award competition, administered by the Scientific Affairs Committee, attracted 7 entries. The following award was made for excellence of research design:

Lyman W. Porter and Frank J. Smith

"The Etiology of Organizational Commitment:

A Longitudinal Study of Initial States of

Employee-Organization Relationships."

Despite an increase in the fee, the Division's Annual Workshop Program attracted the largest number of participants in its history. An innovation was introduced, i.e., of having graduate students assigned to each workshop prepare brief summaries of the proceedings, which were distributed subsequently to the attendees.

An ad hoc committee of the Division has developed a proposal for a fellowship program in industrial-organizational psychology. The objective of the program is to attract promising

graduate students to the specialty by providing adequate financial support. Support for the program is to come primarily from employers or potential employers of industrial-organizational psychologists. The American Psychological Foundation will assume administrative responsibility for the program with the participation and involvement of the Division.

An ad hoc Committee on Public Policy has been appointed. Its primary mission is to recommend whether or not the Division should have a standing committee on public policy and, if so, indicate what should be the structure and functions of such a committee.

At the annual business meeting of the Division in Miami, the twenty-fifth anniversary of the Division, each past president will be given an award in recognition of his service to the Division. In the future, each past-president will be so recognized.

Members and Fellows of the Division have voted to amend the bylaws so as to change the name of the Division to the "Division of Industrial and Organizational Psychology." Henceforth, this will be the official name of the Division.

Respectfully submitted,

Donald L. Grant  
Secretary-Treasurer

\* \* \* \* \*

#### Highlights of Division Business Meetings in Miami<sup>1</sup>

In addition to the Annual Business Meeting there were two Executive Committee meetings in Miami, i.e., outgoing and incoming Executive Committees. Because there was a great deal of overlap in the contents of the three meetings, the following presents the highlights of all three.

A major innovation at the Annual Business Meeting consisted of a new format for the meeting. At the beginning of the meeting a compilation of committee reports and reports on the activities of selected APA boards and committees was made available to those attending the meeting. This made it possible to reduce the time spent on such matters. Instead, much of the time was devoted to the making of awards to past presidents of the Division.

The award consists of a desk piece made of clear lucite. Inscribed on it is the individual's name and the years he served our Division. A "Psi" appears in the middle of the lucite. 13 of the 24 past presidents attended the meeting and received the awards. Included was Dr. Bruce V. Moore, the first President of our Division. Dr. Owens introduced each of the past presidents

<sup>1</sup> Anyone wishing complete copies of the minutes can obtain them by writing the Secretary, Donald L. Grant, 195 Broadway (R. 2122B), New York City, New York 10007.

attending the meeting by reading a summary of his major contributions to our field. Those unable to attend the meeting will receive their awards via mail. After Dr. Meyer had been introduced as President, he introduced Dr. Owens and presented him his award. In the future, each past president will receive an award.

Dr. Owens announced the results of the ballot on changing the name of our Division to the Division of Industrial and Organizational Psychology. Of 570 ballots cast, 499 voted in favor of the change while 69 were opposed and 1 member abstained. Dr. Owens also announced that in response to his letter concerning the making of individual contributions to the Commission for Accelerating Black Participation in Psychology 46 members had contributed a total of \$547. (Since the announcement 3 additional contributions have raised the total to \$707.)

In light of the report by the Treasurer concerning the financial status of the Division, which is headed toward a large deficit by the end of the calendar year, the Executive Committee voted to increase the special assessment for Members and Fellows from \$5 to \$8. This recommendation was approved by the membership at the Annual Business Meeting. It will go into effect with the 1971 dues.

Dr. Meyer announced the results of election to Division office. The following were elected:

Dr. Bray - President Elect

Dr. Weitz - Member-at-Large to Executive Committee

Dr. Porter - Representative to APA Council

The Executive Committee voted to recommend the election of 42 Members and 13 Associates, all of whom had been approved by the Membership Committee. All were elected by the Membership Committee. All were elected by the membership at the Annual Business Meeting.

Dr. Fleishman reported that six members of our Division were recommended by the Fellowship Committee and five approved by the Executive Committee for Fellow status in the Division. Four of the five were up as new Fellows of APA. All five were subsequently approved by the APA Membership Committee. The five names were presented to the membership at the Annual Business Meeting and were elected Division Fellows. They are: L. E. Albright, W. G. Bennis, S. A. Fine, D. L. Grant and A. C. MacKinney. (These actions were later approved by the APA Council of Representatives.)

The James McKeen Cattell Award for the best research in which basic scientific methods are applied to problems in business and industry was presented to Dr. Victor Vroom and Dr. Phillip Yetton for their proposal titled "The Social Structure of Decision-Making: A Study of Leadership Methods in Industrial

Organizations." An honorable mention went to Dr. Daniel G. Tear for his proposal titled "The Effect of Job Enrichment upon Persons in Various Levels of a Needs Hierarchy."

The Industrial and Organizational Psychology Dissertation Award for the best doctoral dissertation in Industrial Psychology completed in 1969 was presented to Dr. Robert Pritchard for his dissertation titled "The Effects of Perception of Equity and Inequity on Worker Performance and Satisfaction."

The outgoing Executive Committee meeting had a rather unusual guest. He is Mr. Leonard Brice, Executive Vice President, American Society for Personnel Administration (ASPA). Mr. Brice was invited to tell the Executive Committee about his organization and to outline how he thinks his organization and our Division might work together. Mr. Brice pointed out that ASPA is made up primarily of executives responsible for personnel administration in large companies. Currently, it has 8,000 members in 150 chapters. The growth of ASPA has been very rapid over the past few years and continued growth is expected. Mr. Brice believes that ASPA members are potential customers for research conducted by industrial and organizational psychologists. He suggested that our Division and representatives of ASPA discuss and arrange for cooperation between the two organizations. Following discussion of his proposal the Executive Committee voted to ask Dr. Meyer to appoint an ad hoc committee to explore ways and means for cooperating with ASPA. Dr. Meyer appointed Dr. Owens as Chairman of this committee.

A revised draft of a proposed Divisional statement regarding guidelines for doctoral education in Industrial and Organizational Psychology was presented by the Education and Training Committee and reviewed by the Executive Committee. The E. & T. Committee expects a final version of this statement to be ready by the January meeting of the Executive Committee. The E. & T. Committee also reported that an invitational conference on graduate education in industrial and organizational psychology is being planned for the Spring of 1972, and that a survey of Division members regarding communications practices between academic and non-academic members of the Division and with consumers of the products of Industrial and Organizational Psychologists is being considered.

The Professional Affairs Committee ask that the attention of our membership be called to the role of the Committee with regard to advice and counsel to members concerning ethical considerations of concern to the membership. The advice and counsel pertains especially to the sale or promotion of psychological services and/or materials. The Committee notes that only a limited use has been made of the committee for this purpose since its announcement in TIP a year ago.

The Public Relations Committee wishes to remind our members of the availability of two brochures, i.e., The Industrial

Psychologist and A Career in Industrial Psychology. These can be ordered from APA for a nominal charge. The P.R. Committee also reported that it is concerned about the image of our Division. It believes that more members should be advanced to Fellow status and that the Division should recruit new Associates and Members more actively. The Committee expects to concern itself with this problem in 1970-71.

A proposal submitted by the Membership Committee for easing transition from Associate to Member status in our Division was approved by the Executive Committee after a few modifications had been made in the proposed mechanics. The Executive Committee also charged the Membership Committee with making a survey of APA Members eligible for Division 14 membership who have not applied for membership. The Executive Committee took this action in response to a recognition that the growth of our membership is relatively small and that we need to add new members.

The Workshop Committee reported that 109 persons attended the five workshops. It was estimated that 30 persons who had not attended previous workshops participated, including 11 who are not members of APA.

The Ad Hoc Committee on Graduate Student Fellowships reported that it is waiting word from the American Psychological Foundation regarding its willingness to administer funds which are to be received for fellowships in Industrial and Organizational Psychology.

The Ad Hoc Committee on Public Policy and Social Issues, chaired by Dr. Porter and consisting of S. Rains Wallace, William McGehee, Richard Shore and Stewart Taylor, reported that a preliminary meeting had been held. The Committee expects to make a preliminary report to the Executive Committee at its January meeting and a final report at the June meeting.

The Incoming Executive Committee Meeting was devoted primarily to organizing for 1970-71. The Committee consists of Drs. Meyer, Bray, Owens, Grant, Thayer, Dunnette, Weitz, Guion, and Porter.

\* \* \* \* \*

#### New Fellows, Members, and Associates of Division 14

##### Fellows

L. E. Albright  
W. G. Bennis  
S. A. Fine

D. L. Grant  
A. C. MacKinney

## Members

Leonard Ackerman  
John C. Allen  
Brian Craig Arnold  
Ronald C. Bishop  
Milton R. Blood  
Brian F. Bolton  
James L. Bowditch  
W. Warner Burke  
Charles C. Cleland  
Howard L. Fromkin  
J. Richard Hackman  
Harold L. Henderson  
James W. Herring  
Ann L. Hussein  
Paul R. Jeanneret  
H. B. Karp  
Michael J. Kavanagh  
Robert H. Kessner  
Howard J. Kinslinger  
Ernest R. Larsen  
Thomas F. Lyons

Robert A. Baker  
Bruce Beck, Jr.  
H. Paul Berlfein  
Frederick C. Markwardt, Jr.  
Terence R. Mitchell  
Clay L. Moore, Jr.  
Robert Neal  
Karlene H. Roberts  
John M. Rosenfeld  
John R. Sauer  
Virginia E. Schein  
Lyle F. Schoenfeldt  
Dale A. Seiler  
James L. Sheard  
Michael P. Soltys  
Morton E. Spitzer  
Carl Leonard Swanson  
William M. Vicars  
Alan G. Weinstein  
Peter Weissenberg  
William E. Williams

## Associates

Jack Arbuthnot  
Barton G. Blakeslee  
Helen J. Christrup  
James F. Gavin  
Jeffrey A. Goldberg  
George M. Golden  
Herman G. Guajardo

David J. Hazard  
William R. Kooperud  
Frances J. Rotundo  
James W. Suzansky  
Edward L. Pipkin  
John E. Zielinski

\* \* \* \* \*

Every Bureaucrat and every politician must make decisions of great social impact on the basis of incomplete information. I have no doubt that the psychological profession can greatly reduce the incompleteness of information about our problems. That's why I make such a point of the need for your profession---and other disciplines in the social sciences to develop more statesmen who can be spokesmen for your science in dealing with the Congress.----Rep. Donald M. Fraser (D-Minn). U. S. House of Representatives.

\* \* \* \* \*

And speaking of public relations and image, if one looks up "Police" in Psychological Abstracts, he will find "Police" (See Crime and Criminals, Law.)

## ANNOUNCEMENTS

### Awards

The seventh annual James McKeen Cattell Award for the best research in which basic scientific methods are applied to problems in business and industry was presented to Dr. Victor Vroom and Dr. Phillip Yetton for their proposal, "The Social Structure of Decision-Making: A Study of Leadership Methods in Industrial Organizations." An honorable mention went to Dr. Daniel G. Tear for his proposal "The Effect of Job Enrichment upon Persons in Various Levels of a Needs Hierarchy."

\* \* \* \* \*

The first annual Industrial and Organizational Psychology Dissertation Award for the best doctoral dissertation in industrial and organizational psychology completed in 1969 was to Dr. Robert Pritchard for his dissertation entitled "The Effects of Perception of Equity and Inequity on Worker Performance and Satisfaction."

\* \* \* \* \*

### Announcement of Competition for Awards

Wayne K. Kirchner, Chairman of the Scientific Affairs Committee of Division 14, has announced the Eighth Annual James McKeen Cattell Award which is given for the best research design in which basic scientific methods are applied to problems in business and industry. The award is symbolized by an appropriate certificate and \$500 for the winner.

Dr. Kirchner, also announced the Second Annual Industrial and Organizational Psychology Dissertation Award. The award is given for research in industrial and organizational Psychology only. Entries must be sponsored by a member of the American Psychological Association but membership in Division 14 is not required. The winner of this award is asked to present a paper based on his dissertation at the annual APA convention, and convention expenses up to an amount of \$200 is subsidized.

Further information about the two awards may be obtained from the Chairman of the Scientific Affairs Committee:

Dr. Wayne K. Kirchner  
Building 224-1 E, Personnel Research  
3 M Company  
St. Paul, Minnesota 55101

Deadline for the James McKeen Cattell Award is April 15, 1971 and for the Industrial and Organizational Psychology Dissertation Award is January 1, 1971. Entries for the dissertation award should be sent to Dr. Kirchner; entries for the Cattell



Award to Dr. Donald L. Grant, the Secretary of the Division 14, at the following address:

Dr. Donald L. Grant  
American Telephone and Telegraph Co.  
195 Broadway (Room 2122)  
New York City, New York 10007

\* \* \* \* \*

#### Istanbul Conference

Cultural Factors in Mental Test Development, Application, and Interpretation will be the topic of a scientific meeting to be held in or near Istanbul about July 19-23, 1971. Official languages of the meeting will be French and English; simultaneous translation will be provided. The meeting, which is under the direction of Professor Lee J. Cronbach of Stanford University, is sponsored by the NATO Advisory Group on Human Factors.

Persons wishing to present communications or to attend the meeting should write to Professor Cronbach, 16 Laburnum Road, Atherton, California, or to Scientific Affairs Division, NATO, 1110 Brussels, Belgium for detailed information. Conference attendance is limited to about 100 participants, and persons of all nations are welcome. The deadline for submitting abstracts for consideration by the Program Committee unfortunately was before publication of this issue of TIP.

\* \* \* \* \*

#### The XVIIth International Congress of Applied Psychology

Place and date: Liege, Belgium, July 25-30, 1971.

Organized by: The International Association of Applied Psychology (Jubilee Congress: 1921-1971). The IAAP includes psychologists from ninety-two countries throughout the world.

Patron: H. R. H. Prince Albert of Liege, brother of the King of Belgium.

President: Professor R. Piret, Ph.D., Secretary General of the IAPP.

General Theme: "Looking ahead after half a century of applied psychology".

Scientific programme: Eminent specialists from a variety of countries have agreed to organize twenty symposia, eighteen invited paper sessions and thirty-seven working groups, relating to many different fields of applied psychology, including industrial, social, clinical, consulting, counseling, developmental, educational, pastoral, architectural and military psychology, psychometrics, ergonomics, management, road safety, gerontology, applied psychology in developing countries, etc.

Free papers: A limited number of free papers can still be accepted; authors should contact the Congress Secretariat (ad-

dress below) as soon as possible.

Official languages: English, French and German (simultaneous translation).

Registration fees: U.S. \$36 for IAAP members, \$46 for non-members, \$24 for accompanying persons (fees slightly higher if paid after March 31, 1971).

Transportation: Charter flights and tours, at reduced rates, will be organized from the U.S.A.

Programme of the Congress: The provisional programme of about thirty pages, containing full details, will be sent on demand, free of charge and without obligation, together with a registration form; apply to the Secretariat.

Congress Secretariat: Institut de Psychologie, 36 Boulevard Piercot, 4000 - LIEGE, Belgium.

\* \* \* \* \*

#### Women, Older Workers and Youth Conference

Women, Older Workers and Youth will be the subject of a coordinated series of three national conferences to be held during the coming fall, winter and spring. The conferences will define, evaluate and set in perspective the issues involved in the full and fair utilization of these three portions of our population. The conferences will attempt to answer questions such as: Is industry fully and fairly using all sources of manpower open to it? How legitimate are the complaints of discrimination? What will be the effect of the groups arising to represent these subpopulations? What has the government done to assure fair treatment and what new measures are expected? What are the psychological and physiological barriers to equal employment? Are attitudes and company mores holding down qualified people?

Speakers will include noted representatives of the psychological profession, industry, labor and government. They will focus on both defining the psychological barriers to full utilization (both in the individual and the organization) and government programs designed to bring about full utilization will be discussed.

Dr. William C. Byham, University of Pittsburgh, is coordinating chairman of the conferences. Individual conference chairmen are Dr. Mildred Katzell, National League for Nursing; Dr. Stanley Acker, Olin Corporation and Dr. Harold J. Tragash, Xerox Corporation.

The conferences are sponsored by the Division of personnel Psychology of the New York State Psychological Association. They are a continuation of a series of conferences starting with a conference on the Effective Utilization of Hard Core Unemployed held in May, 1968.

Conferences will be held from 9:00 a.m. til 5:00 p.m. at the Biltmore Hotel in New York City. A cocktail party will follow the conferences. Registration for each conference will be \$45.00 which includes lunch.

Advance registration is advised. Register for one or all conferences by sending the following information to the New York State Psychological Association, 565 Fifth Avenue, New York. 10017 Be sure to include the following:

(1) Your name; (2) Title; (3) Organization; (4) Address, including zip code; (5) Phone number; (6) The conference(s) you wish to attend and (7) A check for \$45 for each conference. Registration fees are refundable up to 2 weeks prior to the conference.

\* \* \* \* \*

#### Other Announcements

Following is a list of the officers and the 1970-71 program of the Metropolitan New York Association for Applied Psychology (METRO):

#### OFFICERS:

President - Treadway C. Parker  
Vice-President and Program Chairman - Morton Edward Spitzer  
Treasurer - Thomas Vris  
Secretary and Membership Chairman - Virginia E. Schein

#### PROGRAM:

September 24, 1970 - William Byham - Operational Validity  
October 21, 1970 - Rogers Taylor - Empirically Derived Job Dimensions  
November 24, 1970 - David Sirota - Cross-Cultural Job Attitude Surveys  
December 16, 1970 - John Campbell - Review of Personnel Training and Development  
January 21, 1971 - Henry Morgan, Jerome Doppelt, William H. Enneis - Assessing Job Applicants from Minority Groups  
February 3, 1971 - Arthur Jensen - Implications  
March 24, 1971 - James Gavin - Training Supervisors of the Hard-Core  
April 22, 1971 - Robert Ford - Motivation through the Work Itself  
May 26, 1971 - Michael Beer - Organizational Development

The Meetings are held at the Harvard Club.

\* \* \* \* \*

Carl J. Kujawski is Coordinator - Manpower Development, Employee Relations, in the Products Division of Atlantic Richfield Company in New York. His new address is 600 Fifth Avenue, New York, New York 10020.

William Byham has been appointed Director of Management Development Programs of the Graduate School of Business at the University of Pittsburgh, Pittsburgh, Pennsylvania. Bill was formerly with the J. C. Penney Company of New York City.

\* \* \* \* \*

#### Another Award to a Division 14 Fellow

Dr. Carroll L. Shartle, Professor Emeritus of Psychology and Administrative Science, The Ohio State University has received The Centennial Achievement Award of the University for distinguished governmental and academic service. Dr. Shartle's early work was with the United States Employment Service and included the development of the first testing procedures and the Dictionary of Occupational Titles which defined and classified over 20,000 occupations. Now in its third edition the Dictionary widely used by governmental agencies, industry and schools. At Ohio State since 1944, Dr. Shartle was Director of the Ohio State Leadership Studies including research on administrative behavior in government, industry and educational organizations. He also served as Chairman of the Personnel Research Board and more recently Associate Dean (Research), College of Commerce and Administration. Dr. Shartle is author of three books, several research monographs and numerous technical articles. He is presently a consultant in organizational and occupational research and lives at 218 Leland Avenue, Columbus.

\* \* \* \* \*

#### Images

I'm told that several members of the Division had changed their images so much they were unrecognizable at first or even second glance. Victor Vroom went to the podium to receive his James McKeen Cattell Award and none of the Division officers recognized him. And for those of you who thought that Groucho Marx and Charles Dickens attended our meetings, you are wrong. Ask Phil Ash or Bernie Bass.

\* \* \* \* \*

## NEWS FROM ACADEMIA

### Bowling Green State University Dedicatory Series

The theme of the second program in the dedicatory series of BGSU was Psychology and Social Responsibility. Participants in a symposium on decision making and their topics were:

Lewis R. Goldberg, Clinical Decision Making  
James C. Naylor, Decision Making in Industry  
Ward Edwards, How to tell whether a million dollar program is worthwhile before it is too late.

George A. Miller and Edward L. Walker were featured in the first program in the series last April, and the Third Program will be a symposium on the criterion problem in applied psychology with Marvin D. Dunnette, Michael Beer and S. Rains Wallace. The fourth and final program will be a symposium on Control of Behavior, and details will be announced later.

\* \* \* \* \*

#### Notes

Samuel S. Dubin, Penn State University, directed a symposium on Professional Obsolescence at Churchill College, Cambridge University, England, June 22 - 26, 1970. The program covered such major areas as - Professional Updating for the Advancement of National Purpose; Motivational Factors; Mid-Career Education; The Magnitude of Occupational Obsolescence in Engineering and Science; Reducing Obsolescence Using Perceived Job Discrepancies; and Factors in Organizational Climate Which Stimulate Updating.

The delegates came from 11 European countries. American Psychologists on the program included William Dill, Dean, Graduate School of Business Administration, New York University, Dr. Gerald V. Barrett and Bernard Bass of Syracuse University. A book entitled Professional Obsolescence will be published in June 1971.

\* \* \* \* \*

Ed Lawler III spoke on "Pay and Organizational Effectiveness" at the American Compensation Association's 1970 National Conference in Denver this fall.

\* \* \* \* \*

What will the World of Work be like in the 1970's and 1980's? And what can the behavioral sciences do to cushion "Future Shock" were subjects discussed by Bernie Bass in a speech at the fall meeting of the Association of Consulting Management Engineers (ACME) in Hot Springs, Virginia.

\* \* \* \* \*

Congratulations to Warren Blumenfeld for having been (1) appointed to the Research Council of the School of Business Administration at Georgia State University, (2) appointed Chairman of the Research Committee of the Georgia State Psychological Association, (3) featured in the Atlanta Constitution and (4) selected by his peers as the outstanding Association Professor of Management at Georgia State.

(If the south shall rise again, it may be due to the influx of Purduvians, for, in addition to Warren, the following former staff members and graduates of dear old P.U. are in Georgia: Charles Darby, Bill Owens, Lyle Schoenfeldt, Charles Smock, Robert Teare, Abe Tesser, and Edith Weisskopf-Joelson).

\* \* \* \* \*

Bare, Baer, Baehr

An open letter to the 12 Bears:

Dear Drs. Bare (Carol, John and Roderick)

Dear Drs. Baer (Daniel, Donald, Jean, Max, Paul and Ruth)

Dear Drs. Baehr (George, Melany and Rufus)

Where were you when the APA--SDS had its inaugural meeting at the Deauville about midnight on-----You're not attending that swimming party in the ocean damages the theory of names and activities. Your absence was almost as shocking to me as learning that Dr. Armand Hammer is president of a petroleum company and not the baking soda company.

\* \* \* \* \*

John Goodlad, Dean of the Graduate School of UCLA was in Denver recently for a meeting in connection with the White House Conference on Children. Incidentally, I was disappointed to learn that Dr. Jacqueline Desire Goodchilds (Isn't that atrocious grammar, Churchill) has left the field of Child Welfare.

\* \* \* \* \*

No Hortense, Emerson Boozer is not a tight end for the New York football team, nor is he a jet-set back. He is a set back.

\* \* \* \* \*

Dr. Wonderful A. Trembly, former airlines pilot, is a human factors psychologist interested in sensation, perception, and fatigue.

\* \* \* \* \*



## NEWS FROM OTHER NEWSLETTERS

James Glennon spoke on "Manpower, Planning and Policy" at the Fall meeting of the Industrial Section of the Illinois Psychological Association; Jack Sawyer participated in a panel on "The Current Campus Scene---The roles of the Psychologist," and Warren Bennis was guest speaker at the IPA Dinner. Dr. Bennis spoke on the topic, "The University and America in the 70's".

---The Illinois Psychologist

\* \* \* \* \*

Rensis Likert has announced that he will step down this fall from his position as director of the Institute for Social Research, a job he has held since ISR was founded. Dr. Likert will continue his association with ISR research. ---ISR Newsletter

\* \* \* \* \*

The New Jersey Psychological Association presented its Distinguished Service Award to Donald E. Super. The New Jersey Psychologist described Dr. Super as "one of the eminent psychologists of our time, serves currently as Director of the Division of Psychology and Education, Teachers College, Columbia. His work on vocational development theory is internationally renowned" and went on to list the many posts in which he has served psychology at a national level.

\* \* \* \* \*

Division 13, Consulting Psychology presented research awards for the fourth year at the recent APA convention. Ralph M. Stogdill was awarded first prize for his research "Response of Vocational Students to Supervision." The Newsletter's one line summary of the paper (coauthors, Nicholas P. Coady and Adele Zimmer): "Reinforcement may change expressed attitudes and yet have disappointing effects on accrual performance."

\* \* \* \* \*

The Arizona Psychologist reports that Elinor Barnes "has been visiting her interns in the program of the Retirement Housing Administration in a geographic area stretching from California to Great Falls, Montana..." In August, she met with the Administration on Aging Administrators in Ann Arbor, participated in the Michigan Conference on Aging; planned to attend the annual meeting of the Gerontological Society in Toronto, and in November, the annual meeting of the American Association of Homes for the Aging.

\* \* \* \* \*

In reading the Minnesota Psychological Association Newsletter, I learned:

Minnesota psychologists lost a cherished colleague and a vital thread running back to the early history of Minnesota psychology when Margaret Paterson died on July 11th, 1970. Margaret not only had impact on the lives of thousands of children through her professional contribution as a teacher of teachers at Miss Wood's School (which eventually merged with Macalester College) but she substantially advanced the development of Minnesota Psychology as the wife of one of the profession's pioneers, Donald Paterson. Margaret believed Don had a genius quality to give the world and translated this conviction into effective action by trying to clear his path of as many mundane distractions as possible and supporting his deep concern for his students with homely hospitality. Neither we who knew this man nor this pioneer prober of trait measurement could ever estimate what portion of Don's contribution to psychology should be credited to Margaret's supportive facilitation but we knew that her support was an abiding element.

--- Evelyn Deno

\* \* \* \* \*

Note to Newsletter Editors: The State Psychological Association Affairs Newsletter reported that a manual for editors of state and division newsletters will be published in 1971. All suggestions you have are welcomed --- write Logan Wright, Don Freedheim, Steve Goldstein or John Boulger.

\* \* \* \* \*

## LETTERS TO THE EDITOR

### On the Value of Struggle

Bill Owens correctly judges, in his July 20 letter to all members, that seeking approval of a special assessment for implementing the plans of the Commission of Accelerating Black Participation in Psychology would create within the Division a struggle of uncertain outcome.

But such a struggle--regardless of its outcome--has much to recommend for itself, particularly to members of this Division. Because of the crucial role we industrial and organizational psychologists play in management activities and processes, we need to understand how our values on social relations relate to our professional practice. We need to expose our thoughts to the scrutiny of our colleagues and to listen carefully and respectfully to the views of the colleagues who may think differently than we do. People who make consequential decisions in the real world cannot escape affecting, and being affected by the issues, to name but two, being raised by blacks and women. Hence it seems to us that as an organization, Division 14 needs to face issues like these in open forums or town meetings of the sort we understand that the Divisional Business Meetings will henceforth be.

Such an open meeting where we might have discussed, for instance, a special assessment for implementing the plans of the Commission in Accelerating Black Participation in Psychology might, it is true, prove to be painful, agonizing, full of tension, and perhaps even divisive. But surely industrial and organizational psychology would not be permanently damaged by an open discussion of a controversial topic!

As Bill Owens notes, there is probably disagreement among us. But this simply means that there is a problem. The problem will not be solved by ignoring it. It is unlikely that we would all agree after discussion, but we might understand each other's (and even our own) positions somewhat better, following a public airing of a possibly divisive proposition. We might also have a clearer idea of how problems associated with disadvantaged groups in our society relate to our profession and to Division 14, suggesting therefore that the "struggle," whatever its outcome, should be generally educational and beneficial.

We therefore urge the Executive Committee to take a different position should future possibly divisive problems arise, a position encouraging an open forum discussion of the controversial issue at the annual Business Meeting. Future problems are bound to arise, women in business and industry for instance, and it seems to make much sense to us that we develop now, before the urgency of a problem is thrust upon us, a philosophy or a policy encouraging open discussions rather than bury the issue for fear that to do otherwise would divide our ranks.

How do you, our fellow members of Division 14, feel about this?

---Robert Perloff and Jack Sawyer

## RESEARCH NOTES

### Personnel Research, Anyone?

An esteemed colleague sent me the following note:

"In a suit by three former employees charging racial discrimination, a U.S. district court ruled that an employer was required to respond to their queries concerning: where all its plants are located, the type of business in which it is engaged, whether it has received any state or federal money; the name, address, age, race education, date of employment, first position and salary and all changes in them and in fringe benefits of all employees since January 1, 1964; job classifications in which there have been no negroes or no whites in the past 6 years; names of all negro and white supervisors and the employees working under them by race and length of time, and number of job vacancies by classification since January 1, 1964, and how each was filled.

The court reserved decision on whether the three former employees may bring a class suit until the answers to the specific questions have been obtained."

His comment provided the headline.

\* \* \* \* \*

## PROFESSIONAL NOTES

### Report of Division 14 Participation on the Inter-Association Council on Test Reviewing

The Council's search for outside funding had to be renewed after it had been learned that the Russell Sage Foundation was no longer supporting activities in the field of testing. Accordingly, it was agreed by the Council that it would continue operations the past year on a minimum dues structure while continuing the search for suitable outside financing. Each representative was to request from his organization a suggested minimum contribution of \$50 if he represented an organization or \$25 if a journal, with a request for additional funds beyond the suggested contribution, in lieu of dues for the 1970 fiscal year.

Division 14 voted to contribute \$50.

Below, for those unfamiliar with IACTR, is a capsule account of what the Council is, has done and hopes to do in the future:

From a feeling that the whole area of test reviewing lacks coordination, the Council was formed to help testing people learn more systematically and efficiently what's available. Members are representatives of educational, psychological agencies, journals.

From surveys conducted among test users and journal editors, the consensus was that current test reviewing needs considerable improvement.

The Council is still groping for a delineation of a proper unique mission and feels that while this area certainly presents important information problems and perhaps even ethical problems, it is still a little uncertain which ones they should undertake and which ones they should not as more properly the province of concerned APA Divisions.

---Frank W. Uhlmann and Arthur J. Drucker

\* \* \* \* \*

### A Note to Members from the Public Relations Committee

The Public Relations Committee met on September 21st, and decided to utilize the TIP as a means for communicating some of our thoughts, reflections and objectives for the coming year. Our purpose is to get all of you active and involved in some of

our activities, and utilize your creativity and innovations to provide us with possible solutions.

Our two pamphlets, The Industrial Psychologist and A Career in Industrial Psychology are available from the APA at a nominal cost.

The Committee is concerned regarding application/encouragement to ABEPP and applications to Fellowship status. Not enough youngsters are being considered.

We feel this is an inappropriate time to influence Congress regarding behavioral science activity in general. This is due to the elections in November plus the "professional climate" on the hill.

Our major concern was "our image" and how this could be improved. We felt that a small committee could not adequately represent 1100 members, so we believe you have the critical p. r. job.

Whether you agree or not, we are perceived as "up tight" and "establishment" by the younger generation, and as "hard hats" by the humanists! We are viewed as conservative, money oriented big business, and dealing with trivia, rather than significant social/political events. We are accused of being too theoretical, "test happy", and manipulative.

It matters not if these reflections are accurate or appropriate, but it shows that we are losing relevancy and rapport with the younger generation, who outnumber us. What really matters, is what you, as a psychologist are doing about our image. Below are listed some suggestions, and we are sure you can add to the list:

1. Get involved in the social action scene, in your schools, the ghetto or your community. As a psychologist, you have a variety of much needed skills, that will provide you with intrinsic satisfaction, and others with external assistance.
2. Devote some time each month for discussions to community organizations to explain our profession. Many groups in your community are looking for speakers, and your involvement can clarify some of the misconceptions of our field.
3. Write an article for a popular, rather than professional magazine. Show the public that we too, are human beings. An example would be Campbell, et al., On Becoming A Psychologist in Industry (A Symposium) Pers. Psychol., 23, 2, 1970, pp.191-221.

4. Devote a few hours each week to provide your skills (free of charge) to the community. Help with school problems, assessments, counseling, or act as a "big brother/sister" to youth in your area.
5. Change your own personal image. Grow side burns or a beard. Wear colored shirts and wide ties. Save your gray flannel suit for the organization and purchase a wild sportcoat. This will not only make you feel younger, but scare the heck out of your spouse!
6. Teach an evening course in adult education at your local school or university. Emphasize the practical/applied, rather than the conceptual/theoretical aspects of our profession.
7. Take the time to become informed and learn about the current concerns of youth. This will not only enhance your dealings with the "real world" but will also improve communications with your children.

These are just a few suggestions to get you involved. As President Kennedy once remarked: "Think not what the public relations committee is doing for you----What are you doing to improve our public relations?"

We feel this is of critical import to the Division. We need our young students to become interested and involved in our profession. Think about it, and let us have some of your ideas.

Sincerely,

*Frank W. Uhlmann*  
 Frank W. Uhlmann, Chairman  
 Public Relations Committee  
 3902 Jocelyn Street, N.W.  
 Washington, D.C. 20015

\* \* \* \* \*

#### Suggestions for Workshop Committee

John Zuckerman has asked that I let the membership know that he would be interested in receiving suggestions of topics to be

considered for the next Division 14 Workshop. Please send them directly to him:

Dr. John V. Zuckerman, Chairman  
 Department Behavioral Management Science  
 College of Business Administration  
 University of Houston  
 Houston, Texas 77004

\* \* \* \* \*

#### Income of Division 14 Members Third Annual Survey Including 1969 Income August, 1970

Wayne W. Sorenson  
 State Farm Insurance Companies

Income data were obtained from members of Division 14 through a questionnaire mailed to them in May, 1970. By July 6, 1970, 609 questionnaires had been returned. The percentage of response (56%) was very similar to the response rate obtained in previous surveys. It may be observed that the number of persons who replied to the three income surveys (approximately 600) is similar to the number who vote in Division 14 elections. This would appear to be a relatively stable figure in terms of the number of Division 14 members responding to surveys.

Table 1

	Number	Percent
Surveys Mailed (May 18, 1970) <sup>1</sup>	1,096	
Surveys Returned: Address Unknown	5	
Net Survey Population	1,091	100%
Surveys Returned		
Usable (by July 6, 1970)	609	56%
Unusable <sup>2</sup>	32	3%

The data regarding income are presented in the following charts. Of special interest is the opportunity to compare data ob-

<sup>1</sup>Questionnaires were sent to all Division 14 members of record as of May, 1970. The mailing list was obtained from APA central offices in Washington, D. C.

<sup>2</sup>Includes questionnaires returned after the cut-off date and also those with uncodeable data (e.g., a retiree indicating only that he had retired).

tained cross-sectionally with data obtained longitudinally. The longitudinal data were made possible by matching social security numbers. Altogether, longitudinal data for the years 1967, 1968, and 1969 were available for 273 members of Division 14. Primary income data for the longitudinal group are summarized in Figure 3.

## Table of Contents

### Income During 1969

Figure 1 - (Categorized by Degree and by Sex)

### Income Trends

Figure 2 - Cross-sectional Data 1967, 1968, 1969

Figure 3 - Longitudinal Data 1967, 1968, 1969

Figure 4 - Annual Starting Incomes 1950-1969

### Categorizations

Figure 5 - Type of Division 14 Membership

Figure 6 - Age

Figure 7 - Primary Professional Employment

Figure 8 - Years since Doctorate

Figure 9 - Major Job Activity

### Changes in Income 1968-1969 by Categories

Figure 10 - Age (Dollar Amounts)

Figure 11 - Age (Percentages)

Figure 12 - Years since Doctorate (Dollar Amounts)

Figure 13 - Years since Doctorate (Percentages)

Figure 14 - Primary Professional Employment (Dollar Amounts)

Figure 15 - Major Job Activity (Dollar Amounts)

Figure 16 - Amount of 1968 Income (Percentages)

### Supplementary Income

Figure 17 - Sources and Amounts of Supplementary Incomes

### Job Changes

Figure 18 - Income Before and After Job Changes

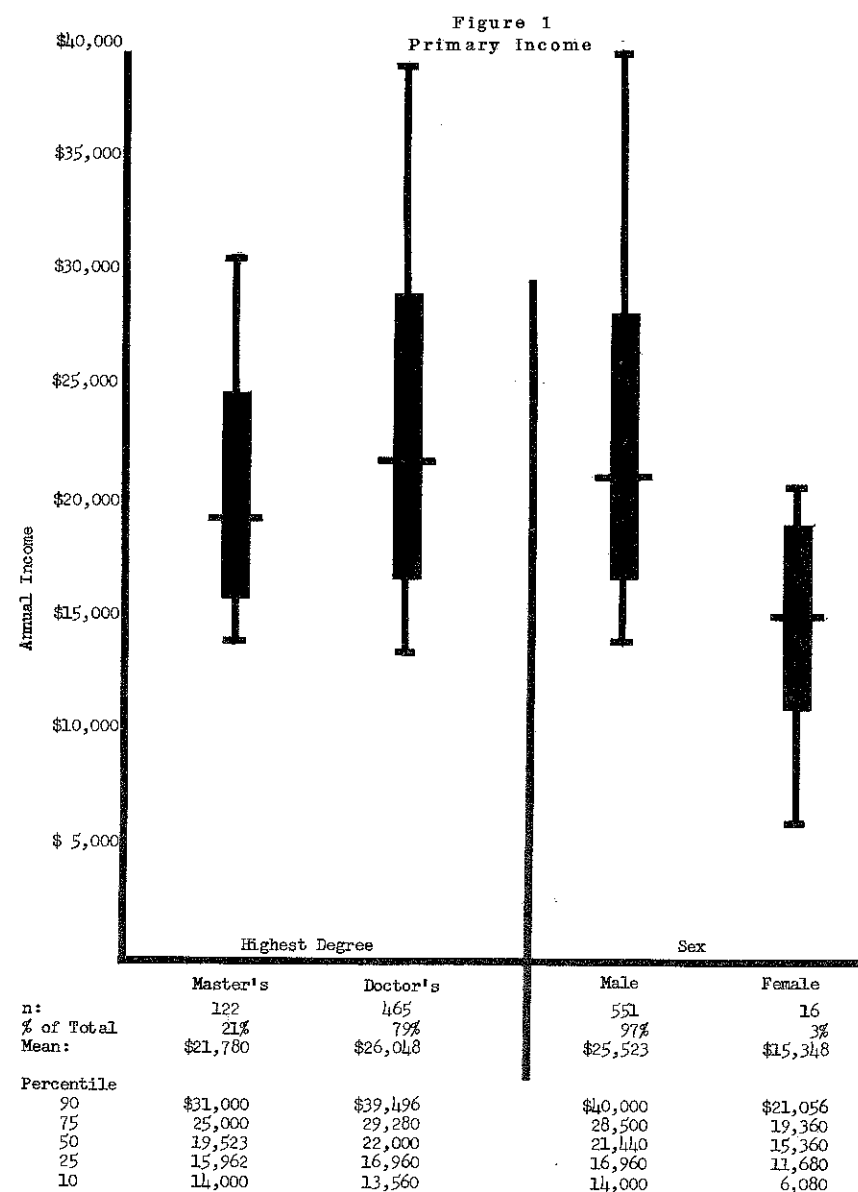


Figure 2  
Primary Income (males)  
Cross-sectional

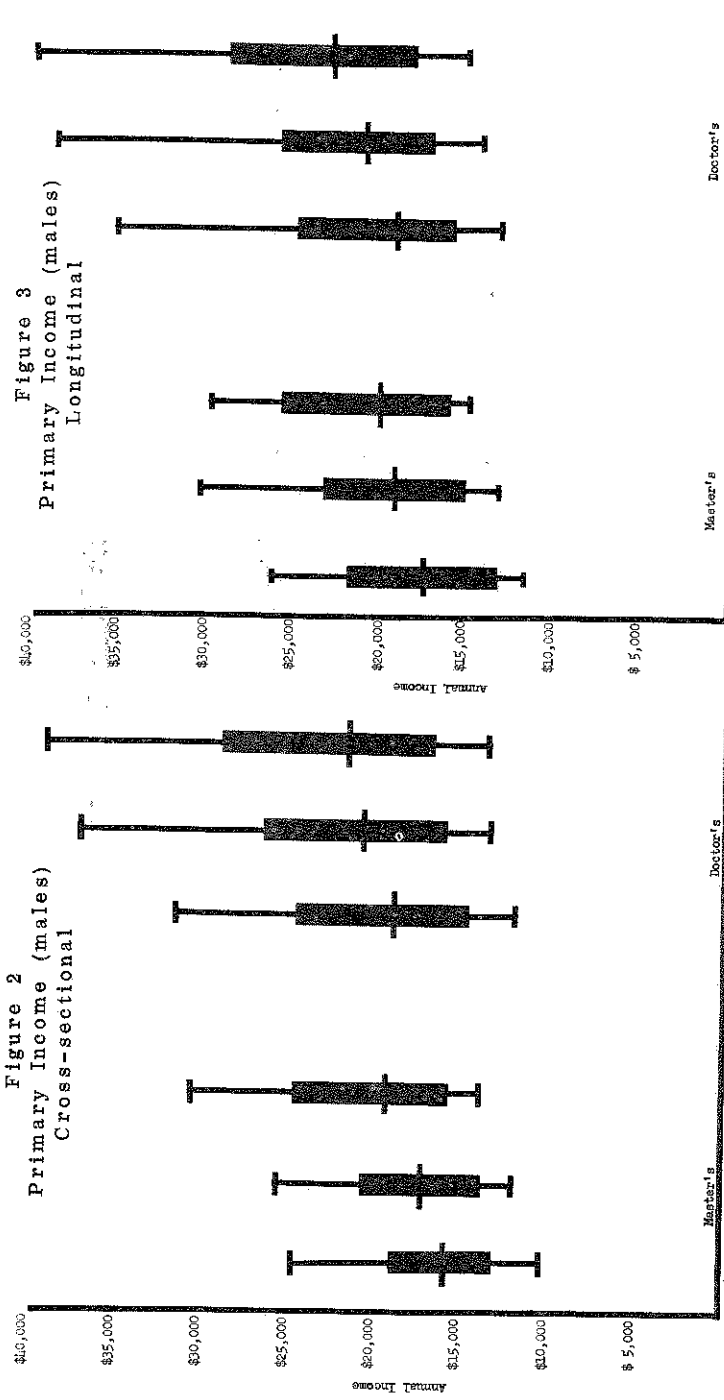


Figure 3  
Primary Income (males)  
Longitudinal

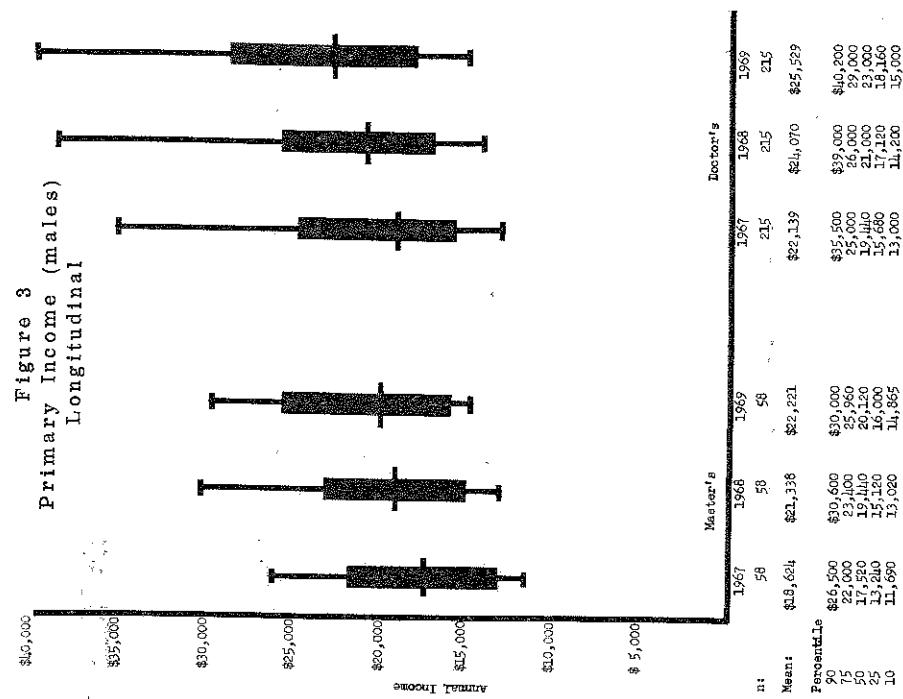


Figure 4  
Annual Starting Salary

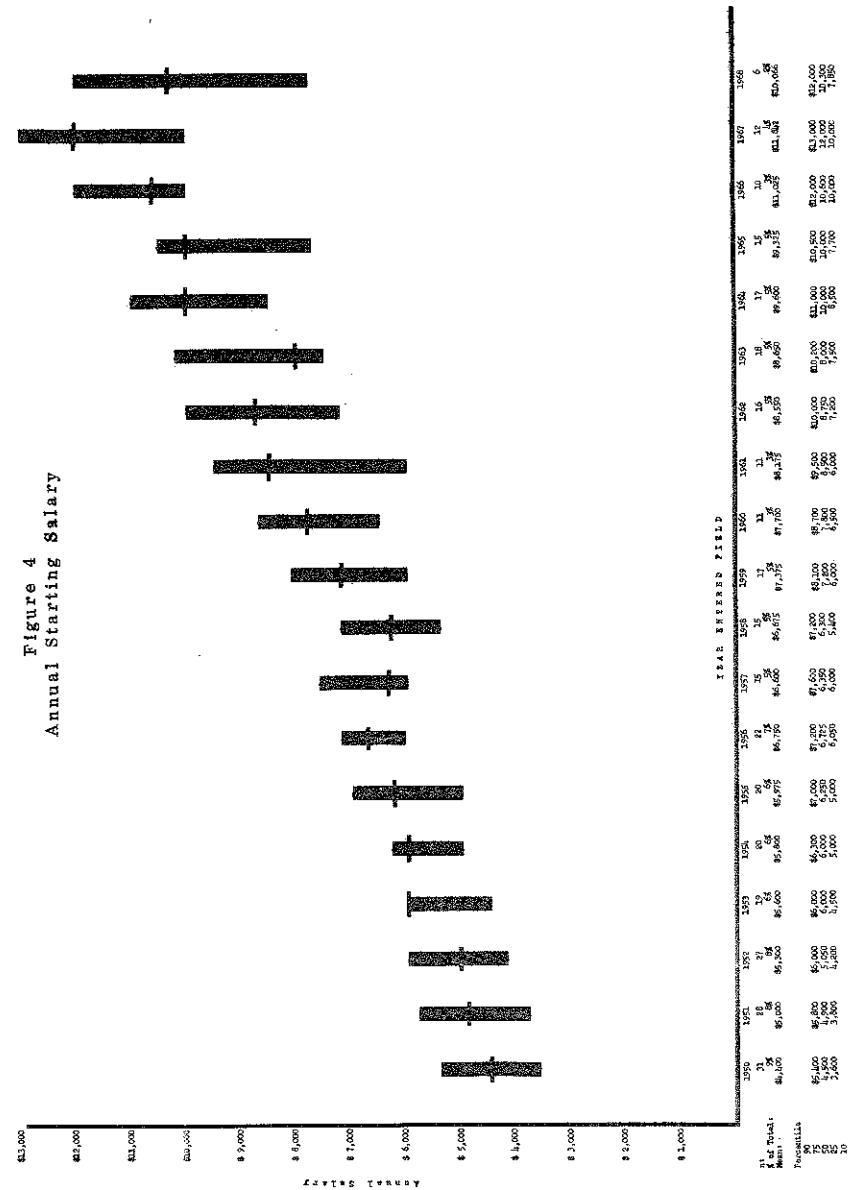




Figure 5  
Primary Income  
All Degrees

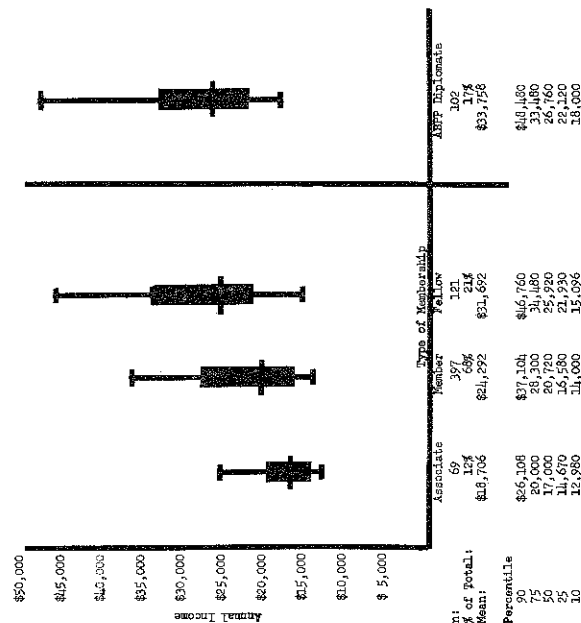


Figure 6  
Primary Income  
Doctorates Only

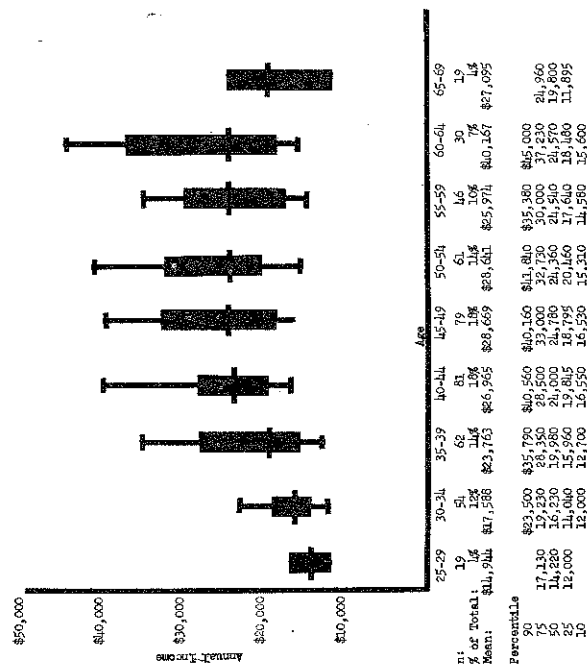


Figure 7  
Primary Income  
Doctorates Only

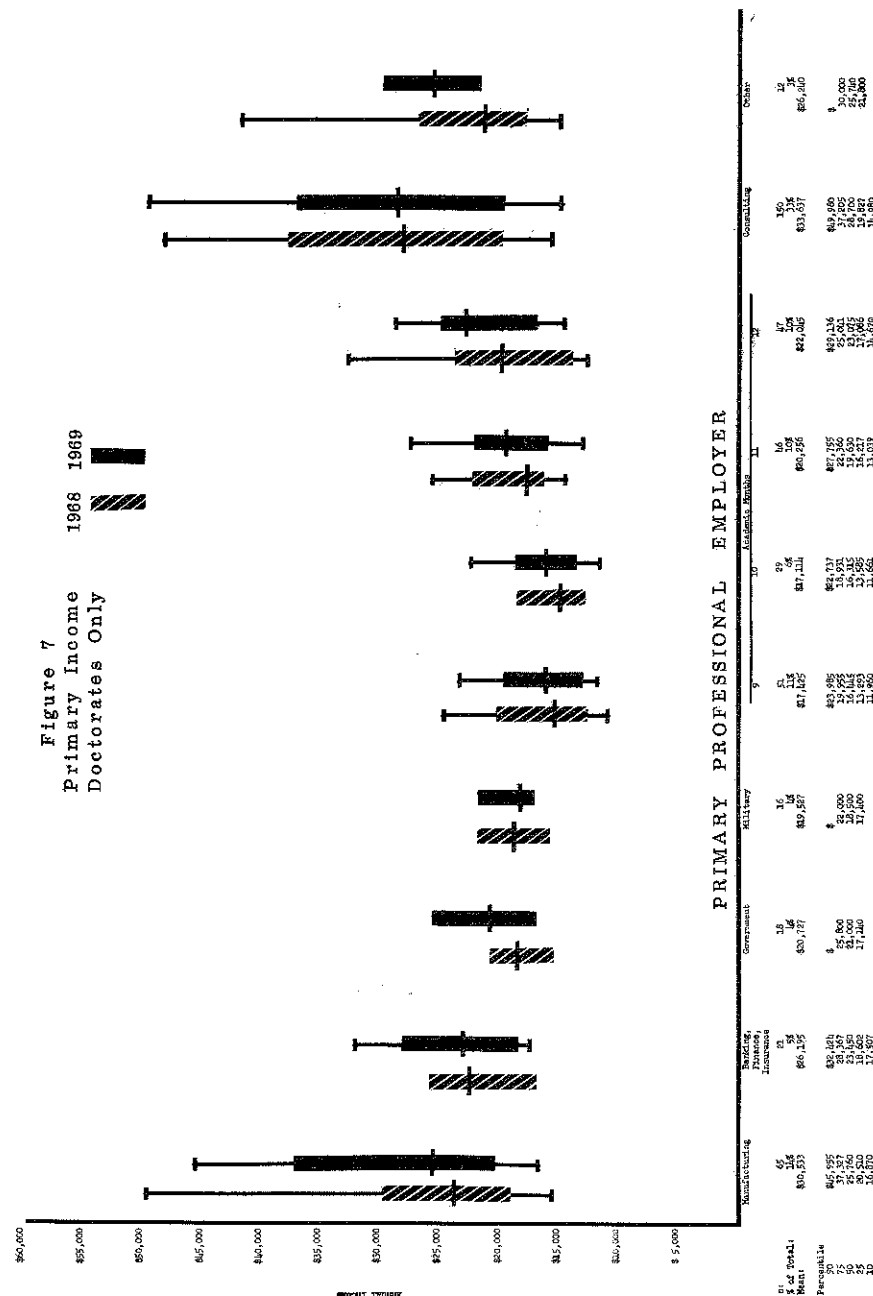


Figure 8  
Primary Income  
Doctorates Only

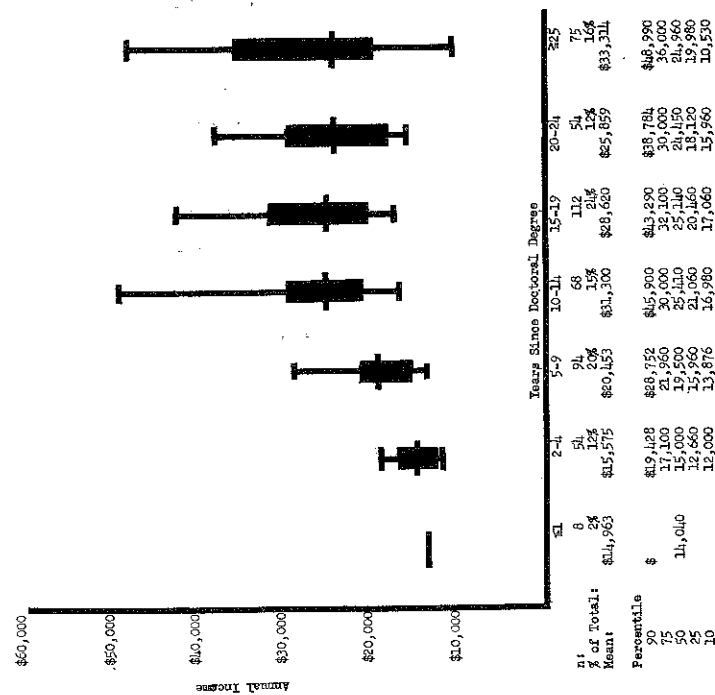


Figure 9  
Primary Income  
Doctorates Only

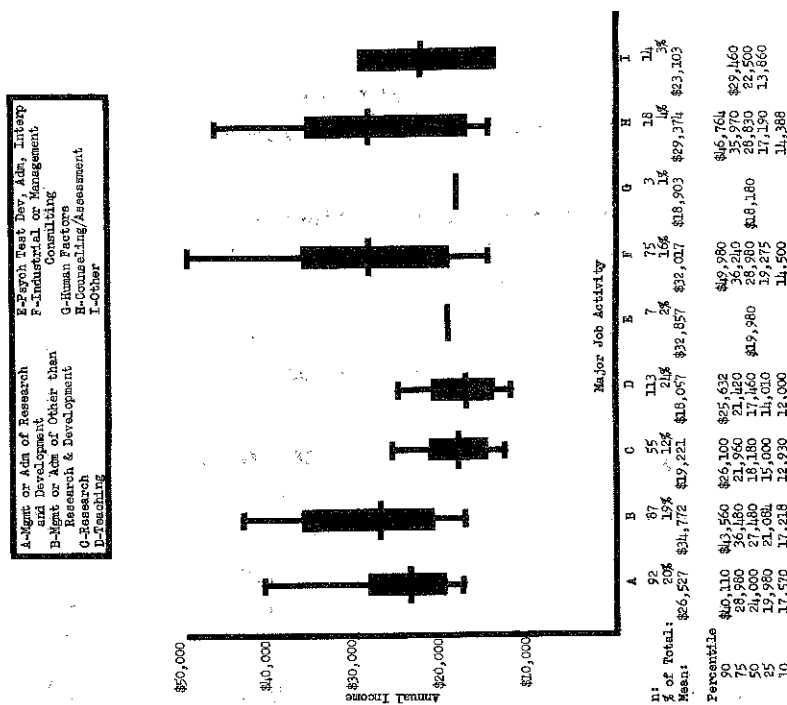


Figure 10  
Change in Primary Income  
1968-1969 Doctorates Only

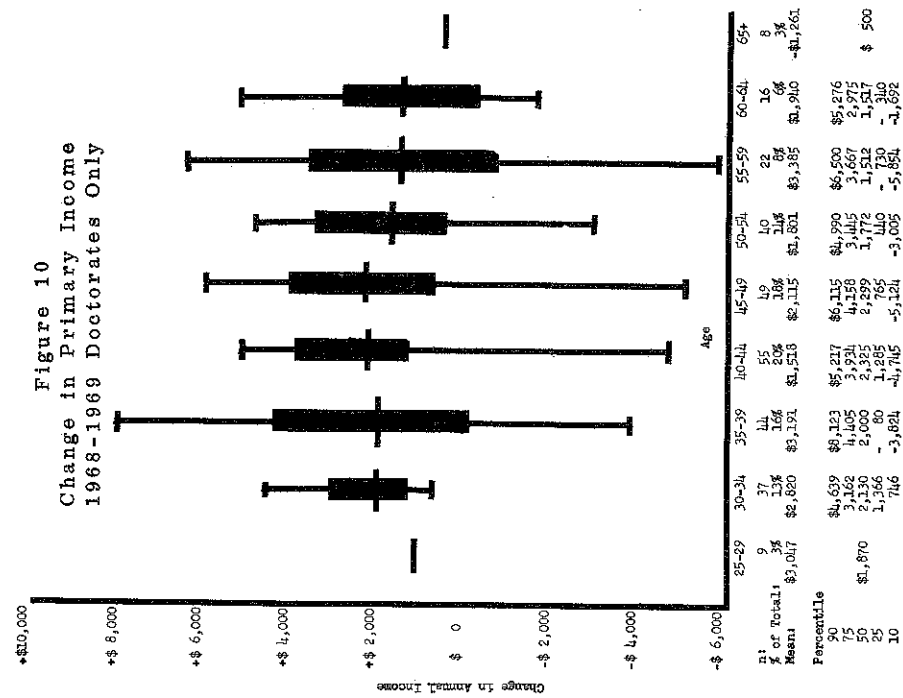


Figure 11  
Percent of Change in Primary Income  
1968-1969 Doctorates Only

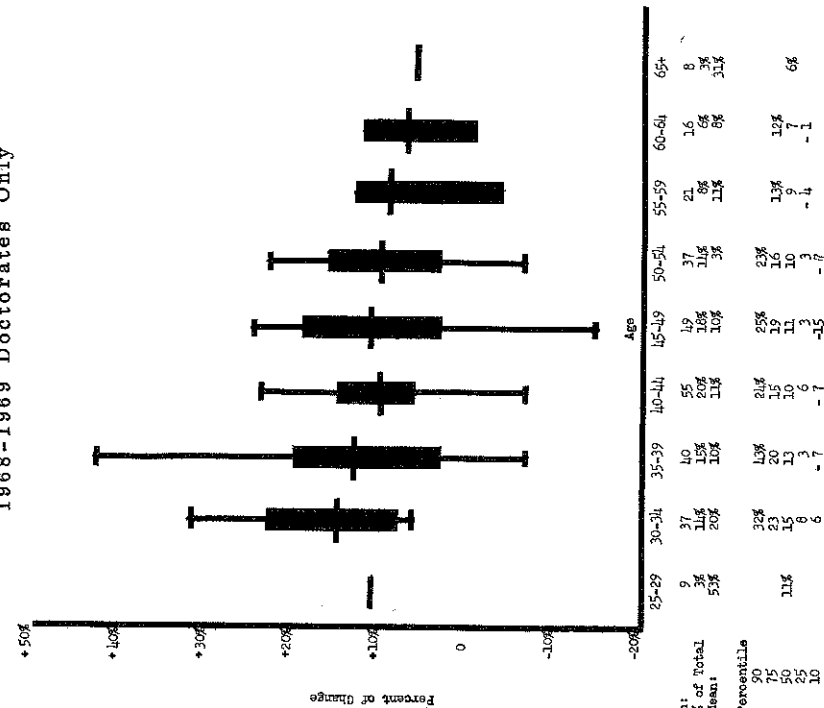


Figure 12  
Change in Primary Income  
1968-1969 Doctorates Only

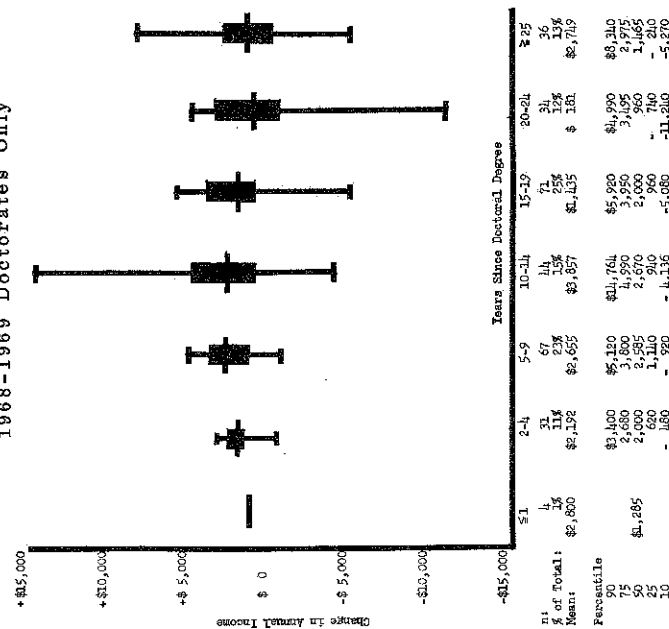


Figure 13  
Percent of Change in Primary Income  
1968-1969 Doctorates Only

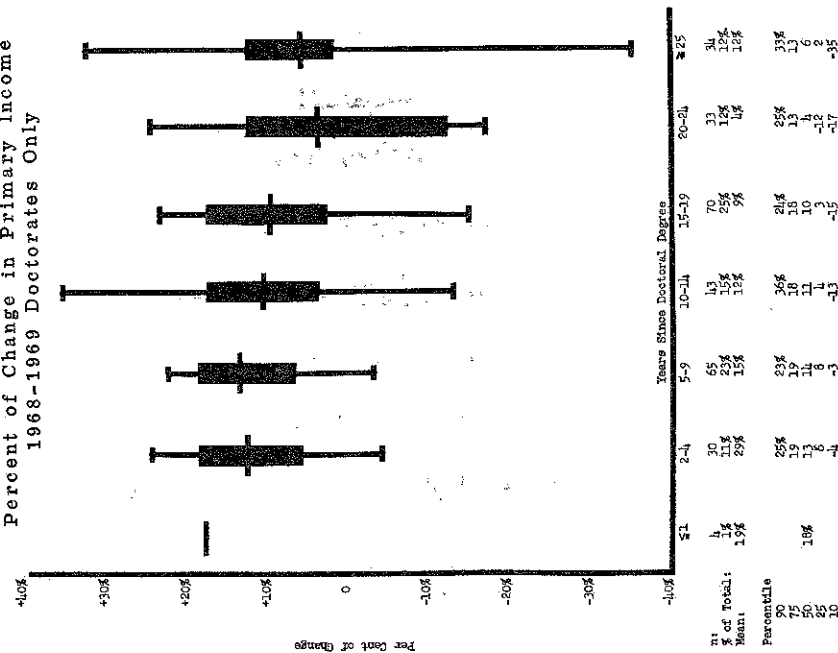


Figure 14  
Change in Primary Income  
1968-1969 Doctorates Only

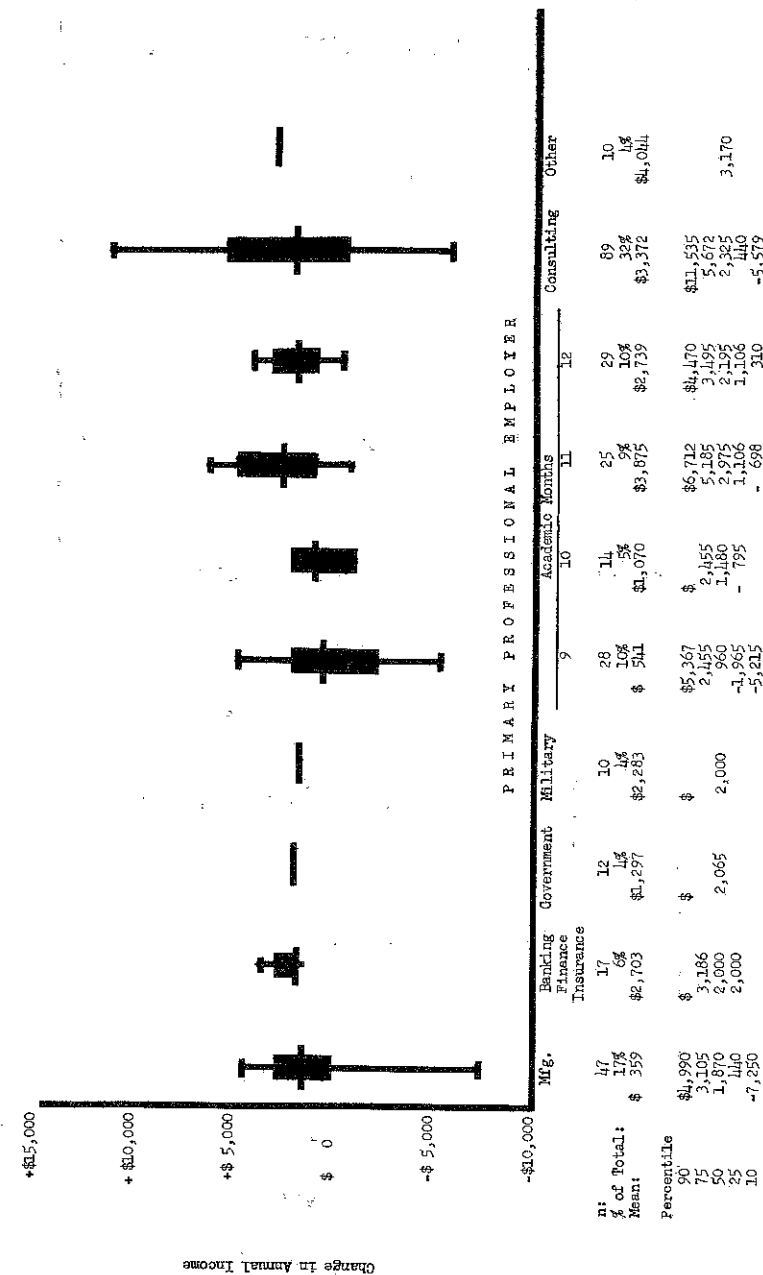


Figure 15  
Change in Primary Income  
1968-1969 Doctorates Only

A-Mgmt or Adm of Research  
B-Resrch & Development  
C-Resrch or Adm of Other than  
D-Resrch  
E-Resrch & Development  
F-Resrch  
G-Resrch  
H-Resrch  
I-Resrch

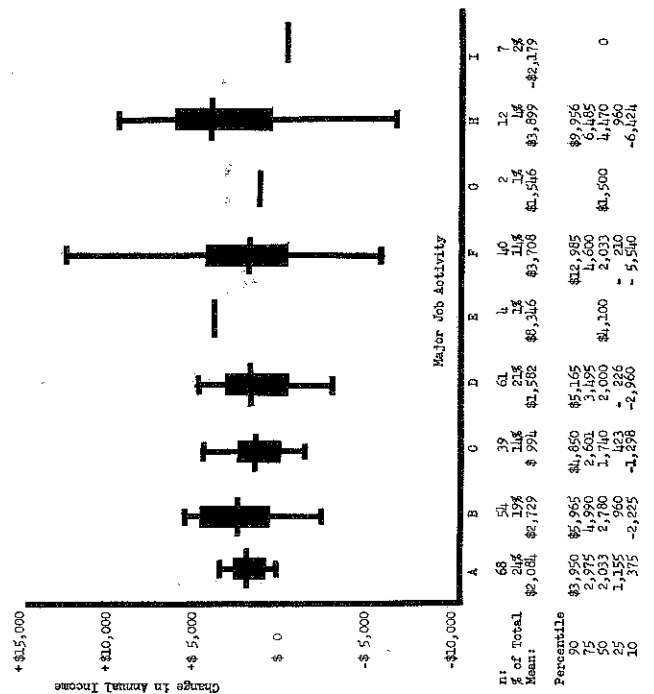


Figure 16  
Percent Change in Primary Income  
1968-1969 Doctorates Only

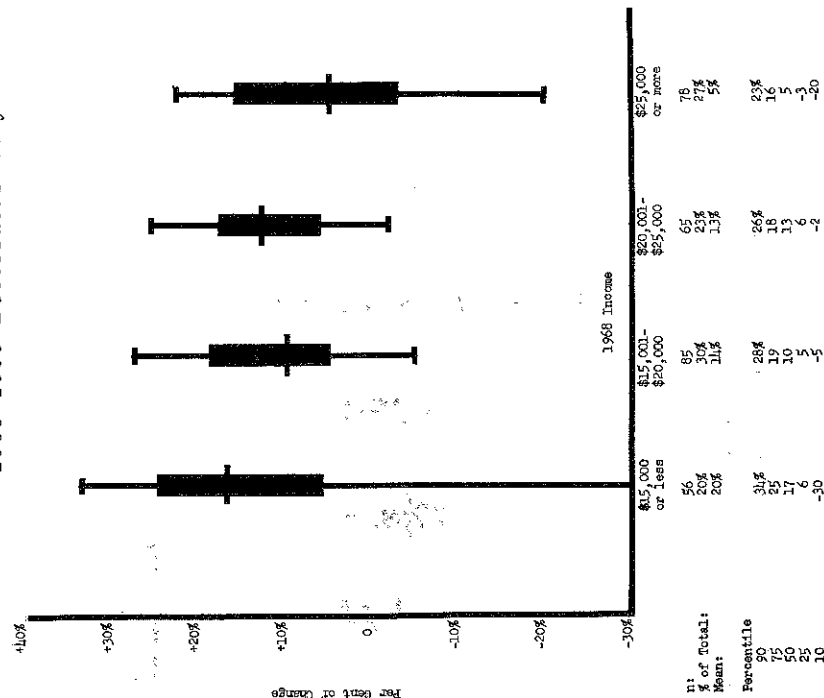
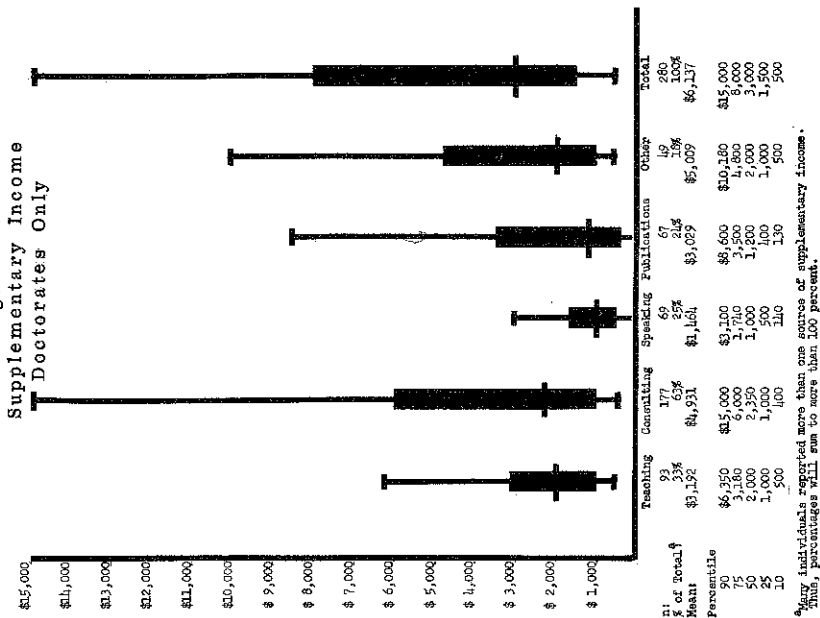
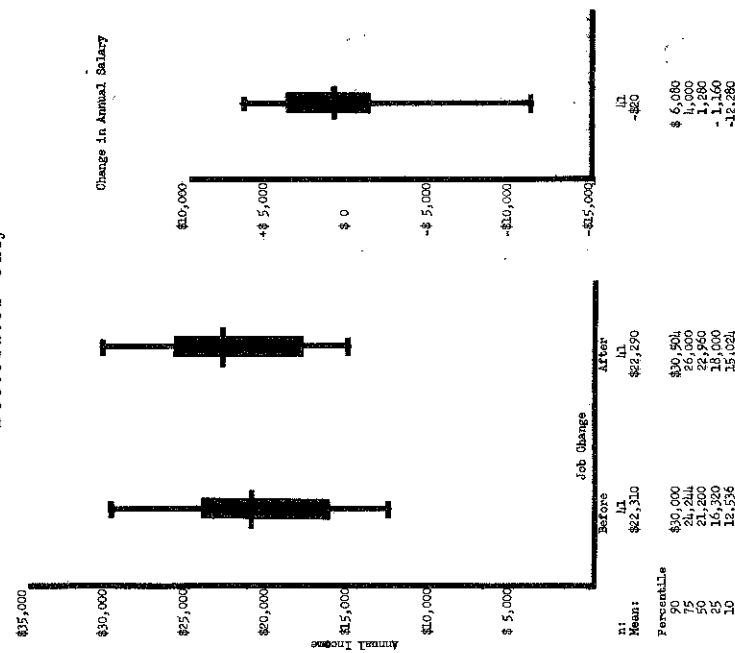


Figure 17  
Supplementary Income  
Doctorates Only



\*Many individuals reported more than one source of supplementary income. Thus, percentages will sum to more than 100 percent.

Figure 18  
Job Change  
Doctorates Only



## EDITOR'S NOTE

Judging from comments of many of the members, the highlight of our meetings in Miami was the awarding of desk pieces to past presidents of Division 14. It was a simple but inspiring ceremony. The fact that Dr. Bruce V. Moore, first president of our Division, was present to receive the honor testifies to the youth of our profession. We have solved some problems, but there are many more left to challenge us.

In this issue, the Public Relations Committee expresses concern about image; but on the Division's convention program there were many topics discussed that offered testimony that we are more than what some have called the "money grubbers" of the profession. (Perhaps Sorenson's Salary Survey will dispel this image).

William Foote Whyte in his recent book on organizational behavior in discussing our profession's "approaching scientific maturity," points out that "The emergence of the field was greeted by a barrage of arguments against the ethics of its principle (sic) investigators. Some were charged with promoting a kind of 'cow sociology', showing management how to 'manipulate' the workers so as to make a union unnecessary." (Whyte, P. 17)

Whyte suggests that the decline in the argument over ethics does not mean that the ethical issues are settled.

Perhaps we are no longer "cow sociologists" but there is yet much to do. Frank Uhlmann's letter suggests many things that we as individuals can do, not only to improve our image, but to benefit society.

The letter on the Value of Struggle by Bob Perloff and Jack Sawyer also speaks to this issue.

"How do you, our fellow members of Division 14, feel about this?"

## REFERENCE

Whyte, W. F., Organizational behavior theory and applications. Homewood, Illinois: Irwin-Dorsey, 1969.

*JB*

## DIVISION 14 OFFICERS AND COMMITTEES - 1970-1971

President	Herbert H. Meyer
President-Elect	Douglas W. Bray
Past President	William A. Owens, Jr.
Secretary-Treasurer	Donald L. Grant

### Representatives to

APA Council  
 Donald L. Grant (1968-1972)  
 Robert M. Golen (1968-1971)  
 Lyman W. Porter

James G. Naylor  
 Lyman W. Porter  
 Paul W. Thayer  
 Harry C. Ireland  
 Karl E. Weick

### Member at Large of

Executive Committee  
 Marvin D. Dunnette (1969-1972)  
 Paul Thayer (1968-1971)  
 Joseph Weick (1970-1972)

### Newsletter

John R. Bolter, Editor  
 George S. Speer, Business Man

### Fellowship

Rosin Holstrom, Chairman  
 Ralph R. Canter  
 James G. Naylor  
 Joseph Weick

### Professional Affairs

D. Paul Sparks, Chairman  
 Arnold L. Nye  
 Robert E. Selover  
 Mary L. Tenover  
 Fred Wickert

### Membership

James R. Glendon, Chairman  
 William D. Buell  
 John M. Larsen  
 George S. Speer

### Public Relations

Frank W. Uhlmann, Chairman  
 John L. Butler  
 Stanley H. Cohen  
 Arthur J. Becker  
 Eugene Schmuckler  
 J. B. Hulaner

### Education and Training

Edward E. Fowler, III, Chairman  
 John P. Campbell  
 Richard L. Campbell  
 Robert A. Carlson  
 T. Peter Dichter  
 Abraham K. Norman  
 Allen L. Kerut  
 Benjamin Schneider  
 Grace L. Tenover  
 Mark D. VanVels  
 A. C. Mackinnon

### Special Interests Activities

James J. Keenan, Chairman

### Examin

Lewis Albright, Chairman  
 C. J. Bartlett  
 Michael Beer  
 William C. Evans  
 Frank Friedlander  
 John B. Miner

### Ad Hoc Committee on

#### Graduate Student

#### Fellowships

Henry R. Brenner, Co-Chairman  
 Forrest W. Fryer, Co-Chairman  
 Ralph R. Canter  
 James R. Glendon  
 Edwin R. Henry  
 E. Richard Hoffman  
 Raymond A. Katzell  
 A. C. Mackinnon  
 P. W. Maloney  
 Herbert H. Meyer  
 William A. Owens, Jr.  
 Jack A. Partish  
 Robert Perloff  
 Ross Shaffer  
 Joseph Weick

### Workshop

John T. Zuckerman, Chairman  
 Paul A. Bueh  
 Milton D. Hake  
 E. Richard Hoffman  
 Robert F. Morrison  
 Jack A. Partish  
 A. Ferrence Pohn  
 Virginia E. Schein  
 Mark B. Silber

### Ad Hoc Committee on

#### Public Policy

Lyman W. Porter, Chairman  
 William Macches  
 Richard P. Shore  
 Stuart P. Taylor  
 S. James Wallace

### Scientific Affairs

Wayne K. Kirchner, Chairman  
 David G. Bowers  
 John R. Hinrichs

### Ad Hoc Committee on Liaison

#### with Amer. Soc. for Pers. Admin.

William A. Owens, Jr., Chairman