

PRESIDENTIAL MESSAGE

Georgia Power Amicus Briefs Are Available

by Robert M. Guion

The Supreme Court decision in **Griggs v. Duke Power** said, in effect, that selection methods with adverse impact on protected classes must be validated. The first major Title VII case to follow with validation data in defense was the Georgia Power case, a consolidation of **U.S. v. Georgia Power Co. and King, et al. v. Georgia Power Co.**

Reading the transcript, particularly the exchanges between the Court and the expert witnesses, is rather like reading Alice in Wonderland. The District Court decision favors the use of the tests, but it does so with reasoning peculiar to the ears of testing specialists. The decision was appealed to the Fifth Circuit Court of Appeals; prior Fifth Circuit civil rights cases have frequently gone against defendants and for plaintiffs. In this case, it seemed likely that the Court of Appeals would rule for the plaintiff in a decision that might be so worded as to have the effect of striking down even validated selection techniques. Either the Company had done a competent job of validation—a “meaningful study” in the terms of the **Griggs** decision—and should be upheld, or its validation study was deficient and should be struck down because of specifiable deficiencies. A reading of the District Court decision gave no reason to suppose that the record held anything in it to help the appellate court in evaluating the validity study. Whatever the decision, it seemed unlikely to be clearly based on technical principles.

Some attorneys felt that the case would go no further than the Court of Appeals since the Supreme Court had so recently heard a case involving testing. If the case stops at this level, its decision will have great impact (rivalling **Griggs**) on further interpretations of Title VII and of the EEOC guidelines on validation of employee selection procedures. It is important that such an influential decision be based in part on a realistic understanding of technical principles used by psychologists.

Accordingly, the division's Executive Committee, at its June meeting, decided to file a motion for permission to file an **amicus curiae** brief—not a brief taking sides in the dispute, but a brief presenting principles potentially applicable to the case. Action started, the following Monday when it was learned that the hearing was only a week away. After several weeks, the permission to file was denied; the Court changed its mind at the end of July with an order to file such a brief by August 25—a not-very-desirable time frame.

The brief as filed identifies the interest of the Executive Committee and makes a general introductory statement on testing, the APA **Standards**, and legal history. It then presents an “argument.” (Apparently, a legal brief must contain a section headed “argument.”) The argument section, deals first with the legal doctrine of “business necessity” as the foundation for a consideration of criterion development. The major portion of the argument identifies “job-related” with “valid” and (since only criterion-related validity is involved in this case) presents a set of principles to be followed in criterion-related validation and in reporting the results of validation. A few specific issues in the case are also discussed: (1) the implications of repeated validation efforts were treated in relation to an allegation of “technique-shopping,” (2) discriminant-function analysis was

considered in the context of testimony in the case, and (3) the "severity" of the EEOC guidelines was discussed, making a distinction between the written word and enforcement practice. An appendix contains definitions of technical terms either from the case itself or inherent in the principles presented.

The brief is being made available to the membership of the Division and to others. However, the legal expenses connected with the preparation of the brief are great, too great to be handled through the Division's treasury. The brief is therefore being **sold** as part of the total effort to raise funds for the legal costs. To members, the brief is available at \$10.00 per copy. To institutions and non-members, the price is \$25.00.

Orders may be sent to: Robert M. Guion
Bowling Green State University
Bowling Green, Ohio 43403

with checks payable to "Paul Thayer, Treasurer." Where it is possible to order an institutional rather than a private copy, members are urged to do so.

The Executive Committee, through this action, has attempted to perform a useful social function as a part of its professional responsibility. It is, however, ill-equipped to handle the financial burden this responsibility is imposing. Generosity in the purchase of briefs, in the refusal to copy them, and in outright gifts is desired. An ad hoc committee, under the chairmanship of S. Rains Wallace, has been appointed to find sources of funds.

Cattell Awards By Paul Thayer

Candidates for the 1972 Dissertation Award were solicited and seventeen entries were received. Thirteen of them were from psychology departments and four were from schools of business and/or administration. The overall quality of entries was gratifyingly high. The entry with the highest average rank was **William H. Mobley's** "An Inter-organizational Test of a Task-Goal Expectancy Model of Work Motivation and Performance".

In the fall of 1971 the trustees of the Cattell Foundation renewed Division 14's application for an additional two years of financial support for the Cattell Research Design Award. Subsequently, we increased our efforts to publicize the competition and stimulate proposals. The results were again gratifying. **Thirty** entries were received for this year's competition, which is strong evidence that scientific thought is waxing and not waning in Industrial and Organizational Psychology. The names of the winner and honorable mentions are: Drs. Alderfer and Hackman (Yale University); Dr. Pritchard (Purdue University) and Drs. Schneider and Dachler (University of Maryland).

Dr. Edwin E. Ghiselli: First Division 14 Winner of APA Distinguished Scientific Contribution Award

Division 14 is pleased to announce that Dr. Edwin E. Ghiselli received this year the APA Distinguished Scientific Contribution Award. This is the highest award of APA. The many members of the Division who had their thinking affected by Dr. Ghiselli send their congratulations and appreciation. The material which follows is a copy of the citation presented with the award.

"For a remarkably multifaceted set of distinguished contributions spanning a forty year career. He began his scientific life as a neuro-physiological psychologist and, in the absence of an established literature or technology to guide him, pioneered in the study of subcortical mechanisms. He has provided the same definitive guidance in applied psychology. Ghiselli and industrial psychology are virtually synonymous. Few issues concerning the behavior of people at work, from the conceptualization of performance to the measurement of values, have not been touched by his influence. Psychometric theory has also felt his impact. No one can approach a problem in psychological prediction without taking into account his work on prediction models. In sum, Ghiselli is one of the few who have productively spanned the two disciplines of scientific psychology."

SPECIAL ANNOUNCEMENT

Your nomination ballots are in the mail! Secretary Paul Thayer urgently requests that you complete your ballot and return it to him in the envelope provided as soon as possible. This is very important!

EDITORIALS

Helmsmanship on a Shoestring

I suppose it's inevitable that a new editor would want to try some new things. Maybe it's equally inevitable that he would feel the compulsion to tell the world about it. Anyway that's what this piece is about.

Let me say first that I wouldn't want you to think of this as a dissociation from the past. Although any statement of change implies at least some minor declaration of independence, it seems entirely fitting and proper (to coin a phrase) to express personal gratitude to my predecessor, John Boulger, for maintaining this editorial seat in such good fashion. What I inherit from John is entirely easy to live with and of course I intend to carry on in the best aspects of his tradition.

But I want to try out some new things too! Just what these might be is still open for a great deal of consideration in the next few months. I'm thinking about new "departments", regular scheduling (April, August, and December at first; maybe four times a year later, if the division can afford the cost and I can afford the time), an increased use of journalistic stylings and postures, more news, use of new sources, and others I haven't thought of yet. So—and this is not only fair warning but it is also an invitation—please loop the feedback loop and let me know what you think. I guarantee to listen!

But in the interim and for the next few issues, I can summarize the editorial policy like this: articles and news judged to be of interest and utility to the members of the Division, hopefully presented in an interesting and easy-to-read style.—A.C.M.

Never Trust Anybody in a Hurricane

I couldn't let this opportunity pass without mentioning the summer snafu we of TIP fame experienced. Ironically, everything for the summer issue was mailed from my office to John Boulger at about the time of Hurricane Agnes. Whether there is any cause and effect here, of course, is not known. What is known is that the entire summer issue disappeared into the vast void between here and Greensboro and in spite of repeated exchanges between this office and the ponderous, but lovable, U.S. Post Office, nothing has been seen of it since. John, bless his heart, very quickly put together a slim but essential summer issue, which you received and which is now history. In fact, the whole thing is now history, except that I have learned that "certified mail" doesn't mean that at all. It really means, "we send a receipt if it gets there"—A.C.M.

GUEST EDITORIAL: Reprinted by permission from *Science*, May 26, 1972. Dr. BeRan is a psychologist and APA member.

Research Is Research Is Research

Federal research funding policy, particularly in the mission-oriented agencies, has been a matter of persistent concern to the scientific community for the past several years. Support for a number of significant areas of investigation has been effectively cut, and—perhaps more serious—large numbers of areas have been dichotomized with ever-increasing rigidity, into basic or applied, with the basic being given a lowered priority as not immediately relevant and therefore unimportant.

But those who set funding policy must learn, as the scientific community is learning, that to dichotomize scientific research into pure and applied is to reify a specious distinction, for science is, in its most fundamental sense, an approach to solving problems. Its goals may be both specific and general, concrete and abstract, practical and theoretical, and immediate and long-range, and several centuries of experience have demonstrated a significant reciprocity between conceptual and practical advance.

An instructive example is found in recent work of the U.S. Department of Agriculture (USDA). Marek's disease is a highly contagious disease affecting the peripheral nerves and the visceral organs of domestic chickens. It results in a loss to the poultry industry of more than \$200 million annually in the United States alone. Scientists at USDA, principally at East Lansing, Michigan, studied this disease for more than 30 years before showing, in basic studies, that it is caused by a herpes virus. In the same year, a similar virus was isolated in turkeys, and within 2-1/2 years a vaccine had been developed that reduced the incidence of Marek's disease in vaccinated chickens by 90 percent, reduced condemnations in broilers by a similar amount, and increased egg production in layers by 4 percent. Efforts are now under way to reduce problems of cost, storage, transportation, and use, in order to maximize the benefits of the vaccine.

But the story does not stop here. Marek's disease is a neoplastic disease, and finding a successful treatment for it may entail a significant breakthrough in the control of at least certain kinds of human cancer. Viruses have been identified with cancer in laboratory animals since the turn of the century. But through the middle 1960's, those so identified were virtually all of the RNA type and were transmitted vertically—that is, passed from diseased egg cell to the cells of the offspring. The work on Marek's disease, in contrast, is not only the first clear demonstration that a herpes virus produces lymphoma, but, more importantly, that the infection is horizontally transmitted (that is, spreads directly among organisms through contact or proximity) and can be successfully controlled by vaccine. While the mechanism of protection is not yet understood, a whole new way of looking at cancer is now possible.

The President, in his 16 March message to Congress,* disavowed the policy of dichotomization in research funding when he reported that all agencies and departments would support basic research. He spoke of "the importance of maintaining that spirit of curiosity and adventure which has always driven us to explore the unknown" and asserted the need to "continue to give an important place to basic research and to exploratory experiments which provide the new ideas on which our edifice of technological accomplishment rests." The scientific community now eagerly looks forward to information on how these agencies and departments intend to translate the President's statement of principle into administrative practice.—WILLIAM BEVAN

*Weekly Compilation of Presidential Documents, Monday, March 20, 1972 (Government Printing Office, Washington, D.C., 1972), pp. 581-590.

NOTES AND NEWS

Division 14 is pleased to announce the Industrial and Organizational Dissertation Award competition for 1973. Any dissertation **completed during 1972** and dealing with individual behavior in organizations is eligible. The winning entrant will be invited to be on the 1973 APA program and will receive \$200 toward payment of his or her expenses. All entries must be accompanied by a letter of endorsement by a member of APA. Five copies of a two page abstract should be sent to Dr. **J. P. Campbell**, Department of Psychology, University of Minnesota, Minneapolis, Minnesota 55455. Deadline is January 1, 1973.

TIP is pleased to announce that three members of Division 14 have been appointed to the Advisory Committee on the Assessment of Experimental Manpower R & D Laboratories, National Research Council, National Academy of Sciences. The three are: Dr. **Phil Ash**, University of Illinois-Chicago, Dr. **John Campbell**, University of Minnesota, and Dr. **Bob Perloff**, University of Pittsburgh. The committee held its first meeting this past September. If this item tickles your curiosity or raises your anxiety, write one of the three. They will welcome the inquiry.

The Metropolitan New York Association for Applied Psychology has announced its program calendar for 1972-73. Division 14 members provide a majority of the speakers: **Mary Tenopir** on January 23, **John Miner** on March 20, **David Kipnis** on April 17, and **Sheldon Zalkind** on May 24. NYC area psychologists are invited. Full details are available from President **Thomas Vris**, Vice-President **Virginia Schein**, or Secretary **George Hollenbeck**.

J. G. Hunt of the Department of Administrative Sciences, Southern Illinois University has issued a call for papers for the second leadership symposium to be held in Carbondale May 17-18. The topic is "Contingency Approaches to Leadership". There is a January 15 deadline. Full details from Prof. Hunt.

Daniel Braunstein, Associate Professor of Management and Psychology, Oakland University, Rochester, Michigan, has just started a column for **Interfaces**, the quarterly professional affairs journal of The Institute of Management Sciences. Contributions are solicited from TIP readers. Research papers are not to be emphasized, but "reference to" citations are. Write Prof. Braunstein for more information.

John Larsen, the newly-appointed Chairman of the Organizational Industrial Psychology Program at the University of Tennessee, has written that the Department of Psychology is phasing out its Industrial Psychology Program, but the Organizational Psychology Program has been renamed (as above) and will be offered jointly by Psychology and the Department of Industrial and Personnel Management. The new program is an inter-college effort between Liberal Arts and Business under the general aegis of the Vice-Chancellor for Graduate Studies and Research.

Patrick Pinto of the Industrial Relations Center, University of Minnesota, Minneapolis, announces that he has just compiled a bibliography,

"Problems and Issues in the Employment of Minority, Disadvantaged, and Female Groups", which includes over 500 references with brief annotations. Titles are cross-referenced by management function and by target population. Write Prof. Pinto for a copy (ZIP 55455).

Gary Brumback would like to hear from Division 14 members interested in bringing their competencies in organizational psychology to bear on problems of the health care industry of the U.S. He notes that his is the country's third largest industry with, apparently, little attention either as an industry or as a set of complex organizational problems. Dr. Brumback feels there is an untapped reservoir of Org Psy questions and issues here. Write him at US Dept. of HEW, Room 4719 North Bldg., Washington, D.C. 20201.

David Peters has been named area personnel advisor in Germany and central Europe for Lilly International Corp., a subsidiary of Eli Lilly and Company. Dr. Peters has been an area personnel advisor in Indianapolis since 1970 and a member of the Lilly firm since 1966.

FAIR EMPLOYMENT PRACTICES - SOME COMMENTS

An Interview With Dr. William Enneis,
Equal Employment Opportunity Commission

by Michael Kavanagh

The difficulties involved in establishing fair employment practices are a result of the **people** involved in decision-making, **not** the tests being used for selection, according to Dr. Enneis. He added that "looking at the instruments (for a solution) rather than the process is largely a waste of time. No procedure is inherently discriminatory; people are responsible for unfair discrimination in employment procedures. Anyone responsible for personnel operations in a company should do a thorough audit of the entire hiring and promotion process to find out where the problems lie."

Defining employment procedures to encompass selection into training programs, promotion, transfer, and dismissal as well as initial hire, Dr. Enneis outlined the steps involved in the processing of cases involving possible unfair personnel practices. First, an **adverse impact** on a class of people traceable to an employment practice of a company must be established. Establishing the existence of an adverse effect satisfies the first condition for a possible violation of Title VII of the Civil Rights Act of 1964.

If the adverse effect has been established to the satisfaction of EEOC, the burden of proof then shifts to the company involved. The company must now provide evidence (mainly content and criterion-related validity) that the particular employment practice and/or selection instrument in question is job-related. If the company cannot satisfactorily demonstrate to EEOC that the employment practice is job-related, this satisfies the second critical condition for identifying a **possible** violation of the Law. Note that both conditions must exist before an employment practice is considered unfair. Note also the use of the phrase "possible violation". If EEOC considers the job-related evidence to be unsatisfactory, but the company disagrees; the

case may then go to court for a legal decision.

The best strategy for a company to adopt to be in compliance with the law, according to Dr. Enneis, is to "follow the requirements that are contained in the Guidelines published by EEOC." Realizing that smaller companies will have difficulty conducting validation studies (due to small N's), Dr. Enneis suggested that under certain conditions set forth in the EEOC Guidelines validation studies from larger companies with similar jobs could be generalized to small companies. This could **possibly** be used as evidence that an employment practice is job-related. However, he further noted that most of the complaints and subsequent action by EEOC have been on larger companies.

Reacting to the statement that fair employment practices (in effect, hiring disadvantaged workers) supersede any effects of validity, Dr. Enneis felt this was not a proper conclusion for psychologists to make, but merely speculation on their part. "This type of conclusion involves a legal decision and depends on the specifics of a given case." In deciding on a case, the court must weigh the extent of the adverse effect and the quality of the validity information in making a decision. However, Dr. Enneis added that it is possible that the adverse effect could be so great that whether or not validity exists becomes a secondary issue, and he described a recent case (NAACP vs Allen) where this occurred.

Commenting on several other current developments, Dr. Enneis observed that the most frequent single category of complaints received by EEOC involves discharges, but that initial hires, promotions, and transfers combined constitute a larger group. Responding to the rumor that there is some kind of test moratorium now in effect, Dr. Enneis said "Emphatically no." Although some companies have declared a moratorium on testing, there is nothing in the EEOC guidelines that supports this. Dr. Enneis again reiterated his position that people, not tests are at fault when it comes to unfair employment practices.

Looking to the future, Dr. Enneis does not see a quick solution to the problem of discriminatory employment practices. "Within ten years," he observed, "the whole area of employment discrimination will not be settled, but there will be much clearer guidelines established by legal decisions relative to what constitutes a fair employment practice."

ALL IS NOT LOST

An interview with **Howard C. Lockwood**, Corporate
Director-Personnel, Lockheed Aircraft Corporation
by **Michael J. Kavanagh**.

Discussing compliance with EEOC Guidelines, Mr. Lockwood sounded a generally positive note for industrial psychologists in terms of testing in industry. Rather than taking either the hard-line approach of "fighting this issue (use of testing) to the Supreme Court" or abandoning testing completely, Mr. Lockwood stated, "We should consider compromise, creative reorientation of our programs (for selection), without total abandonment of tests." "We can still use testing," he added, "but we need to consider alternative tests to some of those we're using. We need to get back to basics."

Getting back to basics, according to Mr. Lockwood, means designing

and/or using tests that are **more appropriate** for the selection of applicants for specific jobs. As an example, Mr. Lockwood suggested that we might substitute a reading test for an intelligence test if reading comprehension is what we need for the specific job under consideration. Using the job analysis, we might find that an applicant needs to be able to read at a certain level in order to be successful on this particular job. "It is unnecessary and only raises questions," Mr. Lockwood stated, "to use an intelligence test to predict job success in this situation."

Another problem with the use of current tests, according to Mr. Lockwood, is that many tests have high-ceiling items which are not necessary for the types of jobs we are attempting to fill. For example, a given job, based on the job analysis, might require arithmetic ability. Yet, in our selection program we might use an arithmetic achievement test that contains items on algebra and plane geometry as well as the simple arithmetic operations. These high-ceiling items are not necessary for selection for this job and may not be related to job success. While the high level items may not really make a difference in selection they can make the test suspect in the eyes of examinees and the courts. "We need more new tests," stated Mr. Lockwood, "designed for low-ceiling jobs."

Redesigning our tests and selection programs, according to Mr. Lockwood, is really only a sub-part of the more general problem of demonstrating compliance with EEOC Guidelines. Responding to some of the issues raised at the Division 14 Workshop at the 1972 APA Convention (The Role of the Psychologist for the Defense in EEO Court Cases), Mr. Lockwood emphasized the "presentation of rational evidence in a court" as the critical factor in obtaining a favorable court ruling.

Responding to the question, "How do we prepare the defense in EEOC cases?", Mr. Lockwood outlined the types of evidence generally presented in court. First, the defense in a given case "depends on the specific circumstances of that case." Obviously, the existence of significant correlations between certain kinds of tests and criteria is highly desirable. "However," stated Mr. Lockwood, "even though no statistical relationship is shown, it is still possible to win a favorable decision in court." Given a good job analysis and high content validity, the psychologist can present strong rational arguments that the predictor is job-related. This does not mean that one can as easily defend the use of a given predictor without criterion-related validity, but rather that the situation is not hopeless. "Most importantly," according to Mr. Lockwood, "is that an examination of court decisions to date shows that judges tend to decide on a rational basis. They are not all that hung up on a company meeting every jot and tittle in the EEOC Guidelines. They have fully recognized the legitimacy of content validity as an alternative to criterion-related validity. The companies that have lost in court have presented almost no evidence linking selection requirements and the job. When any kind of rational argument has been made the courts have listened."

Mr. Lockwood emphasized that he is not necessarily endorsing "rational validity," but rather, "good rational presentation of evidence based on a good job analysis linked with the total content of a test." It is incumbent upon the psychologist to build a defense case by demonstrating that the general content of the tests used are related to job duties and requirements via the job analysis.

Finally, Mr. Lockwood cautioned that in planning for a court case, the

vulnerability of the company must be considered. He stated, "the company must concern itself with questions like 'What do we stand to lose?' 'How defensible is our case?' 'Is the issue really worth fighting for?' in deciding whether to fight a court battle over a given selection practice." Defending a specific test on the basis of righteous indignation and "principle" could be the worst possible reasons. However, every Title VII case is essentially a class action case and heavy monetary claims can be at stake.

Mr. Lockwood's general advice was that most companies should attempt to stay out of the courts. The best way is by insuring now that practices are defensible. Otherwise, the possibility always exists that court ordered changes could be far more severe than those you could make yourselves, in addition to the fines and other penalties accompanying an adverse decision. Court battles are extremely costly even if you "win." Thus, he feels that a better strategy for the company to consider is "reorientation of the program without a complete abandonment of testing — and all selection standards."

"The answer for the future," stated Mr. Lockwood, "is to avoid the extreme positions regarding the use of tests for selection: stubborn, hard-headed, or throwing in the towel."

LIAMA PROMOTIONS ANNOUNCED

The Life Insurance Agency Management Association has just announced that Dr. **Paul Thayer**, formerly Vice-President of the Research Division, has been appointed Senior Vice-President. In his new position, Dr. Thayer will be responsible for coordinating the efforts of four divisions, including the Research Division. Dr. **Robert Carlson**, formerly a member of the LIAMA research staff has been appointed Vice-President of the Research Division replacing Dr. Thayer.

Education and Training Committee Invites Comment By Paul Thayer

The following is a listing of some of the topics worked on by the committee during 1971-1972. The committee expects that work on these topics will continue and invites anyone who is interested in any of them to contact the chairman for further information. There is great interest in any inputs you may wish to make on these topics.

1. Possible future involvement of the Division in the accreditation of graduate programs in Industrial-Organizational Psychology.
2. Development of a set of principles to guide Ph.D. education in Industrial-Organizational Psychology.
3. Development of a position paper on the idea of a professional doc-

torate and on the role of Master's degree education.

4. Development of a program to provide students with a description of the kind of Ph.D. programs that are available in Industrial-Organizational Psychology. These descriptions would be based upon the revised guidelines which were developed earlier.
5. Publication of articles in Professional Psychology on education and training in Industrial-Organizational Psychology.
6. Distribution of information about education and training in Industrial-Organizational Psychology to department chairmen and Deans.
7. Investigation of the implications of admitting Master degree people to full APA membership.
8. Preparation of a "popularized" version of the guidelines for education in I.O. Psychology. This paper is intended to help non-psychologists understand what a degree in Industrial-Organizational Psychology means.

Work completed during the year included:

1. A survey of the communication practices of Industrial-Organizational psychologists. (Published in the summer '72 TIP — Ed.)
2. A survey of Masters degree psychologist's and other APA members on the advisability of granting full membership to M.A. degree holders.
3. Meetings were held on the idea of having a national conference on education in Industrial-Organizational Psychology and it was decided not to hold one.
4. The revision of the 1965 Guidelines for Ph.D. education was completed and will be published.

P.R. for P.R. By Paul Thayer

The Public Relations Committee agreed on four goals to be accomplished during the 1971-1972 year. To date, the accomplishments relative to the four goals are as follows: Goal No. 1: 5,000 copies each of "A Career in Industrial Psychology" and "The Industrial Psychologist" have been printed. Twenty-five hundred copies of "A Career in Industrial Psychology" have been mailed to the chairmen of psychology departments and counseling offices of universities, colleges and community colleges throughout the United States.

Of the remaining copies, half are being held by J. L. Butler, and the other half by the APA central office in Washington for distribution. It's interesting to note that since our distribution of twenty-five hundred copies of "A Career in Industrial Psychology", the rate of requests for these documents has increased significantly; so significantly in fact that we have had to limit the number of pamphlets sent to each single requestee to 50 each.

Goal No. 2, inserting an article concerning the activities of the Committee in each issue of TIP, has been started in that we have published the results in TIP of the survey conducted by the Public Relations Committee at the most recent APA meeting in September, 1971. An additional article

has been inserted for publication in the Summer issue of TIP, requesting Division 14 members to indicate their interest in being included in a speaker's bureau that is being established by the Public Relations Committee.

With regard to Goal No. 3, establish the vehicle for ongoing relations between Division 14 and other organizations, the Committee has made some small headway with the American Society for Personnel Administration, as well as the American Management Association and the American Marketing Association to determine the interests of those organizations in utilizing speakers from the membership of Division 14 as well as utilizing Division 14 members' capabilities in the conduct of psychological research. In order to enhance (and hopefully expedite) the liaison between ASPA and Division 14, Bill Urschel is serving not only as a member of the Public Relations Committee, but as Chairman of the Research Projects Sub-Committee of the American Society for Personnel Administration. We hope to realize the fruits of this arrangement within the forthcoming year.

In relationship to Goal No. 4, self-examination as to the continuing need for the existence of the Committee, the sub-committee dealing with the accomplishment of this goal has concluded that there is a distinct and continuing need for the Public Relations Committee's existence. This conclusion was arrived at on the basis of the recent activities and accomplishments of the Public Relations Committee. The sub-committee dealing with Goal No. 4 is now turning its attention to the possibility of modifying the Public Relations Committee's goals and to suggest new areas to be considered as objectives. In this connection, the sub-committee is contacting the past presidents of Division 14 to determine their views on the extent to which the Public Relations Committee has met its role and any future goals which might be appropriate for it to deal with.

(I am confident that chairman John Butler would welcome comment in this regard from the membership. — ACM)

WORKSHOPS END IN HARBOR CRUISE **By Mary Tenopyr**

The Division 14 workshop participants, although few in number, all appeared happy as their afternoon workshop sessions ended with a sunset cruise to Diamond Head. The 1972 workshops represented an innovation in both format and social hour. They were held on an afternoon during the convention instead of on the day preceeding the convention. The substantive sessions of the program started early in the afternoon and were adjourned early in the evening for the participants to be bussed, in shocking pink minibuses, to the harbor where they and their guests boarded a giant catamaran, also shocking pink.

The fledgling sailors, a few of whom didn't have their sea bags but weren't admitting it, then participated in a number of further educational activities. Most indulged in the Polynesian version of shish kabob and the unlimited liquid refreshments. Some made careful study of the Hawaiian maidens passing among them with pitchers of mai tai's. Others philosophically watched the sun slowly sink in an array of color over the

Pacific. A few took the opportunity to corner their workshop leaders and indulge in scholarly discussions in the bow.

As the stars came into view over Diamond Head, the interest in the normal pursuits of industrial organizational psychology seemed to diminish, and the young and a healthy sprinkling of the not-so-young met the challenges set forth by Polynesian rock and a swaying dance floor in the stern.

It was a smiling group of sailors who, to the strains of island music, left the ship after she tied up again at the Honolulu Yacht Harbor.

One participant said, "It was a shame the social hour was so good; it overshadowed the excellent workshops." Others asked, "Whatever can the workshop committee do next year to top this?"

The Honolulu workshops will indeed be hard to top. The sessions, led by Bill Dattel, Howard Lockwood, Ernie McCormick, Jim Rae, Bill Owens and Paul Sparks, all appeared to be well received. An interesting phenomenon was that the majority of the workshop participants registered for the two sessions on "How to Defend Yourself in EEO Cases in Court."

Paul Banas, the 1972 chairman of the workshop committee, is busy planning next year's workshop to be held in Montreal. Paul asks that anyone with ideas for the workshops telephone him at (313) 322-6490 or write to him at Ford Motor Company, The American Road, Dearborn, Michigan 48121.

Looking Toward 1973 Program **by Mike Beer**

The 1973 program will again feature symposia as the primary means of communication, and we are hoping to make symposia as participative and informal as possible. We are actively discouraging the reading of papers or formal presentation.

The following topics have not been covered by symposia or papers recently.

1. Measuring Organization Health - New methods and theory.
2. Strategies for penetrating organizations with behavioral science research and application - Experiences, techniques, strategies.
3. Open Staffing - Description of programs, evaluation research and theoretical underpinning.
4. Job Enrichment - New technology for application, new research, new theory, union attitudes.
5. Laboratory Training - New technology and methods, new research, new theory.
6. New Horizons in Selection - Integrating selections with other approaches to Organizational Development.
7. Matrix Organizations - Descriptive case studies, theory, research findings on their effectiveness.
8. Performance Evaluation and Development - New technology, new research, new theory.
9. New Organization Development Technology - New techniques for making interventions at the individual group and organizational level.

10. Applying Organizational Development in Labor Relations Problems - Case studies, and research, relating to new strategies and techniques.
11. Systems Theory - New theories or models which help to integrate various aspects of the field of Organizational Behavior.
12. The OD Consultant - Experience, research and theory which provides data on the characteristics of an effective consultant and the process by which he consults.
13. Human Resource Accounting - Case studies, research and technology for dollarizing the human component of the organization.

PPSI Seeks Inputs by Frank Landy

In 1970 Bill Owens appointed an Ad Hoc Committee on Public Policy and Social Issues. This committee came to the conclusion that a standing committee should be appointed with the following charge:

The committee on Public Policy and Social Issues shall encourage and facilitate the participation of Division members in studies, research and service on problems associated with social welfare:

- (a) by identifying and publicizing to Division members social issues which are germane to their interests and skills.
- (b) by initiating working relationships with governmental agencies and public-issues-oriented groups and organizations, such that the Division can:
 - (1) inform these agencies of the resources that can be offered by its members.
 - (2) respond to legitimate requests for assistance from these agencies for services of its members,
 - (3) disseminate to these agencies the results of investigations bearing on the advancement of knowledge in the area of social problems
- (c) by promoting research and other activities of members toward the solution of important national social problems

This was essentially the charge given to the standing committee by Doug Bray last year. Bob Guion's charge was somewhat less complex. He said, "Do something." The probability of the committee actually doing something is partially related to the response of Division members. Members can expect to be contacted by the committee in an attempt to gather information about experience and skills, research activities and interests, and willingness to serve both as paid and unpaid consultants. At the same time, attempts will be made to determine the needs of organizations and individuals participating in the public policy and social issue "arena." This

will be the first attempt to establish some form of "honest broker" arrangement designed to promote matching of needed and available talent.

Additional goals for the year include:

- (1) Establishment of working relationships with committees and/or organizations sharing common interests (e.g. Education and Training Committee, APA standing committees, SPSSI, standing committees of Division 22, CAPPS)
- (2) Preparation of contribution to open forum with the executive Committee dealing with social issues

The committee would appreciate comments, suggestions, plaudits, or brickbats from the membership. In addition, your cooperation in returning the survey dealing with resources of the membership will be greatly appreciated.

DIVISION ELECTS NEW FELLOWS

In 1972, Division 14 elected eight new fellows from among the membership. Being recognized for their outstanding scientific and professional contributions are:

Dr. **Howard Baumgartel** of the Department of Psychology, University of Kansas, Lawrence;

Dr. **John Campbell** of the Department of Psychology, University of Minnesota, Minneapolis;

Dr. **Robert Carlson** of the Life Insurance Agency Management Association, Hartford, Connecticut;

Dr. **Milton Hakel** of the Department of Psychology, Ohio State University, Columbus;

Dr. **Charles Hulin** of the Department of Psychology, University of Illinois, Champaign;

Dr. **William McClelland** of HumRRO, Alexandria, Virginia;

Dr. **John Sherwood** of the Department of Industrial Administration, Purdue University, Lafayette, Indiana;

Dr. **Mary Tenopir** of AT & T, New York.

LETTERS

Dear Dr. MacKinney:

I was asked by the Joint Apprenticeship Committee of the local sheet metal workers union and employer group to act as an expert witness relative to test validation. I conducted a validation study using the apprentices in training and presented evidence in the U.S. District Court.

The experience was excruciating - trying to handle questions placed by people who were not competent to judge the relevance of your answer. Furthermore, the brief filed by the plaintiff lawyers contains so much error and absolute misquotation of regulation and the APA Manual on tests, I cannot but make everyone aware of the problems that have arisen since the infamous Order 11246.

Here are some examples (exact quotes!):

1. Only predictive validation studies consistently yield trustworthy data with respect to occupational performance.
2. In other words, only high positive correlations are indicative of the validity of a test for predicting performance on the criteria.
3. The correlation however needed to satisfy practical significance is increased considerably when any one of these factors is present: a low selection ratio; a . . .
4. JAC has a low selection ratio or in other words places a relatively high proportion of those who apply. . . .; in July, 1969, 32 apprentices were placed out of no more than 125 applicants. . .
5. Multiple correlations are obtained through a process called Multiple Regression Step Analysis which regressively selects only the highest positive correlations. Consequently, such multiple correlations are highly inflated.

It is my strong feeling that a government should never regulate a profession in the way we are being regulated.

There has to be some way to rid ourselves of being policed by misinformed laymen. EEOC guidelines have to be tossed out completely, not modified or strengthened.

Can you suggest a solution?

Would you like to see the brief that was filed? I would like to see it published in TIP.

Cordially,
J. C. Denton, Ph.D.

Your comment in this regard would be most welcome. (—A.C.M.)

DIVISION BUSINESS

SECRETARY-TREASURER'S REPORT

By Paul Thayer

It is always difficult to present a digest of the minutes of the various meetings which take place at the APA convention. There is an Outgoing Executive Committee Meeting, an Annual Business Meeting, and an Incoming Executive Committee Meeting. Many items are covered in at least two of those meetings so that any report becomes redundant. Your new editor, Art MacKinney, has asked me to try something different this year. This is it.

Treasurer's Report: Dr. Grant reported a balance of \$6,062 in the Division Account as of 6/30/72, compared to \$2,687 the previous year. As of 8/31/72 the balance was \$3,555. A balance of between \$1,500 and \$2,000 would be expected at the end of the calendar year. It was agreed that the special assessment of \$8.00 would be continued for at least one more year. Dr. Grant also reported a balance of \$5,060 in the Division Cattell Fund Account as of 6/30/72, compared to \$806 the previous year, and of \$4,360 as of 8/31/72. The improvement in the balance reflects a contribution of \$5,000 from the James McKeen Cattell Fund during the year.

Membership Committee: The Membership Committee submitted to the Executive Committee and the members at the Annual Business Meeting the names of 53 nominees for Member status and 10 for Associate status. In addition, 4 Associates were recommended for Member status. A motion for approval of all candidates was seconded and passed unanimously. (A list of new members and associates appears elsewhere in this issue — Ed.)

Fellowship Committee: The Fellowship Committee presented the following nominees to the Executive Committee and the Annual Business Meeting, and there was a brief review of the credentials of each. A motion that all eight be elected Fellows of the Division was seconded and passed unanimously. Those who were not already Fellows of APA had been approved by the APA Fellowship Committee. The new Fellows are:

Dr. Howard Baumgartel	Dr. Milton Hakel
Dr. William McClelland	Dr. Charles Hulin
Dr. John Campbell	Dr. John Sherwood
Dr. Robert Carlson	Dr. Mary Tenopir

Workshop Committee: Dr. Banas reported that there was good attendance this year of 69 people; 65 of these were paid, while 2 were guests from Japan. Although the meeting was very successful and well received by all attendees, some complained that the workshops were too short this year as opposed to those who have in the past complained that eight hours is too long. Insufficient attendance overall resulted in a loss of money from the workshop treasury of approximately \$900.

Newsletter: At the Annual Business Meeting it was moved and seconded that the members of Division 14 express their appreciation to Dr. John Boulger for his long service as Editor of TIP. The motion was passed unanimously.

It was announced that the new Editor is Dr. Arthur C. MacKinney. In his absence, Dr. Tenopyr apologized for the sparse summer issue of TIP because the postal service had lost the original copy as the change of command took place. Dr. MacKinney plans three issues per year and has gathered a team of reporters to collect and prepare items of current interest. It was also proposed that committee reports which are normally distributed at the Annual Business Meeting be included in the summer issue of TIP so that attendees could read them prior to the meeting. Committee chairmen and members were reminded that TIP needs material of topical interest. Art MacKinney would be grateful for any contributions.

Elections Committee: Dr. Guion reported the results of the elections to office as follows:

President-elect: Dr. Fleishman

Secretary-Treasurer: Dr. Thayer

Member-at-Large to Executive Committee: Dr. Friedlander

Representatives to Council: Drs. Lawler and Vroom

Upon his induction as President, Dr. Guion announced committee chairmen for 1972-73. (See last page of this issue for the list of chairmen — Ed.)

Scientific Affairs Committee: (Articles on the Cattell Award and on Dr. Edwin E. Ghisellii, first Division 14 winner of the APA Distinguished Scientific Contribution Award appear elsewhere in this issue.)

Committee on Committees: Dr. Fleishman, President-Elect, was urged to set up his committee as soon as possible. The newly constituted committee will, in addition to seeking nominees for committee membership, codify the ground rules for length of service on any one committee, rotation to the chair, committee size, turnover of membership, and the rise of sub-committees.

Professional Affairs Committee: Mr. Sparks reported concerning the following items:

- a. Exaggerated claims for advertising are a continuing issue. He raised a question as to whether the Committee should refer complaints concerning such claims to appropriate state associations for action.
- b. The testimony of expert witnesses in civil rights cases continues to increase in frequency and volume. There is a need for guidelines covering the conduct of such witnesses.
- c. The proposed APA guidelines on research with human subjects doesn't appear to overly restrict the practice of I/O psychologists.
- d. There appear to be limitations on enforcing acceptable standards of professional practice.

Dr. Bray suggested that the views of the Committee on matters relevant to the concerns of the APA Committee on Scientific and Professional Ethics and Conduct be forwarded to Dr. Kenneth E. Clark. The ethical standards of APA are being revised. Division 14 should provide input to the deliberations currently in progress.

Program Committee: The 1972 Program Committee was commended for the excellent program prepared for this year's meeting. Dr. Beer, chairman of the 1973 committee, indicated that his committee would try to meet the same high standards and use a variety of program formats: symposia, mini-workshops, paper-reading sessions, and invited addresses. Included in the 1973 program will be an Edwin R. Henry memorial address. Finally, there was some discussion of the need to provide time for more interaction

between the members of the Division and members of the Executive Committee. Within the severe limitations of program time provided by APA, the Program Committee will investigate alternatives and make recommendations to the Program Committee.

Education and Training Committee: (See the separate article elsewhere in this issue.)

Public Relations Committee: (See separate article)

Committee on Public Policy and Social Issues: This committee has been going through organizational birth pains, but Dr. Guion stated that a more direct response to the resolution proposed by Dr. Hussein would be made soon. During the Annual Business Meeting Dr. Hussein added to her resolution as follows:

"Public Policy and Social Issues Committee resolved that Division 14 in continuing to examine its role within APA and its guidelines for graduate education in Industrial Psychology, urges the Committee on Education and Training and the Committee on Public Policy and Social Issues to examine together the principles being developed to guide Ph.D. education in Industrial Psychology."

Her motion was seconded and passed.

At one of the meetings it was suggested that this committee not restrict its concerns to "popular" issues, but should devote some attention to issues which are not currently in the headlines, e.g., safety, productivity, etc.

Other Reports:

1. Dr. Bray noted that the proposed reorganization of APA had produced a number of reactions, including one from the Division Executive Committee, which had been largely negative. He indicated that more information and debate concerning the proposed reorganization could be expected.
2. Dr. Guion reported in the status of the proposed revision of the APA standards for psychological tests. He noted that a second draft had been prepared and was available to APA members through the Office of Scientific Affairs of APA. He suggested that members send him their comments as soon as possible. The work on a 3rd draft is to start soon, with a 4th draft to follow. The final version of the proposed standards is to go to the Board of Directors in June. Publication is expected in July of 1973.
3. The actions of the APA Board of Directors in condemning continuance of the Vietnam war was reviewed. The issue as to whether the Board should have taken such an action as though representing the APA membership was debated. No instructions were given the Division 14 Representatives to Council with regard to the position of the Executive Committee in case the issue should come up at meeting of Council.
4. Dr. Bray reported that the Executive Committee had voted its disapproval of the proposal to admit persons holding M.A. degrees in psychology to full membership in APA, and had so informed APA. Dr. Porter commented on the proposal to admit M.A. degree holders to full membership in APA and suggested that Division members give it their consideration. He noted that they may be asked to vote on the proposal.
5. The Committee on Scientific and Professional Ethics and Conduct continues to process a heavy load of cases. This is in spite of the im-

plementation of the new policy of referring as many complaints and inquiries as possible to the ethics committees of state psychological associations.

Of particular interest to Division 14 members will be the work of the Task Force on the Revision of the Ethical Standards. This group, under the Chairmanship of Kenneth E. Clark, looks forward to inputs from the Division relative to ethical principles particularly pertinent to industrial-organizational psychology. Members are encouraged to forward their ideas to the Division's Professional Affairs Committee.

6. The Policy and Planning Board has met on three occasions during the past year, in September, January, and May. A further meeting is planned for October, 1972. The highlights of work done are as follows:

a. Sub-doctoral membership. The Board responded to a Council action by formulating proposed Bylaw changes designed to permit full membership in the Association to otherwise qualified applicants with substantial but sub-doctoral education and training in psychology. These proposals, along with **pro** and **con** position statements, have been forwarded to Council and to other boards and committees for comment. It is the Board's intent that these proposed Bylaw changes will be put to membership vote in the Spring of 1973.

b. Consortium of major boards. The Board requested a meeting of the chairmen (or representatives) of certain major boards with a view toward identification of issues of common concern to these boards and the coordination of efforts toward their resolution. It was agreed that such an informal consortium is sufficiently promising so that further meetings should be arranged, and the parent boards should propose priorities for joint consideration.

c. Five-year review. The Board monitored reactions and suggestions arising from its "five-year review", submitted last year, in which certain major structural changes in the Association were proposed. The Board held an open meeting for members of the Association at the annual convention, and a special meeting with members of Council, to stimulate reactions, suggestions and clarifications. Action on the proposals now rests with Council.

d. Membership survey. The Board, in the belief that there is an increasing distance between the membership of the Association and the governing structure, proposed that the Association acquire the capacity for conducting frequent small-scale sample surveys of the membership for the purpose of monitoring members' concerns and for obtaining representative views on current issues as they arise. An initial budgetary request to this end was denied, but the recommendation stands for future action.

e. Advisory opinions. The Board responded to a number of requests for advice and opinion on policy issues.

7. **Amicus Curiae Brief:** (See the separate article elsewhere in this issue.)

Members who are interested in copies of the full minutes for all three meetings are invited to write to me. I would be happy to supply them.

Paul W. Thayer
Secretary-Treasurer

New Members and Associates, September, 1972

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Division 14 members on various APA boards, committees and task forces

Board, Committee or Task Force	Name	Term
Committee on Structure & Function of Council	Robert Nuckols (Chmn.)	1969-72
	Lyman Porter	1971-74
Membership Committee	Laurence Siegel (Chmn.)	1969-72
	Edwin Fleishman	1971-74
Finance Committee	William McGhee (Chmn.)	1967-72
	Paul Thayer	1969-72
Committee on Scientific and Professional Ethics and Conduct	Douglas Bray	1969-72
Policy and Planning Board	Stanley Seashore (Chmn.)	1969-72
Publications Board	William McGhee (ex officio)	1967-72
Education and Training Board	Robert Perloff	1969-72
Board of Professional Affairs	Herbert Meyer	1970-73
	William McClelland	1970-73
Committee on Communications in Psychology	Jesse Orlansky	1970-72
	Arthur Brayfield	1970-72
Ad Hoc Committee on Experimental Publications System Evaluation	Stanley Seashore	1970-

(Continued)

Board, Committee or Task Force	Name	Term
Panel for Evaluation of Proceedings and Professional Psychology	Brent Baxter	1971-
Council of Editors (Rpts. thru Publications Bd.)	Edwin Fleishman	1971-76
Ad Hoc Committee on Professional Awards	Brent Baxter (Chmn.)	1971-
Task Force on Standards for Service Facilities (Rpts. thru Bd. of Professional Affairs)	Milton Blum	1970-
	Harold Edgerton	1970-
Committee on Psychological Tests and Assessment (Rpts. thru Bd. of Scientific Affairs)	Phillip Ash	1971-72
	Robert Guion	1969-73
Inter-Association Committee on Test Reviewing	Milton Hake	
APA Insurance Trust	Raymond Hedberg	1972-74
	S. Rains Wallace	1972-74
American Board of Professional Psychology	Alfred Marrow (Pres.)	1967-73
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