

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

The **Industrial-Organizational Psychologist** is published three times yearly (April 1, August 1, and December 1) by the Division of Industrial-Organizational Psychology, American Psychological Association. The editorial office is located at the Graduate Division, Wright State University, Dayton, Ohio 45431. Published by the Hamilton Printing Co., Hamilton, Ohio. Inquiries regarding advertising should be directed to Dr. Saul Scherzer, General Electric, Bldg. 27EE, Boston Ave., Bridgeport, Connecticut 06602.

Opinions expressed are those of the writers and do not necessarily reflect the official positions of the Division of Industrial-Organizational Psychology unless so stated.

Address changes should be directed to APA, 1200 Seventeenth St., N.W., Washington, D.C. 20036. Subscriptions are included with membership in the Division. TIP circulation is approximately 2,000 which includes the membership of the Division, leaders in the industrial and academic communities, APA officers and board members, presidents of APA divisions, Editors of APA newsletters, graduate students in industrial-organizational psychology, and to libraries and graduate schools.

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LIAMA
170 Sigourney St.
Hartford, Conn.

TABLE OF CONTENTS

Program Set for Montreal	1
Exec Com Protests Decision	1
Notes and News	2
View from the Underside	5
Amicus Brief Sales Going Well	7
Public Relations Committee Activities	7
Convention Program	9
E & T Meets, Sets Program	20
Membership Committee	20
Committee on Public Policy and Social Issues	21
Scientific Affairs Committee	21
Role of the Public Relations Committee	22
Special Meeting of APA Council	23
Academy of Management Activities	26
Quality of Life Research at York	27
International Congress on the Assessment Center	28

PROGRAM SET FOR MONTREAL

The Program Committee, **Mike Beer**, Chairman, has announced the division's program for the annual meeting in Montreal, August 27-31, 1973. The meetings will take place at the Place Bonaventure Hotel. In addition to the business meeting, presidential address, and social hour, there will be the traditional Cattell and Dissertation Award presentations, three invited addresses, three conversation hours, twenty-one papers, and eleven symposia. There are a total of 150 participants.

The program stresses innovative formats such as paper sessions at which authors present their papers without reading. Three of the paper sessions are aimed at discussion between authors and between authors and the audience. In all the programming, audience participation is stressed and presentations are minimized.

The program is printed in its entirety as a removable centerfold in this issue of TIP.

The program committee includes **Jack Bartlett, Marshall Brenner, Frank Friedlander, Richard Hackman, Mildred Katzell, and Jack Wakeley**, in addition to Beer.

Prior to the program itself, the annual Division 14 Workshops will be held on Sunday, August 26. Workshop topics include organization development, leadership style, executive assessment, transactional analysis, governmental regulations, and job design. If you have not already done so, contact the Workshops Chairman, **Paul Banas**, for full details and registration forms. Paul's address is Room 431, World Headquarters, Ford Motor Company, The American Road, Dearborn, MI, 48121. His phone is 313-322-6490.

EXEC COM PROTESTS DECISION

The division's Executive Committee has written the Secretary of Labor protesting the phasing out of the department's Advisory Committee on Selection and Testing. With a copy of the letter sent to Philip J. Davis, Acting Director of OFCC, the communication reads as follows:

The Honorable Peter Brennan
Secretary of Labor
U.S. Department of Labor
Washington, D.C. 20210

Sir:

Information reaching our association indicates that the Advisory Committee on Selection and Testing will not be renewed when the appointments of the current members expire on June 30, 1973. On behalf of the Division of Industrial and Organizational Psychology of the American Psychological Association, I strongly urge you to reconsider and to renew the appointments to the Advisory Committee.

We are aware of the fact that the Office of Federal Contract Compliance now has a staff psychologist and is in a position to review studies and to offer advice and consultation to both contractors and compliance agencies. However, the current status of selection research is very confused and very controversial. It is doubtful that any one individual should be asked to shoulder alone the burden of decisions which can have very significant impact on the employment practices of all business and industry. Moreover, the proliferation of research studies, court decisions, and interpretation of orders and guidelines demands a broadly based staff effort.

(continued on page 7)

NOTES AND NEWS

by Art MacKinney

The division's Public Relations Committee, **Jack Butler**, Chairman, has revised the two brochures, **The Industrial-Organizational Psychologist**, and **A Career in Industrial-Organizational Psychology**. Jack expects to have copies available for distribution at the annual meetings in Montreal. TIP has not yet learned of the plans for future routine distribution, but if you need a supply write Jack for information: Dr. John L. Butler, Ernst and Ernst, 150 South Wacker Drive, Chicago, 60606.

The Herbert A. Toops Memorial Committee (Bill Layton, Bob Wherry, Bob and Evelyn Perloff, and Harold Edgerton) have announced a solicitation of funds to establish the **Herbert A. Toops Prize for Creativity**. This prize is to be granted annually by the Department of Psychology, Ohio State University, to that one of its graduate students or alumni who had shown the greatest creativity during the previous year. The award will be within those areas of psychology which had the greatest interest to Dr. Toops: statistics and psychometrics, counseling and guidance, and human motivation. Donations should be sent in the name of the prize to the Ohio State University Development Fund, in care of Mr. James Ohlenmeyer, 2400 Olentangy River Road, Columbus, Ohio 43216. Or, if you prefer, donations may be sent to Dr. Edgerton, 17030 Hierba Drive, San Diego, Calif., 92128.

On April 26, **Robert M. Guion**, President of Division 14 and Professor of Psychology, Bowling Green (Ohio) State University, presented one of the lectures in the Visiting Distinguished Scholars Program, College of Business, University of Tennessee. His lecture was entitled, "Effectiveness and Satisfaction at Work." The Visiting

Distinguished Scholar Program is designed to provide the College of Business Administration at The University of Tennessee, Knoxville, with academic enrichment by inviting to campus for short periods of time scholars of national and international reputation. During his stay, each scholar delivers a keynote address of interest to the college community and works closely with faculty and students through consultation and seminars. Six outstanding educators and researchers comprised the 1972-1973 series representing the fields of Accounting, Economics, Management Science, Marketing, Organizational Psychology, and Transportation.

Paul Sparks of the Exxon Company, has sent TIP a copy (Vol. 2, No. 1, April 1973) of what seems to be a most interesting and useful publication of the American Petroleum Institute, titled **Validation Project Newsletter**. It contains valuable information on Federal regulations and requirements, changes in those regulations and source materials. The API address is 1801 K Street, N.W., Washington, 20006.

Jim Naylor, Chairman of the division's Fellowship Committee, reports that the committee received five completed nominations for new fellows. Of these, three were approved by the committee and were thus recommended to the Executive Committee for Fellow status in the division. The Executive Committee in turn approved all three candidates and they have been submitted to the APA Membership Committee. Announcements in this regard will be made at the division's annual business meeting in Montreal, Wednesday, August 29.

Harold J. Tragash, has been appointed Manager, Personnel Research and Planning, for Xerox

Corporation's Information Systems Group. Dr. Tragash joined Xerox in 1965 and has held various positions in Personnel Research. His latest assignment was as Manager, Education Design and Program Development. Dr. Tragash received his Ph.D. from NYU (in 1969) and is a certified psychologist in New York State.

Paul Sparks has been featured (with pictures!) in an article in the April 1973 issue of **Exxon USA News**. The article entitled "What About Worker Dissatisfaction?" is a lengthy interview with Dr. Sparks in regard to his opinion survey work among Exxon USA employees. A subtitle indicates, "Survey responses show most Exxon USA employees like their jobs."

Forrest W. Fryer, until recently of Xerox Corporation, has been appointed Vice-President of First National City Bank of New York. His responsibilities include personnel development and evaluation, executive and management development both domestic and international, education and training, personnel research, operations analysis, and personnel practices audit. Dr. Fryer notes that he is responsible for "the entire behavioral side" of the corporation. In addition he is Chairman of the Executive Study Conference, a group of behavioral scientists from 35 leading companies.

Terry L. Dickinson has been appointed to the Industrial-Organizational Section, Department of Psychology, Colorado State University, Ft. Collins. Dr. Dickinson is a 1969 graduate of Ohio State University and has served since that time as a member of the Psychology and Statistics Departments, Iowa State University, Ames.

Gerald V. Barrett, now at the University of Rochester, will be heading the Department of Psychology, University of Akron, starting in the fall, 1973. Dr. Barrett will continue the strengthening of the department's Ph.D. program in In-

dustrial Psychology. In addition, **Ralph Alexander** will be joining the industrial faculty.

The division's Public Relations Committee is working to establish a speaker's bureau made up of members of Division 14. This effort is in response to contacts from other organizations such as ASPA and the American Marketing Association. Questionnaires have been distributed to the membership and responses are earnestly solicited. Write **Jack Butler** for information or forms; his address is indicated elsewhere in this column.

Frank Sterner has been appointed Associate Dean and Professor in the School of Industrial Management and the Krannert Graduate School of Industrial Administration, Purdue University. In addition, Dr. Sterner has just become a member of the Board of Directors of two Milwaukee-based firms, the Heil Company and the Huber-Supreme Metal Treating Company.

Ben Schneider reports that he has copies available of the E & T Committee's guidelines for doctoral education in industrial-organizational psychology. This as-yet-unpublished statement (except for the summary by **Sheldon Zedek** in the last issue of TIP) presents for the first time more than one model for doctoral education in our field. If you would like a copy write to Dr. Schneider, Department of Psychology, University of Maryland, College Park, 20742.

Ben Schneider, University of Maryland, will be on leave next year on a Fulbright Lectureship to Bar-Ilan University, Ramat Gan, Israel.

Bob Perloff, Management Research Center, University of Pittsburgh, has been appointed to represent the International Communication Association on the AAAS Section on Social and Economic Sciences. Dr. Perloff's term runs through 1974.

The second leadership symposium at Southern Illinois University. **Contingency Approaches to Leadership**, was held May 17 and 18 in Car-

bondale. Several Division 14 members participated in the symposium, including **Robert J. House, Fred E. Fiedler, George F. Farris, John W. Slocum, Bernard M. Bass, Enzo R. Valenzi, Erich P. Prien, and Abraham K. Korman.** This is an annual event at SIU, sponsored by ONR and various SIU organizations. Results will be published in book form by the SIU Press. For more information write **J. G. Hunt,** Department of Administrative Sciences, SIU, Carbondale, 62901.

Andrew J. DuBrin's book, **The Practice of Managerial Psychology; Concepts and Methods for Manager and Organization Development,** (Pergamon Press), has been listed by the **Library Journal** as one of the "recommended" business books of 1972. Dr. DuBrin is Professor, Behavioral Science, College of Business, Rochester Institute of Technology.

Larry L. Cummings has been appointed one of the Consulting Editors for the new Irwin Series in Management and the Behavioral Sciences. Dr. Cummings is Professor of Organizational Behavior, Graduate School of Business, University of Wisconsin, Madison 53706.

Milt Hakel, Chairman of the division's Committee on Committees, has announced that the members of his committee are **Lew Albright, Bernard Bass, Eugene Mayfield, William Owens, and Paul Sparks.** As announced in this column in the last issue of TIP, this committee, "...seeks nominations of Division 14 members who would be interested in actively participating in the affairs of the division through service on one of the standing committees. Nominating letters should include the nominee's current address and phone number(s), pertinent background information, and committee assignment preferences." Selfnomination is encouraged. Write Dr. Hakel or any member of the committee.

Paul Thayer, Secretary-Treasurer, has announced that Division 14

received 4.16 percent of the ballots cast in the recent APA Council apportionment balloting. This means that Division 14 will retain its present four Representatives to Council.

Through the courtesy of **William A. Gorham,** the writer has received a copy of a document, "Federal Policy on Remedies Concerning Equal Employment Opportunity in State and Local Government Personnel Systems", It is a joint statement by the Civil Service Commission, the Attorney General, the EEOC, and the OFCC. While it applies to State and local government, it may turn out to have meaning beyond those systems. It is available from the U.S. Government Printing Office.

Peter Moon of Saunders-Moon, Toronto, has announced that there will be a (genuine? old-fashioned?) PAGESIP PARTY at Auberge Saint Gabriel, 442 Saint Gabriel Street, Montreal, at 6:30 P.M., August 28.

TIP has been informed that a **major New York management consulting firm** is searching for a "relatively recent" Ph.D. for addition to their staff. Interested persons should write TIP and we will put you in touch with the right person.

In the last issue, TIP announced the **national conference on training in professional psychology,** Vail, Colorado, July 26-30. By the time you read this, the conference will be history. Division 14ers in attendance include **Bob Guion, Dough Bray, Mary Dunnette, Lorraine Eyde, Pat Smith, Ray Katzell, Mildred Katzell, and Bob Perloff.**

TIP has learned that the Society for the Psychological Study of Social Issues is preparing a "Manual of Employment Practices". At the moment of writing, there are few details available. It is known that at least one Division 14 member, **Harry Triandis,** is working with the group preparing the manual. Write him at the Department of Psychology, University of Illinois, Champaign, 61820.

VIEW FROM THE UNDERSIDE

Richard S. Barrett, Ph.D.

Stevens Institute of Technology

Frequently in TIP and elsewhere I read articles or hear comments which say in effect that, of course, we should validate our tests better, but the EEOC and the courts are unreasonable. Lawyers and expert witnesses from the plaintiff interpret too literally documents which are really "standards" or "guidelines" and attempt to convert them into holy writ. Be reasonable, they seem to say, things are not really that bad. But they are.

I have testified in 25 cases, and consulted in about as many more, always, thus far, on behalf of the plaintiff or his representatives. Obviously, I see things from the underside; employers who run the better selection and employment programs do not appear frequently in court. As a result, I have as distorted a view of the field as the psychoanalyst does of the human personality, but, as in the case of personality, some light may be shed on the subject by examining pathology. Here are some outstanding examples from my chamber of horrors:

Technique shopping, specifically using discriminant analysis on part of the data and multiple regression on similar data without explanation.

Permitting through the use of the rule of three, the prospective civil service supervisor to turn down any candidate for any reason, including "racial prejudice". Of 998 employees in the clerical forces of the state, one was black.

Writing reports on candidates for important positions on the basis of seven tests, median copyright date, 1931, range 1922-1953. There was no interview.

Setting the passing score on a test in a telephone conversation with the publisher.

Setting the passing score on a test at 44 (a point which would eliminate over 75% of the candidates for the relatively low level job), and failing the Black who scored 43.5.

After presenting four alternatives, covering one's tracks and confusing the test takers by adding a fifth choice, "Select (E) as your choice if **none** of the preceding choices is correct, OR if **two or more** of the choices (A), (B), (C), or (D) are correct."

Using a test to certify teachers although the publisher testifies that such use is improper.

Claiming that the **APA Standards** do not apply to civil service tests because civil service tests are not sold.

Testifying that, to set a passing score on the basis of a validity study would require hiring so many candidates that it would mean "throwing out 90% of them," and to do so would be "vicious, cruel, unnecessary and unfair." (The pass rate was about 30%.)

Substituting in a standard formula for correction for restriction of range the standard deviation for all candidates, when only the standard deviation of a sub group was appropriate, and not mentioning the substitution.

Including 25 items on arithmetic in a 100-item test, yet arithmetic is not mentioned in a 67-page job description prepared in response to litigation.

Decorating the office where candidates pick up application blanks with Confederate flags.

Continuing to sell a 20-year-old test although for years candidates have been able to buy copies of the test and the answers.

Proposing that **A** be the correct answer, based on a statement in O. W. Wilson's **Police Planning** and conceding that **B** must also be called correct, based on O. W. Wilson's **Police Administration.**

Selling a four-minute form board test with the claim, "Remember, it thoroughly tests intelligence, agility, dexterity, color blindness, speed, poise, adaptability, etc. etc."

Labeling studies of internal consistency with the legend, "This is a study of validity . . ."

On learning that the tape used to administer a carefully standardized test was inaudible, having the test read by an announcer while the timing was monitored by a psychologist with a stopwatch.

Deciding to substitute tests for an (unvalidated) requirement of a high school education, then setting the passing score so high that most high school graduates could not pass it.

Uncritically accepting grades in training as a criterion without establishing that the training is related to the job, or that the grade is related either to the training or the job. In one case the grade was based on six-week's classroom training; no effort was made to evaluate six-week's field experience.

Failing in differential validity studies to mention any steps taken to make sure that the criterion does not reflect the conscious or unconscious biases of the rater, then reporting that blacks don't perform as well as whites.

Reporting similar substantial validities and equivalent work performance for both blacks and whites, and lower test scores for blacks, but recommending that the test be used as is.

Permitting the basic data to be collected without the psychologist's supervision of personnel department employees whose futures were on the line. (He later testified that a correlation of 1.00 appears "only in heaven," and reported three such correlations in a table of 33.)

Employing as the head of testing for large civil service commission a person who rose from the position of secretary without a single course in psychology, statistics, psychometrics or testing.

Inventing "rational validity" because content, construct and criterion-related validity are inconvenient.

Using civil service tests to select members of a testing board, which is

charged with the responsibility of revising civil service tests which have been found to be inadequate. Catch 22 all over again.

Applying four separate corrections to boost low correlations to high ones. The population variance was overestimated, and the reliability underestimated, thus adding a kicker to the process. The report failed to show the effect of these transformations on the negative correlations, and on one zero order correlation which would have been corrected up to a ludicrous .97.

Commissioning a series of studies by an outside agency, and then resisting placing them in evidence.

Reporting un-crossvalidated beta weights on small samples as if they were to be relied on.

Reporting a concurrent validity of .92 when criterion ratings intercorrelated -.94, .16, and -.11, and N-1 (Yes, one case.)

Recommending with no job analysis that passing scores should be raised on an unvalidated test to "upgrade the work force."

Resolving complaints about the height requirement for policemen of 5'8" and policewoman of 5'4" by setting a height requirement of 5'6" for everybody. "Treat 'em all the same," said the Commissioner.

Performing a single assessment below the executive level. The black candidate for secretary was not recommended.

Setting a standard of average I.Q. without any job analysis, and reporting unfavorably on a score of 96.

Validating a test for whites against a rating of job performance, and for blacks against the supervisors' estimates of what their performance would be if they had been on the job.

Reporting that one test acted as a suppressor, yet endorsing a battery in which the test was used with a positive weight.

Omitting small and negative correlations from a report. "I mark only the sunny hours."

(continued on page 25)

AMICUS CURIAE BRIEF SALES GOING WELL

by Paul W. Thayer

Sales of the *amicus curiae* brief filed in the Georgia Power case by the Division 14 Executive Committee are bringing us close to our financial goal. If sales continue at their present rate, legal fees and all expenses will have been paid for by the end of the year.

Over 380 copies of the brief have been sold. This income, plus contributions, results in income of over \$7,200. As total bills are ap-

proximately \$7,700, we don't have much farther to go. The lawyers have already been paid \$6,000 of their \$6,977.53 and they are being quite patient about the remainder of their bill.

On behalf of the Executive Committee and **Rains Wallace**, who chaired the committee to raise funds, I would like to thank the membership for their support.

PUBLIC RELATIONS COMMITTEE ACTIVITIES

by John L. Butler

The two Division 14 brochures (The Industrial Psychologist and A Career in Industrial Psychology) have been revised and are currently in the process of being proofread. Copies of these revised pamphlets should be available to members at the September meeting.

The Committee has also distributed a questionnaire to all Division 14 members obtaining information relative to their interests in participating in a Speaker's Bureau. The responses to this questionnaire are still coming in and it appears that the response is a very favorable one. Within the next several months the Committee will prepare a roster of speakers and subjects for distribution to interested organizations throughout the United States and overseas. In connection with this Speaker's Bureau the Committee has prepared, and will be distributing shortly, an announcement of the availability of the Speaker's Bureau brochure. This latter will be for general news release and will also be directed to potential user organizations.

Division members are further reminded that the American Society for Personnel Administration (ASPA) has made approximately \$2-3,000 available for research proposals from Division 14 members in areas

that would contribute towards the personnel - industrial relations profession. Any Division 14 member interested in submitting such proposals should do so to J. William Urschel, Chairman - Research Projects Sub-Committee, ASPA, Post Office Box 1986, Chicago, Illinois 60690.

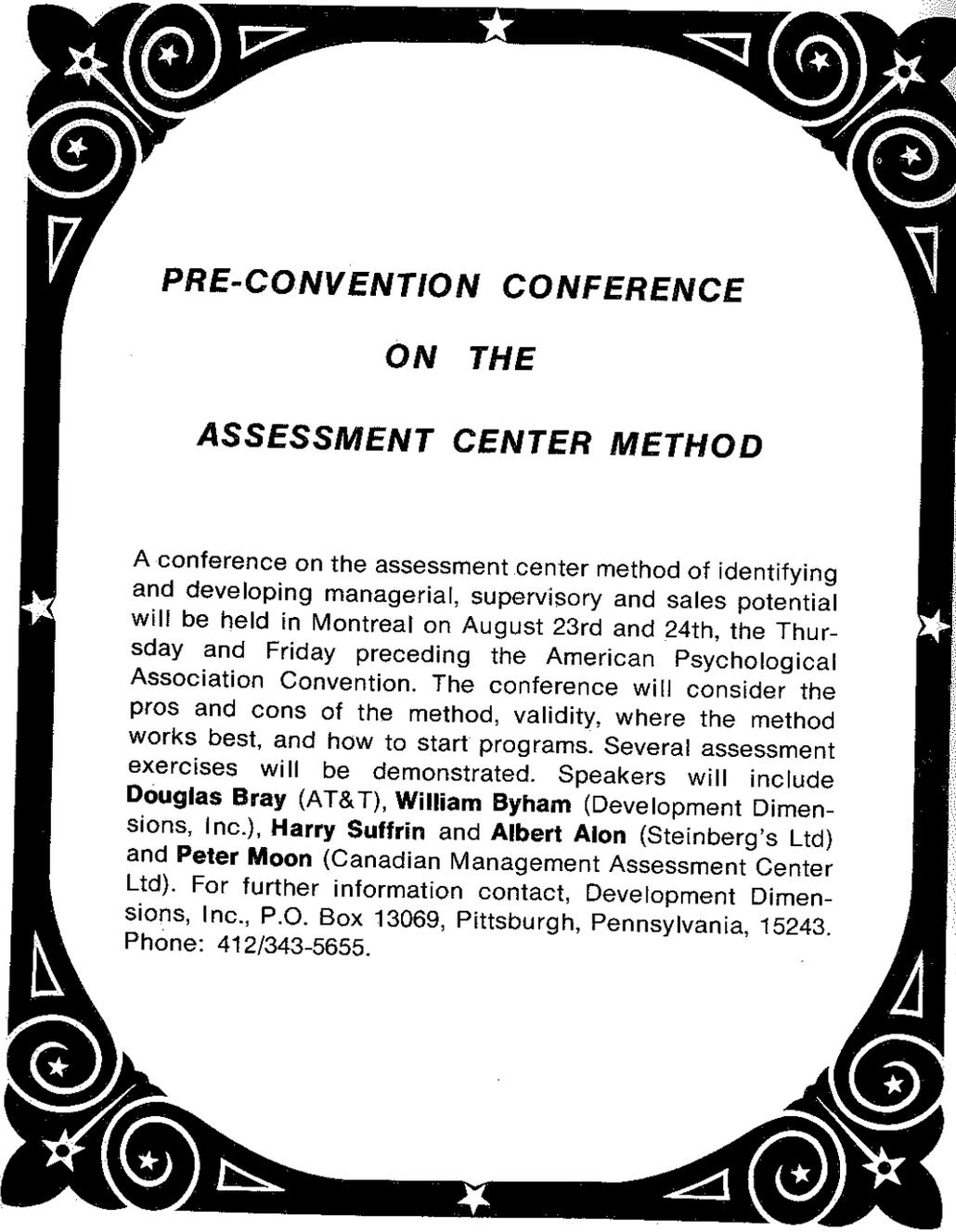
EXEC COM (continued)

We believe that a body such as the Advisory Committee on Selection and Testing can serve as a broadly based staff to the Office of Federal Contract Compliance. By the very nature of their current assignment, the individual members stay conversant with both research and regular developments. By nature of their training and experience, they have a collective experience which can be tapped when problems arise or when proposals are contemplated.

We urge you to make the strongest possible case for continuation of an Advisory Committee on Selection and Testing, advising either the Office of Federal Contract Compliance or the Coordinating Council.

Sincerely,

Paul W. Thayer, Ph.D., Secretary.



PRE-CONVENTION CONFERENCE

ON THE

ASSESSMENT CENTER METHOD

A conference on the assessment center method of identifying and developing managerial, supervisory and sales potential will be held in Montreal on August 23rd and 24th, the Thursday and Friday preceding the American Psychological Association Convention. The conference will consider the pros and cons of the method, validity, where the method works best, and how to start programs. Several assessment exercises will be demonstrated. Speakers will include **Douglas Bray** (AT&T), **William Byham** (Development Dimensions, Inc.), **Harry Suffrin** and **Albert Alon** (Steinberg's Ltd) and **Peter Moon** (Canadian Management Assessment Center Ltd). For further information contact, Development Dimensions, Inc., P.O. Box 13069, Pittsburgh, Pennsylvania, 15243. Phone: 412/343-5655.

DEVELOPMENT DIMENSIONS, INC.

Convention Program

**DIVISION OF INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY
AMERICAN PSYCHOLOGICAL ASSOCIATION**

PROGRAM COMMITTEE

Michael Beer - Chairman
C. J. Bartlett
Marshall J. Brenner
Frank Friedlander
J. Richard Hackman
Mildred E. Katzell
Jack H. Wakeley

Place Bonaventure Hotel
Montreal, Canada
August 27 - August 31, 1973

MONDAY MORNING, AUGUST 27, 1973

9:00 - 9:50

PAPER SESSION: TRAINING AND INTERVIEWING. MEETING ROOM I. **Forrest W. Fryer**, First National Bank, New York, New York Moderator-Discussant.

- The Effects of Racial Prejudice, Race of Applicant and Biographical Similarity on Interviewer Evaluations of Job Applicants. **Kenneth N. Wexley** and **Wayne F. Nemeroff**, University of Akron, Akron, Ohio.
- Effect of Basic Education, Job Skill, and Self-Esteem on the Job Success of the Hard-core Unemployed: A Longitudinal Study. **Richard W. Beatty**, University of Colorado, Boulder, Colorado.
- Racial Differences in the Impact of Mathematics Training at a Manpower Development Program. **Michael E. Gordon**, The University of Tennessee, Nashville, Tennessee.

9:00 - 9:50

PAPER DISCUSSION SESSION: MOTIVATION. MEETING ROOM A. **Clayton P. Alderfer**, Yale University, New Haven, Connecticut, Moderator-Discussant.

- Role Instrumentality and Motivation Defined as the Tendency to Discriminate Between High and Low Performance Roles. **J. R. Turney**, U.S. Army Behavior & Systems Research Laboratory, Arlington, Virginia.
- Explicit vs. Abstract Referents in Equity Inductions and Reversals: A New Procedure. **M. T. Wood**, Ohio State University, Columbus, Ohio.
- A Field Correlational Test of Expectancy Theory of Work Motivation. **M. T. Wood**, Ohio State University, Columbus, Ohio.
- Maslow's Need Hierarchy Theory: A Review of Research. **Mahmoud A. Wahba** & **Larry Bridwell**, Baruch College, New York, New York.

10:00 - 11:50

SYMPOSIUM: THE PRACTICE OF SCIENCE IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY. MEETING ROOM B. **John P. Campbell**, University of Minnesota, Minneapolis, Minnesota, Chairman.

Format: One hour for panel presentation followed by 50 minutes of discussion with audience.

Participants:

- **Milton R. Blood**, University of California, Berkeley, California, Science vs. Practice in Industrial and Organizational Psychology: Vive la Difference.
- **Karlene A. Roberts**, University of California, Berkeley, California. The Antecedents of Current Research in Industrial and Organizational Psychology.
- **Charles L. Hulin**, University of Illinois, Urbana, Illinois. The Scientific Component of Industrial and Organizational Psychology: How Should It be Developed?

MONDAY AFTERNOON, AUGUST 27, 1973

1:00 - 3:50

SYMPOSIUM: THE GIANT GROPPES: EVOLUTION OF ORGANIZATIONAL RESEARCH AND DEVELOPMENT IN GENERAL MOTORS. MEETING ROOM A. **Michael Beer**, Corning Glass Works, Corning, New York, Chairman.

Format: 10 minutes for each panel presentation followed by one hour of small group discussions followed by one hour discussion between panel and audience.

Participants:

- **D. L. Landen**, General Motors Corporation, Detroit, Michigan. The GM-ISR Project: An Evolving Systems Model of OD.
- **David G. Bowers**, Institute for Social Research, Ann Arbor, Michigan. Studies in Effective Change Agency.
- **Alvin L. Simberg**, General Motors Corporation, Detroit, Michigan. Change Strategy Research in General Motors.
- **Howard C. Carlson**, General Motors Corporation, Detroit, Michigan. Research and the Change Process.
- **Drew P. Danko**, General Motors Corporation, Detroit, Michigan. Data-Based Development at the Production Level.
- **Rensis Likert**, Rensis Likert Associates, Ann Arbor, Michigan.

4:00 - 4:50

PAPER DISCUSSION SESSION: LEADERSHIP. MEETING ROOM A. **Jack A. Parrish**, Columbia, South Carolina, Moderator-Discussant.

- The Relationship between Psychological Differentiation and Perceptions of Supervisory Behavior. **Michael J. Kavanagh** and **Peter Weissenberg**, State University of New York, Binghamton, New York.
- Leader Behavior, Situational Variables and Satisfaction and Effectiveness. **Enzo Valenzi** and **Larry Eldridge**, University of Rochester, Rochester, New York.
- Expectancy Theory Predictions of Leader Behavior. **Delbert M. Nebeker**, University of Washington, Seattle, Washington.

5:00 - 9:50

OUTGOING EXECUTIVE COMMITTEE MEETING. ST. LAURENT, HOTEL BONAVENTURE. **Robert M. Guion**, Bowling Green State University, Bowling Green, Ohio.

TUESDAY MORNING, AUGUST 28, 1973

- 8:00 - 8:50 PAPER DISCUSSION SESSION: LEADERSHIP AND ORGANIZATION. MEETING ROOM G. **Alan T. Hundert**, Corning Glass Works, Corning, New York Moderator-Discussant.
- Leadership: Provided by the Individual or in the Situation. **Jack E. Dawson**, Alfred University, Alfred, New York.
 - An Empirical Investigation of the Contingency Theory Within a Conglomerate. **R. W. Brunson** and **F. R. Wickert**, Michigan State University, East Lansing, Michigan.
 - Problems in Changing Supervisory Behavior. **Tony Hain** and **H.O. Patterson**, General Motors Institute, Flint, Michigan.
- 9:00 - 9:50 ED HENRY MEMORIAL INVITED ADDRESS: THE SUBSTANCE AND THE SHADOW. MEETING ROOM B. **Raymond Katzell**, New York University, New York, New York, Chairman.
- **Bernard M. Bass**, University of Rochester, Rochester, New York.
- 10:00 - 11:50 SYMPOSIUM: THE SCANLON PLAN: THEORY, APPLICATION, AND RESEARCH. MEETING ROOM B. **Robert A. Ruh**, Corning Glass Works, Corning, New York, Chairman.
- Format: One hour of panel presentation followed by 50 minutes small group discussion with each of the panelists as a resource.
- Participants:
- **Carl F. Frost**, Michigan State University, East Lansing, Michigan. A Change Agent's View of the Scanlon Plan.
 - **Paul S. Goodman**, Carnegie-Mellon University, Pittsburgh, Pennsylvania. The Scanlon Plan: A Need for Conceptual and Empirical Models.
 - **Henk Thierry**, Institute for Social Research, University of Michigan, Ann Arbor, Michigan. The Scanlon Plan: A Field Experimental Approach.
 - **John K. White**, Michigan State University, East Lansing, Michigan. Recent Research on the Scanlon Plan. Discussant:
 - **Jack H. Wakeley**, Michigan State University, East Lansing, Michigan.
- 11:00 - 11:50 FORUM WITH EXECUTIVE COMMITTEE. MEETING ROOM I. **Robert M. Guion**, Bowling Green State University, Bowling Green, Ohio.

TUESDAY AFTERNOON, AUGUST 28, 1973

- 1:00 - 1:50 DISCUSSION HOUR: IS OUR TRAINING VALID FOR THE PRACTICE OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY. MEETING ROOM D.
- **Robert Carlson**, Life Insurance Agency Management Association, Hartford, Connecticut.
- 1:00 - 2:50 CO-SPONSORED SYMPOSIUM WITH DIVISION 13. HUMANIZING ORGANIZATIONAL PSYCHOLOGY. RICHELIEU/PERIBONCA, QUEEN ELIZABETH HOTEL. **H. Meltzer**, Washington University, St. Louis, Missouri, Chairman.
- Participants:
- **Edward E. Lawler, III**, University of Michigan, Ann Arbor, Michigan.
 - **Fred Massarik**, Hollywood, California.
 - **Harry Levinson**, The Levinson Institute, Inc., Cambridge, Massachusetts.
 - **Fred Wickert**, Michigan State University, East Lansing, Michigan.
 - **Douglas Hall**, Michigan State University, East Lansing, Michigan.
- 1:00 - 2:50 SYMPOSIUM: THE INDIVIDUAL VS. THE ORGANIZATION: ASSESSMENT AND DEVELOPMENT FOR WHOM? MEETING ROOM A. **S. Rains Wallace**, Ohio State University, Columbus, Ohio, Chairman.
- Format: 50 minutes of panel presentation and one hour small group discussion.
- Participants:
- **Michael R. Cooper**, General Telephone and Electronics, Waltham, Massachusetts. The Utility of Human Resource Accounting as a Launching Vehicle for Manpower Development.
 - **Clifford P. Hahn**, The American Institute for Research, Washington Office, Silver Spring, Maryland. Criterion Development for Validating Assessment Findings.
 - **William D. Siegfried**, Organizational Development Directorate, Ford Ord, California. Why Group Goals? The Case for Individual Dimensionality.
 - **Dennis M. Courtney**, University of New Haven, Connecticut. Assessment and Development: A Delphic Sword of Graduate Education.
 - **Russell L. Leonard, Jr.**, The American Institute for Research, Washington Office, Silver Spring, Maryland. Assessment for What?

WEDNESDAY MORNING, AUGUST 29, 1973

9:00 - 10:50 SYMPOSIUM: PERFORMANCE APPRAISAL
METHODOLOGY: ISSUES AND APPLICATIONS.
MEETING ROOM B. **Steve Miller**, California State University at Hayward, Hayward, California, Chairman.
Format: 30 minutes of panel presentation followed by one hour of discussion between the panel and the audience followed by twenty minutes of small group discussion.

Participants:

- **Nicholas Imparato**, University of San Francisco, San Francisco, California.
- **Milton R. Blood**, University of California at Berkeley, Berkeley, California.
- **Sheldon Zedeck**, University of California at Berkeley, Berkeley, California.
- **William K. Graham**, University of California at Berkeley, Berkeley, California.

Discussant:

- **Robert M. Guion**, Bowling Green State University, Bowling Green, Ohio.

9:00 - 10:50 CO-SPONSORED SYMPOSIUM WITH DIVISION 19.
MAN IN ISOLATION. MEETING ROOM H. **John E. Rasmussen**, Human Affairs Research Center, Seattle, Washington, Chairman.

Participants:

- **Peter Suedfeld**, University of British Columbia, Vancouver, British Columbia, The Individual in Experimental Isolation.
- **Robert L. Helmreich**, University of Texas, Austin, Texas. Man in Groups in Experimental Isolation.
- **B. K. Eric Gunderson**, Navy Medical Neuropsychiatric Research Unit, San Diego, California, Prisoners of War and Their Adaptations During and Following Confinement.

DISCUSSANT:

- **Paul D. Nelson**, Bureau of Medicine and Surgery, Washington, D.C.

11:00 - 11:50 INVITED ADDRESS: TOWARD A THEORY OF PRACTICE: CHANGING HUMAN BEHAVIOR A COGNITIVE APPROACH. MEETING ROOM A. **Jack H. Wakeley**, Michigan State University, East Lansing, Michigan, Chairman.

- **Chris Argyris**, Harvard University, Boston, Massachusetts.

12:00 - 12:50 CONVERSATION HOUR. MEETING ROOM H.

- **Douglas W. Bray**, American Telephone and Telegraph Company, New York, New York.

WEDNESDAY AFTERNOON, AUGUST 29, 1973

1:00 - 2:50 SYMPOSIUM: ROLE MAKING PROCESSES IN BUREAUCRACIES AND AD-HOCRACIES IN THE UNITED STATES AND JAPAN. MEETING ROOM C. **George Graen**, University of Illinois, Champaign-Urbana, Illinois, Chairman.
Format: One hour and fifteen minutes of panel presentation followed by thirty-five minutes of small group discussion.

Participants:

- **Fred Dansereau, Jr.**, Baruch College, New York, New York. Leadership and The Role Making Process.
- **William J. Haga**, Naval Postgraduate School, Monterey, California. Professionalism and the Role Making Process.
- **Thomas W. Johnson**, Ohio University, Athens, Ohio. Organizational Assimilation and The Role Making Process.
- **William D. Hoel**, Greyhound Food Management, Detroit, Michigan. Organizational Development and The Role Making Process.
- **Katsuo Sano**, Keio University, Tokyo, Japan. Japanese Role Making Processes.

1:00 - 2:50 CO-SPONSORED SYMPOSIUM WITH DIVISION 17.
MID-CAREER DEVELOPMENT AND CHANGE. MEETING ROOM A. **Peter Moon**, Forty-Plus of Canada, Inc., Toronto, Ontario. Chairman.
Format: One hour presentation from panel followed by fifty minutes discussion between the panel.

Participants:

- **Samuel S. Dubin**, Pennsylvania State University, University Park, Pennsylvania.
- **Douglas Hall**, Michigan State University, East Lansing, Michigan.
- **Robert Morrison**, Faculty of Management Studies, Toronto, Ontario.
- **Donald Super**, Columbia University, New York, New York.

Discussant:

- **Edgar Schein**, Massachusetts Institute of Technology, Cambridge, Massachusetts.

3:00 - 3:50 DIVISION 14 BUSINESS MEETING: MEETING ROOM C. **Robert M. Guion**, Bowling Green State University, Bowling Green, Ohio.

4:00 - 4:50 PRESIDENTIAL ADDRESS: OPEN A NEW WINDOW. MEETING ROOM C. **Edwin A. Fleishman**, American Institute for Research, Washington D.C., Chairman.

- **Robert M. Guion**, Bowling Green State University, Bowling Green, Ohio.

5:00 - 5:50 SOCIAL HOUR: RICHELIEU/PERIBONCA. QUEEN ELIZABETH HOTEL.

WEDNESDAY EVENING, AUGUST 29, 1973

- 8:00 - 8:30 A PLAY: ADAM AND EVEN. WESTMOUNT ROOM. HOTEL BONAVENTURE. **Howard Carlson**, General Motors Corporation, Detroit, Michigan, Chairman.
- Participants:
- **Richard Cherry**, Celanese Corporation, Charlotte, North Carolina.
 - **Sandra Eveloff**, Organizational Development Consultant, Bronx, New York.
 - **Pat Dyer**, IBM Corporation, Armonk, New York.
 - **Ann Hussein**, Educational Testing Services, Princeton, New Jersey.

THURSDAY MORNING, AUGUST 30, 1973

- 9:00 - 9:50 INVITED ADDRESS BY 1972 CATTELL AWARD WINNERS. JOB, RELATIONSHIP, AND SOCIAL SYSTEM INTERVENTION AS A MEANS OF INDIVIDUAL AND ORGANIZATIONAL CHANGE. MEETING ROOM B. **John P. Campbell**, University of Minnesota, Minneapolis, Minnesota, Chairman.
- Participants:
- **Clayton P. Alderfer**, Yale University, New Haven, Connecticut.
 - **J. Richard Hackman**, Yale University, New Haven, Connecticut.
- 10:00 - 11:50 SYMPOSIUM: FUTURE TRENDS, THE WORLD OF WORK AND THE WORK OF DIVISION 14. MEETING ROOM B. **Sheldon S. Zalkind**, Baruch College, New York, New York, Chairman.
- Format: One hour and fifteen minutes for panel discussion followed by thirty-five minutes of discussion between panel and audience.
- Participants:
- **Aaron Levenstein**, Mohegan Lake, New York.
 - **Leo Cherne**, Research Institute of America, New York, New York.
 - **Dennis Johnston**, Bureau of Labor Statistics, Washington, D.C.
 - **Raymond A. Katzell**, New York University, New York, New York.

THURSDAY AFTERNOON, AUGUST 30, 1973

- 12:00 - 12:50 DISCUSSION HOUR WITH ANNUAL REVIEWS AUTHORS. ORGANIZATION DEVELOPMENT. MEETING ROOM F.
- Participants:
- **Frank Friedlander** and **David L. Brown**, Case Western Reserve University, Cleveland, Ohio.
- 1:00 - 2:50 SYMPOSIUM: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY AND PUBLIC POLICY, ORGANIZATIONAL POLICY, AND SOCIAL ISSUES: LEVELS OF RESPONSE. MEETING ROOM B. **Frank J. Landy**, The Pennsylvania State University, University Park, Pennsylvania, Chairman.
- Format: Twenty-five minutes for panel presentation, followed by one hour of small group discussion followed by twenty-five minutes of discussion with the audience.
- Participants:
- **Gerald V. Barrett**, University of Rochester, Rochester, New York. The Complexities of Organizational and Public Policy for the Industrial Psychologist When Dealing with Social Issues.
 - **Russell E. Johannesson**, Temple University, Philadelphia, Pennsylvania. Manpower Utilization of Division 14 Members.
 - **Lorraine D. Eyde**, U. S. Civil Service Commission, Washington, D.C. What Contribution can Industrial/Organizational Psychologists make Toward Improving Women's Occupational Future.
 - **Stanley R. Acker**, The Olin Corporation, Stamford, Connecticut. One Company's Response to a Perceived Social Need.
- Discussant:
- **Ann Hussein**, Educational Testing Service, Princeton, New Jersey.
- 3:00 - 3:50 INVITED ADDRESS: QUALITY OF WORK: PSYCHOLOGY COMES OF AGE IN THE WORK PLACE. LE GRAND SALON. QUEEN ELIZABETH HOTEL. **J. Richard Hackman**, Yale University, New Haven, Connecticut, Chairman.
- **Ted Mills**, National Commission on Productivity, Washington, D.C.
- 4:00 - 4:50 DISCUSSION HOUR: THE GOVERNMENT ATTITUDE TOWARDS WORK QUALITY. MEETING ROOM C.
- Participants:
- **Ted Mills**, National Commission on Productivity, Washington, D.C.
 - **Peter S. Barth**, U.S. Department of Labor, Washington, D.C.

FRIDAY MORNING, AUGUST 31, 1973

8:00 - 11:50 INCOMING EXECUTIVE COMMITTEE MEETING: ST. LAURENT. HOTEL BONAVENTURE. **Edwin A. Fleishman**, American Institute for Research, Washington, D.C.

9:00 - 9:50 PAPER SESSION: SELF-ESTEEM AND WORK SATISFACTION. MEETING ROOM I. **Ann L. Hussein**, Educational Testing Service, Princeton, New Jersey. Moderator-Discussant.

- Self-Esteem and Job Complexity as Moderators of Attitudes toward Work and Effectiveness as seen by Self, Supervisors, and Peers. **Manual London** and **Richard J. Klimoski**, Ohio State University, Columbus, Ohio.

- Individual Differences and Employee Reaction to Job Characteristics. **John P. Wanous**, New York University, New York, New York.

- Relations Between Unemployment-Reemployment Experience and Self-Esteem Among Professionals. **H.G. Kaufman**, Polytechnic Institute of Brooklyn, New York, New York.

- Satisfaction With the Work Itself as a Function of Cognitive Complexity. **Thomas E. Standing**, The Standard Oil Company, Cleveland, Ohio.

10:00 - 11:50 SYMPOSIUM: A LONGITUDINAL ANALYSIS OF THE IMPACT OF MANAGEMENT BY OBJECTIVES: SOME RESULTS AND SOME PROBLEMS. MEETING ROOM B. **Henry Tosi**, Michigan State University, East Lansing, Michigan, Chairman.

Format: One hour of panel presentation followed by fifty minutes of discussion between panel and audience.

Participants:

- **Stephen Carroll**, University of Maryland, College Park, Maryland.

- **Rod Chesser**, Syracuse University, Syracuse, New York.

- **John Hunter**, Michigan State University, East Lansing, Michigan.

- **Jim L. Tarter**, Southern Methodist University, Dallas, Texas.

FRIDAY AFTERNOON, AUGUST 31, 1973

1:00 - 1:50 INVITED ADDRESS BY 1972 DISSERTATION AWARD WINNER. PARTICIPATION AND LEADERSHIP STYLE: A DESCRIPTIVE MODEL OF MANAGER'S CHOICE OF A DECISION PROCESS. HAMPSTEAD. HOTEL BONAVENTURE. **Victor H. Vroom**, Yale University, New Haven, Connecticut, Chairman.

- **Philip W. Yetton**, Manchester Business School, London, England.

2:00 - 2:50 PAPER SESSION: TOPICS. HAMPSTEAD. HOTEL BONAVENTURE. **Milton D. Hakel**, Ohio State University, Columbus, Ohio. Moderator-Discussant.

- One in Every Crowd? The Chronic Grievant. **Kenneth F. Schenkel**, Southern Bell Telephone and Telegraph Company, Atlanta, Georgia, **W. W. Ronan**, Georgia Institute of Technology, Atlanta, Georgia, **James E. DeWire**, U.S. Army.

- Developing Creativity in Research Chemists. **I.A. Taylor** and **B. E. Sandler**, Center for Creative Leadership, Greensboro, North Carolina.

- Union Representation Elections: When Attitudes do Predict Behavior. **Jeanne Brett Herman**, University of Illinois, Urbana, Illinois.

- Employee Perceptions of Modern Architecture as a Work Environment: A Preliminary Study of Empirical Esthetics. **Ronald N. Taylor**, University of British Columbia, Vancouver, British Columbia; **Margaret E. Taylor**, University of Minnesota, Minneapolis, Minnesota.

3:00 - 4:50 SYMPOSIUM: INDUSTRY AND CONTENT VALIDITY. HAMPSTEAD. HOTEL BONAVENTURE. **William G. Mollenkopf**, The Procter and Gamble Company, Cincinnati, Ohio Chairman.

Format: One hour of panel presentation and fifty minutes open discussion between panel and audience.

Participants:

- **Joel Campbell** and **Lois A. Crooks**, Educational Testing Service, Princeton, New Jersey. Content Validation of Work Samples.

- **Howard H. McFann**, Human Resources Research Organization, Monterey, California. Content Validation of Training.

- **Edward Z. Hane**, Douglas Aircraft Company, Long Beach, California. Content Validation of Selection Techniques.

- **Alexander G. Wesman**, The Psychological Corporation, New York, New York. Education Content Validity and its implications for Industrial Test Construction.

- **Mary L. Tenopyr**, American Telephone and Telegraph Company, New York, New York. Content Validity and the Law.

Discussant:

- **Kenneth E. Clark**, University of Rochester, Rochester, New York.

DIVISION BUSINESS

E & T MEETS, SETS PROGRAM

The division's Education and Training Committee, **Bob Carlson**, Chairman, met on May 10 in Chicago in conjunction with the MPA meetings. The purpose of the committee meeting was to review progress and to further define subcommittee charges and responsibilities. The following study areas, together with the responsible members, are as follows:

- Responding to the Hussein Resolutions of 1971 and 1972, subcommittee consisting of **Sheldon Zedeck, Ann Hussein, and Mary Tenopyr**. (The resolutions were reprinted in full in the last (April) issue of TIP).
- Vail Conference on Professional education, subcommittee consisting of **Robert Pritchard, John McNaughton, and Richard Campbell**. This subcommittee is working on a divisional posture in regard to the Vail Conference.
- Professional education in I-O Psychology, subcommittee consisting of **Richard Campbell, John McNaughton and Ann Hussein**. This subcommittee is working on a possible divisional "position paper" in regard to professional education.
- Dissemination of the division's guidelines on doctoral education, subcommittee consisting of **Mary Tenopyr, Michael Gordon, and Sheldon Zedeck**. This subcommittee is exploring ways to publicize the division's doctoral guidelines to the membership and the public.
- Continuing education, subcommittee consisting of **Peter Dachler, Ann Hussein, and Robert Pritchard**. This subcommittee is working on the question of forms and delivery systems for continuing education in I-O Psychology.

A full report of these activities will appear in TIP as more details are available. Chairman Carlson indicates that suggestions from the membership in these areas would be most helpful. You may write to **Dr. Carlson**, (LIAMA, 170 Sigourney Street, Hartford, Conn. 06105) or to any member of the committee.

Membership Committee by Jack Larsen

Membership Drive Milestones, through efforts of the Executive Committee, the Membership Committee, and of members, a number of long-time procrastinators have completed application to the Division and will become members in due course. Bob Guion and I have each managed to persuade a colleague to complete the papers. Both were favorable to the idea but avoided the detail work for years. Perhaps each of our members can find "just one more" eligible applicant and help him through the "traumatic?" application procedures. Doris Berry, my most efficient Work-Study assistant, promises to keep the tickler file active too!

So far (5-4-73) the Membership Committee has approved 43 member applicants and 11 associate applicants. There are 10 files being held because of problems with recommendation forms coming in friends and neighbors. —), and 34 applications still in process with the applicants. Three more complete forms are circulating to the Membership Committee.

We are just a little over half way to the objective of 100 new members and associates! Help us identify potential Division 14 members (who must **currently** be APA members), or we shall fail our management by objectives review in August. You identify them, and we will treat them right.

Committee on Public Policy and Social Issues by Frank J. Landy

One of the prime goals of the committee for this year was the construction, transmission, and analysis of a questionnaire to identify interests and competencies of the membership in the area of Public Policy and Social Issues. We have established a working relationship with the E & T Committee in an attempt to determine how graduate training interacts with these competencies and interests. The information resulting from these questionnaires should help specify concrete goals for the committee in the next year as well as highlight general areas of high priority.

The committee has also been able to assume greater responsibilities as a liaison group. Inquiries have been addressed to us concerning the **Amicus Curiae** brief as a vehicle for affecting public policy. We are also dealing with more specific issues such as the role of I/O psychologists in health care administration.

A symposium will be presented at the APA convention dealing with varying levels of response to public

policy and social issues problems. The program committee will set aside a block of time at each national convention to address similar issues.

One of the major charges to the committee last year was to consider the Hussein resolutions of 1971 and 1972. We feel that the nature and degree of our activity over the past year is an appropriate response to an important set of resolutions. In particular, our relationship with the E & T committee addresses the spirit and the content of the resolutions.

As is apparent from the issues which were raised in the questionnaire, the committee will have to deal with a number of volatile topic areas. This is, in fact, the reason for the existence of the committee. The support (and occasionally the tolerance) of the membership is essential if the committee is to fulfill its responsibilities. The most immediate show of support would be suggestions to the committee at the convention. We are counting on hearing from you.

Report of The Scientific Affairs Committee by John P. Campbell

The committee is pleased to announce the results of the Division 14 dissertation competition for 1973. The names, graduate schools, and thesis titles of the winners are as follows.

First Place Winner: Dr. Philip W. Yetton, Carnegie-Mellon University, "Participation and Leadership Style: A Descriptive Model of a Manager's Choice of a Decision Process"

Honorable Mention: Dr. Jeanne B. Herman, University of Illinois, "Job Attitudes and Job Behaviors from Personal and Organizational Perspectives";

Dr. Barry M. Staw, Northwestern University, "The Attitudinal and Behavioral Consequences of Changing Major Organizational Inducements: A Natural Field Ex-

periment";

Dr. John Van Maanen, University of California, Irvine, "Pledging the Police: A Study of Selected Aspects of Recruit Socialization in a Large, Urban Police Department".

If the quality of the dissertations is any indication, the state of our science continues to improve.

This year, 17 Cattell proposals were received and are in the process of being judged. The winners will be announced at the Division 14 APA business meeting. In other business the committee is working out details for next year's attempt to select the best journal article in I/O psychology and also is preparing material for an APA symposium on the state of our scientific affairs, which we all have at one time or another.

The Role of the Public Relations Committee by Bruce A. Springborn

After discussion among the committee members, and a review of past surveys and similar discussions, the committee decided to ask the twelve most recent past Division 14 presidents to evaluate the accomplishments of the Public Relations Committee during their tenure in office. The presidents were chosen because of their recognized professionalism and insider knowledge of what the committee had done.

METHOD

On October 11, 1972, a cover letter and questionnaire were sent to the twelve most recent past Division 14 presidents. The questionnaire stated the Public Relations Committee's objectives as published in the by-laws and then asked each president, basically, if the stated objectives were desirable and realistic, whether the stated objectives were met during their tenure in office and what changes they would recommend in the objectives. In addition, the presidents were asked to comment on what, if any, meaningful projects have been completed by the P.R. committee.

The responses to the questionnaire were reviewed and coding categories were established. The responses were then re-analyzed and coded. A complete set of data, with all individual identifying information removed, is available on request.

RESULTS

Eight completed questionnaires were returned and analyzed. The results are organized into a section on an evaluation of objectives and a section on contribution to the Division.

I. An Evaluation of Objectives

Although seven out of eight responding presidents said that they felt the stated objectives are realistic and desirable, they generally did not feel the Com-

mittee fulfilled its objectives. In fact, three presidents could not recall what the Committee had done at all. Six presidents suggested some modification of the objectives; two recommended deleting one of the three specific objectives; and four recommended expanding the objectives to include such things as liaison with the academic community or reviewing and replying to publications relevant to Division 14 activities.

II. Contribution to the Division

The only meaningful project of the committee identified was publication and distribution of two pamphlets on the Industrial Psychologist. Several presidents felt the committee had done "useful" projects but could not recall what they were. Five comments provided insight into why the committee may have failed to complete meaningful work; such as, committee spends time deciding what to do rather than doing things, or committee members are inexperienced in Public Relations, or committee members tenure on Committee is too short.

DISCUSSION

The Public Relations Committee appears to be judged by eight past Division 14 presidents to have served a modest but somewhat useful role. Several presidents added supportive comments such as that the committee probably reflects what membership is willing to pay for, and that the committee should remain in existence to play some future potential role which the committee should be alert to.

In order to become a more effective, contributing Committee of Division 14, the Committee members can either wait until the demand from the Division for their services becomes crystalized and com-

municated, or the Committee can assume that, as the Division's chosen representative, what they do is by definition what the profession wants. The Committee appears to have spent its past in trying to learn what is expected by the Division and in learning what public relations is all about. The time has arrived, at least this is the feeling among the present Public Relations Committee membership, to define our role simply by acting within the broad framework of the present objectives. We hope to educate ourselves in public relations by learning how the function is fulfilled at A.P.A. Headquarters and in other professional organizations. If the Division membership do not like what the Committee does, they can try to influence the Committee and change its course of action by direct communications, or work to change the membership, or work to become a member of the Committee. This acclamation is not intended to replace timidity with temerity but rather is intended as a proclamation of acceptance of responsibility, which hopefully reflects the wishes of the

total Division membership.

The Committee presently plans to proceed with:

1. development of a speaker's bureau,
2. preparation of an article on Industrial and Organizational Psychology suitable for management oriented publications,
3. development of formal relationships with A.S.P.A. (two committee members are now members of A.S.P.A.)
4. to present the Committee's activities on a continuing basis in T.I.P.

Past presidents have suggested that the Committee might also consider:

1. sponsoring an annual meeting of P.R. persons from related societies to facilitate interactions,
2. improving relationships with the academic community to facilitate attracting top caliber students into Organizational Psychology.

Let your Committee know how you want it to serve you.

HIGHLIGHTS OF THE SPECIAL MEETING OF APA COUNCIL OF REPRESENTATIVES, MARCH 31 - APRIL 1, 1973 by Robert Perloff

The rules of Council state that whenever 15% or more of the members of Council ask for a special meeting of Council, there is a mandate that such a meeting will be convened.

Approximately 40 members of Council (representing approximately one-third of Council) signed the petition calling for a special meeting of Council to consider essentially one item of business: what APA might do on behalf of its members, students, and agencies providing needed human services, in view of cutbacks in federal programs involving psychological services. A related item that was called for in the petition was to consider the APA Central Of-

fice alleged non-responsiveness to this financial crisis, concerning which, incidentally, on the second day of the meeting a resolution was moved unanimously, or nearly so, as I recall, commending the APA Central Office for its responsiveness and giving the Central Office a strong vote of confidence.

None of the Division 14 representatives to Council were signatories to the petition calling for this extraordinary Council meeting. However, once it had been officially established that such a Council meeting would be held, President Guion urged that if at all possible the Division 14 Representatives be there. Division 14 has four representatives

to Council, of which two were able to make the meeting, Bob Perloff, and as an alternate for Lyman Porter who could not be there, Joe Weitz ably represented our interests. It was Joe Weitz, incidentally, who framed the aforementioned "vote of confidence" resolution.

Actually, this meeting despite the earlier skepticism of many of us, was constructive and productive. It was magnificently chaired by APA President Leona Tyler. (Of interest to Division 14 members is the fact that among those on the podium along with President Tyler was a former Division 14 President, Bill McGehee, APA Treasurer, who was called upon on many occasions to provide Council with critical budgetary information preparatory to its decisions concerning specific pieces of legislation.)

Actually, even though many of us might have originally felt the impetus underlying the meeting was to protect the turf of private practitioners, still, as I believe will be evident from the information below, it turned out that the actions will benefit all of us, practitioners, researchers, academicians, and graduate students.

As of the time when this report to you is being prepared, I do not have the exact figures as to the number of voting members present at this meeting. I believe, however, that there were something over 100, perhaps 110. Of that number, somewhere between 60% and perhaps 70% voted for the following resolution that was proposed by Board of Directors member Brewster Smith. Maybe around 25% voted against it while the rest of the people there abstained. The resolution is reproduced below.

"The Council of Representatives of the American Psychological Association, in special meeting called 'to consider the phase-out and termination of Federal support of training, research and service,' notes with deep concern and dismay the human consequences of

the present budget policies. As representatives of a science and profession dedicated to human welfare, we call upon the members of our Association to urge the Congress to re-assert human priorities. We are especially concerned that the emerging patterns of Federal revenue sharing involve a radical reduction in our national investment in human welfare."

Let me now, having set the tone of our meeting — which I repeat, academic, researcher, and practitioner alike felt was a useful one and essentially worth the money — sketch the highlights of actions taken. First, an **Ad Hoc** Committee on student aid was established. The purpose of this Committee will be to develop plans for a suitable APA-administered doctoral student aid program to which any graduate student in a state-approved or regionally accredited doctoral program shall have the right to apply for aid. A maximum of \$10,000 was appropriated from the general APA fund for the purpose of holding necessary physical meetings of the Committee as required. It should be noted that since one of the major victims of recent cutbacks is the graduate student bereft of financial aid, the establishment of this committee should be viewed as a salutary occurrence.

Of overriding importance concerning the underlying reason for convening this special council meeting is the establishment of a new APA Committee which will report directly to the Board of Directors of APA. That Committee is called the Committee on Legislative Affairs, and shall be concerned with developing procedures for making sure that henceforth APA might have the mechanisms for augmenting its present procedures and for working with committees in Congress and with the various executive branches to better influence proposed legislation or to possibly help reduce executive cutbacks affecting all

elements of psychology in their programs for training people how to provide, do research on, and help prepare delivery of human services. The reason that this committee will report directly to the Board of Directors rather than through one of the other Boards of APA is that it was felt that that committee's work would transcend professional affairs, education and training, scientific affairs or any other matters exclusively in the domain of special APA Boards.

Of major importance among the legislative measures achieved at this meeting is the establishment in the Central Office of APA an office concerned with the delivery of health services. Some of us, incidentally, were against this measure, among whom were Joe Weitz and me. Indeed, I rose to the floor to oppose this measure on the basis that it appeared to me to be duplication and therefore a drain on our already scarce Central Office resources. Still, it passed, but not by a wide margin. Anyway, this office will concern itself with the role of the psychologist in the delivery of health services, but again the em-

UNDERSIDE (continued)

Excoriating the lack of expertise of the plaintiff's lawyers for saying, "Only predictive studies consistently yield trustworthy validity data with respect to . . . occupational performance." The quotation appears in the **Technical Report, Flanagan Aptitude Classification Test**, Fall, 1959, p. 23.

Testifying that a homemade journeyman's examination is content valid without having analyzed the job.

Justifying a multiple hurdle test battery with an un-crossvalidated multiple regression study.

Loading an overall criterion by defining it in terms of verbal and mathematical aptitudes, constructs measured by the test.

Basing a third of a million dollar selection decision on a 70c test.

I did not make these up. All are

phases will transcend that of private practitioners or at least it is hoped, and will be devoted to other matters as well, such as research and training.

Finally, an item of interest is that a Committee is also being set up to look at the relationship between APA's concern with federal legislation and policy and the concern of CAPPS (Council for the Advancement of Psychology as a Profession and a Science). In addition, a measure was passed to require that people standing for the office of President of APA and for the Board of Directors shall submit statements of 500 words or less on their opinions as to the issues currently facing the field of psychology and their proposed plans for helping address ourselves to those problems.

There were, to be sure, other matters discussed and acted upon at this March 31 - April 1 meeting of the APA Council of Representatives, but the above represents the major highlights. The next Council meeting now scheduled is for the Montreal APA meetings in August.

documented; almost all appear in court records. To be sure, some of the practices were engaged in by non psychologists, but most of the perpetrators are psychologists, many are members of Division 14, and two were at one time elected officers of the Division.

Changed your address lately? Not receiving TIP? If so, notify APA. To receive TIP and correspondence concerning division matters, notify APA immediately. Send a letter or postcard to Circulation Department, APA, 1200 Seventeenth St., N.W., Washington, DC 20036. (And please don't write our sore-head Editor; he's very testy on this point.)

**Academy of Management Activities Related
to Industrial - Organizational Psychology**
John B. Miner
Georgia State University

TIP has suggested that I provide Division 14 members with a report on activities of the Academy of Management which relate to industrial - organizational psychology. I am happy to do so.

Perhaps the most significant development has been the establishment of 11 professional divisions within the Academy, which are in many respects analogous to the divisions of APA. Of the Academy divisions the one having greatest interest for Division 14 members probably is the Organizational Behavior - Division. This is not only one of the largest and most active Academy divisions, but its membership includes a sizable number of organizational psychologists. The original chairman of the OB Division was **Lyman Porter**, who will take over as president of the full Academy in August, followed by **Larry Cummings**, myself, and **Robert House**, who will be the 1973-74 chairman. All four are Division 14 members as well.

The OB Division program at the Academy meetings this year in Boston, August 19-22, includes contributed paper sessions on Conceptual Studies of Motivation, Interaction Between Individual and Role, Performance - Reward - Satisfaction Relationships, Research on Motivation, Leadership, Feedback and Control, and Organizational Innovation and Adaptation. There will be a symposium on human resource accounting and the invited address will be given by **Douglas Bray**. Other Academy divisions with programs and activities closely related to industrial organizational psychology are Management Education and Development, Manpower Management, Organization and Management Theory, and Organization Development.

A second development of interest to Division 14 relates to the **Academy of Management Journal**. For many years the **Journal** has published articles dealing with topics in industrial - organizational psychology. At the present time the Editorial Review Board contains a number of APA members including **Michael Beer**, **Larry Cummings**, **Douglas Hall**, **Robert House**, **Raymond Hunt**, **Abraham Korman**, **John Rizzo**, **Benjamin Schneider**, and **Ralph Stogdill**. Many of these are Division 14 members as well. I became Editor on December 1, 1972.

The **Journal**, which is published four times a year, has been expanded to approximately 700 pages per volume, and a Research Notes section has been added. Although reports of original research which test either theoretical propositions or hypotheses derived from practice are of particular interest, literature reviews of an analytic nature, theoretical statements, book review essays, descriptions of practice, and historical analyses are also published. I would be happy to receive manuscripts from Division 14 members for consideration for publication in the **Journal**.

Anyone interested in joining the Academy should contact **George Gore**, College of Business Administration, University of Cincinnati, Cincinnati, Ohio 54221. Membership includes subscriptions to the **Academy of Management Journal** and **Newsletter**, a copy of the **Proceedings** of the annual meeting, and use of the Academy's placement services. A publications planning committee has just been appointed with a view to further expanding the number and type of publications made available to members over the next few years.

QUALITY OF LIFE RESEARCH AT YORK UNIVERSITY

by **James G. Goodale**

"Quality of Life" has increasingly become an important concern in our society. At York University in Toronto, we — **Ronald J. Burke**, **James G. Goodale**, **Douglas T. Hall**, **Manuel F. Helzel**, and **Robert C. Joyner** — have been conducting research on this topic using our skills and insights as industrial psychologists.

We define quality of life as an individual's perception of his well-being, which we are endeavouring to measure by means of a comprehensive questionnaire.

Quality of Life is conceptualized as a multidimensional construct, comprising three general classes of variables and encompassing four life contexts. Although we are tapping a number of dimensions of Quality of Life, we do not intend to use weighted sums of our measures as single Quality of Life indices. Instead we will analyze individual variables or profiles of variables.

The four relatively independent life contexts are the person's family, his work, his leisure activities, and his relationships with friends. We are asking participants in our research to report on their sense of well-being in each of the contexts, as well as in their lives taken as a whole.

The three classes of variables in Quality of Life are objective outcomes, individuals' perceptions of and reactions to their outcomes, and personal characteristics. **Objective outcomes** are seen as resulting from an individual's activities in a given environment. These include task success, physical health and basic security (e.g. employment, adequate housing). Among the **perceptions of outcomes** are global evaluations of well-being, perceptions of growth, security, anxiety, involvement, relatedness and satisfaction. Most of these perceptions will be assessed in each of the four life contexts. The third class of variables, **personal characteristics**, are thought to be more enduring than perceptions of

outcomes and are hypothesized as moderators of the relationships between objective outcomes and perceptions. These variables are self esteem, self control (after Rotter), and self identity (the clarity of ones' goals and roles).

We have completed two major stages of the research to date. After developing our model of quality of life (as described above) we conducted open-ended interviews with approximately 150 persons to determine what quality of life meant to them. The sample varied from welfare recipients to physicians and executives. From these data we were able to identify a set of variables with generality across a wide variety of subject populations.

We then developed questionnaires to measure our set of variables defining quality of life. This questionnaire was administered to over 300 persons, and item analyses were conducted to shorten and refine the measures. We now have a short form of the Quality of Life Questionnaire.

Where do we go from here? We plan to collect data from a large number of individuals to determine the relationships between quality of life and other variables such as income and educational level, job level, nature of work organization, kind of neighbourhood, etc. We will create norms so that interested parties such as academics and policy makers can be aware of the relationships between variables of this kind and well-being or Quality of Life.

We also intend to involve a number of corporations in intensive, longitudinal studies of the quality of their employees lives. We will be asking just how humanizing or dehumanizing work is. The first step would be a diagnosis of the quality of life in the organization, followed by some programs to improve quality of life. Follow-up measures would indicate whether the programs were effective in improving quality of life.

