THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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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, 1720 Seventeenth St., N.W., Washington, D.C. 20006. 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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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 Parc-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, Ernest and Ernst, 180 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 prize is to 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, care of Mr. James Oehlenmeyer, 2400 Olentangy River Road, Columbus, Ohio 43216. Or, if you prefer, donations may be sent to Dr. Edgerton, 17039 Herba 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 at 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 scholars 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, and 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 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, career development 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 1968 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. Barnett, now at the University of Rochester, will be heading the Department of Psychology, University of Akron, starting in the fall, 1973. Dr. Barnett will continue the strengthening of the department's Ph.D. program in industrial 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 various 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 Kranert 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-SuperMetal 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 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 at 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 AAS 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-
bendale. 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. BuDrin'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. BuDrin 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 that are interested in nominating for 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. Self-nomination 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 ballooting. 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 a available from the U.S. Government Printing Office.

Peter Moon of Saunders-Moon, Toronto, has announced that there will be a (genuine? old-fashioned?) PAGSIP PARTY at George 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 28-30. 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. We will keep you informed by the Department of Psychology, University of Illinois, Champaign, 61820.

Richard S. Barrett, Ph.D.
Stevens Institute of Technology

VIEW FROM THE UNDERSIDE

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 a few 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 rules 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-form blank with form board test with the claim, "Remember, it thoroughly tests intelligence, agility, dexterity, color blindness, speed, poise, adaptability, 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 underestimated, 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 based 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, all 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 approximately $7,700, we don't have much farther to go. The lawyers have already been paid $6,000 of their $8,977.53 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 presentation 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 60609.

**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 13999, Pittsburgh, Pennsylvania, 15243. Phone: 412/343-5655.

DEVELOPMENT DIMENSIONS, INC.
MONDAY MORNING, AUGUST 27, 1973

9:00 - 9:50 PAPER SESSION: TRAINING AND INTERVIEWING.
• 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.
• 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.

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, Chair.
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 GROPE: EVOLUTION OF ORGANIZATIONAL RESEARCH AND DEVELOPMENT IN GENERAL MOTORS.
MEETING ROOM A. Michael Beer, Corning Glass Works, Corning, New York, Chair.
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.
• 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. Partish, 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.

5:00 - 9:50 OUTGOING EXECUTIVE COMMITTEE MEETING. ST. LAURENT, HOTEL BONAVENUTE. Robert M. Guion, Bowling Green State University, Bowling Green, Ohio.
TUESDAY MORNING, AUGUST 28, 1973

- Problems in Changing Supervisory Behavior. Tony Hain and H.O. Patterson, General Motors Institute, Flint, Michigan.

- Bernard M. Bass, University of Rochester, Rochester, New York.

- John K. White, Michigan State University, East Lansing, Michigan. Recent Research on the Scanlon Plan. Discussant:
  - Jack H. Wakely, 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.

1:00 - 2:50  CO-SPONSORED SYMPOSIUM WITH DIVISION 13: HUMANIZING ORGANIZATIONAL PSYCHOLOGY. RICHELIEU/PERIBONCA, QUEEN ELIZABETH HOTEL. H. Metzler, Washington University, St. Louis, Missouri, Chairman.
- 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.
- Michael R. Cooper, General Telephone and Electronics, Waltham, Massachusetts. The Utility of Human Resource Accounting as a Launching Vehicle for Manpower Development.
- 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?
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 Imperato**, University of San Francisco, San Francisco, California.
- **Milton R. Blood**, University of California at Berkeley, Berkeley, California.
- **Sheldon Zedock**, 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. Helmerich**, 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:

11:00 - 11:50  INVITED ADDRESS: TOWARD A THEORY OF PRACTICE: CHANGING HUMAN BEHAVIOR IN A CONCEPTIVE 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.

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:

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.

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

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


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 Cheme, Research Institute of America, New York, New York.
• 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.


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:
• Stanley R. Ackerman, The Ohio Corporation, Stamford, Connecticut. One Company’s Response to a Perceived Social Need. Discussant:

3:00 - 3:50 INVITED ADDRESS: QUALITY OF WORK: PSYCHOLOGY COMES OF AGE IN THE WORKPLACE. 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. Fleischman, American Institute for Research, Washington, D.C.

9:00 - 9:50
- 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.
- Satisfaction With the Work Itself as a Function of Cognitive Complexity. Thomas E. Standing, The Standard Oil Company, Cleveland, Ohio.

10:00 - 11:50
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.
- Jim L. Tarter, Southern Methodist University, Dallas, Texas.

FRIDAY AFTERNOON, AUGUST 31, 1973

1:00 - 1:50

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

3:00 - 4:50
Format: One hour of panel presentation and fifty minutes open discussion between panel and audience.
Participants:
- Howard H. McFann, Human Resources Research Organization, Monterey, California. Content Validation of Training.
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. (These 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.

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 charged 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 recommenders ( — keep those 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 halfway 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. 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 develop an awareness of the membership in the areas 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 specific 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 received 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 act of resolutions. In particular, our relationship with the E & T committee addresses the merits 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 Styles: 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 Personnel and Organizational Perspectives";

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

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.

The committee received 17 new 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 articles and also 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 realistic and desirable, 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 Committee 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: 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 on the demand from the Division for their services becomes crystalized and communicated, 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 members, 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 declaration is not intended to replace timidity with tenacity 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 Office alleged nonresponsiveness 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 McGhee, 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 practice, I believe, as I have always felt, that it 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 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 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, in 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.

A maximum of $10,000 was appropriated for the general 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 benefit 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 this committee will report directly to the Board of Directors rather than through one of the APA 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 unanimously. Anyhow, this office will concern itself with the role of the psychologist in the delivery of health services, but again the emphasis 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 meeting. March 31 - April 1 meeting of the APA Council of Representatives, but the above represents the major highlights. The next Council meeting is scheduled for the Montreal APA meetings in August.

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-cross validated 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 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.
A second development of interest to Division 14 relates to the Academy of Management Journal. For many years this 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 Krorman, 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, there are reviews of analytic nature, theoretical statements, book review essays, descriptions of practice, and historical analyses which 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 45221. Membership includes subscription 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 extending 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 many 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 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 one's 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.

The model do we go from here? We plan to collect 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 neighborhood, 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 sound programs to improve quality of life. Follow-up measures would indicate whether the programs were effective in improving quality of life.
FIRST INTERNATIONAL CONGRESS ON THE ASSESSMENT CENTER METHOD

by Mark Van Slyke

Forty-four psychologists and business persons met at Williamsburg, Virginia, May 9-11, 1973, for the historic event of the First International Congress on the Assessment Center Method.

The Congress was chaired by Doug Bray. Attendance was open to persons who have direct involvement and experience in operational Assessment Center Programs.

The participants included persons from four different countries, constituting a wide selection of representatives from business and industry, state and federal agencies, including personnel researchers from one branch of the Armed Forces. Many of the companies represented represented international in scope and activity of their Assessment Centers.

The program was fairly comprehensive in both breadth and depth and alternated between sessions for research presentation and small, informal group discussions.

Topics for research presentation and discussion ranged from "Early Identification Assessment & Development" (Joel Moses) and "Assessment & Management Development" (Blaine Baker) to "Staffing & Staff Training" (Allen Kraut).

Other research presentations and discussion sessions variously were led by Jim Huck and Doug Bray, Bill Dodd, Albert Alon, and Ed Yager. Post-program written critique and evaluations were taken and indicated very positive acceptance of program content and conduct. Consensus of the evaluation results essentially placed emphasis on the value of the research presentations from actual operational assessment centers, and underscored the desirability of more small informal group interchange sessions. The participants were unanimous in their encouragement for future annual congresses.

Plans for the Second Annual International Congress on the Assessment Center Method are currently being formulated, and in all probability will be held next spring. Details will be forthcoming from Bill Byham, President of Development Dimensions, Inc., sponsor of the Congress. Suggestions for program content and format are already being accepted for the 1974 Congress. Further suggestions (and volunteers) should be made available to Bill — (P.O. Box 13069, Pittsburgh, Pa. 15234).

FORTHCOMING IN THE DECEMBER ISSUE OF TIP


Contributions to Professional Psychology. Richard J. Campbell.

ADVERTISING INFORMATION

GENERAL INFORMATION

The Industrial - Organizational Psychologist, a publication devoted to professional developments in the field of industrial and organizational psychology. Serves as Newsletter of Division 14 of APA and is a forum for the discussion of issues and challenges facing the profession. Published three times per year — Fall, Spring, and Summer.

Guaranteed circulation of 1,800. TIP is sent to leaders of the field in the industrial and academic communities, and to the most influential members of the American Psychological Association — APA Officers, The Board of Directors, Presidents of all Divisions of APA and Editors of all psychological Newsletters. TIP is also distributed to advanced graduate students of industrial psychology and to libraries and graduate schools training industrial psychologists.

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OTHER INFORMATION

Printed by offset on offset stock, saddle stitch binding.

CLOSING DATES

February 15, June 15, and October 15.