

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.

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PROSPECTS HAS BEEN THE OUTCOME OF AN EXTENSIVE RESEARCH STUDY INVOLVING RESEARCH AND DEVELOPMENT PERSONNEL. SEVERAL HUNDRED MANAGERS, TECHNICIANS AND ENGINEERS IN R & D POSITIONS PROVIDED INFORMATION ON HOW INDIVIDUALS CAN PLAN THEIR CAREERS AS WELL AS WHAT ARE THE MOST IMPORTANT CHARACTERISTICS OF A JOB WHICH MUST BE CONSIDERED IN PLANNING FOR ONE'S FUTURE.

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NOTES AND NEWS

by Art MacKinney

Peter Weissenberg spent last fall semester on an exchange assignment as a Visiting Professor in Public Administration at the University of Konstanz, Konstanz, Germany. In addition, he spent spring semester as a Senior Fulbright-Hays Lecturer at the Technion-Israel Institute of Technology and at Haifa University, Haifa, Israel. Recently he was appointed Consulting Editor in Organizational Behavior and Management for Intext Educational Publishers, New York, to develop a series for them.

APA's Board of Professional Affairs at its March, 1974, meeting, reaffirmed the doctoral level of training as the minimal level for independent practice in both private or public service. This reaffirmation is in direct contrast to the recommendations of the Vail Conference that the "masters degree should be identified as the journeyman level . . ."

An **International Conference on Psychological Stress and Adjustment in Time of War or Peace** will take place in Tel Aviv, Israel, January 6-10, 1975. The conference will be open to scientific and professional workers in the behavioral and social sciences as well as others. Both Israeli and foreign professionals will be invited. The conference will focus on stress resulting from war or threat of war. If interested, write: Organizing Committee, P.O. Box 16271, Tel Aviv, Israel.

Bob Perloff has received a gracious note of appreciation from **Laura C. Toops** for the tribute Dr. Perloff wrote about her husband, **Herbert Toops**, published in the last issue of **TIP**. She says, "Thanking you for your appreciative regard for my husband . . ."

TIP has received No. 1 of a new publication **Human Resources Developments**, published by the Human Research, Training, and Development Division, Human Resources Development Department, AT & T. **A. M. Winters** is the Editor. The lead article in this issue is by Division 14er, **Joel Moses** and co-author, **Dick Ritchie**.

Theodore V. Purcell has just returned from being a Visiting Professor at the Graduate School of Business, University of California, Berkeley. He also has a chapter, "Two Corporate Strategies Toward Full Minority Participation in Business," in a book just published entitled **Corporate Social Policy in a Dynamic Society**, Melville Publishing, Los Angeles. Dr. Purcell is Research Professor, Jesuit Center for Social Studies, Georgetown University, Washington, D.C.

TIP has received Vol. 2, No. 1 of **Assessment and Development**, a newsletter written for those interested in the use of assessment center methods for selection and development. It is published twice a year by **Development Dimensions, Inc.** If interested, write Development Dimensions, Suite 419, 250 Mt. Lebanon Blvd., Pittsburg, Pa., 15234.

A retirement gala was held for **Grey Worbois** on occasion of his retirement from Detroit Edison. In addition to co-workers, several other psychologists from outside the company were invited to participate: **John Rappaport**, **Ross Stagner**, **Orlo and Marie Crissey**, **Bob Carlson**, **Fred Wickert**, and **C.G. Browne**. Note Grey Worbois's article elsewhere in this issue of **TIP**.

Two Division 14ers, **John Campbell** and **Bob Perloff**, have been appointed to a special APA ad hoc committee to consider relocation of the APA Central Office. The appointments were made by APA President **Albert Bandura** with the authorization of the Board of Directors. The committee's formal designation is "ad hoc Site Selection and Relocation Planning Committee". If you have comments or suggestions, forward them to one of the members listed.

H. J. Hoag, of Allstate Insurance, has announced that company's search for a Personnel Research Manager. Full details of this important search are included in the classified section of **TIP**. In case you miss it, write to Mr. Hoag at the Judson Branch Research Center, 321 Middlefield Rd., Menlo Park, California, 94025.

Marshall Sashkin has asked **TIP** to announce that his symposium to be held on Monday afternoon, September 2, will differ from the usual formats used. The purpose of session will be, as stated in the title, "making contact." Through small group discussions, specific research problems will be defined (hopefully) to the generation of collaborative research efforts on knowledge diffusion and use. This certainly is a new twist and **TIP** wishes Marshall the best of luck.

The editors of **TIP** would like to draw particular attention to the report of the 1973 income survey by **Ann Durand** and **Wayne Sorenson** in this issue. Their tremendous efforts in collating and summarizing the data they received (a 55% response rate from Division 14 members) deserves a sincere "Thank You."

TIP is presently considering adding some new departments, namely, a book review section and reviving the Validity Information Exchange. What do you think? Please let us know.

WORKSHOPS SPACE AVAILABLE

Virginia Schein, Chairperson of this year's Workshops Committee, reports that there are still a few slots open for the Division 14 Workshops to be held in New Orleans the day before the annual convention. If you are interested and available on August 29, write or call **immediately** to Dr. **James Thurber**, 337 Forest Hills Dr., Elmira, N.Y., 14905. The Early Registration form was printed in the last (April) issue of **TIP**.

Section I: Science and Politics of Selection

Section II: Practical Approaches to Job Analysis

Section III: Organizational Diagnosis and Development

Section IV: Human Resource Accounting: Methods and Meaning

Section V: Self-planning for Career Updating and Change

Section VI: Strategy and Politics of Personnel Research

Time is very short! If you desire one of these remaining openings, you must respond immediately.

PROGRAM ANNOUNCED

This issue of **TIP** features the program for the annual meetings to be held in New Orleans later this month. The program, including the usual myriad of paper sessions, symposia, social hour, addresses, conversation hours, and the like, is printed in a special removable center-fold for your use during the convention itself. The Division 14 program covers the full five-day convention period, August 30 — September 3. See pages 17-24.

A RETRACTION

Robert M. Guion
Bowling Green State University

In the preceding issue of *TIP*, I wrote, with reference to *U.S. v. Detroit Edison* (FEP Cases 6, 612), that "adverse effect alone seemed to have been adequate base for judgment against the employer" (Guion, 1974, p. 21). That statement is in error.

In referring to testing programs, both in findings of fact and in conclusions of law, the decision clearly acknowledges the **principle of a shift in the burden of proof**: if adverse impact is proven by plaintiff, then validity must be proven by defendant. The statements of this principle are clear and unequivocal.

I have re-examined the decision to see where I might have gone astray. It may have come from doubt about the Court's conclusions on validity. Or it may be because the Court did not seem to apply the same principle to employment procedures other than tests; recruiting practices yielding adverse impact, or differences in adverse impact from one department to another, were taken as evidence of discrimination without considering the question of validity. In this respect, however, the decision in this case is not remarkably different from many other decisions and need not have been singled out for comment.

Other comments about the decision stand.

Reference

Guion, R.M. Recent EEO Court decisions, *The Industrial-Organizational Psychologist*, 1974, 11, (2), 21-26.

Report of the Committee on Committees by Eugene C. Mayfield

Gene Mayfield has been ably assisted during the year by committee members Warren Blumenfeld, Bob Demaree, Howard Lockwood and Rog Taylor who brought a wide geographic representation and diversity of backgrounds and interests to the committee. The first priority of the committee was to identify potential members for the standing committees for 1974-1975. A special effort was made to nominate newer members of Division 14 who have not previously taken an active role in division activities. Over 80 nominations were processed, and information on these individuals has been provided to the president-elect for consideration in establishing the membership of the standing committees for next year. Of course it is impossible to place all qualified individuals on committees in any one year. Therefore, if anyone indicated an interest in serving and is not asked to participate this year, they are encouraged to express their interest again next year. The Committee on Committees will now turn its attention to a review of the structure and membership procedures used by the standing committees, and to the procedures used by the Committee on Committees to identify potential members for the standing committees, and will suggest any changes that would appear to lead to greater efficiency.

Message from the President Progress Report

Edwin A. Fleishman

This is the time of year when the incumbent President does some stock taking. In the December 1973 issue of *TIP* I presented our goals for this year. On May 31 - June 1 our Executive Committee and committee chairmen met in Chicago and I am pleased to report considerable progress in achieving these goals in both the professional and scientific areas. This is due, in large measure, to your hard working chairmen and their committees. More details of their reports are presented elsewhere in this issue. I can only present a few highlights here.

With respect to impact on the Uniform Guidelines on Employee Selection Procedures, we should know in a few weeks if our comments and recommendations (see the April 1974 issue of *TIP*) are reflected in the revision. Bill Gorham at the Civil Service Commission informs me that the revised draft should be out by mid-July and there will be time for additional comment before the "final" Guidelines are published. Perhaps a forum on this can be arranged at APA. On a related matter, the Professional Affairs Committee has produced a document entitled "Suggested Guidelines for Choosing Consultants for Psychological Selection Validation Research and Implementation." Also, within the Professional Affairs Committee a preliminary report reviewing state certification and licensing procedures relevant to I-O psychology is nearing completion by Bill McGehee.

I am also happy to note that the "Guidelines for Education and Training in Industrial/Organizational Psychology" was completed by the Education and Training Committee and distributed to relevant university departments. A

short version for journal publication was also prepared. These activities are the culmination of a long process, through Education and Training Committees in several Division 14 administrations; I am sure the membership will be pleased that this closure is being achieved. This committee has also made progress in its review of the issues in professional and continuing education and is being responsive to the frequently expressed need to have more up-to-date information on what's happening to industrial psychology in graduate programs in psychology departments and business schools.

The Fellowship Committee got more nominations to process than has been the case in recent years and this is due in large measure to special efforts to circulate calls for nominations to all members. The membership should know that the documentation, screening, and evaluation of Fellowship nominations is one of the most painstaking activities of your Executive Committee, occupying several hours of discussion at the last Executive Committee meeting. Fellowship in Division 14 is a genuine honor and recognition from one's colleagues.

The continued vitality of our Division depends on some expansion of our membership to include new PhD.s as they enter the field as well as more established psychologists whose interests and activities indicate they should be members. Aside from providing a more secure financial base, such expansion assures a more representative organization. The Membership Committee has processed a large number of applicants and has proposed recommendations to streamline our

(Continued)

procedures and requirements. The increasing number of Ph.D.s from non-psychology departments, whose interests overlap with ours, also poses some membership questions needing examination.

Our relations with the community has been a continuing concern and it is good to announce that the Public Relations Committee has completed the Speakers Directory (described elsewhere) of I-O Psychologists and copies will be available at APA. This committee has been very active in other areas concerned with educating students and the public about our field.

It has seemed to me that the particular training and research skills of the industrial psychologist are especially relevant to pervasive social problems (see my Editorial, *Journal of Applied Psychology*, February 1971). Our Committee on Public Policy and Social Issues has been developing a data base on our membership with regard to their interests and involvement in various areas of social concern and is working on some recommendations for how our members can make more impact on the solution of such problems. Hopefully, a report will be forthcoming at APA.

This year we will have Cattell and Dissertation Award winners. Our Scientific Affairs Committee labored under an unprecedented load of manuscript submissions. They have recommended some procedural changes which will make this a more manageable task.

Our APA program and workshop program plans were completed and promise to be exceptional this year. I feel these committees have been particularly responsive to feedback received after last year's APA. With regard to continued efforts to im-

prove communication among members through **TIP**, it is clear enough from this and recent issues that our **TIP** Editors are doing an outstanding job. I hope you will let them know what you think.

With everything else they are doing, the Professional Affairs Committee managed to complete and analyze a Division 14 income survey which is published in brief in the present issue of **TIP**.

I am pleased with the increased involvement and participation of many of our newer members in Division affairs and committee activities. I hope this trend will continue.

The resignation of **Bob Perloff** as Division Representative from the Executive Committee to become APA Treasurer left a vacancy to be filled. The critical matter of nominating APA Board Members came up and it seemed important that Division 14 have a maximum of votes. Hence, under our by-laws, I asked for a special election by the Executive Committee and we elected **Donald Grant**, our President-elect, to serve as Division Representative during the interim period before the new election results are announced at APA.

Finally, there are inquiries from members, non-members, other APA committees, Boards and Central Office members, on a variety of matters and the other requirements for initiative and response that need to be attended to on a day-to-day basis. I believe we are keeping up with these. In this connection, I am fortunate in having the support of **Paul Thayer** as Secretary-Treasurer — this took a great deal of careful planning on my part!!!

It has been a busy and fulfilling year so far and I am looking forward to seeing you in New Orleans.

"LOVES LABOURS LOST"?

by G. M. Worbois

The EEOC and EEOCC guidelines have consumed a great deal of time of I-O psychologists. If we wanted to use copy space, scores of references could be cited. They have been discussed at length in many meetings; they have been argued extensively in many court trials, etc. In this drama of verbal crescendo an unfortunate theme has developed.

The drama has the psychologist playing one of two parts. In the employment scene, the psychologist is cast as the villain who uses his expertise to defend horrendous practices on the part of his client. In the compliance scene, the psychologist is cast as the villain who devises legal sanctions which are impossible to meet.

There can't be that many villains — among the I-O psychologists I know. Why then all the controversy? It is possible that we are trying to solve two problems at once without recognizing that each requires its own solution. One of these problems is the elimination of discrimination on irrelevant variables (e.g. race, sex) — which both "villains" claim to be their purpose. The other is the development of methods and devices which discriminate only on relevant variables (e.g. job-relatedness, objective evidence) — which both "villains" claim to be their purpose.

The guidelines try to solve both problems together. They both proscribe what is made illegal by civil rights legislation and prescribe professional standards. The proscription is a legal requirement. The prescription was made, with the assistance of I-O psychologists, as a way of preventing practices which were proscribed by law.

The first guidelines were intended to reflect commonly held professional standards. Many I-O psychologists were involved in devising a set of standards. We knew that professional standards were not being followed in the vast majority

of organizations which were using methods and devices developed in psychology. We saw guidelines of a governmental agency as a way of promoting at least the most commonly accepted professional standards. We welcomed, offered assistance, made suggestions, helped write guidelines, with the hope that such standards would spread widely and become accepted as "modus operandi." That hope and need still exist, but instead of helping, the guidelines are becoming the focus of controversy. The controversy is generating more heat than light, and probably contributes little to either compliance or the advancement of professional standards.

As the earlier guidelines were applied for compliance purposes it was found that they didn't prevent some illegal practices. The guidelines were made more specific so that they would require more compliance. In making them more specific for compliance purposes, however, they are now becoming something other than professional standards. **Making guidelines quite specific removes the need for judgment, and when judgment is removed there is no need for professionalization.**

We might also question whether guidelines developed within compliance agencies could represent standards for an entire profession — even if they were not so specific as to make them unprofessional. These agencies necessarily have their own objectives and their own biases. Input from psychologists with other objectives and biases should help, but basically guidelines developed within compliance agencies will necessarily reflect the objectives of the compliance agencies. It is doubtful if any governmental body could effectively determine professional standards.

Even if professional standards could be fully codified, this would not necessarily solve the problem of compliance. Developing the "ultimate" in

professional sophistication and expertise might not avoid illegal discrimination. Indisputable knowledge (if there is such a thing) might show that employment in compliance with the law for some job is inimical to the welfare of one or more groups. If this were true we would still be faced with the problem of compliance.

In this case, values we place on scientific knowledge would be in conflict with our social, ethical, economic, or legal values — a real possibility. It may surprise I-O psychologists that such a conflict could occur. Other professions, such as nuclear physicists or psychologists concerned with behavior modification, have faced such conflicts. It seems new to us because we have believed that knowledge growing out of individual differences benefits both the individual and the society of which the individual is a part. This belief may not be true in the current problem of eliminating prejudicial discrimination.

If we agree that there are two problems rather than one, each requiring its own solution, we might ask which takes precedence when they are in conflict. To the author, the answer is clear and simple. The law will be followed and enforced. There is a law which prevents discrimination on the basis of race, color, religion, national origin, or sex. The priority then must be on "legal," "fair," "equal" employment. Whether "validated," "scientific," "professional" methods and devices are used is another matter, of concern after compliance with the law

has been satisfied. **The problem of compliance is the responsibility of the compliance agencies; the problem of how professional standards are used in maintaining compliance is the responsibility of the profession, its users, and the individuals involved.**

The two problems do not need to be confounded for enforcement. The sanctions for compliance can be in terms which are readily understood. To the author, it seems hopeless to get business people, lawyers, judges, etc., to understand concepts such as regression or differential validity — or whether there is such a thing — well enough to reasonably evaluate what the data mean in a specific situation. It is not necessary. Pertinent data concerning compliance can be put in commonly understood terms.

A simple requirement that "any scientifically developed methods cannot be used as an excuse for failure to comply with the law" should obviate much of the controversy over the guidelines. Isn't this really what it boils down to anyway? Won't compliance agencies have to take this position? It is difficult to imagine a compliance agency condoning any method no matter how convincing the scientific evidence if an adverse effect against a "protected class" remained. If there is no adverse effect, there is no need to present evidence called for in the guidelines. **So, why have the guidelines at all, as we now think of them?**

"Full of sound and fury,
Signifying nothing"
Shakespeare

VOLUNTEERS NEEDED FOR VISITORS PROGRAM

The Division 14 P.R. Committee is seeking volunteers to visit colleges on behalf of the profession. See page 37 for more information on how you can help.

MEMBERSHIP COMMITTEE REPORT

Paul F. Wernimont, Chairman

A significant change has been made in new membership procedure. The Executive Committee has agreed to suspend the requirement for endorser's statements as part of new membership applications. Starting immediately, this procedure will be tried for a two year period, after which time it will be reviewed for effectiveness. Currently, two supporting endorsements are required for an associate application, and three are needed for full membership. Under the new procedure only a completed application blank, with supporting documentation of education and experience, will be required. Applications currently being processed will be evaluated according to the new requirements.

In an active year for the Membership Committee, instructions and application materials have been sent out to about 250 applicants so far. About 50 completed applications have been processed and approved by the Membership Committee.

It is felt that many persons who could and should be members of Division 14 are not now in the Division. Thus, an aggressive campaign is being instituted to search out and encourage all eligible persons to apply. With the changed membership requirements, we look for a marked increase in new members next year.

A review of Membership Committee procedures and assignments is currently underway. It is expected that the results will include a more even distribution of work load to the entire committee, as well as more effectiveness in bringing into Division 14, all those who are eligible for membership.

In other activity, the status of student and foreign affiliates in Division 14 is under review for possible changes.

Income of Division 14 Members Preliminary Report

by Ann Durand & Wayne Sorenson

The survey of the income of Division 14 members, including 1973 income, has been completed and analyzed. A full report is available from **Wayne Sorenson**, Research Department, State Farm Insurance Companies, One State Farm Plaza, Bloomington, Illinois 61701. Summary results are reported here because of the frequent inquiries about the results caused, in part, by the fact that two years have elapsed since the last survey.

Principal Findings:

1. Median 1973 income for male Ph.D.'s responding to the survey was \$26,221 compared to \$23,600 in 1971.

Twenty-five percent earned more than \$35,959 and ten percent earned more than \$46,640.

2. Median 1973 income for females (Ph.D. and Masters) responding to the survey was \$22,000 compared to \$16,000 in 1971.

3. Median increase for Ph.D.'s earning less than \$15,000 in 1971 was 33%; 20% increase for those who were earning \$15,000 to \$20,000; and approximately 12% increase for those who were earning \$25,000 or more in 1971.

4. Median starting salary was \$15,000 in 1973 compared to \$13,000 in 1971.

Figure 1
1973 Primary Income

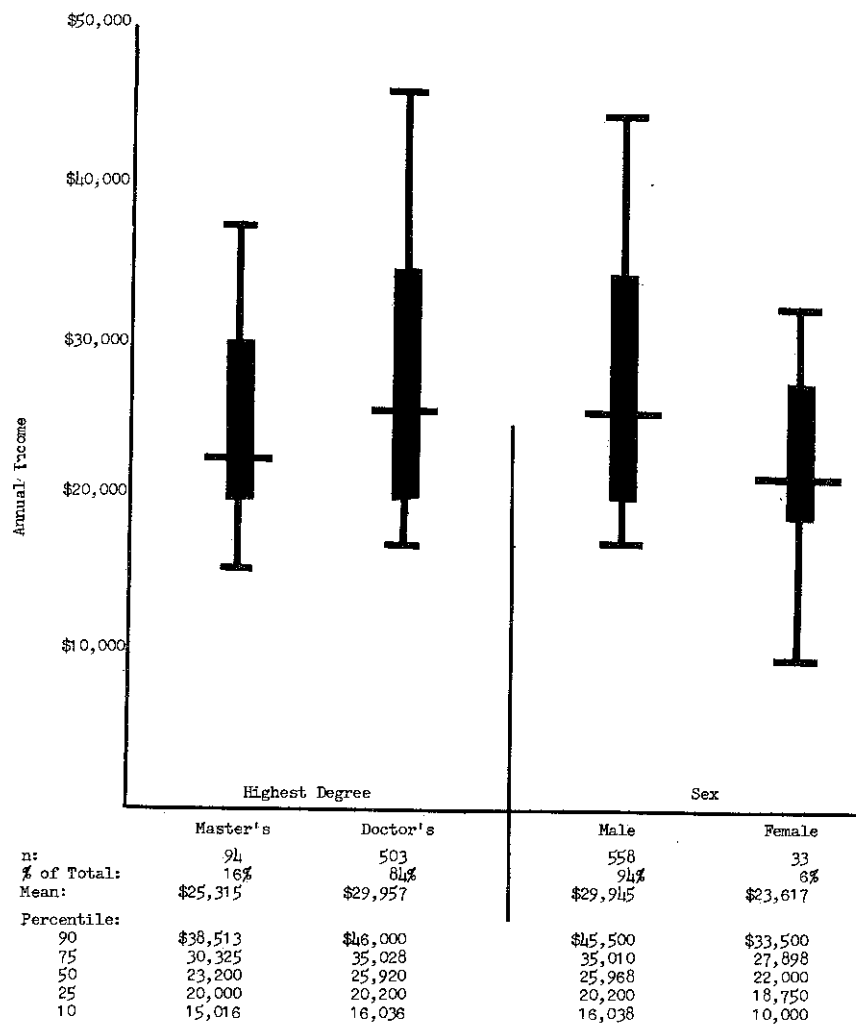


Figure 2
Primary Income (males)
Cross-Sectional

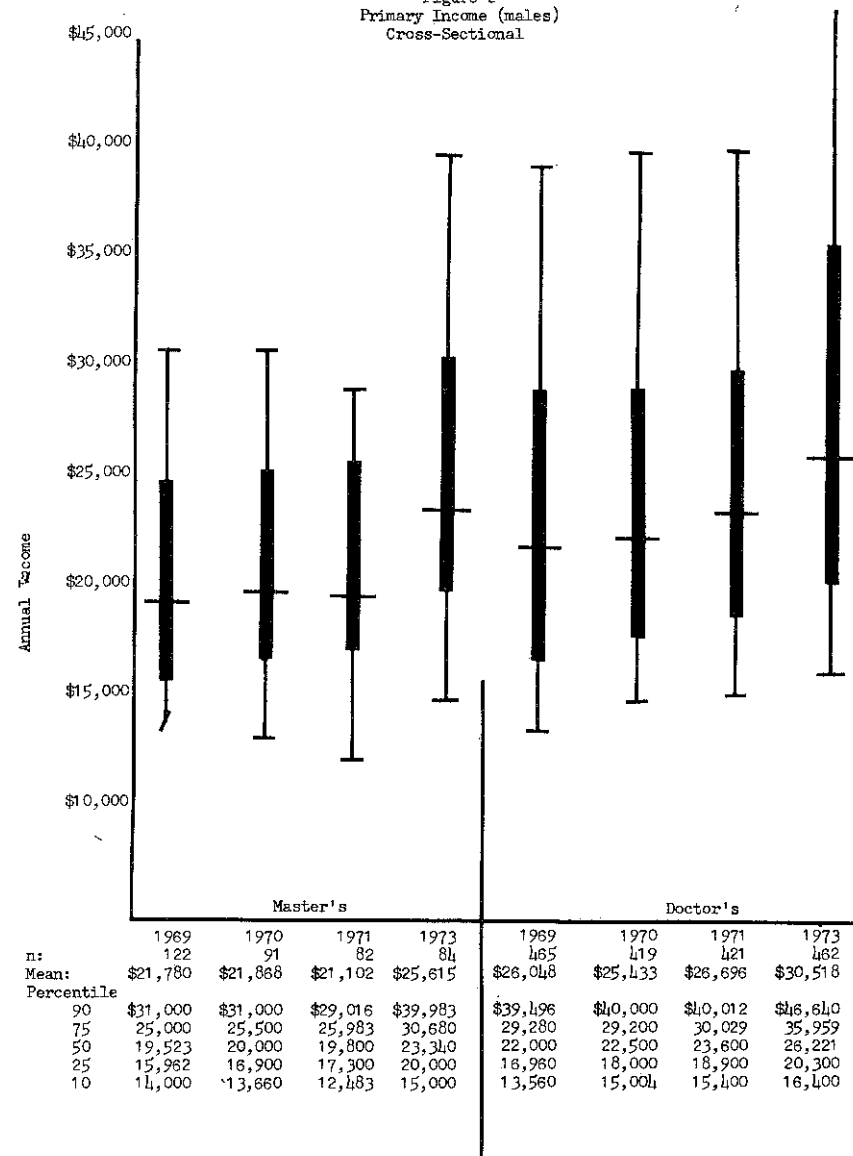


Figure 3
1973 Primary Income
Doctorates Only

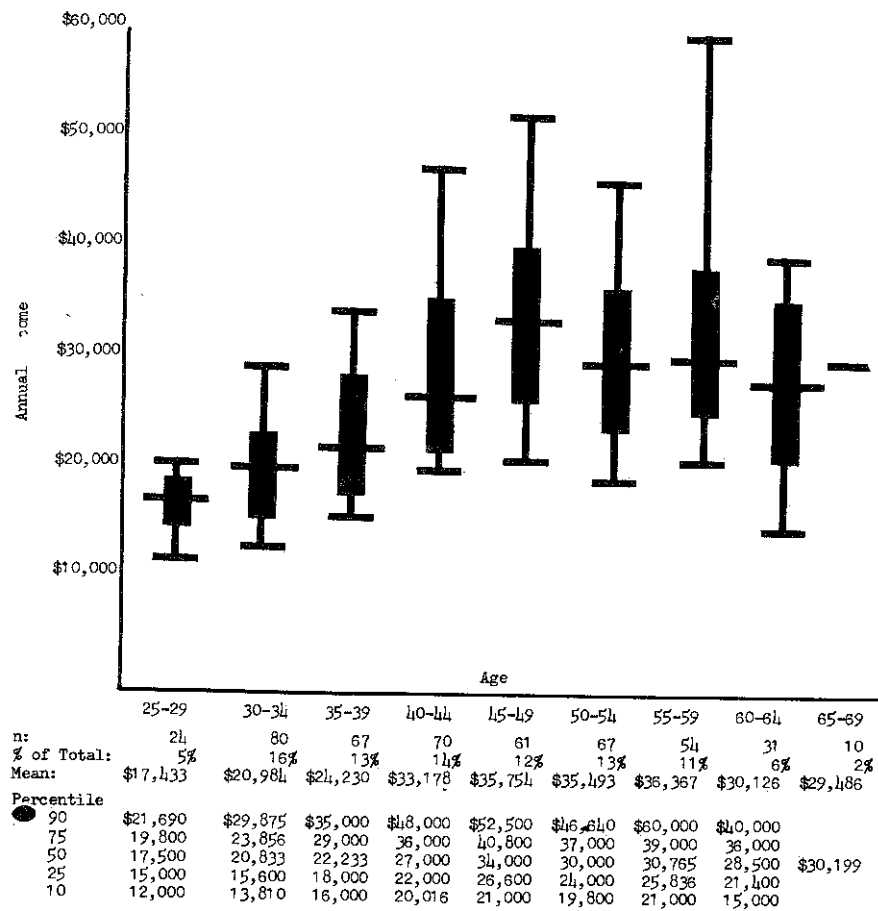


Figure 4
Percentage Change in Primary Income
1971-1973 Doctorates Only

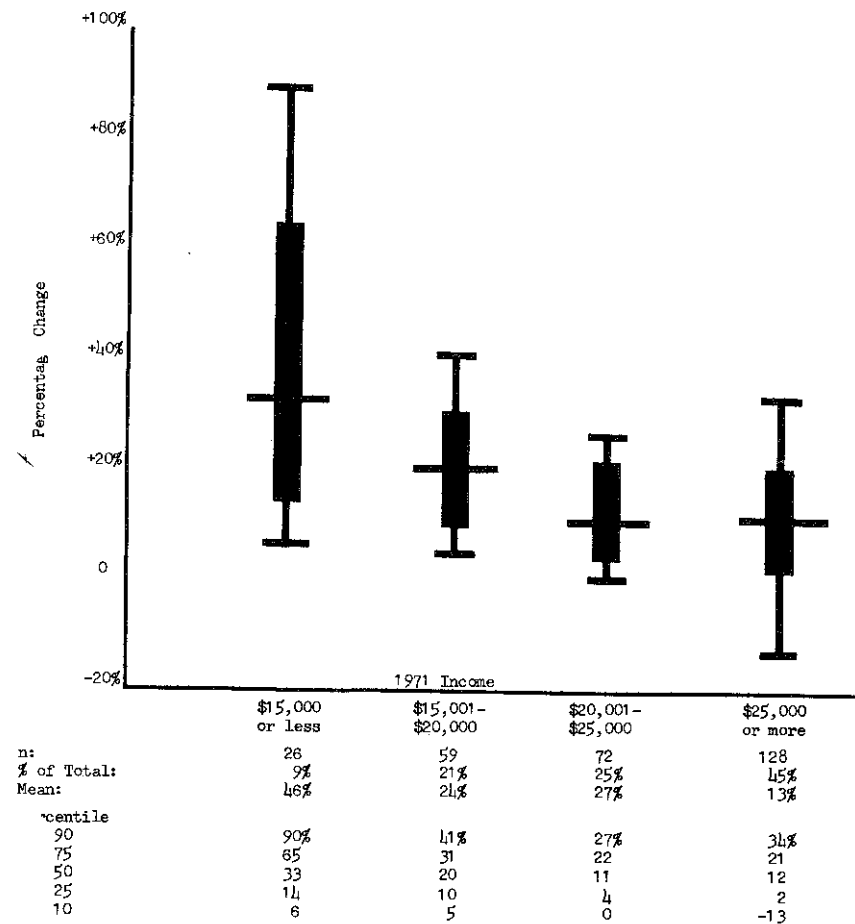
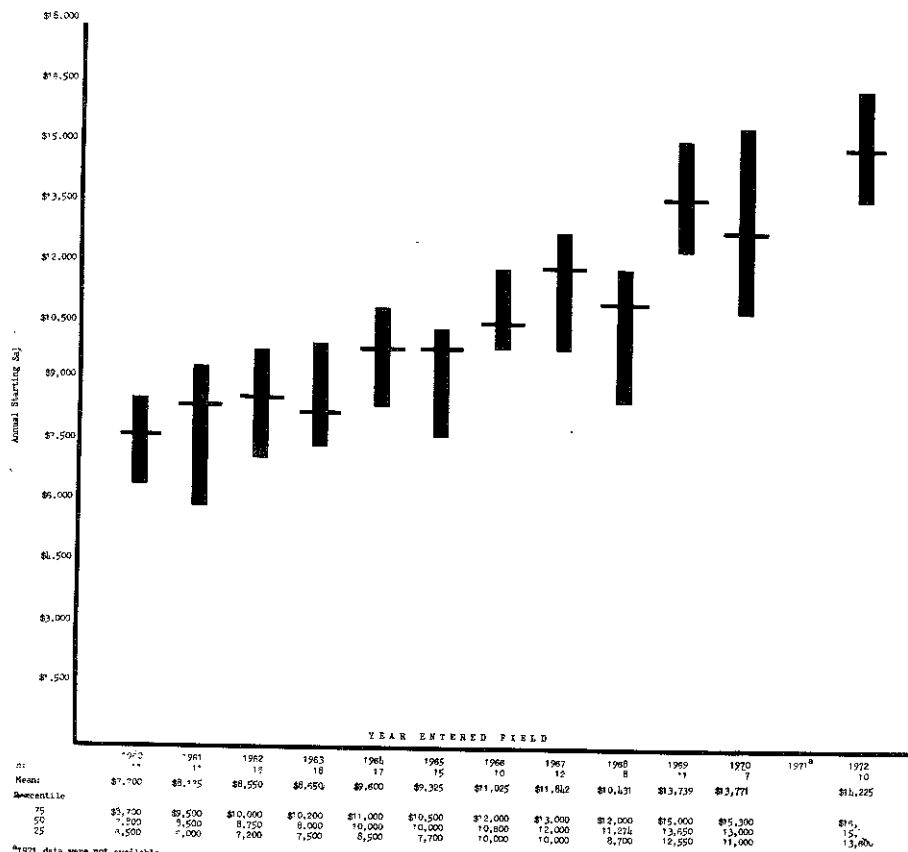
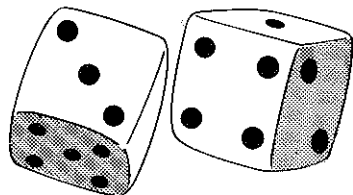


Figure 5
Annual Starting Salary



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3. ASSESSING CORPORATE TALENT: A Key to Managerial Manpower Planning, by Robert B. Finkle, *Standard Oil Co.*, and William S. Jones, *William, Lynde, and Williams*. Shows how a company can capitalize on the talents of people already in its employ by bridging the gap between the work-a-day manager and the industrial psychologist. 1970 248 pages \$11.25

4. PROMOTABLE NOW! A Guide to Achieving Personal and Corporate Success, by Michael V. Fiore, *IBM*, and Paul S. Strauss, *Fairleigh Dickinson University*. Whether you are an executive seeking to stimulate corporate success by developing management potential in your staff or a manager who wishes to attain greater personal success, here is a new and dynamic approach to enhancing your style. 1972 244 pages \$11.00

5. FORMATIVE YEARS IN BUSINESS: A Long-Term AT & T Study of Managerial Lives, by Douglas W. Bray, Richard J. Campbell, and Donald L. Grant, *all of AT & T*. Learn what significant changes take place in young managers as their lives develop in a business context and the effects that company climate, policies, and practices have on them. 1974 236 pages \$12.95

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Marriott Hotel
New Orleans, Louisiana
August 30 — September 3
1974

FRIDAY MORNING, AUGUST 30, 1974

9:00 - 11:50

SYMPOSIUM: ORGANIZATIONAL DEVELOPMENT: FAD OR INNOVATION IN APPLIED BEHAVIORAL SCIENCE. MARDI GRAS E. **Sheldon A. Davis**, TRW, Inc., Redondo Beach, California, Chairman.

Participants:

- **Jack H. Wakeley**, Michigan State University, East Lansing, Michigan. An Evaluation of Behavioral Science: A Management Perspective.
- **Alan J. Burnes** and **F. Lawrence Greenberg**, Corning Glass Works, Corning, New York. When to Get Married — When to Get Divorced, the Process and Technology of the OD Contract.
- **Michael Beer**, Corning Glass Works, Corning, New York. Conceptual and Strategic Considerations for Effective OD.
- **Alan T. Hundert**, Corning Glass Works, Corning, New York. Application of the Organization Development Process to the Management of Intergroup Conflict: A Case with Union and Management.
- **James A. Thurber**, Corning Glass Works, Corning, New York. Team Development: A Power Issue?
- **Gerald R. Pieters**, Signetics, Corp., Sunnyvale, California. Organizational Diagnosis with 'Bandwidth' Instrumentation.

FRIDAY AFTERNOON, AUGUST 30, 1974

1:00 - 2:50

SYMPOSIUM: THE VAIL CONFERENCE: CHALLENGES TO INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY. GALERIE I. **Sheldon Zedeck**, University of California, Berkeley, California, Chairman.

Participants:

- **Douglas Bray**, AT & T, New York, New York. The Vail Conference: Challenges to Industrial-Organizational Psychology.

Discussants:

- **Raymond Katzell**, New York University, New York, New York.
- **Floyd Mann**, University of Colorado, Boulder, Colorado.
- **James Naylor**, Purdue University, Lafayette, Indiana.

1:00 - 2:50

CO-SPONSORED SYMPOSIUM WITH DIVISION 19: MEN IN SOCIAL SYSTEMS: RESULTS OF A THREE-YEAR MULTI-ORGANIZATIONAL STUDY. MONTE LEONE HOTEL: LA NOUVELLE ORLEANS WEST. **Bert T. King**, Department of the Navy, Arlington, Virginia, Chairman.

Participants:

- **Saul B. Sells**, Texas Christian University, Fort Worth, Texas.
- **Allan P. Jones**, Texas Christian University, Fort Worth, Texas.
- **Lawrence R. James**, Texas Christian University, Fort Worth, Texas.
- **E. K. Eric Gunderson**, Department of the Navy, San Diego, California.

Discussants:

- **Paul D. Nelson**, Department of the Navy, Washington, D.C.
- **B. V. H. Gilmer**, Carnegie-Mellon University, Pittsburgh, Pennsylvania.

3:00 - 4:50

CO-SPONSORED SYMPOSIUM WITH DIVISION 35: THE PROFESSIONAL WOMAN. MARRIOTT HOTEL: MARDI GRAS D. **Jean S. Braun**, Oakland University, Rochester, Michigan, Chairman.

Participants:

- **Jeanne B. Herman**, University of Illinois, Urbana, Illinois. Professional Women: Intra and Inter Role Conflict.
- **Anne Harlan**, Ohio State University, Columbus, Ohio. Sex, Productivity and Reward in Academe.
- **Virginia E. O'Leary**, Oakland University, Rochester, Michigan. Antecedents and Personality Correlates of Professional Careerism in Women.

- **Kay Deaux**, Purdue University, Lafayette, Indiana. Women in Management: Causal Explanations of Performance.

Discussant:

- **Douglas T. Hall**, Michigan State University, East Lansing, Michigan.

5:00 - 9:50

OUTGOING EXECUTIVE COMMITTEE MEETING. AUDUBON. **Edwin A. Fleishman**, American Institutes for Research, Washington, D.C., Chairman.

SATURDAY MORNING, AUGUST 31, 1974

9:00 - 9:50

CO-SPONSORED SYMPOSIUM WITH DIVISION 25: APPLIED BEHAVIOR ANALYSIS IN ORGANIZATIONS. MARDI GRAS BALCONY, LMN. **L. Keith Miller**, University of Kansas, Lawrence, Kansas, Chairman.

Participants:

- **Edward J. Feeney**, Edward J. Feeney Associates, Ridgefield, Connecticut. Feedback and Positive Reinforcement in Organizational Settings.
- **Gary P. Latham**, Weyerhaeuser Company, Tacoma, Washington. The Effect of Various Schedules of Reinforcement on the Productivity of Tree Planters.
- **Kenneth N. Wexley**, University of Akron, Akron, Ohio. The Impact of Telecoaching on Supervisory Consideration and Integration Skills.
- **Judi Komaki**, California State University, San Jose, California. Organizations from an Applied Behavior Analysis Perspective.
- **Milton R. Blood**, University of California, Berkeley, California. Applied Behavior Analysis from an Organizational Perspective.

9:00 - 9:50

PAPER SESSION: JOB SATISFACTION. MARDI GRAS F. **William H. Mobley**, University of South Carolina, Columbia, South Carolina, Moderator-Discussant.

- Job Satisfaction and Organizational Climate: An Exploratory Study. **Robert A. Snyder** and **Benjamin Schneider**, University of Maryland, College Park, Maryland.

- "Industrial Sabotage", "Drug Use", and Job Satisfaction. **Thomas H. Mangione**, Survey Research Program, Boston, Massachusetts, and **Robert P. Quinn**, Survey Research Center, Ann Arbor, Michigan.

- A Factor-Analytic Examination of the Internal Structure of a Maslow-Type Need Satisfaction Instrument. **R. Jack Weber** and **Thomas A. Hadd**, University of Virginia, Charlottesville, Virginia.

- The Relationship Between Education and Satisfaction with Job Content: A Reconsideration. **Michael E. Gordon** and **Richard D. Arvey**, University of Tennessee, Knoxville, Tennessee.

9:00 - 10:50

CO-SPONSORED SYMPOSIUM WITH DIVISIONS 9 and 13: HUMANIZING ORGANIZATIONAL PSYCHOLOGY IN 1974. RIVERGATE HOTEL, MEETING ROOM 5. **Hyman Meltzer**, Washington University, St. Louis, Missouri, Chairman.

Participants:

- **Bernard Bass**, University of Rochester, Rochester, New York.
- **Marvin Dunnelle**, University of Minnesota, Minneapolis, Minnesota.
- **Walter R. Nord**, Washington University, Seattle, Washington.

Discussants:

- **Frederic Wickert**, Michigan State University, East Lansing, Michigan.

10:00 - 11:50

SYMPOSIUM: RESEARCH-BASED POLICIES FOR IMPROVING PRODUCTIVITY AND THE QUALITY OF WORK LIFE. GALERIE III. **Suresh Srivastva**, Case Western Reserve University, Cleveland, Ohio, Chairman.

Participants:

- **Michael Brower**, Brandeis University, Waltham, Massachusetts. Relations Between Work Re-design, Worker Participation, Productivity, and Quality of Work Life.
- **T. G. Cummings**, Case Western Reserve University, Cleveland, Ohio. Intervention Strategies for Improving Productivity and the Quality of Work Life.
- **Raymond Katzell**, New York University, New York, New York. Increasing Both Job Satisfaction and Productivity.
- **Robert Quinn**, University of Michigan, Ann Arbor, Michigan. Program Development for the Workplace: Necessary Questions and Hidden Assumptions.
- **Paul Salipante, Jr.**, Case Western Reserve University, Cleveland, Ohio. Integrating Some Determinants of Job Attitudes and Behavior.

Discussant:

- **George F. Farris**, Massachusetts Institute of Technology, Cambridge, Massachusetts.

SATURDAY AFTERNOON,
AUGUST 31, 1974

1:00 - 2:50

SYMPOSIUM: ACCOUNTING SYSTEMS AND ORGANIZATIONAL CHANGE. MARDI GRAS BALCONY, LMN. **J. Richard Hackman**, Yale University, New Haven, Connecticut, Chairman.

Participants:

- **Edward E. Lawler III**, University of Michigan, Ann Arbor, Michigan. Can the Quality of Work be Legislated?
- **Leslie Livingstone**, Georgia Institute of Technology, Atlanta, Georgia. Accounting Measures in Organizations.
- **John G. Rhode**, University of Washington, Seattle, Washington. Human Resource Accounting: An Assessment.
- **Cortlandt Cammann**, University of Michigan, Ann Arbor, Michigan. Can Accounting Systems Produce Change?

Discussant:

- **Douglas T. Hall**, Michigan State University, East Lansing, Michigan.

2:00 - 2:50

PAPER SESSION: PERFORMANCE FACTORS. MARDI GRAS BALCONY I. **L. Rodgers Taylor**, State Farm Insurance Co., Bloomington, Illinois, Moderator-Discussant.

- The Influence of Ethnic Group Membership on Job Attitudes and Performance. **Mark H. Moore**, Edward N. Hay & Associates, Philadelphia, Pennsylvania and **James E. Campion**, University of Houston, Houston, Texas.
- Job Involvement. A Construct Validity Study. **Robert A. Ruh**, Medina and Thompson, Inc., Chicago, Illinois and **J. Kenneth White**, Michigan State University, East Lansing, Michigan.
- Factors Complicating Expectancy Theory Predictions of Work Motivation and Job Performance. **Richard E. Kopelman**, Baruch College, New York, New York.

- Technological Dependency, Role Stress, and Strain. **Robert D. Caplan** and **Kenneth W. Jones**, University of Michigan, Ann Arbor, Michigan.

3:00 - 3:50

DIVISION 14 BUSINESS MEETING. MARDI GRAS D/E. **Edwin A. Fleishman**, American Institutes for Research, Washington, D.C., Chairman.

4:00 - 4:50

PRESIDENTIAL ADDRESS: TOWARD A TAXONOMY OF HUMAN PERFORMANCE. MARDI GRAS D/E. **Donald L. Grant**, American Telephone and Telegraph, New York, New York, Chairman.

- **Edwin A. Fleishman**, American Institutes for Research, Washington, D.C.

5:00 - 5:50

SOCIAL HOUR. GALERIE II/III.

SUNDAY MORNING,

SEPTEMBER 1, 1974

9:00 - 9:50

PAPER SESSION: SEX DIFFERENCES. MARDI GRAS F. **Lorraine D. Eyde**, U.S. Civil Service Commission, Washington, D.C., Moderator-Discussant.

- Sex Differences and Supervision. **Donna Hansen**, University of Michigan, Ann Arbor, Michigan.

- Sex Discrimination Toward Women in a Traditionally Masculine Occupation: A Theoretical Approach. **James R. Terborg** and **Daniel R. Ilgen**, Purdue University, Lafayette, Indiana.

- Job and Life Satisfaction: Some Sex Differences Revisited. **Michael J. Kavanagh**, State University of New York, Binghamton, New York.

10:00 - 11:50

SYMPOSIUM: A PERFORMANCE MANAGEMENT SYSTEM: RESEARCH, DESIGN, INTRODUCTION AND EVALUATION. MARDI GRAS BALCONY J/K. **Michael Kavanagh**, State University of New York, Binghamton, New York, Chairman - Discussant.

Participants:

- **Michael Beer**, Corning Glass Works, Corning, New York. The Development of a Performance Development and Review System.

- **Robert A. Ruh**, Medina & Thompson, Inc., Chicago, Illinois. PMS: Design, Introduction, and Support.

- **Jack A. Dawson**, Alfred University, Alfred, New York. Performance Development and Review: An Evaluation.

- **B. B. McCaa**, Ithaca College, Ithaca, New York. Performance Development and Review: An Evaluation.

SUNDAY AFTERNOON,

SEPTEMBER 1, 1974

1:00 - 1:50

CONVERSATION WITH THE ANNUAL REVIEW AUTHOR: PERSONNEL ATTITUDES, MORALE, AND MOTIVATIONS. GALERIE I. **H. Peter Dachler**, University of Maryland, College Park, Maryland, Chairman.

- **Edwin A. Locke**, University of Maryland, College Park, Maryland.

2:00 - 3:50

SYMPOSIUM: MAXIMIZE HUMAN RESOURCE UTILIZATION. MARDI GRAS D. **Herbert H. Meyer**, University of South Florida, Tampa, Florida, Chairman.

Participants:

- **Douglas W. Bray**, American Telephone and Telegraph, New York, New York. With Sophisticated Selection Techniques.
- **Walter R. Mahler**, Mahler Associates, Midland Park, New Jersey. Through Time-Tested Education, Development and Training methods.
- **Frank Friedlander**, Case Western Reserve University, Cleveland, Ohio. Through Organization Development.
- **Frederick Herzberg**, University of Utah, Salt Lake City, Utah. By Restructuring and Enriching Jobs.

4:00 - 4:50

INVITED ADDRESS: UNDERPREDICTION BY OVERFITTING: 45 YEARS OF SHRINKAGE. MARDI GRAS D. **C. J. Bartlett**, University of Maryland, College Park, Maryland, Chairman.

- **Robert J. Wherry**, Ohio State University, Columbus, Ohio.

5:00 - 5:50

SOCIAL HOUR: RECEPTION HONORING **ROBERT J. WHERRY**. MARDI GRAS BALCONY, LMN.

MONDAY MORNING,
SEPTEMBER 2, 1974

9:00 - 11:50

CO-SPONSORED SYMPOSIUM
WITH DIVISIONS 9 AND 13:
MOCK TRIAL: EXPERT
TESTIMONY IN A TRIAL IN-
VOLVING ISSUE OF TEST
VALIDATION. MARDI GRAS D. E.
Belwin Williams, Educational
Testing Service, Princeton, New Jer-
sey, Chairman.

Participants:

- **Alvin Rubin**, U.S. District Court, New Orleans, Louisiana.
- **James D. Hutchinson**, Steptoe & Johnson, Washington, D.C.
- **David Allen**, Justice Department, Washington, D.C.
- **William Enneis**, Equal Employment Opportunity Commission, Washington, D.C.
- **William C. Burns**, Pacific Gas & Electric Co., San Francisco, California.

Discussant:

- **Willo P. White**, American Psychological Association, Washington, D.C.

11:00 - 11:50

PAPER SESSION:
ORGANIZATIONAL FACTORS.
MARDI GRAS BALCONY I. **Mah-
moud A. Wahba**, Baruch College,
New York, New York, Moderator -
Discussant.

- Measuring Quality of Work and Organizational Effectiveness in Behavioral - Economic Terms. **Barry A. Macy**, Ohio State University, Columbus, Ohio and **Philip H. Mirvis**, The University of Michigan, Ann Arbor, Michigan.
- An Evaluation of a Synthetic Validity Model in the Prediction of Management Potential. **LeRoy L. Ahsmann** and **Morris Aderman**, Illinois Institute of Technology, Chicago, Illinois.
- Varying Reactions to the 4-Day Work Week. **James G. Goodale** and **A. K. Aagaard**, York University, Toronto, Ontario, Canada.
- Negotiation Behavior as a Function of Ego-Involvement and Instructional Manipulation of Representative Status. **Stuart P. Fischhoff**, California State University, Los Angeles, California and **Earl E. Davis**, The Economic and Social Research Institute, Dublin.

MONDAY AFTERNOON, SEP-
TEMBER 2, 1974

1:00 - 3:50

SYMPOSIUM: MAKING CON-
TACT — COLLABORATION FOR
RESEARCH ON KNOWLEDGE
DIFFUSION AND USE. GALERIE
III. **Marshall Sashkin**, Wayne State
University, Detroit, Michigan, Chair-
man - Discussant.

Participants:

- **James P. Flanders**, Florida Inter-
national University, Miami, Florida.
- **Ronald G. Havelock**, The Univer-
sity of Michigan, Ann Arbor,
Michigan.
- **Jack Lindquist**, Strategies for
Change and Knowledge Utilization,
Saratoga Springs, New York.
- **Gregory M. S. L. O'Brien**, Case
Western Reserve University,
Cleveland, Ohio.

Discussants:

- **Howard R. Davis**, National Insti-
tutes of Mental Health, Rockville,
Maryland.
- **Allan E. Guskin**, Clark University,
Worcester, Massachusetts.
- **Dozier W. Thornton**, Michigan
State University, East Lansing,
Michigan.
- **Gretchen G. Wilson**, Detroit In-
dustrial Mission, Detroit, Michigan.
- **David G. Lingwood**, The Univer-
sity of Michigan, Ann Arbor,
Michigan.

4:00 - 4:50

INVITED ADDRESS BY THE 1974
S. RAINS WALLACE DISSERTA-
TION AWARD WINNER: IN-
TERNAL CONFLICT AND MULTI-
LATERAL BARGAINING IN CITY
GOVERNMENTS. MARDI GRAS
G/H. **Charles L. Hulin**, University of
Illinois, Urbana, Illinois, Chairman.
• **Thomas A. Kochan**, Cornell
University, Ithaca, New York.

5:00 - 5:50

CONVERSATION CONTACT
HOUR. REGENT. **Edwin A. Fleish-
man**, American Institutes for Re-
search, Washington, D.C., Chairman.
• **Robert M. Guion**, Bowling Green
State University, Bowling Green,
Ohio.

TUESDAY MORNING, SEP-
TEMBER 3, 1974

8:00 - 11:50

INCOMING EXECUTIVE COM-
MITTEE MEETING. AUDUBON.
Donald L. Grant, American
Telephone and Telegraph, New York,
New York, Chairman.

9:00 - 10:50

SYMPOSIUM: MOVING FROM
OUTSIDE TO INSIDE: ISSUES OF
ORGANIZATIONAL EN-
TRY/SOCIALIZATION. MARDI
GRAS BALCONY, LMN. **Albert S.
Glickman**, American Institutes for
Research, Washington, D.C., Chair-
man.

Participants:

- **John P. Wanous**, New York
University, New York, New York.
Naive Expectations and the Organi-
zational Entry of New Employees.
- **George Graen**, University of
Illinois, Urbana, Illinois. Role-
making Processes and Adminis-
tration.
- **Barry E. Goodstadt**, American In-
stitutes for Research, Washington,
D.C. The Socialization of Civilians
Entering Military Organizations.

Discussants:

- **Lyman W. Porter**, University of
California, Irvine, California
- **Robert F. Holz**, U.S. Army Re-
search Institute for the Behavioral
and Social Sciences, Arlington, Vir-
ginia.

11:00 - 12:50

SYMPOSIUM: SOME NEGLECTED ASPECTS OF RESEARCH ON LEADERSHIP IN FORMAL ORGANIZATIONS. MARDI GRAS BALCONY, LMN. **Ned Rosen**, Cornell University, Ithaca, New York, Chairman.

Participants:

- **Alan C. Bare**, Cornell University, Ithaca, New York. Needed — A Common Set of Group Structure and Process Dimensions.
- **Robert S. Billings**, Cornell University, Ithaca, New York. Contingency Theory of Leadership Revisited: An Analysis of Group Process.
- **Gil Gordon**, Cornell University, Ithaca, New York. Leadership Succession.
- **Tove Hammer**, Cornell University, Ithaca, New York. Leadership as a Multi-faceted Concept: Integrating Leadership, Motivation, Power and Influence.
- **Morgan McCall**, Cornell University, Ithaca, New York. The Perceived Cognitive Role Requirements of Formal Leaders.

Discussants:

- **Ralph Stogdill**, Ohio State University, Columbus, Ohio.
- **Robert J. House**, Faculty of Management Studies, Toronto, Ontario, Canada.

TUESDAY AFTERNOON, SEPTEMBER 3, 1974

1:00 - 2:50

SYMPOSIUM: POWER DYNAMICS AND ORGANIZATIONS BEHAVIOR. GALERIE VI. **Michael T. Wood**, Human Affairs Research Center, Battelle, Seattle, Washington, Chairman.

Participants:

- **Dennis M. Courtney**, University of New Haven, West Haven, Connecticut. Power Bases and Power Motivation in Decision Groups.
- **David Kipnis**, Temple University, Philadelphia, Pennsylvania. The Decision to Use Coercive Power.
- **Manuel London**, Ohio State University, Columbus, Ohio. Participation and Shared Information in Interdisciplinary Team Decisions.
- **Charles S. Raben**, University of California, Berkeley, California. Role of Power Bases in Phased Group Decision Making.
- **George C. Thornton** and **Stanley M. Nealey**, Battelle Human Affairs Research Center, Seattle, Washington. Effective Leadership Power: Perceptions by Newcomers and Old Timers.

CATTELL AWARD QUESTIONS AND ANSWERS

(Ed. note — The following letter was sent to **Paul Thayer** who forwarded it to **TIP**. **TIP** sent this letter to the Scientific Affairs Committee, and the response of the chairman has been printed here.)

Dear Paul:

Our recent telephone conversation about the James McKeen Cattell Award for Research Design prompts me to try to state more explicitly my curiosity about the outcomes of that program. Have they been reported?

Outcomes need to be reported in several dimensions as is almost always the case.

(1) How many and what kinds of people have submitted entries in the competition? (Division members? non-members? academics? students? people employed in industry?)

(2) Who has served in judging the entries? (Academic psychologists? psychologists employed in industry? business leaders who are non-psychologists? academic personnel who are non-psychologists?)

(3) What degree of agreement do the judges achieve in selecting the winners and honorably mentioned? (Inter-rater reliability?)

(4) How many of the entries have resulted in published studies or published research products? (Among

the winners? the honorably mentioned? and, a control group, the non-winners?)

(5) What support beyond the prize money has been attracted to the entries by the competition? (In dollars? access to research settings?)

(6) What visibility for industrial and organizational psychology has been achieved by the program?

(7) What scientific luster has been added to practice in our field? (What citation experience are published studies from award winning designs achieving as compared with the citation experience of the 'average' article in our field?)

(8) What economic or social benefits have derived from the program? (Have any findings from studies presented as entries been useful in application? with what consequences?)

Certainly the competition has objectives we value and our very real appreciation goes to those who conceived the idea and have made it into the reality of actual competition for several years now.

Best regards,

Paul F. Ross
The Ross Company
Todd Pond
Lincoln, Massachusetts

Dear Art:

These are some of my random thoughts concerning the questions asked by **Paul Ross** re the Cattell Competition.

In answer to his first question, we really have no information in any central location. We ask for no biographical information and the only requirement is that the proposal be submitted by or sponsored by a member of the APA. In 1972 there were 30 proposals submitted (four by one person). Twenty-three of the proposals came from academic settings, three from government research agencies, and four from other research institutes or could not be classified as to type of institution.

(Continued on page 33)

PUBLIC POLICY AND SOCIAL ISSUES: WHAT TO DO UNTIL THE GUIDELINES COME

by Frank J. Landy

The committee on public policy and social issues was initially charged with the responsibility of sensitizing our membership to issues and areas in the public policy arena which might benefit from the accumulated wisdom and good will of industrial/organizational psychologists. One of the first thoughts of the committee was that perhaps the membership did not need sensitizing; maybe our members had it all together and the executive committee was the last to find out. Consequently, before we began indiscriminately sensitizing members, we decided to find out exactly what was happening.

We constructed a questionnaire which requested the members of division 14 to tell the committee: a) the degree to which they were interested in each of 47 areas, b) the amount of time volunteered in each of those areas, and, c) the portion of paid full time employment represented by each of those areas, and, d) the portion of paid, non-primary employment (presumably consulting) represented by each of those areas. If we needed a quick answer about the degree of sensitization, the response rate provided a hint. A total of 281 individuals, approximately 25% of the membership, returned their questionnaires. This fell somewhat short of mandate levels. As a matter of fact, at approximately the same time, I had sent out a questionnaire as part of a research project to individuals chosen randomly from the Philadelphia phone book and 29% were returned! 29%! Philadelphia!

In any event, heartened by the fact that 281 I/O psychologists had bothered to take the time to answer our questions about their interest in areas such as fair employment, graduate training, health care administration, the criminal justice

system, OSHA, etc., we felt compelled to carry on with an analysis of some form. Although a complete descriptive analysis of the responses will be available at the business meeting in New Orleans, it is instructive to look at some of the high points in a slightly less sterile manner.

Interest

The big winner in this response category was **fair employment**. Unfortunately, not all subgroups were equally blessed with the interest of our members. The big losers in the fair employment category were convicts, the aged, the handicapped, the retarded, and veterans. It came as no surprise to learn that most respondents were interested in fair employment issues as they related to blacks and women. There were lots of other losers on the interest dimension. As a matter of fact, almost everything except fair employment issues as they affected blacks and women lost. Realizing that a table of means would simply not do, I ran a factor analysis on the interest responses. Guess what came out as the first factor? Right, fair employment. Guess what came out as the second factor? Nothing! That was good news and bad news. The good news was that I did not have to choose a rotation scheme and you were relieved of the responsibility of objecting to it. The bad news was that we certainly seem to be single-minded group.

Time Expended

Like you, I was hardly satisfied with what people **said** they were interested in. The real question was where do they spend their time? You guessed it! Not only do we tend to have jobs which require us to be concerned with fair employment issues as they affect blacks and women, but only do we tend to pick up consulting money for addressing fair em-

ployment issues as they affect blacks and women, but most of our volunteer time is spent dealing with fair employment issues as they affect blacks and women. (In all fairness, it should be noted that a total of 0 blacks and 11 women returned questionnaires, so they could not have affected the responses **that** much.)

If and when you receive a copy of the descriptive statistics, you will find that I have engaged in a bit of hyperbole. There were several members who spent more than 100 days in the past two years volunteering their time in areas such as alcoholism as it relates to industrial mental health, congestion and crowding, and transportation. As a matter of fact, there were almost no areas where we did not have a member volunteering some time.

If you are willing to assume that those who responded were generally more active in the areas of public policy and social issues than those

who did not respond (or at the very least accept the possibility that the respondents were **representative** of those who did not respond), then the membership needs sensitizing. Fair employment issues as they affect blacks and women deserve our attention. But somehow I think that we might spare a few of our members, on a trial basis, to help with the development of training programs in prisons, or selection programs for paraprofessionals in the health care field, or any of dozens of other areas which can use our help.

Hopefully, the committee on public policy and social issues will take advantage of those who are already involved in non-popular areas to form hardcore interest and sensitizing groups. Maybe we can resurrect the "talented-tenth" strategy to awake the membership. However we accomplish the sensitization, we must somehow realize that fair employment is one **manifestation** of the "human condition", not the **definition** of it.

Professional Affairs Committee Report

Wayne W. Sorenson, Chairman

A review of the various state certification and licensing procedures has been undertaken to investigate whether certain states may have procedures deleterious to the industrial psychologist compared to the clinically orientated psychologist. Although the review is not yet complete, it would appear that a problem situation exists only in a very small number of states.

The Equal Employment Opportunity Coordinating Council (EEOCC) has not yet released the revised draft of the "Uniform Guidelines on Employee Selection Procedures." Preliminary, unofficial reports indicate that the guidelines are being simplified somewhat in wording, but that major substantive changes in the original draft will not be forthcoming. Further, no official acceptance of the Division 14 offer of assistance has been received from the EEOCC.

The "Guidelines for Choosing Consultants for Psychological Selection Validation Research and Implementation" have been modified and will be made available to Division 14 members at the APA Convention in New Orleans.

PUBLIC RELATIONS FOR INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

by Olga E. Engelhardt

It has been an active and productive year for the Public Relations Committee of Division 14. The Speakers' Directory was published and distributed in July. A radio advertisement announcing the Directory was written and pre-tested over station WONC in Naperville, Illinois. A "writer's kit" has been developed for I/O psychologists interested in writing popular articles about the field. Plans are underway for establishing a Visiting Scientist roster of volunteers with expertise in I/O psychology.

A Comment on the Speakers' Directory

Out of 1245 fellows, members and associates of Division 14, 193 are willing to address conventions, training sessions, association meetings, etc., on diverse topics. The broad areas they are willing to discuss have been classified as follows:

- Organizational Psychology
- Organizational Staffing: Recruitment, Selection and Placement
- Manpower Planning and Development
- Techniques of Organizational Development
- Techniques of Management Development
- Personnel Problems
- Management Information Systems
- Compensation
- Problem Solving and Human Relations Skills
- Social-Psychological Concerns

The Topics I/O psychologists are willing to talk about include traditional areas such as biographical data research, predicting sales success, pay and motivation, training and development, selection and placement, job satisfaction, participative management, job analysis, performance appraisal, wage and salary administration, etc. Well represented also are contemporary problem-oriented concerns such as pre-retirement counseling, organizational climate, professional and managerial obsolescence, organizational renewal, employment of hard-core workers, federal selection guidelines, restructuring jobs for para-professionals, race relations, displaced executives, generation gap, delphi extrapolations, etc.

Organizations interested in Division 14 speakers contact individuals directly but are expected to provide the chairperson of the Public Relations Committee with information about the effectiveness of the speakers they utilize.

Speakers' Directory Mailing List

The Committee developed a mailing list of names and addresses of national associations, large corporations and chambers of commerce for cities of over 50,000 population. Directories were mailed to all of the above groups as well as to 1245 fellows, members and associates of Division 14.

Writers' Markets and "Writer's Kit"

Those individuals interested in writing popular articles about I/O psychology can obtain some aids from the PR Committee. A kit has been compiled consisting of:

- 1) A listing of potential markets for I/O articles culled from the 1973 Writers' Market;
- 2) A reprint of Rebecca E. Greer's article "How to Query an Editor" that appeared in the October 1973 issue of Writer's Digest;
- 3) A list of hints for the I/O psychologist including the jargon and techniques of the free lance writer.

(continued on page 32)

EDUCATION AND TRAINING COMMITTEE REPORT

Robert D. Pritchard

The activities of the Education and Training Committee have dealt with several issues.

1. Publication of the **Guidelines for Education and Training in Industrial/Organizational Psychology**. In order to more widely disseminate the Guidelines, two tracks were taken. The first was to send copies of the full Guidelines to department heads in psychology programs and business schools. Before doing this, however, it was felt necessary to revise the Guidelines slightly to make more clear the Division's position on the Professional Model. It was made more emphatic that the professional should have a good background in quantitative techniques and research methodology.

These slightly revised Guidelines are being sent out by **Bob Carlson**.

The other attempt to more widely disseminate the Guidelines was to prepare a shortened version of the document for publication in the **American Psychologist**. This version was prepared by **Bob Carlson** and myself and is currently going through final revisions.

2. Description of graduate programs in psychology and business schools.

Mike Gordon and his subcommittee (**George Thornton**, **Ann Hussein**, and **John Hinrichs**) have spent a great deal of time on this, and have concluded that it is not feasible to assess programs vis-a-vis the models in the Guidelines in any rigorous way. It is possible to describe these programs in more general terms such as types of courses offered, formal and informal requirements, selection ratios, placement of graduates, etc. However, this is essentially what APA does already in its published description of graduate programs. Mike has contacted APA on this, and they are willing to provide us a break out of industrial/organizational programs for separate analysis. In addition, APA is willing to add one or two items to their questionnaire that are specifically relevant for I/O. Mike is exploring this possibility.

3. **Professional Education**. **Shel Zedeck's** subcommittee (**Doug Bray**, **George Thornton**, and **Alan Bass**) have made progress in several areas. They are in the process of preparing a full bibliography on professional education. This should be ready by APA in New Orleans. It will be made available through **TIP**.

A second major issue for this subcommittee was dealing with the preliminary recommendations from the Vail Conference on Professional Education in Psychology. **Doug Bray** was a member of the conference and has presented a summary of its activities in an earlier issue of **TIP**. Shelley's committee has studied the preliminary recommendations of the Conference and has noted what implications they have for I/O types.

Finally, Shelly has set up a symposium at APA which he will chair, and which includes **Doug Bray**, **Jim Naylor**, **Ray Katzell**, and **Floyd Mann**. The purpose is to explore the implications of the Vail recommendations. The format is to be informal with, hopefully, extensive audience participation. Shelly will prepare a summary of the symposium.

4. **Continuing Education**. The focus of **Alan Bass's** subcommittee (**Bob Pritchard**, **Mike Gordon**, and **Bob Carlson**) was to deal with continuing education of that somewhat neglected minority, the researcher. Several ideas were considered, but the committee feels that the best strategy would be to have informal discussion sessions at APA given by people in industry who are doing research or implementing innovative programs which will not be widely publicized. These sessions would be limited to 20-30 people in order to facilitate the free exchange of information. We are exploring this as a possibility for APA '75.

(Continued on page 32)

Report of the Committee on Public Policy and Social Issues

Frank J. Landy

The committee has been functioning as a standing committee for a period of three years. In that short period of time a number of changes have occurred. In the first year of existence, the committee seemed to exist solely for the purpose of responding to the **Hussein resolution**. Unfortunately, it did not adequately serve that purpose as evidenced by the fact that **Ann Hussein** found it necessary to propose a second set of resolutions. The second year of committee functioning might best be described as an attempt to operationally define itself, thrashing around in a jungle of potential causes and activities. This thrashing disturbed some segments of the jungle. It is a little hard to tell whether the disturbance was a function of real disagreement with charge of the committee to deal with social issues or just an annoyance with the aimless nature of the thrashing. The latter is more likely the case. Due either to the fact that some important areas were addressed in the thrashing, or due to sheer fatigue, there were no new variations on the Hussein resolution at the Montreal meetings. No one was happier about that than Ann. In the third year of existence, the committee has matured to the degree that the thrashing might now be better characterized as limited mauling. The committee has chosen to work in five areas in fulfilling its charge.

1. **Re-examination of the charge of the committee.** It was felt that perhaps the earlier thrashing had been a function of too general a charge. The question was whether a new charge might reduce thrashing and encourage substantive progress in the area of public policy and social issues. We found that the charge, describing the role of the committee as consisting of facilitative, liaison, and informational functions, remained appropriate. It was felt that a certain degree of latitude was necessary to enable the committee and the president to jointly determine the manner in which the charge might be carried out in a given year. Based on our experience this year, we find it extremely useful for the committee and the president to set mutually agreeable goals for the year. Since we had already viewed **Ed Fleishman** as high on consideration, we found his structure extremely beneficial and non-aversive.

2. **Analysis of questionnaires.** Last year, the committee distributed to the membership a questionnaire requesting information relevant to the amount of interest and time expended in areas of public policy and social issues. Roughly, 25% of the membership returned the questionnaire (some more roughly than others). A preliminary analysis of these data was distributed in Montreal at the business meeting last year. The analysis has continued this year, focusing primarily on the reports of time spent in each of the areas rather than expressed interest. Since a short report based on these analyses appears in another section of this issue of TIP, no elaboration of the findings will be presented here. It should be noted, however, that the questionnaire provided a good deal of the direction and support data for the functioning of this year's committee.

3. **Technical Assistance Program.** The committee has two very distinct process elements. On the one hand, it exists as a reactive body, providing the membership with information of concern in the areas of public policy and social issues. On the other hand, the committee is expected to actively sensitize the membership to appropriate issues. This sensitization can occur in many different ways. We might simply exhort our colleagues to do the things which we are unwilling or unable to do. On the other hand, we might do those things ourselves, as a committee, and then present the activity as a quasi-

model for involvement in public policy and social issues areas. We chose the latter. In brief, we have decided to try to bring together the skills and interests of our membership and the needs of a public agency. The least patronizing (and best potential for an acronym) term we could come up with is a **Technical Assistance Program (TAP)**. We have been working on the plan for involvement of members of Division 14 in the publicpolicy arena for the past year and **TAP** is the result. We are currently working on plans for identifying an appropriate "recipient agency," implementing the assistance program, and evaluating the results of the program. A more detailed and complete description of the program will be distributed at the New Orleans business meeting. If you cannot be there, drop me a note and I will see that you get a copy of the outline.

We feel very strongly about this activity. We think that the committee should actively engage in such assistance programs. This might involve such things as setting up training programs for guards in county or state correctional institutions, or setting up selection programs for paraprofessionals in the health care field. This type of limited mauling will upset some members who feel that they may be robbed of consulting fees. That can't be helped. It may upset other members who feel that this is an inappropriate way of sensitizing members to issues of current (possibly nonpopular) concern. That can be helped, but only through constructive feedback to the committee, and we encourage such feedback from the members.

4. **Identification of a target area for the APA meetings each year.** This was probably the only single responsibility which was entrusted solely to the chairman of the committee this year and I blew it. It is now clear that such an activity, if it is to result in a paper or symposium on the program, must be initiated one full year before the convention. We have suggested to the president that in his message to the troops, either at APA or in the convention issue of TIP, he identify some general areas which are designated as priority areas for the time set aside at each convention for public policy and social issues concerns. These areas would be decided upon jointly by the president and the chairman of the public policy committee. The public policy chairman would then work closely with the program chairman to insure that a suitable presentation will be given at the convention. To this end, it has been suggested that the public policy chairman be appointed an **ex officio** member of the program committee. We fervently hope that next year's chairman will not continue the demonstration of the concept of limited rationality but instead will start this activity early.

5. **Liaison Function.** A letter was sent to the Secretary and Newsletter Editor of each of the divisions of the APA. The letter described what our committee was doing, asked if similar committees existed in the division which received the letter, and requested that a description of our work be placed in their newsletter so that we might initiate relationships with other division committees and members with similar interests. The early responses have been very positive. The Division of Counseling Psychology has promised to distribute our description to all of their members. The description will also hopefully appear in the Division 21 Newsletter. We are in correspondence with committees performing a function similar to ours in Divisions 6, 7, and 15. We have identified areas of common concern with Division 6 and hope to meet with their representatives in New Orleans.

(Continued on page 32)

E & T (cont'd)

5. **Social Issues.** The original charge to **Ann Hussein's** subcommittee (**Shelly Zedeck**, and **John Hinrichs**) was to prepare a comprehensive bibliography on social issues which would be published in **TIP**.

Discussions among the members clarified the problematic nature of "comprehensive" into two dimensions: a-scope and b-depth. As initial steps, two notices have been placed in **APA MONITOR** and in **TIP** (April, 1974) requesting inputs. Also, the bibliographies sent in last year with the survey of Division 14 members were received from **Frank Landy**, Public Policy and Social Issues Committee chairperson. Other contacts have also been initiated, notably with **Clara Mayo** of Division 9 who is seeking similar information, and with AWP, Division 35, and ABP.

PPSI (cont'd)

It is interesting to note that many of the respondents requested that they be notified of the activities of other divisions in the Public Policy area. It seems as if we are filling a gap at the APA level. In any event, the response to this minimal overture on our part has been quite good and deserves continued attention.

We are confident that the committee on Public Policy and Social Issues will continue to mature. We hope that within a few years, it may assume a position similar to that of the Education and Training committee. That position can be attained much more quickly with the active participation of division members. We urge those of you who are disturbed either about the thrashing or the limited mauling to contact next year's committee chairman and let your feelings be known. Express your feelings at the Division 14 open meeting or buttonhole the chairman at a party. If you cannot be at New Orleans, drop a note to the committee or to **Don Grant**. Do some thrashing of your own.

PUBLIC RELATIONS (cont'd)

Visiting I/O Psychologist Program

The committee is still compiling a list of volunteers to visit colleges and universities informing undergraduates about I/O psychology. The PR Committee will provide APA with a suggested list of I/O psychologists who might be considered for inclusion in the APA Visiting Scientist Program.

Radio Advertisement of Speakers' Directory

A thirty-second radio script "The Speakers' Directory" was written by Al Fredian. It was edited, cast, produced and recorded on tape by Olga Engelhardt with the cooperation of students in Communications and Speech at North Central College. The script was pre-tested over WONC, Naperville, Illinois with a potential audience of 300,000 FM users within a 30-mile radius. For the 1974-75 season the tape will be reproduced on cassettes for distribution throughout the country to those I/O psychologist volunteers willing to arrange in their locale for public service time. The 30-second radio script "The Speakers' Directory" is reproduced on p. 15 of this issue.

CATTELL (cont'd)

In 1973 there were 17 entries, 9 from academic settings, two from consulting firms, one from a governmental research laboratory, and the remainder from other types of institutions.

Ten entries have been submitted this year. Since the entries are read and judged blindly, I have no way of knowing who submitted which entries. It would also not be proper for me to request this information from **Paul Thayer** until the judging has been completed for this year.

The entries have always been judged by the members of the scientific affairs committee. This committee is often heavily populated with academic psychologists although psychologists from other types of settings are frequently included.

The degree of inter-judge reliability has varied from year to year and committee to committee. In 1972, the three judges (**L. W. Porter**, **J. Moses**, and **C. Hulin**) who were evaluating the 7 finalists in the competition had an average interjudge correlation (Spearman Rank Order Co-efficient) of .73 (r to z transformation). It should be noted that this amount of agreement was based on the seven proposals which were judged by the committee as being the seven of the 30 which were judged most highly after an initial screening so the variance among the proposals was much reduced over what it had been initially.

The agreement on the quality of the proposals in 1973 was strikingly less. This may have been a factor of the proposals submitted in that the committee agreed they were all less than outstanding and again, the variance may have been too small to allow for any agreement to emerge. The committee did unanimously agree that none were worthy of being declared a winner.

There is no way I can answer the fourth question with the information I have available.

The support generated by winning the competition, in addition to the prize money, is extremely difficult to evaluate. In the past, the chairmen of the scientific affairs committee have done some work in making contacts in industry to assist the winners in gaining entry into research sites. The effectiveness of this activity is unknown.

I will delete my comments about question 6.

A list of the winning proposals, where known, is provided below. I am sure Paul could do the archival work necessary to answer question 7.

Previous Cattell Award Winners (where known) are as follows*: 1964; 1965, M. Hakel and M. Dunnette; 1966; 1967, G. Graen; 1968, B. Schneider and C. J. Bartlett; 1969, L. Porter and F. Smith; 1970, V. Vroom and P. Yetton; 1971, L. Schoenfeldt; 1972, C. Alderfer and J. Hackman; 1973, No award given.

I think it would be highly presumptuous of me to attempt to answer the last question. Perhaps in 15 or 20 years the answer will be more readily available and in a much less subjective form.

Very truly yours,

Charles L. Hulin
Chairman, Scientific
Affairs Committee

*Editor's note: This list is incorrect in at least one respect. A corrected list will be provided later, but there was no time to prepare it for this Issue.

A.C.M.

EDUCATIONAL EXPERIENCES OF ASSOCIATE MEMBERS OF DIVISION 14

Dennis M. Courtney
University of New Haven

The American Psychological Association's perennial concern with the "problem" of master's level education is somewhat akin to people's reactions to their distant and "different" relatives. **There is much peering, poking, and gossip (discussion), but little else.** In reviewing the activities of the myriad boards, conferences, and committees on sub-doctoral training over the past two decades, Woods (1971) concluded that most recommendations were politely accepted, filed, and forgotten until the cycle began again. Most committees have been interested in master's training from an institutional perspective, involving surveys of department chairmen or faculty about programs, curricula, placement of graduates, and other issues. There have been very few instances in which the students and graduates themselves were asked about their educational and postgraduate experiences.

A survey of the Associate members of Division 14 was sponsored by the Education and Training Committee as a preliminary attempt to develop the data base on master's level practitioners. Mailing tapes were obtained from APA for all 171 persons appearing on the 1972 roster of Division 14 Associates. A three-page questionnaire was developed to cover the broad topics of educational experiences and attitudes and current work activities. In addition, there were a few questions relating to the status of master's level psychologists in APA.

One hundred and eight of the Associates (63%) responded to the questionnaire. There was no follow-up mailing and there can be no predictions as to the characteristics of the nonrespondents.

Results and Discussion

The first part of the questionnaire sought information about undergraduate majors, degrees received, thesis and practicum experiences, and graduate coursework. This section concluded with questions about the much-discussed (MacKinney, 1968; Meyer, 1972; Muchinsky, 1973) topics of the appropriate programs for training practitioners and the role of APA in monitoring such programs. (The work experiences of respondents will be presented in a future issue of TIP.)

Most of the respondents (69%) had majored in psychology as undergraduates. The rest had majored in a wide variety of subjects, including sociology, business, engineering, philosophy, management, economics, education, and other arts and sciences. Two respondents had only bachelor's degrees while 24 (22%) had doctorates. The sizable number of PhDs was surprising because it contradicts our image of the Associate level in APA as being exclusively sub-doctoral. However it was quite likely that the membership status would soon change for most of the PhD's.

Eighty respondents had submitted theses as part of their master's programs. Of those, 17.5% felt that the thesis was not at all helpful in preparing them for their professional careers. Another 47.5% felt it was somewhat helpful and 35% felt it was very helpful.

Only 28 (25.9%) of the respondents' master's programs had included a supervised internship or practicum, which is especially important in the professional model of training. Analysis indicated that there appeared to be no differences in internship or practicum experiences

between MA and PhD candidates and no evidence of increased movement toward them in recent years. We must wait to see if this kind of practical preparation will increase on the heels of the endorsement of the professional model and the master's degree by APA's Conference on Patterns and Levels of Professional Training.

The questionnaire presented 14 subject areas based on Schneider's (1971) list and respondents were asked both to indicate which had been included in their graduate programs and to rate the importance of each in a master's degree program in industrial-organizational psychology. The topics were selected to represent the entire range of subjects within industrial-organizational psychology, yet the list was kept small to keep the questionnaire short.

Table 1
Inclusion of Topics
in Graduate Programs

	Non-PhDs			PhDs		
	Yes	No	NR	Yes	No	NR
Research Methods & Design	67	12	5	17	5	2
Factor Analysis	39	38	7	7	14	3
Analysis of Variance	75	2	7	10	11	3
Motivation	61	18	5	16	5	3
Leadership	35	42	7	12	9	3
Small Group Processes	42	34	8	16	5	3
Training & Devel.	35	41	8	10	11	3
Selection & Placement	58	20	6	17	5	2
Tests & Measurement	77	4	3	20	2	2
Performance Appraisal	35	41	8	9	12	3
Job Analysis	39	39	6	8	13	3
Labor Relations	19	56	9	6	15	3
Organizational Change	23	51	10	8	13	3
Computer Programming	15	61	8	7	14	3

Table 1 indicates how often the non-PhDs and the PhDs reported that their programs included each subject area. The five subjects most frequently mentioned by non-PhDs were tests and measurements, analysis of variance, research methods and design, motivation, and selection and placement. The PhDs reported tests and measurements, research methods and design, selection and placement, motivation, and small group processes most often. A rank-difference correlation coefficient of .78 indicated a relatively strong similarity among the non-PhDs and PhDs in the content of their master's programs, to the extent they were revealed in this investigation.

Table 2
Ratings of Importance
in Master's Programs
in Industrial Psychology

	Non-PhDs				PhDs			
	NI	SI	VI	NR	NI	SI	VI	NR
Res. Meth. & Des.	1	18	59	6	1.74	0	1	21
Factor Analysis	10	44	17	13	1.10	2	12	5
Anal. of Var.	4	39	31	10	1.36	1	10	9
Motivation	1	20	56	7	1.71	1	2	17
Leadership	1	25	46	12	1.63	0	9	11
Sm. Gr. Proc.	0	26	44	14	1.63	0	7	13
Train. & Dev.	5	18	49	12	1.61	0	6	15
Sel. & Placement	0	23	54	7	1.70	1	5	15
Tests & Meas.	0	26	56	2	1.68	0	4	18
Perf. Appraisal	4	31	38	11	1.47	0	4	17
Job Analysis	9	37	29	9	1.27	2	7	10
Labor Relations	18	35	16	15	.97	5	6	7
Organ. Change	2	17	47	18	1.68	0	3	17
Computer Prog.	9	32	27	16	1.26	1	11	8

Note — NI (Not at all Important) = 0; SI (Somewhat Important) = 1; VI (Very Important) = 2.

Table 2 shows the ratings given by both groups of the importance of each topic for a master's program in industrial-organizational psychology. Both groups rated research methods and design, motivation, tests and measurements, and organizational change among the five highest in importance. Selection and placement also ranked among the top five for non-PhDs while performance appraisal was among the top five for PhDs. One of the most dramatic shifts between frequency and importance was observed for organizational change. Only 27.4% of the non-PhDs and 33.3% of the PhDs had had coursework in this area but both groups rated it highly ($\bar{x}=1.68$ and $\bar{x}=1.85$, respectively).

Overall, the subjects most frequently included in master's programs are quite traditional and the ratings of importance tended to follow suit. Grouping all respondents together, the rank-difference correlation between frequency and importance was .63. Respondents tended to rate the subjects they had studied higher than those they hadn't, with the exceptions of statistical analyses (downrated) and organizational change (uprated). An individual developing a master's program in industrial-organizational psychology may wish to consider research methods, tests and measurements, motivation, and organizational structure and processes for the core curriculum, with selection and placement, performance appraisal, small group processes, and others being prominent electives.

Respondents were also asked their opinions about requiring Division 14 to formally evaluate (accredit) master's programs in industrial-organizational psychology and APA to certify master's level psychologists. Seventy-three percent agreed with the first proposal, 13% did not, and 14% had no opinion. Similarly, 70% said yes to the second proposal, 18% said no, and 12% had no opinion. There were significant differences between the non-PhDs and the PhDs

on the matter of certifying master's level psychologists ($\chi^2=14.87$, $df=1$, $p<.001$) but none on the issue of accrediting programs ($\chi^2=.19$, $df=1$, $p>.05$). Fully 81% of the non-PhDs approved of certification but only 37.5% of the PhDs did. Those respondents who would be most affected by accreditation, and especially certification, were the most enthusiastic in their support of the procedures. APA monitoring should enhance the value of the master's programs and practitioners alike, while increasing safeguards to the recipients of psychological services. Yet, despite these advantages and the apparent support of the practitioners, we still seem a long way from the institution of accreditation and certification processes at the master's level in industrial-organizational psychology.

If the master's degree is to be considered the "journey-man level of entry into professional practice" (APA Monitor, 1973 [p. 1]), as stated by the APA Conference on Patterns and Levels of Professional Training, greater care must be taken in the development of master's programs, especially in applied areas. A flexible approach to the development of a variety of skills according to the needs of the student is necessary to prepare the master's holder for his professional career. It is also important to provide greater reason for the master's level professional to join and actively participate in APA and its divisions. This should be done through encouragement in graduate school and modifying the structure of APA to improve the status of its Associate members.

The current survey is a single step in the direction of understanding how MAs feel about their educational experiences. This, and other investigations should be helpful in strengthening master's programs and in further developing the contribution psychology can make to the solution of human problems. It should also help to determine which

of the multitude of suggestions for reform will be most useful, and under what conditions. More attention must be paid to the large number of MAs who were not included here because they are not members of APA or Division 14. Information on the work experiences of master's holders is also necessary to the success of Industrial - Organizational programs. This survey included such a preliminary investigation and it will be summarized at another time.

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POSITION OPENING

Position: PERSONNEL RESEARCH MANAGER

Description: Diagnosis and investigation of personnel problems in the following areas: Recruitment, Selection, Placement, Training, Motivation, Attitudes, Leadership, Performance Evaluation. Also, function as source of information regarding new trends in personnel research topics and methodology to anticipate potential manpower problem areas.

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Salary Range: \$22,000 — \$30,000.

Send inquiries to **Mr. Harris J. Hoag**, Allstate Insurance Company, Judson B. Branch Research Center 321 Middlefield Road, Menlo Park, California 94025.

VOLUNTEERS NEEDED

The Division 14 Public Relations committee seeks volunteers to visit colleges to acquaint psychology majors with the I-O field. Write **Dr. Olga E. Engelhardt**, Department of Psychology, North Central College, Naperville, Illinois 60540.

SPECIAL ANNOUNCEMENT

Report of the Activities of Scientific Affairs Committee

Charles L. Hulin

The time of the chairman and the dissertation sub-committee (**Fred Fiedler, Milt Blood, and Mike Wood**) this year has been taken up with reading and evaluating the 22 entries in the S. Rains Wallace Dissertation Competition. The large number of entries combined with their average length (200+ pages) made this task an especially time consuming one this year. As a result, the committee is studying a number of alternatives to reduce the work load and at the same time provide a set of procedures which insures that high quality entries will be recognized each year. These procedures will be recommended formally to the executive committee of the division at the annual meetings in New Orleans.

The winner of the 1974 S. Rains Wallace Dissertation Award was **Thomas A. Kochan** from Cornell University. His dissertation was written at the University of Wisconsin under the direction of **L. L. Cummings** and **George P. Huber**. Dr. Kochan will present the results of his doctoral research in an invited address entitled "Internal Conflict and Multilateral Bargaining in City Governments." (See convention program for date and time.) Two additional dissertations were selected this year for public recognition and have been awarded honorable mentions. The writers of these dissertations were **Richard Shearer**, now with the United States Air Force and **John E. Newman**, now at State Farm Insurance Company.

The proposal subcommittee (**Lyle Schoenfeldt, Larry Cummings, and Karlene Roberts**) and the chairman are currently reading and evaluating the 10 entries in the James McKeen Cattell competition. The results of this competition will be announced at the business meeting of the Division.

The executive committee approved last year that the best article written by a member of the Division 14 be recognized by a suitable award presented each year at the Annual Meetings. The entire scientific affairs committee is presently formulating a set of procedures for the nomination and evaluation of the articles. These procedures will be presented at the executive committee meeting in New Orleans.

The College on Organization of The Institute of Management Sciences is assembling a special issue of **Management Science**. The overall theme of the issue will be "Prescriptive models of organizations." Manuscripts are solicited on at least four sub-themes: (1) general philosophical orientations toward the design process, (2) abstract models specifying the properties organizations should have, (3) diagnostic tools for identifying defects in existing organizations, and (4) methods of installing or implementing changes. However, all manuscripts ought to be data-based to the extent that they document observed problems or actual attempts at organizational engineering. Manuscripts should also be short, as **Management Science** limits articles to 6000 words.

All manuscripts will be evaluated by at least two referees, referees being drawn when possible from the membership of the College on Organization, and refereed manuscripts will be returned to their authors for revisions.

The target publication date for the special issue is late 1976. To meet this target, manuscripts must be in the hands of the referees by March 1975, and revisions must be completed by December 1975. Submit manuscripts by sending them to the editors:

Paul C. Nystrom and **William H. Starbuck**
Editors, **Management Science** Special Issue
School of Business Administration
University of Wisconsin-Milwaukee
Milwaukee, WI 53201.

ADVERTISE IN TIP

The **TIP** is actively seeking advertising of both the institutional and classified type. If your organization could gain from an ad in **TIP**, please get in touch with any one of the staffers listed on the inside front cover. A rate sheet is included in this issue, page 40. In addition, we have been

trying to develop a classified advertising section; this issue carries one such ad; there were several in the last (April) issue. If you are seeking a position, seeking to fill a position, or have any other legitimate purpose, let us know. There is presently **no charge** for classified ads of moderate length.

A.C.M.

ADVERTISING 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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CLOSING DATES February 15, June 15, and October 15.

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