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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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Hartford, Conn.

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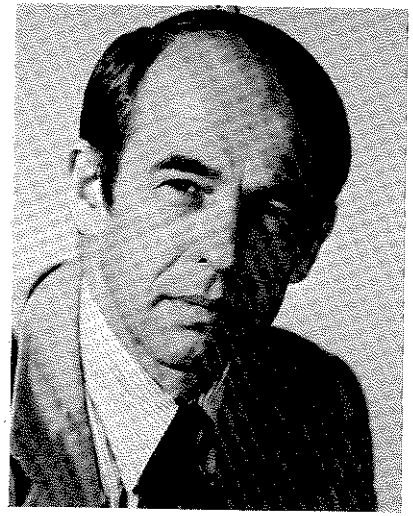
GRANT INSTALLED — PORTER ELECTED

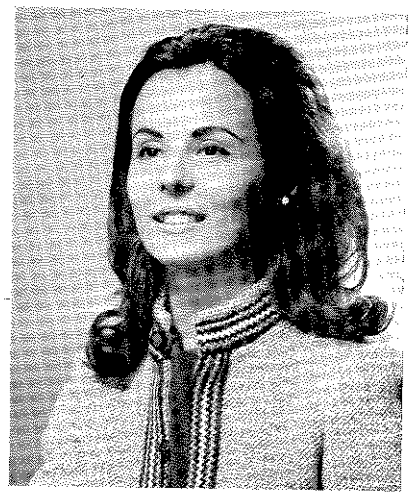
Schein and Beer elected to key positions

At the annual business meeting of the Division held in New Orleans last August, President-elect **Don Grant** received the gavel of office from outgoing President **Ed Fleishman** who is turn introduced the new President-elect **Lyman W. Porter,** Dean of the School of Organizational Sciences, University of California — Irvine. Port is a long-term contributor, not only to industrial behavioral science (and Cattell Award winner with **Frank Smith** in 1969) but also to the business of Division 14 as well. He has served as member of several committees, Chairman of Scientific Affairs, and most recently divisional Representative to (APA) Council. Also announced were the elections of **Virginia Schein** as Member-at-Large to the Executive Committee, and **Michael Beer** as Representative to Council. Virginia is Executive Assistant for Personnel with the Metropolitan Life Insurance Company in New York City. Beer is Manager of the Organizational Research Development Department for Corning Glass in Corning, New York.

A complete roster of all the officers, members of the Executive Committee, and Chairs of the various committees is presented below. Members are invited to get in touch — and keep in touch — with whomever of those persons listed might be able to be of service in areas of interest or concern.



Dr. Porter



Dr. Schein

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(Cont'd. on page 4)

GRANT-PORTER continued

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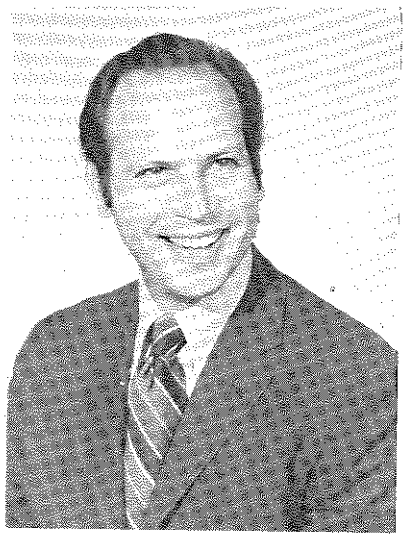

Dr. Beer

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(Cont'd on page 30)

DIVISION 14's "RESPONSE" TO EEO GUIDELINES

by Michael J. Kavanagh

An ad hoc committee of Division 14 members has been appointed to develop a response to the various existing versions of the EEO Coordinating Council guidelines. Chairman **Bob Guion** emphasized that this action is "not really a response to the recent draft of the uniform Guidelines on Employee Selection Procedures." (See the letter from **Ed Fleishman** in this issue of **TIP** describing the official reaction of Division 14 to this recent draft.) "In fact," according to Bob, "the historical precedent for this committee was set by APA several years ago when it was decided to develop guides for the proper use of tests in the broad areas of employment, educational, and clinical use." This "response" from the profession has been brewing for some time.

The real impact of the report from the **Rose** committee, which developed the recent draft of the **Uniform Guidelines on Employee Selection Procedures,** has been in terms of a stimulus requiring attention from Division 14. Thus, although the committee has been formed to react to this immediate stimulus, its formation is also based, according to Guion, "on the strong feeling that the profession should be setting its own standards for practice, rather than having these imposed by others."

The broad purpose of this ad hoc committee, according to a letter sent to all Division 14 members by **Don Grant,** is to prepare a set of "guidelines on selection procedures which will meet the standards of and be appropriate to our profession." "It is not," emphasized Guion, "a set of guidelines on how to beat the law, but rather, a technical aid to the professional involved in establishing and maintaining personnel procedures in an organization." **The central concern of the ad hoc committee will be to develop a technical document, based on sound scientific research and practice,** including the "sticky" issues of differential prediction and moderator analysis.

The committee has divided its task into drafting and reviewing. **Bob Guion** and **Mary Tenopyr** will be developing the initial draft, which will then be reviewed by the remaining 26 members of the committee. These reviewers will return their comments to Bob and Mary, who will use them in developing a second draft. This draft is scheduled to be presented to the Division 14 Executive Committee at the end of January, 1975.

Members of Division 14 wishing to contribute ideas to the drafting of the guidelines are urged to send their comments to Bob Guion, Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43402. However, Bob specifically requested that **TIP** inform its readers that all such input should be limited to technical issues and proposed solutions.

HALL AND GOODALE WIN CATTELL AWARD FOR 1974

The 1974 James McKean Cattell Award was presented to **Douglas T. Hall** and **James Goodale** for their research proposal entitled, "Causes and Consequences of Psychological Success in Work Settings." Hall is presently a member of the faculty of the School of Business at Michigan State University and Goodale is with York University, Faculty of Management Studies, in Toronto. The $500. cash award was presented to the co-winners by (outgoing) President **Ed Fleishman** at the Division's annual business meeting in New Orleans on August 31.

As promised in the last (August) issue of **TIP,** the complete listing of Cattell Award winners since the beginning of the award is as follows:

1964	**Ernest J. McCormick**
1965	**Robert M. Guion**
	Marvin D. Dunnette
	Milton D. Hakel
1966	**C. Jack Bartlett**
	Benjamin Schneider
1967	**George Graen**
1968	**Anthony J. Reilly**
	Arthur C. MacKinney
	E. B. Hutchins
	T. F. Lyons
1969	**Frank J. Smith**
	Lyman W. Porter
1970	**Victor H. Vroom**
	Phillip Yetton
1971	**Lyle F. Schoenfeldt**
1972	**Clayton P. Alderfer**
	J. Richard Hackman
1973	(No winner was selected)

COCHAN WINS DISSERTATION AWARD

Thomas Cochan, a student of **Larry Cummings** at the University of Wisconsin won the 1974 Division 14 S. Rains Wallace Dissertation Award for the best doctoral dissertation of the year. Dr. Cochan's Ph.D. is in Industrial Relations from the U. W. Institute in the School of Business. He is now a member of the faculty of the New York State School of Labor and Industrial Relations at Cornell University. The title of his winning dissertation is, "Internal Conflict and Multilateral Bargaining in City Governments."

The full roster of Wallace Dissertation awardees from years past is given below.

1970	**Robert Pritchard**
1971	**Michael T. Wood**
1972	**William H. Mobley**
1973	**Phillip W. Yetton**

CALL FOR NOMINATIONS FOR DIVISION OFFICERS

At about the same time that this issue of **TIP** reaches you, you should also be receiving the annual division call for nominations. It was to go into the mail sometime in mid- to late November. This year the divisional slate is a very full and important one. To be nominated and subsequently elected are **President-Elect, Secretary-Treasurer,** two **Representatives to APA Council,** and one **Member-at-Large to the Executive Committee.** All members are urged to submit a nominations ballot. In order to make certain that your voice is heard in the elections process, it is very important that a large number of nominations are received. Have you submitted yours?

Message from the President: Goals for the Coming Year

by Donald L. Grant

Last year **Ed Fleishman** initiated his "messages" by informing you of our activities and goals for the coming year. I would like to share similar information with you for 1974-75.

As a starter, it appears appropriate to note that most of the goals Ed outlined for 1973-74 were accomplished. A few will continue to be goals for the current year.

Secondly, you should know that the Committee on Committees, chaired by **Gene Mayfield,** did a thorough job of identifying candidates for committee assignments. Supplemented by advice from the committee chair-persons, I was able to select from many outstanding candidates the committee chairpersons and members for the current year. As a consequence and as a means of insuring "new blood," I appointed many new members to the committees. All but one of the chairpersons are serving in that capacity for the first time and two-thirds of the members are serving for the first time on their committees. This turnover does not, of course, reflect on the committee chairpersons and members of 1973-74, who performed admirably, but does indicate that the Division policy of stimulating widespread participation is being applied. If you want to participate next year, let **Rogers Taylor** know about it.

This year we are asking each committee to establish workable objectives for the year. You will be hearing more of these as the year progresses.

A major activity and goal for the Division this year will be the development of guidelines on employee selection procedures which will be appropriate for our profession. I wrote you about this activity in October. Ed Fleishman's August 8 letter to David Rose, which appears in this issue on TIP, indicates our reservations with the outcome of efforts by the Equal Employment Opportunity Coordinating Council to formulate guidelines in this area of direct concern to many of our members. My subsequent letter to Mr. Rose, also in this issue, specifies in some detail how we are proceeding and indicates our willingness to cooperate, where possible, with the EEOCC. You will, of course, be hearing much more about this activity as the year progresses.

With close to 100 members actively participating in Division activities this year, you can expect many accomplishments. Through TIP, which **Art MacKinney** is handling magnificently, plus other means of communication you will receive reports of our progress. Please, when motivated, let us know what you think of our activities.

September 25, 1974

Mr. David Rose, Chief
Employee Section
Civil Rights Division
U.S. Department of Justice
Washington, D.C. 20530

Dear Mr. Rose:

As successor to Dr. Fleishman as President of Division 14, I am writing you regarding developments subsequent to his letter of August 8, which reported the reactions of our Executive Committee to the most recent draft of the proposed Uniform Guidelines on Employee Selection Procedures. In his letter Dr. Fleishman noted that our Executive Committee would consider a request to prepare a set of principles and recommendations on employee selection

(Cont'd.)

procedures which would be acceptable as guidelines to our profession. He added (page 3) "We are currently examining the procedures which we would employ in developing such a document."

Subsequently, at our August 30 Executive Committee meeting in New Orleans, I was instructed to appoint an ad hoc committee to prepare the desired document. At the September 3 meeting of the Executive Committee I appointed Dr. Robert Guion chairman of the committee and Dr. Mary Tenopyr to work with him in preparing a draft of the proposed guidelines. Currently, per instructions of the Executive Committee, I am in the process of appointing additional members to the committee (approximately 20) who will review the draft and offer suggestions and comments regarding its suitability.

Dr. Guion has had considerable experience in the preparation of documents on selection procedures. He is the author of a well known text on psychological testing and of numerous articles on the subject, a former member of the advisory committee on testing to the Office of Federal Contract Compliance, and principal author of "Standards for Educational and Psychological Tests" (published by the American Psychological Association). Dr. Tenopyr was also on the OFCC advisory committee, contributed to the "Standards," and is recognized for many other contributions to psychological testing and its applications to employee selection.

The remaining members invited to serve on the ad hoc committee represent a wide range of experience, opinion, and knowledge with respect to psychological testing and other selection procedures. I am awaiting their acceptances prior to announcing the membership of the committee.

It is the expectation of our Executive Committee that Drs. Guion and Tenopyr will prepare a draft, have it reviewed by the entire committee, and, hopefully, prepare a second draft prior to the meeting of the Executive Committee in January. We have not, as yet, decided on a publication schedule for the document and will not until it is approved by our Executive Committee.

The document to be produced will necessarily be written for a professional audience. It will serve as guidelines to our profession and will in Dr. Fleishman's words (page 3 of his letter to you) be " . . . a set of principles, understandable to all those who must use them, supported by a set of technical recommendations on professional practice." The Executive Committee expects the document's primary use to be that of assisting our professional colleagues in carrying out their responsibilities for developing and validating psychological tests and other selection procedures.

The entire membership (now over 1,400) of our Division is being informed of this activity. Dr. Fleishman discussed his letter of August 8 at our annual business meeting in September. It will be published in the December issue of our newsletter. I am writing a general letter to all members which briefly describes our actions, including appointment of the ad hoc committee. Additional details will be published in the newsletter. Furthermore, through our annual report to the American Psychological Association we are informing its governing body, the Council of Representatives, of our actions.

Our Division is thus actively engaged in preparing the "set of principles and recommendations" suggested by Dr. Fleishman in his letter to you. At an appropriate time we would be happy to discuss the prospective document with you. In the meantime, assuming you are interested, I would be happy to keep you informed of developments in preparing the document.

Cordially yours,

Donald L. Grant, Ph.D.
President

NOTES AND NEWS
by Art MacKinney

For the ninth successive year, the Division of Consulting Psychology (Division 13) of APA is offering research awards for the most fruitful and relevant studies concerned with consulting activities. The special interest of this program is to encourage publication of studies concerned with action-oriented research plus studies concerned with actual social change. The competition is open to all psychologists including Ph.D. students. Entries will be judged on the basis of relevance, originality, and scientific rigor. Write — or submit entries — to **H. Meltzer,** 4510 Maryland Ave., St. Louis, Missouri 63108.

Public Information committee chair, **Olga Englehardt,** has asked **TIP** to remind departments of psychology, business administration, and public administration, to avail themselves of the new Division 14 SPEAKERS' DIRECTORY as a source for speakers for convocations, meetings, symposia, and workshops. Write to Olga at North Central College, Naperville, Illinois 60540.

THE AMERICAN SOCIETY OF PERSONNEL ADMINISTRATION offers grants for research directed toward practical personnel issues. All grants are matching fund grants made on a 50/50 basis. For more information — or to submit proposals — write **J. W. Urschel,** ASPA, Box 841, Denver, Colorado 80201.

Division 14 member, **Ken Clark,** also chair of the Board of Trustees of AAP, testified before the Senate Appropriations Subcommittee on HEW appropriations. Ken, in his introductory remarks, said, "We have sought this opportunity . . . to testify outside of any coalition because we feel strongly that psychology has a unique role in the health future of this country . . . " See Ken's article elsewhere in this issue of **TIP,** "On Being a Lobbyist".

By the time you read this, the fiftieth anniversary symposium commemorating the Hawthorne Studies will itself be history. But in its own way, the celebration was a landmark of significance. **TIP,** through the good offices of President **Don Grant,** has prevailed on **Paul Patinka** of Western Electric, to submit a summary article on the symposium. It is presented in this issue; don't miss it!

Kenneth Clark of the University of Rochester (and Chair of AAP) reports to **TIP** that there are over 60 bills in the House and 40 in the Senate all of which relate in some way to the issue of privacy. He reports also that a large number of congressmen are running on a plank that contains the issue of privacy. Conclusion: privacy is a politically hot issue.

Brenda Gurel, secretary of the APA Committee on Scientific and Professional Ethics and Conduct, reported in the recent **Professionally Speaking,** on the committee's survey of state associations ethics committees. She reports on 263 complaints from 43 states. Types of complaints were summarized as follows: Advertising violations — 74 (28%), Use of "psychologist" when not licensed — 77 (29%), Patient-therapist complaints — 44 (17%), Testing (misuse and interpretation grievances) — 12 (5%), Misrepresentation of competence — 8 (3%), and Fee problems — 9 (3%).

Copies of the invited address by **Robert J. Wherry,** "Underprediction by overfitting: 45 years of shrinkage," which was given at the just-past APA meetings, are available from **Jack Bartlett,** Department of Psychology, University of Maryland, College Park 20740.

This issue of **TIP** carries classified ads for position openings from Michigan State University, University of Maryland, University of Wisconsin — Eau Claire, and the University of Illinois at Urbana. If those should happen

to have escaped your attention as you flipped through this issue looking for the center-fold, please go back and check them out. There may be a whole new career for you out there.

And perhaps you noticed that this issue of **TIP** carries more advertisements than ever before — a new moment in the lively history of this incredible rag. Please be kind to our advertisers, and say you read it in **TIP!**

Ken Wexley, Chair of this year's Membership Committee, has asked **TIP** to announce that applications for membership in the division can be obtained from him at the Department of Psychology, University of California, Berkeley, California 94720. Each member of the division should assume the direct and personal responsibility to see that prospective and potential members are provided with a copy of the application form and extended an invitation to submit. Requirements for endorsers have been greatly relaxed by the Division on a try-out basis, so the time has never been better for joining.

Division 14's outgoing President, **Ed Fleishman,** was awarded the Franklin V. Taylor Award for 1974 by the Society of Engineering Psychologists (Division 21) of APA. All the membership joins **TIP** in extending congratulations to Ed. (And be sure and see Ed's message from the outgoing President elsewhere in this issue.)

Division 14's new Chair of the Committee on Committees, **Rog Taylor,** is interested in soliciting self-nominations — as well as the regular old kind of nominations — for committee membership. The "C on C" urgently needs the names and credentials of any member, including yourself, who have some energy and commitment to commit. See Rog's more formal invitation elsewhere in this issue.

TIP's straw-in-the-wind query in regard to the possibility of reviving a long-dead but much missed VIE (Validity Information Exchange to you young punks) elicited a marvelous response from **Erwin K. Taylor** originator of VIE when he was editor of **Personnel Psychology.** He comments, "It (VIE) was announced in Volume 6 (1953) of **Personnel Psychology** and first published in Volume 7, Number 1, under the editorship of **Donald L. Grant.** VIE continued after I relinquished the editorship of the journal in 1958 under the editorship of **Paul Ross,** and appears to have died a lingering death — from malnutrition — by Volume 18 (1965). Its demise, unfortunately, occurred in the year that the Civil Rights Act of 1964 went into effect and gave new impetus to the validation of selection devices even if not to the publication of their results. Had it been feasible to continue the feature, it might have found nourishment in EEO-inspired studies and served a truly useful purpose. Naturally, I would like to see VIE revived. There is a particularly strong need for it . . . I hope that my . . . suggestion is accepted . . . and . . . if Personnel Psychology does not see fit to raise VIE from the dead, **TIP** will. If so, I might even volunteer to edit the feature for you." It appears the spirit is strong; let's hear from you!

George Thornton has changed his address from Battelle Human Affairs Research Center in Seattle to Department of Psychology, Colorado State University, Fort Collins 80521. To all of you would-be gazers upon Horsetooth Mountain, drop in on George. And for a bonus, Ft. Collins is only a short drive from Estes Park.

A nationwide contest, with prize money coming from a grant by the Johnson (of Johnson Wax) Foundation, is being conducted by the University of Wisconsin Board of Regents to generate ideas and plans by which faculty collective bargaining can be embraced while maintaining the strengths of faculty governance and cooperative decision making by administrators. A

prize of $1,500 will be awarded to the best proposal which ". . . must suggest a way to best serve the faculty and solve some of their problems in the collective bargaining area while minimizing the adversary relationship inherent in the classic trade union-collective bargaining relationship." There will also be a $500. prize for the best single idea suggested. All entries should be sent to **J. M. Lavine,** 1766 Van Hize Hall, 1220 Linden Dr., Madison, Wisconsin 53706.

TIP has received flyers on two new books by Division 14er **John Miner** of Georgia State University. The first is called "The Human Constraint: The Coming Shortage of Managerial Talent" and the second, (co-authored by **Mary Miner),** "A Guide to Personnel Management." Both are available from BNA Books, 5615 Fishers Lane, Rockville, Maryland 20852.

Hay Associates (of Philadelphia, Atlanta, Boston, Chicago, Dallas, Los Angeles, Pittsburgh, San Francisco, and Washington), has announced the availability of PAR, the first computerized application of The Rorschach. For more information write PAR Center, Hay Associates, 1845 Walnut Street, Philadelphia 19103.

SPSSI, a division of APA, has announced the **Gordon Allport Intergroup Relations Prize.** The prize carries an award of $200., and will be given "for the best paper or article of the year on intergroup relations." All entries should be sent in triplicate to SPSSI, Box 1248, University of Michigan, Ann Arbor 48106. Both published and unpublished manuscripts are eligible.

TIP has received a copy of Personnel Research and Development Corporation's **EEO Bulletin,** dated October 1, reporting an interesting study of potential (but not realized) "adverse impact." Evaluation reports for all minority and female subjects between January 1, 1973, and June 30, 1974, were matched with closely equivalent Caucasian males. Extended analyses failed to reveal any evidence of adverse impact. For a copy of the report, write to the Research Division, PRADCO, 11701 Shaker Blvd., Cleveland 44120.

The writer had a most enjoyable and informative dinner conversation with **Joel Moses** of A T & T. Joel reports that the professional staff of psychologists now included among his more or less "immediate" colleagues number fourteen, all reporting directly or indirectly to **Wes Clark,** VP for Personnel (and a Ph.D. from Ohio State).

TIP has received a copy of the new "Writer's Kit" prepared by **Dick Peterson** of the Division's Public Relations Committee. A rapid scan indicates a very useful aid for members' efforts in preparing and placing articles for publication in general magazines and publications **other than** technical journals. Thus far, only a limited number of the kits are available, but if you have interest in or need such an item, write to Dick (and thus to the committee) and they will see that you get a copy: R. O. Peterson, A T & T, 195 Broadway, Room C-2273, New York 10007.

Jack Denton of Psychological Business Research, Cleveland, has been approached (ordered?) by the Ohio Department of Commerce to acquire a license as "an employment agency" because of his work in executive recruiting. Such an order seems to Jack (and to the writer) as inconsistent with state licensure as a practicing psychologist as well as inappropriate on obvious grounds as well. Have any other readers had the same problem? Drop a note to J. C. Denton, Psychological Business Research, 11000 Cedar Avenue, Cleveland 44106.

Howard Stevens of SSS Consulting, Dayton, has made himself unusually knowledgeable about EEO-related laws, regulations, guidelines, and decisions. He has assembled a resource book (looseleaf; maybe 200 pages or

so) of a wide variety of informational items of this type with particular reference to court decisions pertaining to the hiring of public, especially municipal, employees. Although unpublished, Howard has agreed to make copies of his source book available to **TIP** readers on an "at cost" basis. And should you need consultation with someone who knows a lot about the legalities pertaining to personnel selection, write Howard Stevens, SSS Consulting, 2600 Far Hills Avenue, Dayton, Ohio 45419.

The November **APA Monitor** reports that **Steve Bemis** has become Vice President, Research, National Compliance Consultants, Inc., Washington, D.C. (**TIP** occasionally gets scooped!)

Ralph Canter has been appointed Chief, Manpower Development and Utilization Technical Area, Individual Training and Performance Research Laboratory, U.S. Army Research Institute for the Behavioral and Social Sciences, Arlington, Virginia. Ralph is in charge of research on selection and classification, recruiting, accession, development and training, personnel management systems, and the like, for both enlisted and officer ranks.

Perhaps it's obvious, but then perhaps the obvious needs to be stated occasionally. **TIP** is dependent on items of news submitted by the membership. In this sense, then, **every** Division 14er is a **TIP** reporter. If you have any tidbits of news about yourself, your colleagues, or simply about acquaintances who are members of the division, drop me a card or note. Just in case it escaped your notice, I'm **Art MacKinney,** Graduate School, Wright State University, Dayton, OH, 45431. (513-426-6650).

Is my impression correct that there are a lot of new consulting firms cropping up which focus on compliance with EEO requirements? I wonder if it is also true that many of the older, established consulting firms are into this aspect of the profession. If you are, why don't you drop me a line and I will see if it is feasible to publish some sort of a roster or directory.

POSITIONS AVAILABLE

Three assistant professorships. University of Wisconsin School of Business. Organization, Finance, and Accounting. Beginning 1975. Seeking persons with commitment to the behavioral orientation and active research interests. Opportunities for joint research with stimulating colleagues. Write C. Edward Weber, Dean, School of Business, UW Milwaukee, 53201. Affirmative action equal opportunity employer.

Having trouble receiving **TIP**? If so, write the APA Circulation Office, 1200 Seventeenth St., N.W., Washington, D.C., 20036. **TIP** uses mailing labels purchased from APA; all address changes are handled through the Circulation Office.

Outgoing President's Message

by Ed Fleishman

A major activity during this past year has been the Division's response to the successive new drafts of the Guidelines on Employee Selection Procedures. I have tried to keep you informed on these developments in previous issues of **TIP** and summarized these to the membership at our annual business meeting in New Orleans. During the year we arranged for wide dissemination of the earlier August 23, 1973 draft. We arranged, with **Bill Gorham's** help and that of APA, an open forum at the Civil Service Commission in Washington where our members and others could present their reactions to the Coordinating Council which drafted the Guidelines. Our Professional Affairs Committee reviewed all the written and oral comments, extracted them, and formulated a position.

Our Executive Committee met in my office and drafted a response, which we felt was constructive. This response was published in the April issue of **TIP.** I was in contact with the American Council on Education, which subsequently supported our view in a letter to the Coordinating Council.

After months of deliberation, the Coordinating Council issued a second draft on June 24, 1974 which the Professional Affairs Committee and the Executive Committee reviewed. It was unanimously agreed that the new draft was only minimally responsive to our earlier comments. We had only a few weeks to respond and I called another special meeting of representatives of our Professional Affairs and Executive Committees. The attached letter was sent as our response. This letter reflects our concerns that the Guidelines, as constituted, would not help the cause of equal opportunity in employment. We offered to draft a set of Guidelines which might better serve these objectives and better reflect professional opinion.

At our meeting of the Outgoing Executive Committee in New Orleans, on August 30, the following resolution was passed unanimously. "The new President will appoint an ad hoc committee to develop an appropriate set of Guidelines on the validation of selection procedures. Said committee will have a budget not to exceed $500 for fiscal year 1974-75."

This is mainly to bring you up to date on what has happened and to solicit your advice on this matter to be sent directly to **Don Grant,** your incoming President, who is taking on this task.

All in all, the past year has been a fulfilling one for me and I have been pleased and honored to have served the Division as President. The accomplishments of our various committees are presented elsewhere in this issue of **TIP.** I want to thank all the hard working committee chairmen and members of the Executive Committee and all of my Division 14 colleagues for their support and assistance during the year.

August 8, 1974

Mr. David Rose, Chief
Employee Section
Civil Rights Division
U. S. Department of Justice
Washington, D.C. 20530

Dear Mr. Rose:

Our Executive Committee has reviewed the June 24, 1974 draft of the proposed uniform Guidelines on Employee Selection Procedures. We appreciate the opportunity to comment. I must report to you that the general reaction was one of dismay and disappointment. We find the present draft un-

(cont'd.)

workable. The document does not represent a consensus of the thinking of professional industrial psychologists.

A large volume of constructive suggestions was submitted in response to the earlier draft. We realize that changes have been made in the wording and in the organization of the document, reflecting considerable effort. It is clear, however, that for the most part these changes are superficial and do not reflect consideration of the substantive issues raised in our earlier comments. In my letter of December, 14, 1973 we made several points which are equally applicable to this draft. For example we stated:

> "The pervasive problem in this draft is the attempt to specify a universally applicable set of ideal procedures. This goes beyond what reasonably can be done by regulatory agencies. In so doing, some unworkable guidelines have been created. We need to differentiate between idealized scientific and professional practice, and requirements, designed to insure compliance with the law, that are realistically definable by existing knowledge, methodology and principles of scientific investigation. To create an impossible standard is to invite evasion of and disrespect for the law. We need to distinguish between standards that are rigid and those that are rigorous."

Two major issues are involved in the quoted paragraph. First, guidelines should not set impossible standards which would invite evasion of the law. Second, guidelines from governmental agencies should not create an historical precedent of dictating the methods of scientific inquiry. The elaborate superstructure and technical detail represented in this document go far beyond what is appropriate for government guidelines.

These comments relate to a second general point made in our earlier letter:

> "We see it as the purpose of the guidelines to provide the public with assurance that the selection methods used by employers do not discriminate unfairly. However, we feel there are aspects of the present draft which would critically impede the fulfillment of those expectations. Guidelines should encourage rather than discourage the use of more reliable and valid selection procedures. However, as presently constituted, the guidelines would discourage selection research because on many points the standards are unclear, unworkable, unnecessarily negative, and, in places, technically unsound. Adoption of the current draft could, therefore, result in more unfair discrimination, rather than less, and result in less effective use of the nation's human resources."

I regret to say the above quotation applies as well to the present draft.

We recognize that attempts have been made to deal with certain specific points raised in our earlier comments and in those of our colleagues. However, these attempts have not resolved these issues; in some cases the revisions have confused the problem further or created additional, impossible requirements. The document is still rife with confusing language, internal contradictions, and technical inaccuracies. Perhaps a good illustration of the seriousness of these problems occurred in a recent meeting I attended. A number of highly qualified and respected industrial psychologists spent hours attempting to make sense of the contradictions in the document. Given this situation, how can one expect this document to be helpful to public and private employers, agency investigators, judges, and other parties not technically trained in this field?

Since we share with you the aims of equal opportunity in employment, we would be remiss in our professional responsibilities if we did not take a strong position in this matter. For the reasons stated, we do not believe the present document is salvageable. We feel that continued revision within the same framework would be nonproductive. A fresh start is essential.

(cont'd.)

What is needed is a set of principles, understandable to all those who must use them, supported by a set of technical recommendations on professional practice. The present document does not meet these requirements. The Executive Committee of Division 14, which represents more than 1300 professional psychologists engaged in research and development would seriously consider a request to prepare such a set of principles and recommendations. We are currently examining the procedures which we would employ in developing such a document.

Sincerely yours,

Edwin A. Fleishman, Ph.D.
President

Content Validity Conference

Robert M. Guion

A small invitational conference of fifteen Division 14 members was held October 24-25 at Bowling Green State University to discuss content validity. Major topics of the conference were the definition of job content domains and the nature of possible methods of scaling judgments of content validity.

Informal presentations were taken as the basis for further discussion. **C. H. Lawshe** presented a scheme for classifying content validity problems and a "Content Validity Ratio" by which the relevance of a test item or a total test score might be scaled. **(Lowell Schipper** has subsequently related the CVR to chi square, permitting significance testing.) **R. A. H. Goodfellow** commented on problems faced in civil service jurisdictions where task sampling may not address major selection problems. Specifically, he commented on the relative importance of knowledge and skills on the one hand as opposed to inter-personal relationships on the other in occupations such as firefighter. Both presentations generated discussion of the merits of defining content domains in terms of task frequency as opposed to task importance.

Didi Bowditch described the development of the content of an assessment center for foremen. **Ollie Jensen** described the development of examinations for national certification and licensing programs. Discussions of these programs led to questions of "what is predicted" when content validity is the defense of a test; such consensus as developed seemed to be that, given better-than-usual criteria and an excellent content sampling, content validity and criterion-related validity would be similar in effect; i.e., although content validity is ordinarily evaluated in terms of sampling, the implication of the use of a content sample is logically the same as that of the aptitude test — that people who do well on either will later do well on the job.

The conference was not intended to develop solutions so much as to clarify the nature of the problems of content validity. With some trepidation, however, a few general statements can be offered as at least approaching consensus.

1. A content domain does not have to include a total job. A complete selection program for any given job may include some assessments evaluated in terms of content validity and others evaluated in terms of predictive validity. Content sampling may be appropriate for assessing knowledge or skills needed immediately on the job, while aptitude measurement may be appropriate for predicting performance on activities that can be only carried out after on-the-job training.

2. Content domains must generally be defined in terms of tasks or activities; they may include both activities which can be observed and activities which must be reported by an incumbant. E. g., an observer may see an incumbent talking into the telephone, but the incumbent usually must report the decision or evaluative processes that necessitated the call or determined its content. Inferences from activities of abstract constructs needed for effective performance do not define adequately a job domain for content sampling. (It should be reported, however, that conferees did not always find it easy to distinguish some examples of content from examples of some constructs!)

3. If content validity refers essentially to sampling of a job content domain, then it follows that most commercially available tests (excepting some which are in effect generalized job samples) cannot be defended on the grounds of content validity in a specific setting. The conference foresees the use of more tailor-made tests.

4. The conference reiterated what has long been known: that content, construct, and criterion-related validity are different **aspects** of total validity, not always neatly distinguishable. The methods of investigation and defense are, however, different in each case.

WAS IT REALLY THAT LONG AGO?

by Paul Patinka

Yes, as a matter of fact it was! They changed some light bulbs in a Chicago factory — and the field of employee relations was never quite the same again. The nine-year research project that has come to be known as the Hawthorne Studies began fifty years ago this past November, at the Hawthorne Works of Western Electric, with attempts to determine the relationship between the level of illumination at the work place and employee performance. What happened after that is common knowledge to any one claiming to have even a passing knowledge of applied behavioral science. The studies, which sought to answer a very basic question, expanded in scope, depth and complexity to a degree which even now stands as nothing short of amazing. While criticized on many grounds, these studies have, over the last half century, achieved their rightful status as true classics in the field.

In view of the landmark nature of the Hawthorne Studies, it seemed appropriate that this fiftieth anniversary of their beginning be commemorated in some significant way. To mark the event, Western Electric and the Harvard University Graduate School of Business Administration, the two principles in the original studies, cooperated in sponsoring a two-and-a-half day symposium. The symposium, which was held in November at the Sheraton-Oakbrook Hotel outside of Chicago, had two basic objectives that guided the selection of the content, contributors and invitees:

1. To commemorate the start of these classic studies, and
2. To rekindle and stimulate interest in the original studies, the areas they covered, and the entire behavioral science field.

In its basic format, the symposium consisted of seven content panels and a summary session, each running approximately one and a half hours. Each panel topic was addressed by two panelists, who presented abstracts of their prepared papers. The panel moderators, each a present or former Bell System employee, introduced the panel topic and the panelists and coordinated the question and answer period.

The very scope and breadth of Hawthorne Studies made the selection of panel topics a difficult task. A reasonable time span for the conference dictated the number of panel topics, and three criteria were applied in making the actual topic selection. Topics were sought which:

1. Have roots in original studies,
2. Are of contemporary interest,
3. Have implications for the future.

Similarly the selection of panelists proved to be a difficult task. They had to be people who had worked and written extensively in each topical area and thus could be expected to be in a position to discuss the current state of knowledge in the area, and who would be aware of obstacles to application, how they might be overcome, and what the future holds in the particular area. No claim was made that the final list of panelists was all-inclusive nor that every deserving potential panelist was included. The list, however, was impressive. Agree?

Panel I	Individual Differences **Robert Guion** — Bowling Green State University **Paul R. Lawrence** — Harvard University
Panel II	Management by Participation **Robert L. Kahn** — University of Michigan **Alfred J. Marrow** — Harwood Industries

(cont'd.)

Panel III	Organizations: Formal and Informal **Harold J. Leavitt** — Stanford University **Edgar H. Schein** — Massachusetts Institute of Technology
Panel IV	The Design of Work **Richard E. Walton** — Harvard University **J. Richard Hackman** — Yale University
Panel V	Monetary Rewards **Edward E. Lawler** — University of Michigan **Harry Levinson** — Levinson Institute
Panel VI	Personal Adjustment **Alan McLean** — Cornell University Medical School **W. Walter Menninger** — The Menninger Foundation
Panel VII	Leadership **Victor H. Vroom** — Yale University **Fred E. Fiedler** — University of Washington
Panel VIII	Summary and Synthesis **Jay W. Lorsch** — Harvard University **Marvin D. Dunnette** — University of Minnesota

It might be worth noting that 10 of the 16 panelists are members of Division 14.

Other features of the symposium included:

- — A keynote address by Mr. **Henry Boettinger,** Director of Corporate Planning at A.T. & T.
- — A trip to the Hawthorne Works for commemorative presentations and dedications.
- — A banquet featuring an address by Dr. **Howard Johnson,** Chairman of the Corporation, M.I.T.
- — Evening Conversation Hours.
- — Publication of the panel papers along with the questions and answers associated with each panel.

Attendance at the symposium was by invitation. These were sent, in most cases, to high-level people — Chairman, Presidents, Vice-Presidents, Deans, etc. — representing academia, business and industry, government, labor, and publishing. Invitees were requested to consider coming themselves, and if unable to do so, to send a representative. In all, over 225 attendees participated. If you didn't make it this time — hang in there — there's sure to be an even bigger one to commemorate the centennial.

CATTELL RESEARCH PROPOSAL COMPETITION

Every year, the Division sponsors the **James McKean Cattell** Award for the outstanding research proposal submitted into competition carried out by the Scientific Affairs Committee. Proposals which are feasible for execution are encouraged, but the research need not be funded or underway at the time of submission. A $500. award is made to the winner of the competition and the Committee will help the winner to find appropriate research funding. Proposals should be submitted **no later than April 15, 1975,** to the Secretary of the Division, **Paul Thayer,** at the following address: LIMRA, 170 Sigourney Street, Hartford, Connecticut 06105. You need **not** be a member of Division 14 to enter the competition.

ON BEING A LOBBYIST

by Kenneth E. Clark
University of Rochester

The Association for the Advancement of Psychology (AAP) was established by action of the Council of Representatives of the American Psychological Association. It is designated as the official advocacy arm of APA. The Board of Directors nominated a preliminary slate of candidates for members of the Board of Trustees. The original Board of Trustees was then authorized to add to its own numbers up to a size of 25 members. The Board of Trustees is authorized to organize itself. I was elected Chairman of the Board, and **Allen Williams** of New York City was elected Chairman of the Operations Committee.

Becoming an activist on the political scene is not a new role for many psychologists. Many of us have participated in a variety of assignments in the executive branch, but we rarely have any association with the legislative process, save possibly in helping to gain passage of a licensing certification law in a state or province. The congressional scene differs magnificently from the executive branch. A person who serves on a panel with NSF never runs into non — or anti-scientific components of society. One need not defend the value of psychology when serving on an NIMH study group. In the Congress we compete with advocacy groups with substantially different values and viewpoints. Being known and trusted becomes more important than having an outstanding reputation in one's own field.

It seems to me that in the next decade a much larger proportion of the decisions affecting the welfare of our society, the development of our human capabilities, and the support of psychology will be made on Capitol Hill rather than in the offices of the various departments of the executive branch. Issues of confidentiality and privacy are paramount in the thinking of many Congressmen. The campaigns for budgetary responsibility are being used to cover actions that are intended to reduce the intrusion of analytical and thoughtful procedures into the solution of many of the age-old problems of man. There is more anti-intellectualism in the country today than for a long time, and greater evidence of reliance on folklore and superstition than we have seen in our lifetimes. Thus any person who has a rational view of the nature of man, and who wants to work to make a society like ours operate effectively through the use of knowledge finds himself willing and almost eager to join the political process in order to be a countering influence.

We may want to have such an influence on Congress, and be willing to serve as we have on study groups and review committees, or on a year's assignment as a staff person. That route is not open. Congress works in a different way; staff is recruited differently. Information comes through hearings. Decisions are made in write-up sessions. Influence comes through our use of full-time representatives who become known to the Congress, and who gain the respect of staff members.

Psychology is a small portion of the total society. By weight of numbers we cannot have great influence. We cannot swing an election, nor can we threaten to withdraw support as a way of having influence. Psychologists, however, have in the main entered this discipline because

(cont'd. on page 37)

PROMOTION OF INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

by Olga E. Engelhardt

Research Award Announced — Research Funding Available

Last year the PR Committee announced in **TIP**, the availability of research funding via the American Society of Personnel Administration. Seven Division 14 members made inquiries about research funding requirements — more inquiries than any other organized group.

This year we would like to announce that **Larry L. Cummings,** Division 14 member, had his research proposal funded by ASPA. Dr. Cummings, Professor of Organization Behavior and Director, Center for the Study of Organization Performance, Graduate School of Business, University of Wisconsin, was funded for $4,000, matched by funds from other sources. The research proposal entitled "Improving Personnel Productivity Through Applied Reinforcement" is concerned with a review of the literature and applications of reinforcement principles to selected private and public groups. Emphasis is placed on the usefulness of the techniques in solving personnel problems.

J. William Urschel, Division 14 member and Chairman of the ASPA Research Projects Subcommittee, reminds us that research funding is available via ASPA for projects that are directed toward "practical, personnel issues." Applicants submitting research proposals should include the following information:

—Applicant background and organization affiliation.
—Specific project objectives.
—Present state of knowledge on project subject.
—Methodology.
—Anticipated contribution or value of applicant's project.
—Anticipated time schedule to execute project.
—Publication plans.
—Tentative budget.

ASPA will provide grants of $2,000 to $3,000 for suitable research in the personnel field. Requests for funding require that applicants provide matching funds for the amount requested.

Research proposals or requests for information about proposal objectives or content should be addressed to:

Mr. **J. William Urschel,** Chairman
Research Projects Subcommittee
American Society for Personnel Administration
P. O. Box 841
Denver, Colorado 80201

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The I/O Visiting Scientist Program

In order to inform undergraduate and graduate school students of the dimensions and potential of Industrial-Organizational Psychology, the Public Relations Committee has established the I/O Visiting Scientist Program. At the present time the following members of Division 14 have volunteered to serve:

Leonard Berger	John P. Campbell
Michael R. Cooper	Dennis Courtney
Olga E. Engelhardt	Alan J. Fredian
Frank Friedlander	Robert M. Guion
Jeffrey J. Irving	Edward E. Lawler
Melvin S. Majesty	Joseph L. Moses
Lyman Porter	Arthur C. MacKinney
David R. Robinson	Karleen Roberts
Virginia E. Schein	Paul F. Ross
Victor H. Vroom	Paul W. Thayer
	Sheldon Zadeck

Members of the program will **not** be funded and are expected to make their own contacts. The PR Committee will provide:

1. Brochures for distribution to participants.
2. A suggested outline of topics to be included.
3. A brief form to be completed after each visit, indicating date, institution, group addressed, size of group, etc., to be returned to the PR Committee chairperson.

These materials will be distributed in November and visits will start in December. It is anticipated that volunteers will visit at least one undergraduate or graduate school during the year 1974-75.

FUNDING AVAILABLE

THE AMERICAN SOCIETY OF PERSONNEL ADMINISTRATION offers grants for research directed toward practical personnel issues. Recipients are required to match funds.

Submit proposals to:

Mr. J. William Urschel, Chairman
Research Projects Subcommittee
American Society for Personnel Administration
P. O. Box 841
Denver, Colorado 80201

MICHIGAN STATE BRIDGES THE GAP BETWEEN INDUSTRY AND UNIVERSITY

by Fred Wickert

The organization behavior interest group in the Department of Management (College of Business) and the industrial and organizational psychology interest group in the Department of Psychology (College of Social Science) of Michigan State University, in looking back at the academic year 1973-74, realized what an outstanding year 1973-74 had been with respect to bringing outstanding personalities to this geographically relatively isolated campus. The two interest groups worked closely together in arranging and sharing these visitors to the campus.

Serendipitously a device was invented for doing something about a perennial problem referred to in the report of the Task Force on The Practice of Psychology in Industry (1971). The problem is how to make it possible on the one hand for graduate programs to take advantage of I/O psychologists active in field research and on the other hand for these researchers to try out their ideas on a fresh and different yet professional audience. Normally an active field researcher, whose base is some distance from the campus and who is busy with a host of irregularly occurring demands on his time, cannot meet the highly regular and carefully-distributed -over-time university schedule of classes.

We found it possible this past year, however, to arrange for visitors to spend the **total** number of class hours required for a course by coming to the campus on several (3 or 4) two to three day bursts distributed throughout the quarter. For those relatively few times that the researcher is on campus, conflicting graduate classes may be cancelled or rescheduled.

The first arrangement of this sort occurred in Fall Quarter 1973. **Mike Beer** came to the campus from Corning Glass in return for research time spent during the summer of 1973 at Corning by **Jack Wakeley** (Psychology). Mike succeeded not only in making his specific O D program come alive but more importantly stimulated students to add to and rethink what they knew about O D generally. Several of them formulated dissertations inspired by Mike's ideas, and a year afterward they continued to talk about and refer to his ideas. Mike also found time to counsel individually with students and to give a general colloquium on the topic, "Organizational Processes, Structures, and Changes."

Following the success of Mike's teaching a course, **Mel Sorcher,** General Electric, and **Dick Campbell,** A T & T, were invited to visit the campus in Spring Quarter 1974, when arrangements were completed for Mel to teach a joint Management, I/O Psychology seminar in Fall Quarter 1974 and Dick in Spring 1975. Mel's seminar is concerned with a miscellany of applied research projects (assessments, manager interpersonal skill training, attitude surveys, etc.) while Dick's is on management selection and development. In addition, Mike Beer's superior at Corning Glass, **Forrest Bem,** a Vice President, indicated his real interest in taking something like a sabbatical quarter Winter or Spring 1975 with Management where he will talk with classes and generally mix in with university activities.

To get back to 1973-74, the organization behavior interest group in the Department of Management put on the following colloquia: October 23, 1973, **David Ford** of Purdue University, Krannert School of Management, Title: Organizational Behavior: Is there a Difference Between Black and White

(cont'd.)

Organizations?; November 26, 1973, **David Bowers** of the University of Michigan, Institute for Social Research, Title: Organization Development as a Problem in Systems Adaptation; January 14, 1974, **Richard Shore** of the Department of Labor, Acting Director, Office of Research, Title: Research on the Quality of Work: Unmet Needs; April 15, 1974, **Robert Duncan** of Northwestern University, Graduate School of Management, Title: A Contingency Theory of Organizational Innovation; and May 15, 1974, **Chris Argyris** of Harvard University, James Conant Bryant Professor of Education and Organizational Behavior, Title: Some Dangers in Applying Results of Social Psychological Research.

The School of Labor and Industrial Relations, for its part, invited both the Management and Psychology group to an afternoon with **Stephen Fuller,** Vice President for Employee Relations of General Motors. His remarks among other things, developed the frame of reference within which the substantial GM program in organizational psychology and related matters operates. Dr. Fuller some weeks later addressed the annual banquet of the College of Business.

The I/O Psychology interest group, in addition to a series of sometimes very interesting colloquia by job candidates, put on the following program. In Fall, **Tom Jeswald** of the Ford Motor Company discussed, "Installation of Assessment Center in a Large Organization." **Bob Carlson** of the Life Insurance Marketing and Research Association (LIMRA, formerly Life Insurance Agency Management Association, LIAMA), talked about his operation. **Paul Banas** also came over from Ford and gave a talk on their program. **Tony Hain,** Chairman of the Department of Communication and Organizational Behavior, General Motors Institute, Flint, reported on, "Employee Attitudes and Profits: Measuring Lag Time," April 10, 1974.

Distinguished visitors interested in or associated with the Michigan State University involvement with the Scanlon Plan were: **Roy Hill,** Senior Editor, International Management (London); **Ken McPherson,** Chairman, Dana Corporation and **Mac Lantz,** Director of Industrial Relations: **Elisha Gray II,** Chairman, Finance Committee, Whirlpool Corporation; **Fred Meijer,** President, Meijer, Inc.; **John F. Donnelly,** President, Donnelly Mirrors, Inc.; **D. J. DePree,** founder, and **Hugh DePree,** President, Herman Miller, Inc.; **Herb VanderMey,** President, Michigan Wheel Co.; **Edgar Vincent,** Personnel Manager, Teesside, **David Mitchell,** Personnel Manager, Billingham, and **Graham Wrigley,** Operations Manager, Nylon Industrial Yarns, Doncaster Works, all of Imperial Chemical Industries (ICI), England.

Most of these Scanlon Associates visitors talked with classes or specially called evening seminars that included both students and staff. These Scanlon Plan associated visitors added a highly useful consumer-of-organizational-psychology dimension usually lacking in a program built rather exclusively around organizational psychology specialists.

It was a busy and enriching year.

Reference

Task Force on the Practice of Psychology in Industry. Effective practice of Psychology in Industry. **Amer. Psychologist,** 1971, **26,** p. 986.

PROGRAM SURVEY REPORT AND CALL FOR PAPERS

by Mildred Katzell

Of the 1248 questionnaires mailed to Division 14 members, 302 (24%) had been returned by October 16, five days after the deadline. The accompanying table presents the responses to the six objective questions, on which the following observations are based.

In terms of convention attendance, a greater proportion of the respondents expect to attend the Chicago Convention in 1975 than have attended any single convention in the past five years. Most respondents consider Division 14 their primary division, and 58% would like more opportunities for small group discussion at the Convention.

As to their professional activities (more than one of which could be designated), over half are involved in research and/or consulting; over a third in one or more of the following: teaching, selection, and management development; over a fifth in each of O.D., management, measurement and evaluation, and test validation. Thirty-four indviduals wrote in additional terms to describe their work; typically these were specific forms of the preceding. These data should help in the selection of programs that dovetail with the work of our members.

By far the most popular 1974 meeting was Number 20, the Mock Trial, with 146 A and B ratings. That was followed closely by 1 and 8, the symposia on O.D. and on Productivity. Also receiving a large number of A ratings were 13, the Social Hour; 17, Maximizing Human Resource Utilization; and 18, **Bob Wherry's** Invited Address. The most negative response was that given to 4, The Professional Woman, followed by 14, Papers on Sex Differences; 22, Symposium on Collaboration for Research; and 23, the Dissertation Award Address. In each of those instances, a greater proportion of the respondents gave D and E ratings than gave A and B. The Business Meeting, Presidential Address, and Social Hour received more C ratings than anything else. Program 27 was inadvertently omitted from the chart that accompanied the questionnaire; it was the symposium on Power Dynamics and Organizations Behavior, chaired by **Michael T. Wood.** Despite the omission, it was rated by 17 members, as tabulated; the oversight also elicited some comments regarding projective devices, fantasy, and the like. Those who wish to analyze the ratings more completely are referred to the August, 1974 issue of TIP for the full list of 27 programs.

Question 5 asked: "If you could have complete charge of ONE Division 14 session at the 1975 Convention, what would it include?" The responses fill 17 single-spaced type-written pages, enough to guide the Program Committee for years, with suggestions for content, format, and participants. Obviously, they can't even be summarized here, but a few topics were often repeated: EEOC/Test Validation issues; Assessment Centers; Roles of I/O Psychologists; Issues in the Training of I/O Psychologists; Future Trends in I/O Psychology; and Job Analysis.

Question 6 asked: "What ONE thing would you recommend to improve Division 14 program at the 1975 Convention?" The nine pages of responses portrayed the range of interests and needs of members. A large number wanted more practical, less academic-theoretical content, but another sizeable group emphasized the need for more theory and less practice. Clearly both our scientific and our professional interests need program representation. The most common single theme was the request for "No **reading** of papers". Other

(cont'd)

repeated messages favored more participation, involvement of new people, increases use of visuals and handouts, and inclusion of non-Division 14 and non-psychologist participants. Numerous objections were expressed about speakers who failed to appear as scheduled, and those who were not prepared for their appearances.

Copies of all responses to questions 5 and 6 will be distributed to the members of the Program Committee, and will be shared with the Division 14 Executive Committee to guide in planning future conventions. Comments concerning the workshops will be referred to the Workshop Committee. The Program Committee hopes that those who submitted suggestions for programs will accept this open invitation to start work immediately to organize the meetings they suggested, so they will be ready when APA issues the Call for Papers. We also trust that this report will be helpful to all members of Division 14 who may be interested in developing program proposals.

(cont'd. on page 28)

Division 14 Committees 1974-75

Education & Training: Sheldon Zedeck, Ann Hussein, Eugene Mayfield, Robert Means, John Miner, Paul Muchinsky, Ned Rosen, Andrew Souerwine, George Thornton.

Fellowship: Herbert Meyer, Albert Glickman, James Kirkpatrick, William McClelland, William Owens.

Membership: Kenneth Wexley, George England, Frank Ofsanko, Paul Wernimont.

Professional Affairs: Robert Heckman, George Hollenbeck, Charles Hughes, Nancy Mansfield, William McGehee, Morton Spitzer, Ernest Valfer.

Program: Mildred Katzell, Stanley Acker, Richard Hackman, Milton Hakel, Abraham Korman, Edward Ryterband, John Wakeley.

Public Policy & Social Issues: Joel Moses, Richard Barrett, George Henderson, Hal Hendrick, Thomas Jeswald.

Public Relations: Olga Engelhardt, Michael Cooper, Alan Fredian, Joel Lefkowitz, Howard Lockwood, Melvin Majesty, Allyn Munger, Richard Peterson.

Scientific Affairs: Karlene Roberts, Larry Cummings, James Gavin, Leopold Gruenfeld, Jeanne Herman, Daniel Ilgen, Terrence Mitchell, Robert Morrison, Jan Wijting, Michael Wood.

Workshop: Melvin Sorcher, Lawrence Bollinger, Robert Dugan, James Farr, Sidney Fine, Paul Patinka, Walter Storey, Gary Yukl, James Thurber.

Guidelines for Employee Selection Procedures (ad hoc): Robert Guion, Stanley Acker, Lewis Albright, Philip Ash, Richard Barrett, Jack Bartlett, Brent Baxter, William Burns, Joel Campbell, John Denton, Jerome Doppelt, Robert Dugan, Marvin Dunnette, Edwin Fleishman, Donald Grant, Raymond Katzell, James Kirkpatrick, Charles Lawshe, Howard Lockwood, William Owens, Erich Prien, Floyd Ruch, Wayne Sorenson, Paul Sparks, Mary Tenopyr, Paul Thayer, Robert Thorndike, Victor Tom.

Committee on Committees: L. Rogers Taylor, Irwin Goldstein, James Campion, John Hinrichs.

Summary of responses to Division 14 Program Committee survey. (N-302)

1. Which of the following APA Convention did you attend? (Check all that apply)

1974, New Orleans	158	(52%)
1973, Montreal	165	(55%)
1972, Honolulu	95	(31%)
1971, Washington	188	(62%)
1970, Miami	110	(39%)
Before 1970	209	(69%)
Never attended	25	(8%)

2. Do you expect to attend the 1975 APA Convention in Chicago?

Yes	191	(63%)
No	30	(10%)
Uncertain	81	(27%)

3. Do you consider Division 14 to be your "primary" division in APA?

Yes	267	(88%)
No	20	(7%)
Uncertain	15	(5%)

4. In the list below, check the terms that most apply to your work in the field of I-O Psychology.

Consulting	162	(54%)
Teaching	124	(41%)
Research	163	(54%)
Training	57	(19%)
Selection	115	(38%)
O.D.	84	(28%)
Mgt. Devel.	106	(35%)
Empl. Relations	27	(9%)
Management	70	(23%)
Meas. & Eval.	76	(25%)
Test Devel.	31	(10%)
Test Validation	71	(24%)
Other	34	(11%)

7. Would you be interested in more opportunities for small group discussions?

Yes	179	(59%)
No	50	(17%)
No opinion	73	(24%)

8. The accompanying schedule shows the 27 sessions sponsored or co-sponsored by Division 14 at the 1974 Convention. . . Whether or not you attended, indicate your opinion of any or all by circling the appropriate letter, using the following scale:
   A - Best thing on program
   B - Hold more sessions like this
   C - Have to have one every year
   D - Some may want this; I don't
   E - Why waste time on this sort of thing?

Session No.	A	B	C	D	E
1	16	93	35	36	4
2	11	56	45	45	9
3	7	42	40	43	6
4	1	35	50	64	14
5	8	58	42	34	6
6	4	50	57	30	11
7	13	49	45	40	17
8	15	82	42	24	3
9	12	55	36	45	12
10	8	34	53	37	13
11	4	9	128	19	9
12	9	21	128	15	11
13	35	30	99	15	3
14	1	33	50	49	15
15	15	63	51	34	7
16	6	26	60	38	19
17	24	59	48	21	5
18	32	43	50	30	10
19	15	37	59	28	8
20	66	80	19	23	6
21	5	28	58	32	10
22	3	35	38	51	9
23	5	19	68	40	14
24	16	37	56	25	12
25	10	53	32	37	10
26	4	51	50	29	4
27	2	4	5	4	2

NOMINATIONS SOUGHT

The Chairman of the Division's Committee on Committees, Rogers Taylor, reports that, based on a review of last year's file, over one-half of the Division members who nominated themselves for committee membership were subsequently appointed to a standing committee. While the committee cannot guarantee that this substantial percentage of appointments will be achieved in the future, the Committee on Committees is earnestly seeking the names of individuals who are interested in appointment to a standing committee for next year (1975-76).

If you are interested in volunteering your services for a committee, please contact Rog before February 28, 1975, indicate the committee or committees for which you would like to be considered and what you feel are your qualifications for appointment. If you have a recent vita, it would be helpful if you would send Rog a copy. If you don't enclose a vita, Rog will send you a brief biographical questionnaire to complete once he knows of your interest.

Rog's address is:

Dr. Rogers Taylor
Research Department
State Farm Insurance Companies
One State Farm Plaza
Bloomington, Illinois 61701

S. RAINS WALLACE DISSERTATION COMPETITION

Karlene Roberts, Chair of this year's Scientific Affairs Committee, has announced the 1975 dissertation award competition. The purpose of the competition is to reward and recognize outstanding and innovative doctoral dissertations in the I-O field. Entrants should submit five copies of a 20-30 page abstract of the dissertation, accompanied by a letter from the adviser certifying completion of the work. The **deadline is January 15, 1975.** Submissions should be sent to Prof. Roberts at the School of Business, University of California, Berkeley, California 94720.

Fellowship Nominations Sought

Now is the time to start the action needed to get your nominee(s) elected to Fellowship status in Div. 14. As you may know, a Member cannot apply for Fellowship status, but must be nominated and endorsed by other members. The process operates only through Divisions. Therefore, it is critically important that members assume the responsibility of identifying qualified individuals and securing the documentation and endorsements needed.

Nominations may be initiated by requesting the necessary forms from the Chairman of the Fellowship Committee:

Herbert H. Meyer
Department of Psychology
University of South Florida
Tampa, Florida 33620

The completed set of nomination papers must be in the hands of the Chairman by **April 1, 1975.**

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Reflections on the 1974 Convention and the Division 14 Program

by Marshall Sashkin

Since I could not possibly attend every Division 14 session, my viewpoint is incomplete. I will briefly review some of what I saw as highlights of the sessions I attended, including some personal observations.

Let me begin by (anonymously) quoting a well-known organizational psychologist, speaking informally about APA conventions: "Don't expect to learn much at the convention. Conventions are essentially social occasions. People go to meet old friends, enjoy a different city, relax, and engage in behavior which they would feel inhibited about at home. Most people go to sessions, but mostly to see who else is there. There is little of educational value and the papers are generally of poor quality." Was he right? Read on.

I began on Thursday, attending **Harry Levinson's** workshop on organizational diagnosis. I found it most worthwhile, though my own approach to OD was little changed, and though I still don't believe that Levinson's approach is organizational (or that organizations have ego-ideals). I did learn how to look for and interpret (at an elementary level) diagnostically valuable data that I had not previously paid much attention to in any consistent way.

The luncheon and social hour arrangements for the Workshop sessions came nowhere near the excellent set-up provided by **Jim Thurber** last year. Of course, inflation might have been a factor, but I'll never forget the superb luncheon buffet (with an ice sculpture centerpiece) we were given in Montreal. After the Workshop social hour, which offered good "food" in conversation, poor food for eating, and free liquor (which eventually improved or degraded the conversation, depending on one's intake and viewpoint), I did the tourist bit with friends. At the Court of the Two Sisters the service was awful and the food only fair. The rest of the evening escapes me (probably just as well).

Friday morning stated with an OD symposium presented by **Mike Beer's** Corning group, which disappointed me. First, I was interested in hearing what **Shel Davis** had to say on OD as fad or innovation, but neither he nor that issue was present. The presentations were well done and the small group discussion format actually worked. However, for the most part the content presented was, to me, substantive elaboration on what I already know. I would very much like to see this set of presentations put together in printed form, as this would be a real contribution to the formal literature on OD. One presentation, by **Jim Thurber,** reflected a new dimension in OD — the recognition of and development of approaches for dealing with issues of power. This was the only symposium I attended (other than the one I led) which included meaningful audience involvement. The small group discussions worked well, with adequate time. Overall, it was a well organized, well run, and worthwhile symposium.

In the afternoon I attended the Vail Symposium, which I've described in detail in another review in this or perhaps a later issue. That evening I had dinner at Hollihan's (good), wandered around Bourbon Street, and went to Preservation Hall, an experience of equal or greater value than anything the convention offered. Later I had a chance to talk to **Mike Beer** about the symposium (among other things), and that, too, was worthwhile.

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On Saturday I decided to attend three sessions. (Too) early in the morning there was a paper session around issues of job satisfaction. The three papers I heard were of definite interest. **Snyder** and **Schneider** showed that the argument that organizational climate is simply a looser measure of job satisfaction just doesn't cut. Their data indicates that the two variables are fairly independent, thus demonstrating that the two types of measure have independent content validities. **Tom Mangione** presented data in a rather low key but which has some surprising implications regarding the question of what characterizes workers who use drugs. Finally, **Jack Weber** and **Thomas Hadd,** arguing that various earlier studies using factor analytic methods all had methodological problems, presented evidence in support of Maslow's need categories. I skipped out on the final paper to catch the end of the symposium on Applied Behavior Analysis in Organizations. However, having missed most of the session I wasn't able to get much from the concluding comments, except that the high degree of specification needed to effectively shape behavior is thought by some to be difficult to attain in on-going organizational settings.

I purposely skipped **Hy Meltzer's** symposium on Humanizing Organizational Psychology, since I'd attended one last year and wanted to hear the other sessions scheduled at that same time. These included the sessions described above and a symposium on Research-Based Policies for improving Productivity and the Quality of Work Life. Most of these papers were research literature reviews and integration, prepared under the RANN program. Overall, the reviews seemed of very high quality, and I plan to read the papers. Fortunately, **Suresh Srivastva** was hard-nosed on time allotments, and there was ample discussion time. The panel members who reacted to the reviews did a fine job, too. **Rob Quinn** raised some basic ethical and value issues which were of direct relevance to the topic of the session. I think this symposium demonstrated how an effective session can be run when the depth of detail in the actual papers far exceeds presentation time and audience attention span. Lunch at Arnaud's was a loser.

Saturday afternoon held a session I'd been looking forward to, on Accounting Systems and Organizational change. Only **Corty Cammann** addressed this issue, however. **Ed Lawler** gave an excellent presentation on why we need legislation to improve the quality of work life, but this had no direct connection with the symposium topic. The remaining speakers concentrated on discussions of why HRA (human resource accounting), as developed by **Pyle, Flamholtz,** and **Likert,** is unworkable and generally not useful. This may well be, but there **have** been significant developments in HRA in recent years (recall, for instance, **Ren Likert's** presentation in Montreal), and, as was pointed out by one audience members, a number of firms (other than R. G. Barry, which pioneered HRA) **are** trying various applications of HRA. (In fact, a symposium, which no one seemed aware of, was held in Ann Arbor last year by the Foundation for Research on Human Behavior, and a volume was prepared containing the papers presented there). Overall, I was greatly disappointed with the symposium, despite the interesting comments from **Dick Hackman** (chair) and **Tim Hall,** and the lively audience discussion.

The Division 14 social hour was, as usual, a nice time to wander around and chat with people. For once there were adequate bar facilities, but, this time, inadequate seating.

Saturday night I avoided the APA formal events and had dinner at a

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surprisingly good Mexican buffet (all you can eat for $1.79). The chille rellenos were particularly good.

On Sunday morning loyalty to a friend caused me to rise at an ungodly hour for an early paper session on sex differences. Frankly, I can't remember much about the session, except the chairperson's consistent attention to possible sex-bias in methodology and interpretation of each paper. Though some of her comments were picky, most were on-target.

Following this was the second Corning symposium, chaired by **Mike Kavanagh** (A Performance Management System: Research, Design, Introduction, and Evaluation). **Mike Beer** and **Bob Ruh** gave clear and impressive descriptions of how MBO was integrated with OD-type process interventions to develop target goals, motivation to attain them, and a system of **meaningful** tracking and evaluation of both individual performance and performance of the system. The overall program evaluation seemed weak (in terms of "hard" criterion measures), but perhaps more significant is the fact that there was commitment to such evaluation and that the evaluation was actually undertaken.

Lunch at Monahan's, a little patio restaurant featuring creole dishes, was **very** good, but raised problems later that (rather sleepless) night.

Fred Herzberg, the star attraction for an afternoon symposium on the maximization of human resource utilization, did not show. The symposium was, nonetheless, quite interesting. Though the participants did not seem up for a debate, the format was set up for one and a minor debate materialized, between **Doug Bray** and **Frank Friedlander,** centering on the respective merits of the individual assessment and training approach and the organization development approach. However, considerable moderation of position was evidenced, rather than the "my way is best" debate suggested by the format and presentation titles. **Walter Mahler,** for example, argued that effective human resource utilization depends on using the most appropriate of a variety of training and development methods, not on constructing one best way. **Scott Myers,** standing in for Herzberg, did not take up the banner of job enrichment; in fact, he suggested that job enrichment was but a part of his present approach which seems to center around the rather complex theories of **Clare Graves.** Myers' approach, however, would seem to remain within the area of individual (rather than group) centered development. Only **Frank Friedlander** represented an OD-type approach, and was attacked for it by **Doug Bray,** who unsurprisingly argued for individual assessment and selection as a basic organizational improvement and human resource utilization approach. Bray bemoaned the fact that out of a pool of over 80 thousand supervisors and managers in A T & T, of which some small proportion but immense number were eligible for a training program, only 12 (not 12 thousand, **twelve**) accepted. This, apparently, demonstrates the futility of a group-centered OD approach. In discussion from the floor, **Jim Thurber** asked how many people had gone through assessment centers at A T & T, Bray responding that the number was (as I recall) over 150,000. The logical comment to follow (which was in both Jim's and my mind but was not expressed) would be to the effect that if A T & T was willing to devote as much of its resources to OD as it has to assessment centers there would be no "feasibility" issue. Overall, it was

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a well-conducted session (by **Herb Meyer** and, at the least, an interesting and entertaining show.

The rest of the afternoon I spent preparing for my own symposium (discussed in detail elsewhere in this issue). Dinner, at the Louis XVI, was certainly one of the best in my life (and, surprisingly, not as expensive as I'd expected). The only sour note was my lunch which was beginning to do battle with my innards.

Though there was one Division 14 session on Monday morning, I was busy with final arrangements for my afternoon symposium (the hotel charged me $7.50 for a pad of newsprint of which, at that price, I took home the remainder). Our pre-session luncheon meeting was catered by Burger King. Unfortunately, one session I'd have liked to attend, on organizational research in the navy, was scheduled at the same time as my own session. The afternoon and evening were spent "coming down," followed by dinner at a small, inexpensive, and good Mexican restaurant in the French Quarter.

Tuesday morning I came down with a nasty cold, doubtless the result of rapid alternation between the sauna-like outdoors and the igloo-like indoor environment. (Even with air conditioning on high, the dampth remains). Thus, I skipped the Incoming Executive Committee meeting I promised to attend and report on. Finally getting myself more or less together, I went to the leadership research symposium chaired by **Ned Rosen.** The papers were varied and of mild to moderate interest. Most were highly theory (rather than practice) oriented. There was no particular pattern or theme evident to me (or to the discussants), except perhaps that these papers demonstrate an increasing theoretical/conceptual sophistication in leadership research (as was pointed out by **Ralph Stogdill).** The discussants' comments were, on the whole, unenlightening. **Bob House,** however, noted that since leadership research was basically his hobby, it was no big deal if it didn't all fit together neatly, though it would be nicer if it did. He proceeded to make incisive and detailed comments on each presentation, but was unable to provide a meaningful integration.

Since I was present to the very end, I decided to brave the outside atmosphere and go to the Rivergate to attend **Gary Yukl's** symposium on experiments on negotiation of conflict, which sounded (to me) a bit more interesting than the final Division 14 offering (on power dynamics and organizational behavior). Though sparsely attended, as might be expected on the afternoon of the last convention day, the session was actually quite good. New, creative, and above all more reality-relevant experimental paradigms were set forth by **Dean Pruitt** and by **Daniel Druckman.** It seems like experimental laboratory research on bargaining, negotiation and conflict of interests has at last moved beyond the Prisoners' Dilemma. **Larry Cummings** presented a detailed report on a cross-cultural study involving bilateral monopoly bargaining which, I'm afraid, went beyond the degree of interest I can muster for this entire field of research. **Clay Hamner** presented a lengthy conceptual review of the type I feel is not particularly useful as a convention paper, since it would take some real concentration and thought to follow and get something out of. Also, I was feeling deathly ill at the time, which may have biased my reaction. I spent the rest of the afternoon and evening in my hotel room in great misery (which is due south of lesser misery, where I had dinner that night).

Overview

How did the program stack up, then, compared to my anonymous colleague's projections? Let me review the points:

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(1) **Information gained.** Actually, more than expected but considerably less than one might anticipate from five days of good work and study at home. On the whole, I did learn a few things and did come across some new ideas. While few of these were really directly within my major areas of interest, perhaps I will be able to apply some of them within those areas.

(2) **Socialization.** I suppose that the more conventions one attends the more people one meets and can look forward to meeting again. I did encounter several old friends, and made a few new ones. The social hours I attended were okay and about the right length. New Orleans (at least, the tourist portion of it where I spent most of my time) was quite interesting for the first few days, less so after that. I didn't really engage in any behaviors that I wouldn't at home (which can mean that (a) I'm overly inhibited; (b) I was unable to find opportunities to do so; or, (c) I lead a wild home life), but I did have a number of good conversations and fun times.

(3) **The sessions.** Having been to two prior APA conventions, I find I'm becoming more and more selective in the sessions I attend. Thus, my sampling of the Division 14 program is probably greatly biased and any general assessment would not be appropriate. At the sessions I attended I found the quality of presentations generally good. I was particularly pleased to see fewer paper-reading sessions and fewer paper-readers, along with greater efforts toward audience participation and involvement. While these efforts were far from general or extensive, there did seem to be a trend toward concise, basic presentations followed by audience participation and discussion. The few paper sessions I did attend were, overall, as well integrated (if not better integrated) than the symposia. From a professional-educational viewpoint, it's true that we could do far better, but we're not really doing so terribly, in my estimation.

In summary, then, my experience of this year's program — and convention — suggests that while there is certainly room for improvement it was generally worthwhile. Particular suggestions include: symposia that are designed better in the sense of meaningful integration and to create audience involvement (especially for presentations which center on professional and divisional concerns); dropping the final day, as we don't really need five days and hardly anyone is around anyway; improved scheduling both in quantity (why aren't hours assigned on the basis of divisional membership or previous year's attendance — in fact, how **are** hours assigned?; perhaps we could follow the lead of Division 3 and schedule a number of concurrent presentations on tape, with discussion sessions later) and quality (many sessions of relevance to Division 14 members are not sponsored by Division 14, since people will, rationally, submit papers and proposals to the division they believe most likely to accept them; why not at least coordinate with other divisions to avoid overlap?; in fact, why not avoid overlap among Division 14 sessions?; though the problems are complex, surely a computer could be used to resolve them); and, finally, I hope that next time around someone will show me where the action is so I can engage in some behaviors I would feel inhibited about at home.

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of strong social service drives. The programs that benefit psychologists as individuals are also programs that improve society at large. We can give advice on wasteful ways to run programs and can give advice on programs that will not work. If we are willing to subordinate our own professional concerns for the income of members, and support those programs that are for the common good, we will nonetheless benefit psychology while society benefits. It is therefore a wise thing and a sensible thing that our voice be heard in all of the proper places. AAP is our voice.

AAP will survive only to the extent that it is supported. Division 14 voted to become a corporate member of AAP. The members of the division need also to join as individual members. By that means all of us can participate in the legislative processes in order to convey some leavening of good sense in the writing of laws and in the budgeting for programs.

POSITIONS AVAILABLE

Temporary Teaching Appointment, effective Sept. 1, 1975 to June 30, 1976, at the level of beginning to advanced assistant professor (beginning associate professor a possibility), with these duties (1) primarily teaching undergraduate classes in industrial and organizational psychology; (2) possibilities of working with masters and doctoral level graduate students on their research and, if interested, handling a graduate seminar on some mutually agreed subject; (3) conducting personal research the focus of which would logically but not necessarily be on an area already to some extent developed here. Most probable undergraduate course subjects from among: beginning organizational and personnel psychology, organizational psychology, skills involved in personnel interviewing (CCTV feedback possibility), skills used in applying psychological techniques to personnel research, general psychological testing, consumer psychology. Contact: Dr. Frederic R. Wickert, Chairman, Industrial/Organizational Psychology Search Committee, Department of Psychology-Olds Hall, Michigan State University, East Lansing, MI 48824. Michigan State University is an Equal Opportunity Employer.

The Department of Business Administration, University of Wisconsin — Eau Claire, is inviting applications for faculty appointments starting January or August 1975.

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Phone: (715) 836-2710

REPORT OF THE APA SYMPOSIUM: HUMANIZING ORGANIZATIONAL PSYCHOLOGY

by Fred Wickert

Divisions 13, 14 and the International Council of Psychologists joined in sponsoring still another symposium on humanizing in the series for several years now put together and chaired by **Hy Meltzer** of Washington University, at Saint Louis, with **Fred Wickert** of Michigan State University as discussant. This year the focus was on humanizing the practice and theory of organizational psychology to bring out the present state of the art. Symposium participants were **Marvin Dunnette** of the University of Minnesota, **Walter Nord** of Washington University at Saint Louis, and **Bernie Bass** of the University of Rochester.

Dunnette led off by providing a list of the most significant aspects of current organizational psychology. All of these aspects, it developed, had humanizing implications. Altogether, he listed six classes of failures of organizational psychology and eight accomplishments.

With respect to failures, Dunnette indicated first that organizational psychologists have reacted to rather than led clients. An example that would be associated with humanizing was that organization psychology behaved as though organizational psychology was a science of white middle class males — just what clients expected or asked for — and neglected women and minorities. Second, the resort to oversimplified nostrums, so clearly obvious in the selection testing example Dunnette used, could just as well apply to the more humanizing activities of organizational psychology, organization development for example. Dunnette's third failure was not too relevant, but the fourth failure he listed, namely, the failure of research on motivation to be fruitful, was clearly relevant to humanizing. Insofar as motivation could serve as a key to humanizing, organizational psychology had made little progress. A fifth failure was the inadequacy of research on training. Since training could be associated with changing people, e.g., getting managers to relate more effectively to their subordinates — clearly important to a successful humanizing effort — inadequate research on training represented a humanizing failure of organizational psychology. The consequence of all these failures on the part of organizational psychology was that the field was seen as in such a state of disarray that the outlook was not encouraging for organizational psychology to make significant progress not only generally, but also more narrowly with respect to humanizing.

On a more positive note, Dunnette listed eight accomplishments of organizational psychology, most of which have been around for some time. The first of these was Cronbach-type utility thinking as a judgmental weighting of "coats and values." This kind of thinking could enhance humanizing, to use Dunnette's example, by making individual, organizational, and societal values more explicit in organizational decision making.

Following this first accomplishment, Dunnette listed perhaps the most dehumanizing aspect of work today — the underutilization of organization member abilities. His belief was that more progress would be made by applying the "accomplishment" of the disciplined and detailed research and thinking of the job taxonomists like Fleishman than by the application of

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such mushy concepts, now so widely used in organizational psychology, as growth, trust, and self-direction.

Another dehumanizing facet of work was the limited and distorted knowledge on the part of the job holder with respect to what he or she was expected to do on the job. The specificity about job duties resulting from the application of the critical incident technique could do much toward humanizing work.

Another widespread problem in contemporary work was how to get learners in organizational settings to add new behaviors to their total repertoire of behaviors. An answer, again based on an "accomplishment," was to change the learner's environment so that it provided the learner with individualized, and in this sense humanized, reinforcement contingencies, as shocking as this approach might have been to some organizational humanists.

Still another common problem cited was the dissatisfying character of overly simple and therefore disliked jobs. Dunnette saw that a solution to this problem was the "accomplishment" of a job enrichment that led to jobs that fitted the abilities and likes and dislikes of job incumbents. Here was, then, another way of individualizing and therefore humanizing work.

One (additional) frequently encountered problem was seen as traceable to learners who are not given solid diagnostic indicators of where they were in their learning. The "accomplishment" of domain-referenced testing in contrast to the usual norm-referenced testing Dunnette saw as not only providing such indicators and relieving this source of on-the-job frustration but also as providing help toward achieving equal employment opportunities.

Another of the many problems associated with work discussed was that the goals of persons at work were too often imposed by others, a clearly dehumanizing condition. "Accomplishments" that could help overcome this condition according to Dunnette, were MBO and its partner techniques.

A last common and difficult problem, different from the foregoing in that the problem stemmed not so much from conditions of contemporary work but more from conditions within organizational psychology itself, was that research on organization change had been too far removed from the change-practice situation. Dunnette saw the "accomplishment" of action-research as bringing research and action closer together. Action-research could then become more useful and relevant to humanization.

In sum, there emerged from Dunnette's paper a reminder that a painstakingly careful and detailed science and research based approach was most likely to lead to the development of an effective organizational psychology. To the extent one agreed with Dunnette, one could see such an Organizational Psychology as leading to greater humanization of the workplace.

Nord followed up just one of the two facets of Dunnette's presentation, namely, organization psychology's failures in humanizing. He presented a miscellany of data that strikingly demonstrated a series of such failures, and then analyzed the causes of this sad state of affairs. His analysis was quite different from that of Dunnette's.

The first of his four causes of failures was organization psychology's too great stress on the individual as the unit of analysis. Individual needs **a la Maslow** came under special attack. A closely related cause of failure to humanize was too much fixation at the "micro level," that is, the organization psychologist's limiting his operations

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to one company or organization at a time. A third cause of failure was the neglect of larger socioeconomic or environmental issues. Issues he saw as neglected were: the human control and information processing arrangements in our larger society, the profit system, our society's emphasis on competition and growth, the taken-for-granted product of organizations, and the prevalent work ideology in our society. Especially distressing was organizational psychology's fourth failure, a too positive, problem-solving, and integrative, going-along-with-the establishment focus and not enough focus on the realities of the widespread use of coercion and power. He even saw organizational psychology as serving the dominant power group in the society in that it provided that group with rationalizations (like Theory Y) so that the power group believed it was humanizing when it was not.

Nord's remedy was to create social conditions that would maximize reciprocity throughout the whole social system and not just within the relatively few organizations within which O-I worked. His remedy appeared rather unrealistic to the discussant in the sense that O-I psychologists, especially those doing O.D. consulting, were far more commonly paid by organizations as clients and rarely by the general society.

The discussant saw still another problem with Nord's argument. As was suggested above, Nord at one point considered organization change agents or consultants as mere weak tools of the dominant power group. Elsewhere, however, Nord inconsistently suggested that the dominant power group was fearful of the power equalization efforts of these same change agents. No doubt organization consultants are sometimes mere tools and sometimes rather powerful in our society. The discussant would like to have had Nord more frankly and openly develop the cross-currents that prevail rather than oversimplify the complexity of the situation in organizational consulting.

Bass then carried on from Nord at a general, broad societal level more like Nord's than Dunnette's. Bass first developed a series of outside-the-firm, environmental trends that, especially in the 1960's, were leading to a humanist, democratic reformation of organizations. Next, he described trends that showed a materialist counterreformation taking place in the 1970's.

As a solution to the reformation-counterreformation conflict Bass visualized four ways of integrating the humanistic or reformation forces with the materialistic or counterreformation forces. Integrating these two sets of forces he proposed as the only realistic way to save humanism. His four ways were: (1) provide elective, free-choice opportunities to members of organizations, opportunities that would fit in with both materialism and humanism; (2) teach organization members how to cope with authority, so strong under materialism; (3) set boundaries for both humanism and materialism so that they could coexist; and (4) develop "self-management" systems in organizational settings. This fourth way represented a Bass social invention that in the discussant's opinion deserves further attention and development as a possible solution to the humanist/materialist, always-present duality conflict.

The discussant was nevertheless doubtful about Bass' explanation in duality conflict terms. Such a duality conflict is reminiscent of Faust, Ying and Yang, and a host of other duality conflicts all too prevalent in explanations of human problems; the actual human problems are not all

(cont'd on page 49)

The Vail Conference — Challenges to Industrial/ Organizational Psychology

by Marshall Sashkin

While the Chairman's stated reason for this symposium was to communicate the results of the Vail Conference as related to I/O psychology, and solicit reactions from members of Division 14, the focus was clearly on the long-standing debate over scientific vs. professional training for I/O psychologists (see **Professional Psychology,** 1971, **2,** 217-234). My comments should be taken as a combination of objective notes on what was said, intertwined with varied personal biases.

Sheldon Zedeck opened with an apology for the absence of two of the expected speakers and one of the substitute speakers (though **Bob Guion** did make it a few minutes late). Zedeck's summary and overview of the Vail Conference was brief, and I retain no recollection of it. **Doug Bray,** too, reviewed the events at Vail; in his comments I noted two items of particular interest: first, he asked whether I/O psychology can be characterized as a professional field. Is there, in fact, a coherent body of professional knowledge and skills which anyone considered an I/O psychologist should have? Second, Bray noted the need for evaluation of I/O students, both in training and immediately prior to awarding a degree. I suppose such a note is unsurprising, coming from one who was instrumental in the development of industrial assessment centers for professional managers.

Ray Katzell asserted our need for professional training in I/O psychology and for the development of substantive training models. As a start, he offered a conceptual model for I/O psychologists. Grossly oversimplified, this consists of four "levels". Level 1 contains the academic researcher, whose "client" is himself and whose approach is the formal experiment. Level 2 is applied research and development; the client is society, the method observation and correlation. At level 3 we find the "scientist-professional," whose client is an individual or organization and whose method is treatment of client problems using an established body of scientific knowledge. The scientist-professional is also expected to contribute to the refinement of this body of knowledge. Level 4 contains the pure practitioner who treats an individual or organizational client and monitors treatment outcomes. The practitioner does no more than apply the developed body of knowledge in ways which have been taught him.

Katzell then suggested that I/O psychology is today focused at levels 2 and 3; though we train people for level 2, we are as a profession ready for level 3. Training to meet the needs of the scientific professional would consist of greater focus on process issues, greater exposure of students to professionals working in the field, formal practicum or internship experiences, and an increased breadth to the overall training program.

Bob Guion substituted for **Jim Naylor.** He made a valiant attempt to represent Naylor's position: a defense of "pure" science and an attack on the insidious creeping infiltration of "clinical" elements into the field (the latter, apparently, represented by Bray). Fortunately, Guion's sense of the absurd came to his (and the audience's) rescue frequently enough to highlight the

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inherent foolishness of the whole "debate." Are we best spending our time arguing over the "true" path? Perhaps we should have formal training institutes which adhere rigorously (religiously?) to the precepts of wisdom (knowledge?) set forth by the "master." But, to return to Guion's "programmed" comments, he castigated the Vail effort as a farce, arranged to produce consensus on a plethora of irrelevant resolutions. The professional model is fine for clinicians (so we were allowed to participate at Vail, with the clinicians — big deal), but for I/O psychology the scientific-professional model is best. This model, and training for the role of scientist-professional, was ignored at Vail. At this point, Guion began to set forth his own position. I/O psychology is nowhere near Katzell's level 4, he asserted. We don't even have a coherent picture of the job activities of the "typical" I/O psychologist. Our knowledge base — our scientific literature — is full of crap, and we aren't able to tell the wheat from the chaff. Though level 2 is, in Guion's view, the ideal for I/O psychology we **cannot** train people for **all** settings — there are no renaissance men. Furthermore, academics cannot hope to turn out professionals who are competant to solve all problems in all organizations yet have no training experience in solving any problems in any organizations. In sum, we need to develop more sub-doctoral training programs. I/O psychologists at the doctoral level should not waste their expensive training in doing work that can be competently handled by someone with an MA or BA. Though Guion did not go on to say **who** should be developing such programs or **what** content areas should be included, I found his presentation (when speaking for himself, not for Naylor) to be the most cogent and potentially useful.

Bernie Bass sat in for **Floyd Mann,** who was to have represented the "pure professional." Bass, however, made his own argument, looking at the reasons behind the scientist vs. professional debate. He noted that in the hard sciences experimental precision implies high generalizability of results. In the social sciences, however, the more precise and controlled an experiment the **less** generalizable are the results. This is because the real world conforms to a learning model, not to a model of formal hypothesis testing. As an illustration, be noted that the criteria for good policy research are opposite to the criteria for good scientific research. One is reminded of **D. T. Campbell's** arguments regarding reforms as experiments and the case against evaluation of social programs (apparently modified in his **Kurt Lewin** Award address at this convention). Bass went on to state that the science we teach is not terribly relevant in the real world, that what we call theory is little more than biased viewpoint, and that the fundamentals of our teaching and training content need review. So much for the bright side; Bass feels that psychology departments are incapable of changing to better fulfill real-world needs, and that business schools — the adopted homes of many I/O psychologists — aren't much better. What we need are organizationally-supported teaching/training institutes, like INSEAD, paid for by the government and business firms which want their output (**e.g.,** A T &T).

Milt Blood, who was asked to join the panel to sub for Guion, concluded with a few pithy and personal comments. Responding to Bray and Guion, he asserted that there is — fortunately — no way we can agree on what skills are needed by the I/O practitioner. Fortunately, because if we did agree on "one way" the effects

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would be stifling on the development of the field and the profession, since that "one way" would be defined and implemented by academics, not by those active in the real world. What we **do** need to do, and **can** do, is determine how to define a variety of professional training models and how to implement them. We need more individualized training, and we need, too, to begin looking more at individuals instead of large groups in the professional domain. Further needed is a shift from attitude research to a focus on behavior. Finally, we could do with fewer fads. One (that is, I) would take issue with several of these assertions, as well as a number made by prior speakers. However, neither I nor the rest of the large audience had much of an opportunity to respond, leading me to conclude that the chairman's statement regarding a desire for feedback and reactions from Division 14 members had little basis in reality.

I counted five questions (or statements) from audience members. Two of particular interest were roundly ignored by the panel, while a third cogent statement was evaded fairly well. This last comment had to do with the application of our own methods to define our own training needs. The questions ignored were an "impassioned statement" from a grad student who asked why the panel had not dealt with issues of values, and how these values fit with reality. It was a good question, since one major underlying cause of the scientist vs. professional debate lies in the values adhered to by the conflicting parties. A final question concerned the issue of psychology departments vs. business schools as the "home base" for I/O psychology. This question was not dealt with as time ran out.

As I earlier acknowledged, this report lacks objectivity. I found the symposium a mixture of the interesting, the absurd, and the dull. Portions were intellectually and emotionally stimulating, but I felt that no one really cared what Division 14 **members** (not leaders) felt about training issues. I believe that, for the most part the Vail Conference had and will have little effect on I/O psychology, that I/O psychologists will continue to engage in a wide diversity of activites and will continue to receive training through a fairly diverse set of programs, and that this is not such a bad state of affairs.

POSITIONS AVAILABLE

The University of Maryland, College Park, seeks applicants for 3 positions at the Assistant or Associate Professor level who have a strong commitment to the use of quantitative theory or methods in psychological research. Applicants with expertise in areas such as psychometrics, multivariate analysis, or mathematical models will be considered. Criteria for selection include outstanding achievement or promise in teaching and research.

An application will consist of a vita, preprints or reprints of papers, and letters of recommendations. Submit applications to **W. Larkin,** Search Committee Chairman, Department of Psychology, University of Maryland, College Park, Maryland 20742, by December 31, 1974. The University of Maryland is an equal opportunity affirmative action employer.

The Department of Psychology of the University of Illinois at Urbana-Champaign has openings for two assistant professors in the Industrial-Organizational Psychology program beginning August 21, 1975. The starting salary will be $13,000 for a nine-month academic year appointment. To be considered for these positions, candidates must have a Ph.D. degree in psychology or a related field and have research interests concerned with the application of principals of behavior to organizational problems and the evaluation of the effectiveness of such applications. We are seeking candidates whose areas of research specialization are in such content areas as communications and information flow, bargaining behavior, organizational structure, compensation, training, selection and placement, systems analysis, operations research, mathematical modeling of organizational problems, and more macro-level organizational research problems.

Evidence of scholarly research activities in the form of published articles in refereed journals and papers presented at professional meetings will be heavily weighed as will evidence related to the teaching ability of the candidates and letters of recommendation. The University of Illinois is an equal opportunity employer. Applications from minority group members and women are encouraged.

Interested applicants should send a copy of their vita including a list of five potential references and any publications or articles submitted for publication to: Professor **Charles L. Hulin,** Department of Psychology, University of Illinois, Champaign, Illinois 61820.

National Survey of Diplomates in Industrial and Organizational Psychology (ABPP) on Training in Industrial Psychology: Study III Graduate Training

Alexis M. Anikeeff
University of Akron

An analysis of two nationwide surveys of corporation executives (Anikeeff, 1970, 1973) on training in industrial psychology, suggested that executive opinion could well be buttressed by nationally recognized experts in the field of industrial psychology. Diplomates in Industrial and Organizational Psychology (ABPP) were considered to be such experts in this study.

As in the earlier studies, the present survey intended to establish the acceptability of college courses which could be included in a comprehensive, undergraduate through doctoral, program in industrial psychology. In this case, acceptability was established by a very select group of American psychologists who not only earned their doctorates in industrial psychology, accumulated a minimum of five years of directly applicable supervised experience (four after their doctorates), published articles of sufficient substance and scope, but also survived one day of written examinations and two days of oral examinations conducted by three committees of Diplomates. While the ABPP Diploma is used to certify competence for professional practice, it is noteworthy that about two-thirds of the diplomates (111 out of 178) were also fellows of Division 14, and as such, the opinions expressed are representative of a wider area of knowledge and competence.

Procedure

Every Diplomate in Industrial Psychology listed in the 1966 APA Directory (Lazo, 1966), with the exception of the author, was asked to participate in this survey. In this connection, it is noteworthy that APA Directories are published in intervals of three years or thereabouts. As a consequence, while this survey was not started until several years later, the 1966 directory was, nevertheless, current at that time. In any event, of the 178 Diplomates listed, 64 (36%) responded. This response was considered excellent in view of the tasks assigned to the respondents. Specifically, the respondents were asked to review, evaluate, and comment upon the contents of an enclosed fourteen-page projected industrial psychology program. The program covered five phases. It started with an undergraduate industrial core, then extended beyond to seven doctoral subspecializations. In brief, the program included a total of 85 psychology courses plus cognates. It may be noteworthy that the foregoing program was itself based and developed in part upon results obtained from a nationwide survey of all psychology departments teaching graduate courses in industrial psychology. See Table 1.

The letter which solicited support from the Diplomates and accompanied the fourteen-page industrial psychology program, was addressed to each person listed in the American Psychological Association 1966 Directory (Lazo, 1966) as being Boarded by the American Board of Examiners in Professional Psychology. Three areas were explored in the letter: 1. What Diplomates thought about the exhaustively comprehensive program, 2. How Diplomates felt about industrial psychology training in general, and 3. Whether Diplomates had any hunches, rules-of-thumb, pet peeves or ideas which they felt could prove helpful to budding industrial psychologists?

Table 1
Contents of Fourteen-Page Projected Industrial Psychology Program[1]

	Number of Cognate Courses	Number of Psychology Courses (2)
Phase I Undergraduate	11	13
Masters Core		5
Doctoral Core		12
Industrial Ph.D. Core		8
Industrial Ph.D. Specialization:		
Personnel Psychology		11
Social and Organizational Psychology		7
Engineering Psychology		8
Statistical and Psychophysical Psychology		5
Consumer and Marketing Psychology		5
Clinical and Counseling Psychology		5
Training and Developmental Psychology		5

(1) Reprinted with permission of **The Industrial-Organizational Psychologist.**
(2) Credit for projected courses was undetermined and excluded from the proposed program. Established courses varied from 2 to 5 quarter hours of credit.

Discussion

The perception of Diplomates and corporation executives viewing a newly graduated industrial psychologist, complete with a Ph.D. degree, would undoubtedly differ since each group interprets what it sees on the basis of its own experience. While it is true that some Diplomates are also industrial executives, including several who participated in the corporate study (Anikeeff, 1973), the bulk of Diplomates do not work full-time for any particular industrial corporation. Most Diplomates occupy positions in consulting firms and many teach in colleges concurrently.

Approximately 27% of the Diplomates who responded listed names of consulting firms as their sole employers. Some 21% listed both consultation and college teaching in their APA biographical descriptions. Twenty-three per cent indicated an affiliation with a college or university and mentioned nothing about consulting activities. In any event, 71% of the responding Diplomates were engaged in consulting, or college teaching, or both.

Less than one-quarter (24%) of the Diplomates worked for a single non-academic or non-consultation oriented employer. Actually, only about 10% of the Diplomates worked in manufacturing industries, and five per cent in processing industries, while nine per cent were distributed among insurance companies, public utilities, retail trade, and civil service organizations.

In brief, very few Diplomates work full-time in large industrial corporations. Conversely, practically all respondents in the corporate survey (Anikeeff, 1973), with the minor exception of those engaged in sales or service organizations, were employed full-time in the nation's largest industrial corporations.

From the viewpoint of educational achievement, Diplomates typically hold doctoral degrees in psychology, while corporation respondents could not reasonably be expected to hold higher than undergraduate level degrees with majors in a wide variety of disciplines.

Consideration of Results

A consideration of the differences in background and experience between corporate respondents and Diplomates, immediately suggests that a difference would be found among responses of both groups to the question of improving a highly specialized, comprehnsive doctoral program of study in industrial psychology. Indeed, such differences were found. See Tables 2 and 3. Specifically, two-thirds of the corporate respondents were favorably impressed with the projected program, compared with about one-half of the Diplomates! Moreover, the largest proportion of Diplomates who suggested improvements, recommended improving the program by broadening its offerings. The corporate respondents, on the other hand, suggested augmentation of specialized areas; such as training, computer processing and statistics. In terms of percentages, five per cent of the corporate respondents suggested increased offerings in humanities and arts as a means of improving the program, compared with 27% of the Diplomates for whom it ranked as the most important improvement. On the other hand, while corporations considered the augmentation of courses in training as the single most important improvement, training was not even mentioned among more than fifty suggested areas of improvement by the Diplomates!

Other interesting comparisons are found in Tables 2 and 3. Among such comparisons is the evolvement of statistics as the second most important area for improvement of the program, in the opinion of the corporate respondents. Diplomates ranked such a need seventeenth. However, 23% of the Diplomates, the second largest percentage suggesting improvements, felt that gaining practical business experience (internship) was important, compared to only nine per cent of the corporate respondents who professed to feel the same way. In this connection, it should be remembered that it is the group of Diplomates who have minimal full-time experience in industrial corporations and would reasonably be most responsive to such a shortcoming.

Diplomates ranked social psychology as an area fourth most important in its need for augmentation (17%), while respondents from major American corporations placed group dynamics in the 18th rank (3%) and never mentioned social psychology. As might be anticipated, psychological theories were also not mentioned as an area in need of additional emphasis by the corporate respondents. The Diplomates, however, ranked the study of psychological theories as fifth most important in need for increased emphasis and considered its importance equal to that of executive development. A review of data in Tables 2 and 3 will provide additional comparisons of possible interest.

The differences were expected. How about the similarities? A sizeable proportion of both groups found the proposed highly specialized program acceptable as presented. The corporate respondents apparently viewed persons with newly acquired doctoral degrees in the role of specialists performing peculiarly unique functions in their organizations. The Diplomates seemed to view the same individuals as performing a more generalized function, neither peculiar nor specific, to any particular organization. It may be noteworthy, in this respect, that as the specialist advances in his organization he tends to gradually divest himself of his unique expertise, and begins to function increasingly more in such generalized areas as management and, eventually, policy formulation. Perhaps both groups are viewing the same continuum; namely, the career of an industrial psychologist, but each is focusing on a different end?

Table 2
Suggestions for Improvement of
Graduate Program by Diplomates

Opinions(1)	Rank	Diplomates No.	Diplomates %
1) Good, encompassing, impressive and comprehensive as it stands	1.0	34	53
2) Broad Liberal Arts	2.0	17	27
3) Experience (Internship)	3.0	15	23
4) Less Specialization	4.0	14	22
5) Social Psychology	5.0	11	17
6) Theories of Psychology	6.5	10	16
7) Executive Development	6.5	10	16
8) Business Courses	8.0	8	13
9) Economics	9.0	7	11
10) Computers	10.5	6	9
11) More M.A. Core	10.5	6	9
12) Personality	13.5	5	8
13) Higher Math	13.5	5	8
14) Bioscience	13.5	5	8
15) Physical Science	13.5	5	8
16) More Statistics	17.0	4	6
17) Industrial Motivation and Morale	17.0	4	6
18) Less Motion & Time Study	17.0	4	6
19) Select Good Candidates	20.0	3	5
20) Individual Differences	20.0	3	5
21) Clinical Practicum	20.0	3	5
22) Accounting	27.0	2	3
23) Too Many Courses in Ph.D. Core	27.0	2	3
24) More Communications	27.0	2	3
25) Minority Relations	27.0	2	3
26) Keep Core at Minimum	27.0	2	3
27) Ethics	27.0	2	3
28) Projective Techniques	27.0	2	3
29) Interviewing Techniques Courses	27.0	2	3
30) Experimental Design	27.0	2	3
31) Education Courses	27.0	2	3
32) Independent Study	27.0	2	3

(1) Note: Graduate program would be improved if greater emphasis were placed upon the area indicated.

Table 3
Suggestions for Improvement of
GraduateProgram by Executives (1)

Opinions (2)	Rank	Executives No.	%
1) Good, Encompassing, Impressive and Comprehensive as it stands	1.0	54	66
20 Training	2.0	11	14
3) Statistics	3.0	9	11
4) Computer & Data Processing	4.0	8	10
5) Testing	5.5	7	9
6) Internship	5.5	7	9
7) Evaluation	7.0	6	8
8) Labor Relations	9.0	5	6
9) Motivation	9.0	5	6
10) Communication	9.0	5	6
11) Economics	11.5	4	5
12) Arts & Humanities	11.5	4	5
13) Organizations	14.0	3	4
14) Physics	14.0	3	4
15) Man-Machine Systems	14.0	3	4
16) Marketing	18.5	2	3
17) Group Dynamics	18.5	2	3
18) Motion & Time Study	18.5	2	3
19) Systems Analysis	18.5	2	3
20) Civil Rights	18.5	2	3

(1) Note: Reprinted with permission of **The Industrial-Organizational Psychologist** with minor modifications to improve clarity.

(2) Graduate program would be improved if greater emphasis were placed upon area indicated.

Conclusions

Now that Diplomates have been asked for their opinion about improvement of graduate training in industrial psychology, it would seem that a new landmark has been reached. And it has! This is particularly true so long as we continue to think of improvement in the development of training programs as a procedure which results largely from incorporating suggestions elicited from knowledgeable persons commenting upon their field of interest.

The really significant breakthrough will appear, of course, when we as industrial psychologists will apply those techniques to the evaluation and development of graduate training programs in industrial and organizational psychology which we unhesitatingly apply to the evaluation and development of all other training programs in industry and elsewhere.

References

Anikeeff, A. M., National survey of business executives on training in industrial psychology, **Experimental Publication System,** American Psychological Association, 1970, No. 4, Ms 153A.

Anikeeff, A. M., National Survey of business executives on training in industrial psychology: Study II graduate training, **The Industrial-Organizational Psychologist,** Vol. II, No. 1, Dec. 1973, pp. 20-24.

Lazo, J. A., **American Psychological Association Directory,** The American Psychological Association, Washington, D. C., 1966, 1970, 1973.

that simple.

On the whole, the symposium participants built on each others' remarks even though the participants did not always agree with each other. Nord, for example, was not optimistic that the within-organization work rearrangements, described by Dunnette and in a different way developed by Bass, could be at all successful. Nevertheless, the symposium succeeded in reminding its audience of a wide range of factors that play important roles in the humanization of organizational psychology in 1974.

SCIENTIFIC AFFAIRS TO CONDUCT CRITERION STUDY

Via telephone interview, Dr. **Karlene Roberts,** Chair of this year's Scientific Affairs Committee, announced that the committee was undertaking a criterion development study for the purpose of dveloping measures for judging the Cattell and Dissertation Award competitions. "The purpose", according to Dr. Roberts, "is to increase the objectivity with which these important competitions are judged." Several panels will be convened to deliberate aspects of the study. Dr. Roberts reports, "That the Committee would welcome members who would like to volunteer to serve on various panels." Volunteers should contact Dr. Roberts at the School of Business, University of California, 350 Barrow Hall, Berkeley, California, 94720.

The Committee has also conducted a questionnaire study of all Cattell Award Winners of past years, to solicit their opinions in regard to the Award, divisional support received, and subsequent experiences in the research areas proposed. These data are now all in the being analyzed. A full report will appear in the April issue of **TIP.**

TIP SEEKS AD MANAGER - Scherzer resigns

Sol Scherzer, until recently Advertising Manager for **TIP,** reports that the press of other work precludes his continuing to serve Division 14 in this capacity. His resignation has been reluctantly accepted; his success in attracting advertising for **TIP** has been obvious in dramatically increasing revenues from this important source. He has moved **TIP** closer to the goal of becoming entirely self-sufficient and thus requiring no subsidy from the membership at all. While not yet entirely realized, it now seems clear that the goal is well within reach, thanks to Scherzer's hard work.

But now **TIP** seeks a replacement. The specs on the job are easy to envision: dedication to effort in contacting potential advertisers. It would help to be located in the northeast part of the country, but this isn't an absolute requirement. Anyone interested should contact **TIP** Editor, **Art MacKinney.** Or nominations of prospective persons would be equally welcome. Write Art at the Graduate Office, Wright State University, Dayton, Ohio, 45431.

APA DIVISION 14 FINANCIAL STATEMENT

DIVISION ACCOUNT (As of June 30, 1974)

	Current Year 1973-74	1972-73
Balance as of June 30	$ 9,561	$6,011
Income over the year		
Dues & Assessments	9,846	9,470
Advertising in **TIP**	810	170
Amicus Curiae Brief	39	
January Meeting Hotel Adjustment	16	
Adjustment for Convention Expense		89
TOTAL:	$10,711	$9,729
Expenditures over the year		
Printing & Mailing	366	1,242
Newsletter **(TIP)**	2,000	2,543
Committee Expenditures	5,035	5,179
Awards to Past Presidents	24	24
Dissertation Award	294	500
Amicus Curiae Brief		500
TOTAL:	$ 7,719	$9,988

SPECIAL ANNOUNCEMENT

In the not distant future, **TIP** plans to move to a four-times yearly publication schedule. Presently, **TIP** is published three-times-yearly, in April, August, and December. Under the new quarterly schedule, **TIP** will be published on February 1, May 1, August 1, and November 1. The exact time when the change will become effective has not yet been determined, but it will probably occur in late 1975 or early 1976. Advertisers, and potential advertisers, are invited to take note of this revised publication schedule.

ADVERTISE IN TIP

The Industrial-Organizational Psychologist is the official newsletter-journal of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed three times yearly to the entire membership, now numbering in excess of 1400. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to many foreign affiliates, many graduate students in the field, and to the leaders of the American Psychological Association generally. Present distribution is approximately 2100 copies per issue.

Advertising may be purchased in **TIP** in units as small as the half-page and up to double-page spreads. In addition, classified ads are available — presently at no charge to members for limited space ads — for virtually any legitimate purpose such as positions available, positions sought, etc. For information, or for placement of ads, Write **TIP** Editor, **Art MacKinney,** Graduate Office, Wright State University, Dayton, OH. 45431.

RATES PER INSERTION	Size of Ad	Number of Insertions One Time	Three Times
	Two-page spread	$200	$180
	Cover	150	135
	One Page	125	110
	Half Page	75	70
AGENCY DISCOUNT	15%		
PLATE SIZES	Size of Ad	Vertical	Horizontal
	One Page	7-1/2"	4-1/2"
	Half Page	3-1/2"	4-1/2"
OTHER INFORMATION	Printed by offset on offset stock, saddle stitch binding.		
CLOSING DATES	February 15, June 15, and October 15.		

MEMBERS' CHECKLIST

This time of year there are a great many things to do, many of them pertaining to Division 14. Here's a checklist of some important ones, provided by **TIP** as an aid to member involvement in Division affairs.

_____ Sent in my nomination (for officers) Ballot.

_____ Submitted suggestions to **Bob Guion** in regard to the testing guidelines.

3 p29 p30 Ed & T. 5 scientific Affairs Communications.

_____ Submitted suggestions for committee chairs and members for 75-76 to **Rogers Taylor.**

_____ Sent for a copy of the new Speakers' Directory from **Olga Englehardt.**

_____ Submitted a nomination for **TIP** Advertising Manager to **Art MacKinney.**

_____ Sent for a membership application from **Ken Wexley** and gave it to a prospective member.

_____ Helped find a new advertiser for **TIP.**

_____ Submitted a research proposal to the Cattell Award competition.

_____ Signed up with the I-O Visiting Scientist Program with **Olga Englehardt.**

?

_____ Submitted a research grant proposal to ASPA, see page 23 for details.

?

_____ Prepared to submit a paper or symposium to the Program Committee for the 1975 convention.

_____ Submitted dissertation abstract to **Karlene Roberts** for the 1975 Wallace Dissertation Competition.

_____ Submitted nominations for Fellow to **Herb Meyer;** or, wrote to Herb for nomination forms.

_____ Volunteered aid to Scientific Affairs **(Karlene Roberts)** for the criterion development study.

_____ Sent a news item to **TIP.**

_____ Resolved to be more involved in 1975.