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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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Table of Contents

GUIDELINES AVAILABLE FOR MEMBERSHIP REVIEW

Division 14's own "guidelines" for validation of selection instruments is now available for review by the membership. At the Executive Committee meeting on February 1, **Bob Guion** and **Mary Tenopyr,** principal writers of the standards statement, distributed copies of the second draft, solicited resolution to some of the issues facing the ad hoc committee, and promised a third draft for general distribution to the membership on a "as requested" basis. This third draft is to be available by the publication date of this issue of **TIP,** or very shortly thereafter, and any member who desires a copy is invited to request it from Bob. Write him at the Department of Psychology. Bowling Green State University, Bowling Green, Ohio.

The purpose of this more general form of distribution is to solcit suggestions and comments from the membership at large. As announced in the December 1974 issue of **TIP** these "guidelines", entitled "Principles for the Validation and Use of Personnel Selection Procedures", are intended to be a statement of good practice in this important area of applied research and professional practice. While the primary audience is Division 14 members, it is thought that many others such as judges, attorneys, personnel managers, et. al., will find the standards useful and informative. While not duplicative of the APA testing standards, these guidelines are consistent with them and are intended to serve a clarifying role.

The procedure followed thus far is for Guion and Tenopyr to draft the guidelines which are then submitted to the full and hoc committee for detailed review It is this process that has resulted in the two drafts beyond the first already completed. The fourth — and perhaps final — draft will be based on general membership input. It is hoped that the job will be completed by the time of the fall meeting.

LONG RANGE PLANNING COMMITTEE NAMED

In letters to President **Don Grant.** Executive Committee members **Frank Friedlander** and **Mike Beers** have raised questions about the long-range directions of the Division. Included are such immediate questions as providing guidance to divisional committees which, in turn, rest on such substantive issues as what clear identity Division 14 represents in content areas, methods, goals, clients, and values. Friedlander comments, ". . .we need a better picture of these as they currently exist. But ever more so we need a clearer picture of these as we might want them to be—as a guide for directions. . ." Beer noted, "I believe that our Division has been at an important crossroads for quite some time but that we have not adequately dealt with many of the changes that have been going on in our scientific discipline, our practice, our membership, and in the education and training of applied behavioral scientists." In response to these initiatives, President Grant, with the consent of the full Executive Committee has appointed a **Long Range Planning Committee,** which is to be composed of four key members of the Division. In addition to Friedlander and Beer, Member-at-Large to the Executive Committee, **Virginia Schein,** will be a member, and President-Elect **Lyman Porter** will act as Chairman. Although just appointed, this committee has begun a series of discussions and correspondences which are intended to lead to a better resolution of the issues identified above. President-Elect Porter has asked each committee chairman to address the issues as they pertain to that committee's purview. Additional initiatives will be undertaken with the aim of providing a preliminary report at the time of the May Exec Committee meeting and a report to the membership in August.

EEOCC GUIDELINES "IN LIMBO"

In a copyrighted story, BNA's **Fair Employment Practices** reported in a lead story in the January 23 issue that the ". . .government's project to establish a set of uniform testing guidelines is still on the drawing board after two years of staff work, and some key officials working on them are skeptical enough to predict that they won't be issued for at least a couple of years, if ever." The article goes on to report some of the history of the project including the agencies involved in the preparation, hearings that have been held, and so forth. The story closes, ". . .it is not clear that the Commission will be able to reach final agreement on them (i.e., the guidelines). As one draftsman put it, "at the present time the guidelines are in limbo and their future progress is uncertain". It thus appears likely that Division 14's "guidelines" presently being drafted by a special ad hoc committee, will appear well before the final version of the work of the EEO Coordinating Council. The Division's statement is being drafted by **Bob Guion** and **Mary Tenopyr**, and a story about them is included elsewhere in this issue of **TIP**.

CRITERION STUDY APPROVED

Scientific Affairs Committee to study criteria for judging dissertation and research proposals.

It was reported in the December 1974 that the Scientific Affairs Committee was preparing a proposal for a criterion development study aimed toward the definition of criteria for judging the Wallace and Cattell competitions. The proposal states, "It is proposed here to develop specific criteria for each of the awards and to construct rating forms for the award competition. We believe, . . .using explicit criteria, developed as proposed . . . will increase the validity and fairness of the award judgments as well as possibly shorten the time that judges now spend evaluating each entry. Further, specific criteria would allow the committee to provide better feedback to all entrants." The proposal has been worked out in considerable detail, and consists of specific action steps with cost and time estimates for each. The total project is estimated to cost about $750., not counting considerable cost absorbed by various contributing organizations, and take about 6 months to complete. Chairperson, **Karlene Roberts**, will act as Project Director, with assistance by **Jeanne Herman** of the University of Michigan and **Dan Ilgen** of Purdue. Final approval to proceed with the project was given by the Executive Committee at the meeting on February 1.

FOUR COMMITTEES COORDINATE PROGRAMS

Four of Division 14 Committee chairpersons met on January 31 to coordinate activities and programs of the various groups. The Executive Committee has had growing concern about the proliferation of various surveys and hence asked the four chairpersons to consider pooling their resources and results. Thus **Olga Englehardt** representing the PR Committee, **Bob Heckman** representing Professional Affairs, **Shel Zedeck** representing E & T, and **Ken Wexley** representing Membership, all met for this purpose. The result is a plan for a general survey to serve all—or most—purposes of the four committees and thus avoid the expense and nuisance to members resulting from separate data collections. Therefore, when an official Division 14 survey comes your way, you are asked to recall that this is one request rather than four and respond to it with a minimum of grumpiness. Such requests, however bothersome they may seem, are an important part of the services provided by the Division and its committees on behalf of the profession and the membership.

MEMBERSHIP CAMPAIGN ANNOUNCED

By Ken Wexley

The Membership Committee of Division 14 is carrying on an aggressive campaign to recruit more members and associates. Any APA member or associate who operates in the general field of industrial and organizational behavior is eligible. Graduate students in industrial or organizational with either a Masters degree or two years of graduate work are eligible for Associate status.

Through published works, reputation as a practitioner or activity in business or other organizational circles, you may know of someone who fits this description. Possibly you know of some graduate students who might be interested in joining. Would you please ask possible members if they are interested and, if so, have **them** send their name and address to me. I will then forward the application materials to them.

The committee is requesting all members to nominate at least one prospective new member for the Division and either contact him or her personally, or send the name and address to me. Write Ken Wexley, Department of Psychology, University of California, Berkeley, 94720.

Plans for 1975 Division 14 Convention Program

by Mildred Katzell

The Program Committee received proposals for 65 papers and 23 symposia to be reviewed at their February 28 - March 1 meeting in New York. Since Division 14 had been allocated 32 time slots in the 1975 convention, some selection was inevitable. If we want to increase the time assigned to us, we need to increase our membership and also increase the proportions of our members who attend conventions. This assumes that our members will check Division 14 as their primary division when they register for the convention.

The 1975 Convention will be held in Chicago, August 30 to September 3, and Division 14 will be headquartered at the Palmer House. Plans are also being made to hold small-group discussion sessions in facilities of certain local industries, to meet the needs of Division 14 members who want to discuss shared areas of interest. Watch for details in the next issue of **TIP.**

An Open Forum will be held again in 1975, to permit the discussion of concerns, dilemmas, and issues that have implications for the long-range planning of Division 14. **Lyman Porter,** our president-elect, will be chairing the session, with **Frank Friedlander, John Campbell,** and **Virginia Schein,** members-at-large of the Executive Committee, serving as his panel. Plan to attend the Open Forum, entitled "Future Directions for Division 14".

HOSPITALITY ROOM VOLUNTEERS NEEDED

The Program Committee is trying to arrange for a Division 14 Hospitality Room at the forthcoming Chicago convention this August. In the event they are successful in making all arrangements with APA Central Office, volunteers will be needed to staff this room each day of the convention. If you are willing to serve as a volunteer, please write the Program Chair, **Kitty Katzell,** 112 Waverly Place, New York, NY, 10011. She will be in touch with you about detailed arrangements.

PROFESSIONAL AFFAIRS STUDIES STATE LICENSURE

No evidence of difficulties for the I-O Psychologist

Acting on a complaint received from a Division 14 member, the Professional Affairs Committee has examined the impact of state licensing procedures on the I-O Psychologist. The complaint indicated that some states might be favoring the clinical rather than a more general model of psychological practice. Replies have been received from nearly all states, and no evidence has been found that a strictly clinical model is being followed. Furthermore, there seems to be no evidence for any unusual difficulties for an I-O psychologist to qualify under the licensure laws and procedures. No states seems to have any special experience requirement that would favor the clinical psychologist.

Bob Heckman, Chair of this year's Professional Affairs Committee, reports, "We plan to continue to monitor the situation, particularly if any industrial psychologist reports problems with licensing procedures. We have also been in touch with **Ralph Nemir** of APA concerning (a possible) specialty licensing in industrial-organizational psychology." Any Division 14 member who has had any unfavorable experience with state licensure is urged to get in touch with Bob.

Other activity areas of the PA Committee include (1) research on the work activities and areas of qualification as a psychological consultant (based on a 1972 APA interest survey), (2) review and submit suggestions for revision in the new APA Standards for Providers of Psychological Services, and (3) increase the distribution of the division's guidelines for choosing consultants.

E & T TO STUDY PROGRAM TYPES

The Division's Education and Training Committee, **Sheldon Zedeck,** Chairman, is initiating a study of both psychology and business departments to determine the nature and content of the graduate programs being offered. Members will recall the massive work completed by earlier E & T Committees to define the acceptable models for professional and scientific training in I-O psychology. What remains is to determine the extent to which these models are being followed, how effective each is judged to be, and the extent to which each model is being followed by the differing types of graduate programs. Of special interest are the differences between graduate education being received in the Schools of Business, especially in the Organizational Behavior programs, and how these relate to or differ from the more traditional graduate education offered by Departments of Psychology.

A further facet of this ambitious study is to determine the adequacy of graduate training in I-O psychology for professional practice in industry. The study should serve to identify not only the problems, but also the adequacies of training for persons subsequently employed in industry or in private practice.

In other activities for the year, the E & T Committee is working on (1) continuing education needs of members, especially those working in academic positions, (2) development of a bibliography of what departments are doing in regard to training in social issues, and (3) publish an abreviated version of the guidelines on training referred to above.

CREATING INTEREST IN INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGY

by Olga E. Engelhardt

The activities of the Public Relations Committee for the year 1974-75 continue to reflect our aim of actively campaigning to create awareness of our area of specialization in the public sector as well as within the field of psychology.

Undergraduate Involvement

Recently the Division of Rehabilitation Psychology (Division 22) asked Division 14 to participate in a national mailing to all student members of the APA Journal Club. Student applicants have already demonstrated an interest in psychology by subscribing to APA journals but may not be fully informed about the aims and goals of the various divisions. By participating in this mailing with Division 22 we can reach 8,247 student members of the APA Journal Club. These students are likely sources for future APA membership and division affiliation. In a brief message to these students, the primary concerns of the industrial-organizational psychologist were outlined. An invitation was extended to them to visit Division 14 headquarters at the APA convention in Chicago and/or to write to me for more information about division activities.

To encourage interest among undergraduates in I/O Psychology and inform graduate students of the activities of Division 14 a visiting psychologist program was inaugurated with 29 volunteers. Dr. **Michael Cooper** has addressed undergraduates at Bentley College, Waltham, Massachusetts. Dr. **Richard Peterson** spoke to a group of students at Stevens Institute of Technology in New Jersey. A more complete list of active participants will be published in a later edition of TIP after final reports have been submitted.

In order to locate academic institutions that do/do not offer I/O Psychology the Public Relations Committee has prepared a questionnaire to be mailed nationally to all undergraduate Departments of Psychology and Schools of Business. The data from this survey will provide names of academic institutions that are likely prospects for presentations on I/O Psychology by the visiting psychologists of Division 14.

Informing the Public

One of the techniques used by the Public Relations Committee to inform the public of career opportunities and the nature, aims and scope of Industrial-Organizational Psychology is via two brochures, "A Career in Industrial-Organizational Psychology" and "The Industrial-Organizational Psychology". These brochures are being revised in terms of both content and illustrations and will be published and ready for distribution in the Spring.

Work with Other Organizations

The committee continues to make progress in communicating and sharing mutual interests with related professional organizations. It has distributed 380 Speakers' Directories to the Executive Officers, Regional and Local Presidents of the American Society for Personnel Administration. Speakers' Directories were also distributed to 93 regional and local chapters of the American Society for Training and Development.

Other organizations, namely, National Society for Performance and Instruction, President's Organization, American Management Association, Human Factors Society, have been contacted and provided with a copy of the Speakers' Directory and Guidelines for Selecting Consultants. In subsequent years the Public Relations Committee anticipates working more closely with these organizations.

NOTICE

Volunteers of the Visiting I/O Psychologists Program

Please send in your reports on schools visited by April 30 to:

Dr. Olga E. Engelhardt
Chairman, Public Relations Committee
Division 14, APA
North Central College
Naperville, Illinois 60540

PR COMMITTEE TO REVISE BROCHURES

Many other activities underway

The Division's highly active Public Relations Committee has undertaken a general revision of the two publicity brochures issues several years ago. Since the two brochures are becoming somewhat dated, the committee has recommended that a general revision be undertaken. Rather than two separate brochures—one for prospective students and one for an industrial audience — the two will be pooled, the contents and the art work will be updated, and a single stream-lined brochure will be published. At the meeting on February 1, the Executive Committee approved the concept and authorized the committee to proceed. Proposed copy will soon be distributed to the Executive Committee for final review and approval. Copies should be available to the membership no later than the time of the annual meetings in August. Committee Chair, **Olga Englehardt,** reports that the demand for brief brochures remains very high, reflecting a great interest from the general public in learning more about I-O psychology.

The PR Committee has a number of other projects in process. One is aimed toward increased communication with related professional organizations. Letters with a copy of the Speakers' Directory have been sent to nine such organizations. A second is aimed at identifying those schools without I-0 programs that would like to have a Division 14 member as a speaker.

Other projects include the Visiting I-O Psychologist Program, the Writers' Kit, radio and video public service advertising, and a survey of Fortune 500 companies as to reasons for hiring or not hiring I-O psychologists.

NOTICE

A revised Writers' Kit has been prepared by Dr. Richard O. Peterson of the Public Relations Committee. For a copy please write to:

Dr. Richard O. Peterson
Personnel Manager
AT&T
Room C 2273
195 Broadway
New York, New York 10007

PPSI INITIATES TAP PROGRAM

The Division's Public Policy and Social Issues Committee has initiated a program aimed toward assistance to a public service agency. Known as the Technical Assistance Program, or TAP, the program is designed to help a yet-to-be-designated public service agency by providing knowledge and application of appropriate I-O psychology. The intent is to provide a demonstration project for further public service activities.

Chairman Joel Moses reports. "It was decided to work with an educational organization . . . The committee does not wish to duplicate educational activities currently available. Rather, it wishes to serve as a catalyst which can furnish information, potential resources, research, implementation, and evaluation strategies to a school board or school system in . . . organizational analysis (or) selection of key administrative personnel.

"At present, a proposal is being prepared outlining the kinds of services available, and the resources of the committee. We have initiated contact with a variety of educational organizations . . . to advise of our activities in this area."

COORDINATION WITH ASPA

by Don Grant

I would like to share with you the outcome of a recent meeting I had with **Wil Nicoll,** President of ASPA. We explored a number of additional ways in which our two organizations could interface. As you may know, our Public Relations Committee has already accomplished a great deal inpublicizing our Division, primarily through the Speakers Directory, to ASPA.

No decisions were reached, but we agreed to explore the following:

1. A joint meeting of our two executive committees during 1975.
2. Establishment of liaison between our Scientific Affairs Committee and ASPA's Personnel Research Committee.
3. Financial support for our Cattell Award winner's research proposal by the ASPA Foundation.
4. Joint workshops wherein the professional psychologists and the personnel practitioners could develop an awareness of each other's functions and needs.
5. Use by each organizaion of the other as sources for speakers at our annual conventions.
6. Entry by Division 14 authors in ASPA's annual Book Award Contest, which we would publicize in TIP.
7. Articles by Division 14 members in such ASPA publications as ACTION and THE PERSONNEL ADMINISTRATOR.
8. Publication in ASPA publications or distribution to its members of such items as our "Guidelines for Choosing Consultants for Psychological Selection Validation Research and Implementation" and our forthcoming guidelines on validating selection procedures.

Let me have your reactions to the above possibilities. In the meantime, I will keep in touch with Wil Nicoll and keep you informed of developments.

TIP BUSINESS MANAGER APPOINTED

The last (December 1974) issue of **TIP** announced the resignation of **Saul Scherzer** as Business Manager and the search for a replacement. This position has now been filled by Dr. **Duncan Dieterly,** a career Air Force officer and psychologist, now serving as Assistant Branch Chief, Personnel and Training Requirements Branch, Wright-Patterson Air Force Base, Ohio. Duncan is a Ph.D. from the University of Maryland where he was a student of **Ben Schneider** and **Jack Bartlett.** Prior Air Force duty assignments have included work as a Research Psychologist Personnel Research Division, Lackland AFB, Chief of the Evaluation and Testing Section, USAF Headquarters, Washington; and Associate Professor with the Air Force Institute of Technology. Duncan has initiated a vigorous program of advertising sales for **TIP,** and this campaign has already resulted in the highest volume of paid advertising ever in a single issue. The campaign to date has concentrated on publishers, but is being extended to manufacturers and consulting firms. Dr. Dieterly asks that each division member assume responsibility as an ad salesman for **TIP,** and make use of the assistance his office can provide. Write him at 435 Fairway Dr., Fairborn, Ohio, 45324, or call 513-879-2754 or 513-255-2323.

TOOPS PRIZE FOR CREATIVITY

Nominations for the Herbert A. Toops Memorial Prize for Creativity are being solicited. Nominees, including self-nominees, must have been a student at Ohio State sometime since January 1974, and the judging will be based primarily on creativity in concept and or method in research. The announcement, received from Division 14 member, **Harold Edgerton,** reads in part ". . .a memorial to Professor Toops' ability to stimulate novel approaches to the study of behavior." The $200 annual prize is made possible in part by contributions from Division 14 members. Earlier issues of TIP carried various announcements about the fund raising and the prize. For more information write **Sam Osipow,** Department of Psychology, Ohio State University, Columbus, 43210.

POSITION AVAILABLE

INDUSTRIAL PSYCHOLOGIST: Assistant Professor, for graduate and undergraduate teaching, dissertation supervision. Strong Ph.D. program. Preference given to applicant with strength in measurement theory, quantitative methods, good grounding in traditional personnel psychology, to round out program in industrial/organizational area. Salary and benefits competitive. An equal opportunity employer. Send vita, with a letter describing teaching and research interests, to: **Sheldon Alexander,** Ph.D., Chairman, Dept. of Psychology, Wayne State University, Detroit, Mich. 48202.

NOTES AND NEWS

by Art MacKinney

In the last issue of **TIP,** I asked to hear from Division 14 members who do consulting in connection with EEO requirements. This request resulted in positive responses from: **Steven E. Mayer,** 1406 West Lake, Minneapolis; **Clifford P. Hahn,** AIR Washington Offices, 3301 New Mexico N.W.; **Mark L. Lifter,** Arthur Young & Co., 1000 First National Bldg., Detroit; **Larry Skurnik,** Hay Associates, 1845 Walnut, Philadelphia; and **Martin G. Wolf,** Hay Associates, Three Gateway Center, Pittsburgh. Surely there are others; how about dropping me a note?

TIP's straw-in-the-wind interest in VIE continues to generage some response. The latest is from **Martin M. Bruce,** who comments, "Much needed. Much missed." If there are others who feel the same way, how about letting us know.

Some of you responded to a questionnaire last summer from **Don Sutton,** then a doctoral candidate at St. Louis University. **TIP's** effort at getting a report from Sutton on the results of his survey finally resulted in a telephone call from his major adviser, Prof. Cramer of the Department of Psychology. Sutton is now studying for the priesthood and is not available to prepare a report, but Prof. Cramer has agreed to do so. Look for results in a forthcoming issue. The study should give us some up-to-date information on the specifics of the I-O practitioner's job duties.

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's new address is 1300 Wilson Blvd., Arlington 22209.

Dick Barth, University of British Columbia, has been appointed to the Editorial Board of the **IEEE Transactions on Engineering Management.** Dick was also recently elected Vice-Chairman of Studies in the College of Research and Development of The Institute of Management Sciences (TIMS).

Milton Blood of The Georgia Institute of Technology has informed **TIP** that " . . . an informal organization has begun for applied psychologists in the Atlanta area. Monthly meetings allow us to share our hot new data, theoretical musings, and professional gossip." Atlanta-area I-O psychologists are invited to contact Milt: College of Industrial Management, Georgia Institute of Technology, Atlanta 30332. (Phone: 404-894-2612).

Mark Lifter recently joined the Detroit office of the international CPA firm, Arthur Young and Company. Mark's appointment is as a Personnel and Organization Consultant, Management Services Department. Mark's address: 1000 First National Bldg., Detroit 48226.

TIP has learned from both **Lyle Schoenfeld** of the University of Georgia and from **Jack Larsen** of the University of Tennessee that a new organization of I-O psychologists in the southeast is getting started. The first meeting will take place on March 25, the day before SEPA's annual meeting. Lyle has promised a report for the next issue of **TIP.**

The I-O Psychology Program at the University of Tennessee has appointed **John Lounsbury** as its first postdoctoral associate. John is a Ph.D. from Michigan State in Ecological (Applied Social) Psychology. In addition to the postdoctoral experience, he is working with TVA coordinating a major validation project. The Tennessee I-O program plans on continuing this postdoc program and is seeking information regarding how such programs are operated in other universities. Write **Jack Larsen,**

Chairman, I-O Committee.

Edgar F. Huse has received a Visiting Scientist Grant from the Norwegian Government to do research, consulting and teaching on O.D. in Norway. He will be based at the University of Trondheim, and he will also be supported by the University of Gotesburg to do teaching and research in Sweden. Ed is Chairman of the Organizational Studies Department at Boston College, School of Management and has two books out this winter. One is **Organization Development and Change,** published by West. He is senior author of **Readings of Behavior in Organizations,** published by Addison-Wesley.

Wayne Sorenson of State Farm Insurance Co., of Bloomington, Illinois, has been re-appointed to the APA Insurance Trust. Wayne was last year's Chairman of the Division's Professional Affairs Committee.

Ann Hussein has moved to Drexel University, Philadelphia. Ann serves as a member of the Division's E & T Committee and has been active within the Division in regard to a variety of social issues.

John V. Zuckerman's new address is The Energy Institute, University of Houston, Houston, Texas 77004. No further details available (yet).

The Division's PR Committee (under Chair **Olga Engelhardt** of North Central College) is attempting to get the "Guidelines for Choosing Consultants for Psychological Selection Validation Research and Implementation" published in one of the ASPA publications, **Action** or **The Personnel Administrator.** Readers will recall that these guidelines appeared in the April, 1974 issue of **TIP,** and were prepared by the Professional Affairs Committee under **Wayne Sorenson,** of State Farm Insurance.

TIP has learned from **Gerald Barrett** that a working meeting of researchers in the area of job analysis, job design, and job-derived employment criteria was held at the University of Akron on November 13. 1974. The meeting was called by the ONR, chaired by **Marshall Farr** of that office, and included participants engaged in projects supported from that source. In addition to Barrett, participants were: **Bernard Bass, Ed Fleishman, Ernest McCormick, Brian Moore, Arthur J. Siegel, C. Harold Stone,** and **George Wheaton.**

Bernie Bass has informed **TIP** that Transnational Programs Corp. has issued a new catalog of services and products. Write TPC at 54 Main St., Scottsville, New York 14546.

Anyone having experience monitoring court cases regarding job discrimination at state and/or federal levels is asked to write Willo White at APA. The Association needs help. The writer has already suggested that they read **TIP.**

Along with some student recruitment materials from **Harry Triandis** of the Institute for Labor and Industrial Relations, University of Illinois, comes the word that " . . . the job market for both our M.A.'s and Ph.D.'s is holding up very well." Encouraging news! The institute's address is 504 East Armory Ave., Champaign 61820.

The Psychological Laboratory at Wesleyan U., Middletown, Connecticut, is soliciting support for a fund established in the memory of **Jules Holzberg,** who was Professor and Chairman there until his death in 1973. The fund will be used to establish an annual prize for a Wesleyan graduating senior who intends to pursue graduate study in clinical or community psychology. Write **Karl Scheibe,** Chairman; the zip is 06457.

TIP has received the October 1974 issue of **People and Profits,** a magazine published by the Institute of Personnel Management, (Southern Africa). The Editor is **Vivienne Segal;** editorial address: Hampstead House, 46 Biccard St., Braamfontein, Johannesburg.

Milton Blum has prepared an article for **TIP** describing APA's new "Standards for Providers of Psychological Services." This is the

new guidelines statement prepared by a special Task Force on Standards for Service Facilities. Milt was Division 14's representative on the task force. These new standards have been endorsed by APA Council and represent official policy on the practice of psychology in **all** human services settings, public and private. Write for a copy from the APA Office of Professional Affairs. And if you have comments about these standards, write the Division's Professional Affairs Committee, **Bob Heckman,** Chairman. Bob's address is: Personnel Decisions, Inc., 2515 Foshay Tower, Minneapolis, Minnesota 55402.

As reported in more detail elsewhere in this issue, **TIP** welcomes the addition of **Duncan Dieterly** as Business Manager. Duncan is a Major in the Air Force and is stationed at Wright-Patterson Air Force Base. Duncan has already mounted a substantial effort to increase the paid advertising in **TIP,** and you might have noticed that it has begun to pay dividends. Each member should help in this effort to make **TIP** pay its own way, first by supporting our advertisers and second by actively soliciting ads. **Each Division 14 member is a salesman as well as a reporter for TIP.**

Last year, **TIP** published 132 pages (plus covers) at a gross cost of just over $2,500, and generated ad income of nearly $1,700. The goal for 1975 is to totally erase this net cost to the Division's membership. Will you help?

TIP goes international! We have a request "to be on the air mail list" from Sr. **Alfredo Vargas Sierra** of Bogota, Colombia, S.A. Sr. Vargas writes that he is a psychologist with the Universidad Nacional de Colombia, who holds the Master's from Vanderbilt University. He is in charge of Organizational Psychology in the Department of Psychology.

Roland Ramsay and **Steve Bemis** have been holding a series of seminars around the country on the subject of testing and selection; locations have included New York, Los Angeles, San Francisco, Houston, and Chicago. Although this particular series will be over by the time you read this, you can write for information on the next: 432 McClelland Dr., Pittsburgh 15236.

Milton Blum has sent **TIP** a brochure describing the Consumer Affairs Institute, a research and service institute jointly sponsored by the University of Miami and Florida International University, " . . . to promote consumer satisfaction by improving knowledge, communication, and understanding among consumers, business, education, government, and labor." For more information write Milt: Box 650206, Olympia Heights Station, Miami, Florida 33165.

As reported elsewhere in this issue, the third draft of the Division's guidelines on validation are now available to the membership. If you would like a copy, write **Bob Guion,** Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43402. Comments from the membership on this draft of the guidelines are needed and should be sent to Bob; he and co-writer **Mary Tenopyr** plan to begin work on the fourth draft in the very near future. The overall plan is to have the final version completed by the time of the annual meetings in Chicago this August.

An article published in the February issue of **Glamour** is based on an interview with **Mildred (Kitty) Katzell.** The article is entitled **"How to Improve Your Job Title."** Kitty is presently serving as Chair of the Division's Program Committee; see her articles elsewhere in this issue of **TIP.** Kitty's husband Ray is a past-President of the Division.

Ernest McCormick, Purdue University, underwent open-heart surgery at the Cleveland Clinic, Cleveland, Ohio, about February 1 of this year. Word is that Ernie is now at home in Lafayette and recovering nicely. Drop him a note!

Messsage from the President

by Donald L. Grant

In the December issue **Paul Patinka** reported on the Hawthorne Studies Symposium, which was held in Chicago to commemorate the fiftieth anniversary of the Hawthorne studies. Being modest, Paul did not tell us that the symposium was a huge success. Many attendees voiced the opinion that it was the finest meeting they had ever attended, and I certainly concur. In addition to generally excellent presentations by the panelists (a majority Division 14 members) and other speakers, we were entertained in style, visited the site of the studies, were introduced to several of the study participants (including one of the Relay Test Room ladies who is still working at Hawthorne!), and were continually treated with great courtesy and efficiency. The raw data from the studies are being turned over the the Harvard University library and a fellowship in organizational studies to the Harvard University Graduate School of Business Administration is being established by the Western Electric Company. Those attending the Symposium represented a wide variety of organizations and included many Division 14 members. We can all look forward to **Man and Work in Society,** to be published in June, which will contain the papers presented at the Symposium.

Our Ad Hoc Committee chaired by **Bob Guion** is making excellent progress in producing "Principles for the Validation and Use of Personnel Selection Procedures." Draft 2 was reviewed by our Executive Committee at its Winter meeting. Subsequently, revisions have been made and the Executive Committee will again discuss the document at its Spring meeting.

Reports from the chairpersons of our standing committee at the Winter meeting of the Executive Committee indicate that the committees are working vigorously toward accomplishing the objectives they have set. We can look forward to the committee reports in the Summer issue of **TIP,** which will reflect many accomplishments for the year.

THE TWENTY-THIRD ANNUAL WORKSHOP IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

The 23rd Annual Division 14 Workshops will be held in Chicago, Illinois, on August 29, 1975 at the Hyatt Regency O'Hare. The sessions and leaders will be as follows:

SECTION I
ORGANIZATION DESIGN AND DEVELOPMENT
Dr. Paul Lawrence, Harvard University

This workshop will focus on both relevant theory and current practice in designing complex organizations. The design theories that will be presented in summary form for discussion include classical, human relations, cognitive (March and Simon) socio-technical information (Galbraith) and contingency (Lawrence and Lorsch). Presentations on these ideas will be interspersed with the discussion of short cases describing actual organization design problems in several contrasting settings. As time permits the special design issues in organizations moving toward multi-divisional or multi-national or matrix operations will be addressed.

Dr. Paul Lawrence is the Donham Professor of Organizational Behavior at the School of Business Administration, Harvard University. He teaches organization design and other organizational behavior courses. He is the author or co-author of sixteen books and numerous articles. His best known research is reported in the book **Organization and Environment** which he wrote with Jay Lorsch. His most recent book is entitled **Mayors in Action: Five Approaches to Urban Governance** (co-authored with John Kotter).

WORKSHOP COMMITTEE COORDINATOR: Dr. **Gary Yukl.** Enrollment limited to 25 participants.

SECTION II
REDUCING THE VALIDATION STRANGLEHOLD
Dr. Brent Baxter
American Institute for Research

The validation of a test for performance on all relevant jobs for minorities and sexes under the new EEOCC Guidelines seems to be an overwhelming, almost impossible requirement. The workshop will discuss an alternative method of validating tests for widely appearing tasks, not jobs. To illustrate this approach, data will be presented concerning one task taxonomy and the validity results for a low level, general ability test applied to whites, males and females, and three minority groups.

Dr. Baxter is Vice President of the American Institutes for Research. Following the receipt of the Ph.D. degree from the University of Minnesota, he has had twenty years of full-time experience in industry, including the last nine years in which he has conducted research in industry while affiliated with the American Institutes for Research. Dr. Baxter is Chairman of the APA Task Force on Job Testing and Disadvantaged. Since serving on the original advisory panel for EEOC Testing Guidelines, he has continued to be active in this field.

WORKSHOP COMMITTEE COORDINATOR: Dr. **James L. Farr.** Enrollment limited to 35 participants.

SECTION III
ASSESSMENT CENTERS: TRENDS AND ISSUES
Dr. Joel Moses
American Telephone & Telegraph

Assessment Centers have received considerable attention in recent years as a very useful tool for identifying management potential. Recent applications have gone beyond assessment as a selection device per se to using assessment as part of an ongoing manpower development system.

This workshop is designed to provide a review of basic assessment center concepts. Special attention will be given to a discussion of assessment centers as part of a Human Resource System. New trends in the field, validity and ethical issues, problem areas and special applications will also be discussed.

Joel Moses is presently Manager — Personnel Research, A. T. & T. He received his Ph.D. from Baylor University and is now primarily responsible for research and development of management selection and utilization programs at A. T. & T. He has been quite active in developing a variety of assessment center applications. Dr. Moses has written many articles on assessment, and is co-author (with Douglas Bray) of the Personnel Selection Chapter in the **1972 Annual Review of Psychology.**

WORKSHOP COMMITTEE COORDINATOR: Dr. **Walter Storey.** Enrollment limited to 25 participants.

SECTION IV
BEHAVIOR ANALYSIS APPLIED TO MANAGEMENT PRACTICES
Dr. Karen Brethower
Cleveland State University

The workshop will teach application of behavior analysis and behavior modification techniques to management problems. Exercise and vignettes will give participants the opportunity to apply the principles taught. Some topics that will be covered include:

— Reinforcement
— Performance indicators
— Feedback via tracking systems
— Task interference
— Consequence analysis

Dr. Brethower is an Assistant Professor of Psychology at Cleveland State University. Prior to joining CSU in 1972 she served as an internal consultant in the Corporate Education and Training Department of The Ford Motor Company. From 1962-1969 she designed and conducted seminars and workshops for the University of Michigan's Bureau of Industrial Relations on management applications of general systems theory, programmed learning, and operant conditioning. She received the Ph.D. from the University of Michigan.

WORKSHOP COMMITTEE COORDINATOR: **Dr. Lawrence Bollinger.** Enrollment limited to 25 participants.

SECTION V
MANPOWER, 1985:
CURRENT TRENDS AND DEVELOPING IMPACTS

Mr. Neal Herrick
Academy for Contemporary Problems
Dr. John Owen
New School for Social Research; Haldi Associates
Mr. Roy W. Walters
Roy W. Walters & Associates

What will the manpower situation look like in 1985? What is already happening today that will change the shape of personnel operations as we know them? How can Industrial and Organizational psychologists stay on top of them? This workshop will take off from two important developments and explore their impact. Dr. John Owen, will report on a National Science Foundation study that he did exploring alternative work schedules both here and abroad. This research has been a large-scale project to study the effects of alternatige work schedules and to analyze the economic and social effects of flexitime, four-day workweeks and other alternative work schedules. He will provide workshop participants with an exercise on how to assess technological impacts.

Neal Herrick and Roy Walters will draw on their experiences with industry in the United States and abroad to describe what is going on in the areas of job design and improvements in the quality of work life in the post-industrial society. Both parts of the workshop will explore how these developments are affecting workers in such areas as collective bargaining, demands for worker participation, career growth, family relations, etc.

Neal Herrick is a Senior Fellow of the Academy for Contemporary Problems in Columbus, Ohio and Director of the Ohio Quality of Work Project. Mr. Herrick also headed the Labor/HEW Task Force that drafted the Occupational Safety and Health bill first submitted to the Congress in 1968. He is the co-author with Harold L. Sheppard of **Where Have All The Robots Gone?** and served on the Special Task Force to the Secretary of Health, Education and Welfare which prepared the 1973 report **Work in America.**

John Owen is an Associate Professor of Economics at the New School for Social Research and the author of many articles. Dr. Owen is also with Haldi Associates, a management consulting firm.

Roy W. Walters has been Director of Employment and Development at AT&T. While at AT&T he was responsible for the first empirical research into applications of job enrichment. In 1967 he established his own consulting firm. He is the author of many articles.

WORKSHOP COMMITTEE COORDINATOR: **Dr. Sidney A. Fine.** Enrollment limited to 30 participants.

For additional information, contact the Workshop Committee Chairperson: **Dr. Melvin Sorcher,** General Electric Company, Fairfield, Conn. 06431; (203) 373-2239

> Division 14 Workshops are for informational purposes only and do not necessarily imply Division 14 endorsement of positions or views expressed by leaders or participants.

SECTION VI
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY AND ITS WORKS— FROM THE OUTSIDE LOOKING IN

Mr. E. J. Eckel, Western Electric Company
Mr. Donald Ephlin, United Auto Workers
Mr. George A. Reider, The Indiana National Bank

The client populations of industrial and organizational psychologists are many and varied, as are those who are influenced and affected by industrial psychologists. In almost all cases these groups represent non-psychologists — outsiders as far as the field is concerned — yet their views, perceptions and impressions greatly influence the ability of industrial psychologists to function and contribute.

An understanding of the opinions and perceptions of knowledgeable outsiders must be of vital concern. The purpose of this workshop is to provide an opportunity to increase such understanding on the part of Industrial/Organizational Psychologists.

This workshop will consist of two basic parts. The first will involve a statement of their views and a discussion by three knowledgeable outsiders. The second part will involve workshop participants in small groups with each group addressing a specific project which is representative or typical of the practice of Industrial/Organizational psychology. Each group's proposal, design, or recommendations will be critiqued by the "outsiders'" panel and discussed with the entire workshop group.

Mr. E. J. Eckel is the Vice-President of Manufacturing, Switching Division, of the Western Electric Company.

Mr. Donald Ephlin is the Administrative Assistant to President Leonard Woodcock, of the United Auto Workers.

Mr. George A. Reider is a Senior Vice President of The Indiana National Bank.

WORKSHOP COMMITTEE COORDINATOR: **Dr. Paul Patinka.** Enrollment limited to 30 participants.

Each workshop session enrollment is limited and early registration is advised. Workshop participants will be assigned to the workshop of their choice on the basis of date of receipt of registration.

Registration fee is $60.00 for APA members and $75.00 for non-APA members. Participants may invite a guest to the social hour following the workshops. The fee is $7.00 for the first guest and $10.00 for each additional guest.

Program Schedule
August 29, 1975

8:30 a.m. — 9:00 a.m. ..... Registration
9:00 a.m. — 5:00 p.m. ..... Workshop Sessions
5:30 p.m. — 7:30 p.m. ..... Social Hour

Arrangements Coordinator: **Dr. Robert Dugan**

EARLY REGISTRATION

23rd Annual Workshop in
Industrial and Organizational Psychology

Hyatt Regency O'Hare — Chicago, Illinois August 29, 1975

Please Print

Name _____

Mailing Address _____

_____

_____

_____

Rank order below the workshops you would be interested in attending:

( ) Section I Organization Design and Development

( ) Section II Reducing the Validation Stranglehold

( ) Section III Assessment Centers: Trends and Issues

( ) Section IV Behavior Analysis Applied to Management Practices

( ) Section V Manpower, 1985: Current Trends and Developing Impacts

( ) Section VI Industrial/Organizational Psychology and Its Works — from the Outside Looking In

REGISTER EARLY!!!

$60.00 APA members $75.00 Non APA members

Social Hour — $7 for first guest, $10 for each additional guest

Make check or money order payable to:
APA DIVISION 14 WORKSHOP COMMITTEE

Mail this form with your fee to:
Dr. James A. Thurber, Treasurer
337 Forest Hills Drive
Elmira, New York 14905

SURVEY OF CATTELL AWARD WINNERS

by Karlene H. Roberts

Primarily because of the questions brought to the attention of the 1974-75 Scientific Affairs Committee and of **TIP** from **Paul Ross,** the Committee sponsored a survey of the past Cattell Award winners. The survey was quite brief, and the questions included were those addressed by Ross.

The survey was sent to all past award and honorable mention winners in the competition. In cases in which the award was shared by two individuals, only one individual was contacted. All but two persons contacted responded. Since 1964 ten awards and eight honorable mentions have been given.

Seven of the award winners and four of the honorable mention winners reported that the research awarded had been done. Two award winners and two honorable mention receivers reported that their research had not been done. Only one of these winners was in the very recent past. The completed research had been done primarily in industrial organizations (eleven studies), but some had been done in government (five investigations), or service (two) organizations. One study had used college subjects and a number of the investigators reported doing the research in more than one kind of organization.

None of the award or honorable mention winners had received help in entering organizations or in obtaining financial assistance from the Scientific Affairs Committee. One winner asked if such help could be given. A number of other sources of help in entering organizations were listed. While six of the award winners reported they received no entry help at all, three respondents reported having received entry aid from LIMRA, a government agency, and the American Society for Personnel Administration. Of the honorable mention winners two reported receiving no entry help, one reported receiving help from a government agency, one from the American Institutes of Research, and one from another but undefined source. A question concerned with financial aid to do the research elicited the following responses. Two award winners received no financial aid but completed the research. Two honorable mention winners received no financial aid and have not done the research. Of the award winners three have been financed by Office of Naval Research, one by National Science Foundation, one by LIMRA, and one by a university research organization. Of the honorable mention winners three have been financed by Office of Naval Research.

The respondents were asked if their completed research had been implemented. Seven award winners reported that it had. One questionnaire developed from the research is in use, one respondent mentioned the use of a report provided the host organization, one indicated that further studies were the spin-off products of the original research, and four award winners noted programs fostered by their research. Three of the honorable mention winners noted programs resulting from their research. All of the programs mentioned were primarily concerned with changes in the training procedures in the host organizations.

Finally, for the award winners the research has resulted in 68 publications, monographs, reports, or convention papers. For the honorable mention winners there have been twenty-three publications, monographs, reports, or convention papers.

The differences in answers to the survey by award and honorable mention winners is not striking. Overwhelmingly one research patron is responsible for providing financial

(Cont'd. on page 38)

"WORK, PRODUCTIVITY, AND JOB SATISFACTION"

Raymond A. Katzell

For the past year-and-a half, I have been leading (and being led by) a multi-disciplinary New York University team in an evaluation of policy-related research on the above topic. The study was funded by the RANN division of the National Science Foundation. In particular, we tried to identify those aspects of job design, of control structure, of compensation, or combinations thereof, which are conducive to high levels of **both** job satisfaction **and** job performance. The emphasis was on recent field research in the U.S.A. of relatively high scientific validity.

Contrary to the impression lately created by some publications, we found that such research is, on the whole, not of sufficient quantity and quality to permit firm conclusions. However, some convergent results do point directions for future policies and further investigation:

— Limited, "single-target" programs, such as job enrichment, increased participation in decisions, or incentive pay plans, are unlikely by themselves to generate large or enduring gains in both job satisfaction and performance; they are probably better treated as elements in redesigned socio-technical systems which are more comprehensive.

— The key features of systems which are both efficient and satisfying appear to include:

a. Workers and jobs are matched in terms of relevant ability and motivation.
b. Pay is linked to performance.
c. Relative to the workers' motivation and ability, jobs contain challenging and diversified activities and afford meaningful contribution, including having responsibility for others.
d. Personnel at all levels have a say in plans and decisions affecting their jobs and working lives.
e. Adequate "hygiene" conditions exist, including good supervision, fair pay, job security, decent working conditions, and constructive labor relations.
f. Resources and technology are appropriate to getting the work done.

As regards implications for implementation:

— Progress nationally along those lines is hampered both by knowledge and political problems. To overcome them will require leadership, cooperation, and money — lots more of them than has been customarily furnished. Our report suggests roles here for government (including legislation), employers, research and consulting institutes, trade unions, education, and the media.

— As far as individual organizations are concerned, we recommend that management, with the involvement of workers and unions, undertake a long-range program of carefully monitored action research; this should be aimed at step-wise development of a redesigned socio-technical system incorporating ingredients indicated above as having promise. This should be done only following a positive diagnosis of the amenability of the situation to such changes. The initial steps should usually be addressed to the most vulnerable points of disequilibrium in the present system. Professional assistance will be useful, but it should involve more disciplines than has been customary, since the needed knowledge extends beyond boundaries of any one field — yes, even of psychology.

The report, totalling over 400 typewritten pages and co-authored with **Daniel Yankelovich** and others, is not yet generally available. However, publication is slated for late spring by New York University Press.

Do You Have Any Test Validation Data Lying Around?

by E. J. McCormick

As some of you may know we have been using the Position Analysis Questionnaire (PAQ) — structured type of job analysis questionnaire — as the basis for the estimation of aptitude requirements of jobs, thus sort of by-passing the conventional test validation procedures. This is a variation of what we call job component validity (usually called synthetic validity). Those of you who are interested might care to refer to the monograph in the 1972 issue of the **Journal of Applied Psychology** as some evidence of the potential utility of this process.

We are now interested in obtaining actual test validity data against which to "test" the "predictions" which would be made on the basis of PAQ analysis.

Our current interest is in obtaining test validity data for virtually any kind of job, as based on virtually any kind of test, and validated against virtually any kind of criterion. For the purposes in question, test validity of either current, or ancient vintage are equally useful.

Aside from the validity data itself, we would need any analysis of each such job as based on the PAQ. This can be done by a job analyst, a time study person, someone from personnel, or a supervisor. The time involved in doing this usually runs from an hour and a half to two hours.

If you happen to have any such data lying around, simply let us know something about the number of jobs for which such data are available, and we will send to you a set of materials to use in reporting the test validity data, along with the materials that would be involved in the analysis of the job(s) with the PAQ.

As a minor reward for your efforts we would be pleased to make available to you a computer output for each such job. Included in this would be a set of job dimension scores, estimates of aptitude requirements for the job, and an estimate of the compensation rate for the job as related to rates for other jobs. We will even send you a copy of a final report that you can toss in the wastebasket as you might see fit.

Seriously, we would be interested in knowing of any test validity data that you would have available, or that you know about that might be available. Any inklings about such data can be addressed to us as follows:

Professor Ernest J. McCormick
Department of Psychological Sciences
Purdue University
West Lafayette, Indiana 47907

WORKSHOPS

The annual Division 14 Workshops will take place at the Hyatt Regency O'Hare, Chicago, on August 29. See page 18 for full information. Registration form on page 22.

INCOME OF DIVISION 14 MEMBERS

Ann Durand and Wayne W. Sorenson

(Ed.'s note: This report is supplemental to the preliminary report reported in the August, 1974, issue of **TIP**)

The Division 14 Executive Committee, at its January, 1973, meeting, voted to modify the timing of the income survey from an annual basis to a biennial basis. The 1973 income survey was mailed during March, 1974, and was the first survey to be taken under the current two-year cycle procedure. Information was obtained about Division 14 member incomes for 1972 and 1973.

The 54% who responded were assumed to be fairly representative of the "real" membership of Division 14. As has been noted previously, this proportion is very similar to the proportion of members who vote in the elections. Moreover, individuals who returned the questionnaires in this survey, and in each of the earlier surveys, have done so without incentive or any efforts at follow-up. There was no apparent bias in terms of status within Division 14. Information in Table 1A shows that fellows, members, and associates responded proportionately to their membership in Division 14.

The respondents were very similar to the overall membership of the APA in terms of the number of divisions within the APA (Table 1B).

Table 1C illustrates that, altogether, 50% of the respondents indicated that they belonged to Division 14 only and that 86% consider it to be their primary division (i.e., 555 out of 648). Of the 86% who considered Division 14 to be their primary division, 59% belonged to Division 14 only. Membership in other APA divisions was scattered rather evenly with some tendency to cluster in Divisions 5, 8, and 9.

Table 1D indicates that virtually all Division 14 members who responded were employed as of December 31, 1973.

A special feature of the 1973 survey was that respondents were asked whether they worked in the metro New York area. Ninety-four responded yes, including eleven non-Ph.D.'s, which allowed a comparison of metro New York incomes with those outside of the metro New York area. The 1973 median income for Ph.D.'s in New York was 29% higher than the non-New Yorkers. The Cost of Living Index for the time period 1972-73, averaged approximately 21% higher for the New York area than for the non-New York area. The elevated median income for metro New York persons was not caused by a higher proportion of consultants. The proportion of consultants in metro New York was about the same as for the non-New York area. Other explanations and inferences are left to the reader.

During the two-year period covered by the income survey, Ph.D.'s median income increased 10.2% (Table 2). However, when adjusted using the Consumer Price Index, the increase was barely ahead of inflationary changes (0.5%).

Females made significant gains during the two-year period. Median annual income increased from $16,000 to $22,000 reducing the male/female gap from $7,000 in 1971 to $4,000 in 1973.

In terms of major job activities, principal net gain was recorded only in the consulting area.

The full report on income of Division 14 members is available from **Wayne Sorenson,** State Farm Insurance Co., 1 State Farm Plaza, Bloomington, Illinois 61701.

TABLE 1 Characteristics of Respondents

A. Division 14 Status

Type of Membership	Number Responding to Survey	Actual Number in Division
Associate	91	164
Member	443	846
Fellow	105	235

X^2 (2) = 2.75 n.s.

B. APA Division Membership

Number of Division Memberships	Division 14 Number of Respondents b	Division 14 Percentage of Respondents b	APA Number of APA Members c	APA Percentage of APA Members c
1	326	50%	10,996	49%
2	147	23	6,107	27
3	98	15	3,074	14
4	47	7	1,325	6
5 or more	30	5	896	4
Total	648	100%	22,398	100%

X^2 (4) = 8.71 n.s.

C. Division 14 Multiple Division Membership

Division d	All Respondents e (N = 648) f No.	%	Consider Division 14 Primary (N = 555) f No.	%	Consider Division 14 Not Primary (N = 84) f No.	%
Division 14 only	326	50%	326	59%	—	—
Div. 14 plus Div. 1	25	4	18	3	6	7%
Div. 14 plus Div. 2	27	4	18	3	8	10
Div. 14 plus Div. 3	20	3	7	1	12	14
Div. 14 plus Div. 5	73	11	53	10	18	21
Div. 14 plus Div. 8	78	12	62	11	15	18
Div. 14 plus Div. 9	58	10	42	8	14	17
Div. 14 plus Div. 12	30	5	13	2	16	19
Div. 14 plus Div. 13	32	5	17	3	12	14
Div. 14 plus Div. 15	23	4	12	2	11	13
Div. 14 plus Div. 17	44	7	31	6	11	13
Div. 14 plus Div. 19	41	6	24	4	16	19
Div. 14 plus Div. 20	9	1	7	1	2	2
Div. 14 plus Div. 21	29	4	16	3	13	15
Div. 14 plus Div. 23	43	7	30	5	13	15
Div. 14 plus Div. 31	20	3	14	3	4	5
Div. 14 plus Div. 32	10	2	7	1	3	4

D. Employment Status

Employment Status as of 12/31/73	Number
Employed	506
Unemployed	1
Retired	11
No answer given	141
Total	659

[a] Source: 1974 Membership Register of the American Psychological Association

[b] Division memberships must include Division 14 for respondents

[c] Includes APA Associate Members, Members, Fellows, and Life Members with membership in at least one APA division, and with membership year prior to 1974.

[d] Excludes divisions in which less than 1% of respondents hold membership

[e] Includes nine Division 14 Members who did not respond to the question regarding primary division membership.

[f] columns will not sum to the totals shown since individuals may be members of no other divisions or of more than one other division

Comparsion of 1971 and 1973 Income for Selected Groups of Division 14 members

Division 14 Categorization	1971 Median Primary Income	1973 Median Primary Income	Percent of Change in Median Primary Income 1971-1973	Adjusted 1973 Median Primary Income a	Percent of Change in Median Primary Income 1971-1973 With 1973 Income Adjusted
Degree					
Ph.D.	23,516	25,920	10.2	23,622	0.5
Masters	19,500	23,200	19.0	21,143	8.4
Age b					
40-44	24,983	27,000	8.1	24,606	-1.5
45-49	26,000	34,000	30.8	30,986	19.2
50-54	24,700	30,000	21.5	27,340	10.7
Sex					
Male	23,000	25,968	12.9	23,666	2.9
Female	16,000	22,000	37.5	20,050	25.3
Years Since Doctoral					
Degree b					
5- 9	22,000	23,500	6.8	21,417	-2.7
10-14	24,500	27,800	13.5	25,335	3.4
15-19	26,000	32,034	23.2	29,194	12.3
Primary Professional					
Employer b					
Manufacturing	25,000	29,875	19.5	27,226	8.9
Academic (12 mos.)	22,500	24,236	7.7	22,087	-1.8
Consulting	29,983	36,010	20.1	32,818	9.5
Major Job Activity b					
Mgmt. or Adm. of					
Research and					
Development	27,300	31,000	13.6	28,252	3.5
Teaching	19,000	20,964	10.3	19, 105	0.6
Industrial or					
Mgmt. Consulting	26,700	34,000	27.3	30,986	16.1

[a] 1973 median incomes were adjusted to reflect 1971 dollars, based on the Consumer Price Indices for 1971 and 1973 listed in the Monthly Labor Review, March of 1974, U.S. Department of Labor, Bureau of Labor Statistics.

[b] Includes doctorates only.

Convention Research and Evaluation Report

by Mildred E. Katzell

In 1970, the APA Board of Convention Affairs created a Research and Evaluation Committee to collect and evaluate data to be used to make APA Conventions more useful and attractive to members. That Committee has conducted three surveys: I. preferred dates; II. preferred sites: and III. convention activities. The questionnaires were included with election ballots in 1971, 1972, and 1973, and were returned by about 1/3, 1/4 and 1/3 of the APA membership, in the respective years, A report of results has been distributed to 1975 Division Program Chairmen, and **selected data for Division 14 are presented here.**

Survey I - Preferred Dates

Suggested Times	% Indicating Acceptable	% Gain or Loss Compared to Labor Day
Late August	79.4	+ 8.4
Late June	82.2	+ 11.2
Labor Day Weekend	71.0	—
Washington's Birthday	62.1	— 8.9

Survey II - Preferred Sites

Members were asked to rate 17 cities capable of accommodating the APA Convention, using a scale of 1 = Very Desirable to 7 = Very Undesirable. A total of 6830 APA members returned the questionnaire, and their mean ratings are shown in the accompanying table. Of the Division 14 respondents, 46.9% indicated that they favored holding separate meetings rather than a single annual convention.

Rank	City	Mean Rating
1	San Francisco	2.24
2	New Orleans	2.82
3	Montreal	2.96
4	Washington	3.08
5	New York	3.21
6	Toronto	3.23
7	Los Angeles	3.62
8	Philadelphia	3.66
9	Chicago	3.74
10	Mexico City	3.72
11	Las Vegas	3.90
12	Acapulco	4.05
13	Dallas	4.14
14	Miami Beach	4.15
15	Houston	4.20
16	Anaheim	4.44
17	Honolulu	4.70

Survey III - Content

On a scale where 1 = Greatly Exceed, 4 = Meet, and 7 = Fall Far Short, Division 14 gave the Honolulu convention a mean rating of 3.9 for professional rewards and 2.7 for social rewards, compared with other APA Conventions, Reacting to various program activities, members used a scale from 1 = Desired Increase, through 4 = No Change, to 7 = Desired Decrease. Mean ratings of Division 14 members are presented.

Program Activites	Mean Rating
Symposia	2.7
Paper Sessions	4.3
No Fee Workshops	2.8
Fee Charging Workshops	3.8
Invited Address by Psychologist	3.3
Invited Address by Non-Psychologist	3.4
Conversation Hour with Psychologist	3.6
Discussion without Presentation	3.4
Inventor's Corner	3.7
Free-Time	3.6
Division Social Hour	3.6
APA Open Forum	4.1
Open Caucus with APA Council	4.0
Film Programs	4.1
Commercial Exhibits	3.9
Research Talk by New Fellows	4.5

Program Attributes	Mean Rating
State of the Art in a Research Area	2.6
Applicantions of Psychology	2.3
Relationship between Psychology & Other Disciplines	3.1
Paper Discussion (not read)	3.0
Presentation by Prominent Psychologist	3.1
Invited Programs	3.3
Audience Participation	3.4
Longer Papers Summarizing Investigation	3.6
Social Action Programs	4.1
Theoretical Emphasis	3.9
Empirical Investigation Presentations	3.8

Reactions were also sought to certain traditional activities in the Convention Program. Members were asked whether the activity should be retained or eliminated, and 509 Division 14 members responded thus:

Activity	Retain	Eliminate	No Opinion
APA Presidential Address	78.1	8.3	13.6
Division Presidential Address	69.1	16.7	14.2
Distinguished Award Addresses	75.0	11.4	13.6
APA Dance	21.6	46.8	31.6
APA Reception	28.2	39.1	32.5

The APA Reports provide standard deviations and N's to accompany most of the data. These, and other details, are available on request from the current chairman of the Division 14 Program Committee.

STANDARDS FOR PROVIDERS OF PSYCHOLOGICAL SERVICES

by Milton L. Blum

In September, 1974, the American Psychological Association issued a policy statement affecting the professional practices and procedures of psychologists entitled **Standards for Providers of Psychological Services.** These Standards are a result of the efforts of a Task Force of 12 psychologists representative of the diverse fields in applied psychology. Nine of the 12 members have served since its inception in March of 1970. Industrial-Organizational psychology was represented by **Harold A. Edgerton** and the writer, so it is fair to say that Division 14 interests have been recognized during the deliberation.

The members originally chosen for the Task Force were selected not only because of their previous experience in work related to developing standards, but also to make sure that all points of view would be presented. At the same time the members did lean over backward to develop a set of standards that would be broadly and generally applicable to the **profession of psychology.** Probably the most important principle upheld by the Task Force was that the similarities among psychologists were greater than the differences caused by varieties of specialization and types of practice.

The set of goals to be achieved by developing **Standards for Providers of Psychological Services** were essentially to develop standards and have them take their place among other major statements and principles of the American Psychological Association.

The major goal, if one can be singled out, was to further the accessibility and recognition of psychology as an autonomous profession.

As the Task Force developed the Standards, it was hoped that the final document could set forth a single set of standards covering all types of psychologists working in all manner of human service settings. The Standards concern themselves not only with providers of the services, that is psychologists and their technical and supporting staff, but also the users and/or purchasers of such psychological services.

The Task Force also had a goal of setting a single standard whereby providers of psychological services in the private and public sectors would be uniform. The Standards affirm the position that psychologists qualified to provide autonomous services should be defined at the doctoral level. During the years of deliberation and development, the Task Force was quite concerned with the psychologist's personal accountability for the nature and quality of services rendered, and at the same time wanted to make provisions for innovative, flexible, and emerging changes in the delivery of service.

The APA Council, when approving the Standards, clearly recognized that the present standards would not be forever. Rather, they specified that the Standards should serve as guidelines. With practice and experience, it is expected that changes will be made.

The document in its present state is clearly recognized as imperfect. In fact, it is recognized as a product of necessary compromise and in need of continuing upgrading and improvement. Nevertheless, it truly represents the best efforts of 12 persons over a number of years. To aid in the development, evaluation, and continuing re-evaluation of the work of the Task Force as well as to propose modifications and changes, its members had been in com-

munication with state associations, state boards of examiners, divisions of the APA as well as other leaders in the profession.

Since the first call in February 1971 for formal responses, and including publication of successive drafts of the Standards, approximately 300 communications containing comments, suggestions and criticisms have been received from individuals as well as various constituencies within psychology. For the present the Task Force is continuing to review comments and to recommend changes that would clarify and improve the statement of principles embodied in the Standards.

In January 1975, the Council voted to establish a Standing Committee on Standards and it is intended that this committee, like its predecessor, will be representative of all major interests in professional psychology. The present Task Force will wind up its affairs in March 1975.

It is hoped that as the Standards are modified, they will provide a firmer basis for all psychological service relationships between the providers and users. Perhaps these Standards will offer a first step toward providing more uniform legislation and regulatory actions involving the providers of psychological services.

It is also hoped that the Standards can form a frame of reference for establishing insurance policies concerning malpractice and determining insurance coverage, so that more users may benefit from the qualified services of providers from any variety of institutional or individual practice.

One further point. Most psychologists work in reasonable, constructive and satisfactory atmospheres, and their superiors (who often may not be psychologists; i.e., college presidents, superintendents of hospitals, or presidents of corporations) are generally appreciative and understanding of the contributions that psychologists can make to the organization. However, a few find themselves working for biased or even irrational individuals. It is under this condition that the existence of **Standards for Providers of Psychological Services** serve a most useful purpose.

As we work together to improve the Standards, I hope we won't be disappointed if all suggestions cannot be adopted at once. It is hoped that the profession will ultimately benefit as a result of the Standards.

The invitation to write this article was gratefully accepted because the writer strongly believes it is most fundamental to recognize that industrial, organizational, or consumer psychologists work in settings where essentially the same standards should apply as they should in Veterans Administration hospitals, corrective centers, other mental health facilities, testing and evaluating services, or for that matter, industrial consulting. With patience, tolerance, and constructive suggestions, ultimately a uniform set of standards will prevail and be fairly applicable to all.

The full statement of the Standards will be reprinted in the March APA MONITOR. This statement will include the Standards as passed in September 1974 by the APA Council. The present status of the Standards then is to serve as guidelines with the recognition that all psychologists within the profession, including industrial/organizational, clinical, and others, entertain suggestions that will subject the Standards to continuing change and improvements.

WORK EXPERIENCES OF DIVISION 14 ASSOCIATES: OR, WHAT CAN YOU DO WITH A MASTER'S DEGREE, ANYWAY?

Dennis M. Courtney
University of New Haven

In the summer 1974 issue of TIP, I reported some of the results of a survey of Division 14 Associates sponsored by the Education and Training Committee. The previous report dealt with respondents' graduate training, while this will focus on work activities.

A three-page questionnaire was prepared in order to develop some preliminary data about Associates' educational and work experiences as an aid in developing a Master of Arts program in industrial and organizational psychology at the University of New Haven and to enable the E & T Committee to get reactions to then-proposed changes in Member status. A single mailing was made to the 171 Associates on the 1972 roster. Sixty-three percent (108) responded to the survey, including 24 individuals with doctorates. (While a number of those with PhDs had just received them and would soon become full Members, others showed no intention of "upgrading" their status. The sizable minority of doctorate-level Associates should challenge our stereotyped impressions of this group.)

Results and Discussion

Aside from salaries (Sorenson, 1972), there is little or no information available about the work experiences of master's - level industrial and organizational psychologists. To begin to gather the needed data, the questionnaire contained some preliminary questions about kind and size of organizations respondents worked for, position held, percent of time spent at various activities, and degree of satisfaction derived from these activities.

Business and industrial organizations employed nearly half (48.1%) of the respondents, with consulting firms following in a distant second place (16.7%). Public and governmental agencies employed 12%, colleges and universities 10.2%, research organizations 5.6%, and other kinds of organizations 4.6%. Three (2.8%) respondents were students or not employed.

Associates of Division 14 appear to work more often in very small or very large organizations, rather than in middle-sized ones. Of the 102 who answered, 35.3% worked in firms having 500 or fewer employees, and 58.3% of these were in companies with 100 or less persons. Only 25.5% were in organizations ranging in size from 501 to 10,000 people, while 39.2% worked in corporations employing more than 10,000 people. The very small organizations employing psychologists were those whose business was to provide psychological services, especially consulting. Thus, with this exception in mind, it seems to take a rather sizable organization to be able to afford or to be aware of the advantages of a full-time practitioner in industrial and organizational psychology—MAs and PhDs alike.

Each respondent's description of his current position was placed into one of six arbitrarily chosen categories. The largest group (43.5%) was made up of managers, supervisors, and directors of personnel, manpower planning and development, management development, training, personnel research, etc.

Another 25% were staff or research psychologists, engaged in training, testing, personnel and organizational research, etc., but without indication of a managerial function. Of the remainder, 9.3% were consultants (both internal and external), 9.3% were executives (presidents and vice-presidents, espcially in consulting firms), 7.4% were college or university professors, and 5.6% had other positions.

To obtain somewhat more specific information on the nature of the work of Division 14 Associates, respondents were asked the percentage of their time spent in each of 15 activities, chosen to represent the variety of services performed by industrial and organizational psychologists. They were also asked to indicate the degree of satisfaction or dissatisfaction received from each activity on a five-point scale from highly dissatisfied (1) to highly satisfied (5). Table 1 presents the number of non-PhDs and PhDs engaged in each activity and the average percent of time spent at each.

Table 1

Number Engaged in Work Activities and Mean % of Time Spent

Work Activities	Non-PhDs		PhDs	
	No.	% Time	No.	% Time
Testing	38	12.7	10	11.9
Selection	52	19.3	12	20.3
Training & Development	55	20.6	12	10.8
Organizational Change	38	14.6	11	16.1
Wage & Salary Admin.	23	4.3	3	5.0
Labor Relations	5	4.8	3	3.0
Consulting	46	17.3	12	22.3
Incentives & Motivation	33	8.1	7	14.6
Performance Appraisal	43	8.3	7	6.6
Job Analysis	22	9.7	2	7.0
Attitude Measurement	28	13.9	11	23.7
Organizational Planning	35	10.8	4	11.3
Counseling	31	10.8	7	9.7
Teaching	20	16.2	7	40.7
Routine Clerical Tasks	32	9.5	8	13.4
Other	35	40.5	9	37.2

Training and development, selection, consulting, performance appraisal, organizational change, and testing were the most frequently mentioned activities performed by the non-PhDs. The tasks most often mentioned by the PhDs were training and development, selection, consulting, organizational change, attitude measurement, and testing. The rank-difference correlation between non-PhDs and PhDs was moderately high (rho-.77), suggesting that there may, in fact, be little difference in the **kinds** of tasks each performs. Noteworthy, too, is the diversity of activities engaged in by all respondents. The non-PhDs reported an average of 6.3 different activities and the PhDs an average of 5.4.

The non-PhDs averaged 13.8% of their time at any one activity, with a low 4.3% invested in wage and salary administration and a high 40.5% at "other" tasks, mostly research and administrative. The PhDs spent an average

of 15.9% of their time at a single task, with a low of 3% at labor relations and a high of 40.7% in teaching.

The view we have seen of the industrial and organizational psychologist engaged in a variety of tasks requiring a number of different skills highlights a major problem for graduate training. Planning a student's program demands not only flexibility but also an unlikely prescience about the kinds of career activities most likely to fit both his interests and his opportunities. Much more detailed information about graduates' careers and local manpower needs in essential. Otherwise, industrial-organizational psychology runs the risk of becoming less "relevant" and of further diminishing in psychology departments (Cranny, 1971).

Table 2 Mean Satisfaction for Work Activities

Work Activities	Non-PhDs Satisfaction	PhDs Satisfaction
Testing	3.84	4.20
Selection	3.90	4.17
Training & Development	3.95	4.33
Organizational Change	4.42	4.64
Wage & Salary Admin.	3.30	3.33
Labor Relations	3.40	3.67
Consulting	4.50	4.67
Incentives & Motivation	4.35	4.86
Performance Appraisal	3.63	3.57
Job Analysis	2.95	4.00
Attitude Measurement	3.89	3.91
Organizational Planning	4.20	4.00
Counseling	4.13	3.86
Teaching	4.20	4.00
Routine Clerical Tasks	2.38	1.63
Other	**4.06**	**4.44**

Table 2 presents the mean degree of satisfaction felt by both non-PhDs and PhDs for each activity. The non-PhDs were most satisfied with consulting, organizational change, motivation, organizational planning, and teaching activities. The PhDs found motivation, consulting, organizational change, training and development, and "other" (especially managing and research) activities most satisfactory. Routine clerical tasks were dissatisfying to all, while job analysis was slightly dissatisfactory to the non-PhDs. Respondents derived the greatest satisfaction from the activities which took the greatest amounts of their time (r-.64; **t**-3.11, **df**-14, **p** .01). The PhDs' overall mean degree of satisfaction of 3.96 was significantly higher than the non-PhDs' 3.82 (**t**-2.17, **df**-30, **p** .05).

Further research is needed to provide more comprehensive data about the possible differences in work experiences, success, and satisfaction of doctoral and non-doctoral industrial and organizational practitioners. It is possible that the "second-class" citizenship imposed upon the MA will not be found to be consistent with his contributions to either psychology or the social good. The wealth of data now present in the APA Manpower Data System would be a reasonable starting place, and it would appear to be particularly appropriate for a Thesis project.

HIGHLIGHTS OF APA COUNCIL OF REPRESENTATIVES MEETING, JANUARY 24 to 26, WASHINGTON, D.C.

by Mary L. Tenopyr

Membership

Ken Little reported that the projected membership of APA will be 41,000 by January, 1976.

Membership for Master's Holders

Council voted about 2 to 1 to maintain the Ph.D. as the minimum requirement for membership.

Budget

In accordance with guidance provided by Council, APA will attempt to maintain a surplus of $200,000 a year for the next five years. Council approved a budget of approximately $7.3 million which should result in a surplus of $218,000.

Dues Increase

As proposed by **Lloyd Humphrey** representing Division 3, Council approved a 1976 dues increase of up to $10 which may be allotted to a small number of categories, one of them being journals. The Board on Structure and Function of APA is to determine the categories.

Standards for Professional Practice

Council voted to form a continuing committee on standards reporting to the Board of Professional Affairs. This committee would be charged with reviewing and revising the present standards. The committee would be broad based and encompass all areas of psychology. Nominations for membership are to be sent to **Art Centor,** APA Central Office, by February 28.

Different Doctoral Degrees

Council voted down a motion that APA sponsor an accreditation policy separating the professional degree and the scientific degree. Letters documenting APA's disapproval will be sent to the accrediting agencies involved.

Funds for AAP

Council voted a $45,000 appropriation to the Association for the Advancement of Psychology. The appropriation may be paid back if AAP becomes self-supporting. A motion expressing the hope that AAP and CAPPS would work together was passed.

Corporal Punishment

A resolution against corporal punishment of children in schools and other institutions was passed.

Gays

Council instructed APA to add to its policy wording prohibiting

discrimination against gays. Also, Council voted that homosexuality was not a mental illness. The Division 14 delegation abstained from the latter vote.

Relationship of APA to Divisions

Council passed a resolution involving the following:

a. Divisions are encouraged not to incorporate.
b. Divisions shall submit to APA an annual financial report and record of business conducted at annual business meetings.
c. Division publications shall maintain liability insurance. APA will pay the cost.
d. When a division or other unit of APA releases any position or policy statements on public policy matters in its own name, that statement shall contain a disclaimer that the statement is not necessarily the policy of APA. No division shall issue a public policy statement in the name of APA without prior approval by the Council of Representatives.

New Division Rejection

Council rejected the formation of two proposed divisions, Psychologists Interested in Religious Issues and Psychologists Involved in International Cooperation.

UNESCO

In view of recent events, Council voted to withdraw APA support of UNESCO Activities.

Financially Embarrassed Members

Council voted a reduction of dues to $10.00 for members whose incomes are less than $5,000 a year. The dues reduction cannot be applied for more than two consecutive years.

COLA

The Committee on Legislative Affairs was dissolved. The Executive Officer was asked to work on staffing in Central Office to meet needs associated with legislation.

Accreditation

A motion that APA's accreditation program should become self-supporting was defeated. Council voted to apply for membership on the Accreditation Council for Long-Term Care Facilities.

Management Study of Central Office

Council requested the Board of Directors to review functions and budgets of Central Office and report recommendations to Council in September.

Relocation of Some Central Office Activities

Council recommended more detailed study of the possibility of relocating some Central Office activities outside of Washington, D.C.

Council Representation, 1976

Division 14 received 4.42 percentage of the total vote for Council representation in 1976 and will retain 4 slots.

CATTELL SURVEY - Cont'd. from page 23.

aid to Cattell winners; and in half of the cases in which financial aid was not available, the research was not completed. For the number of awards given, a substantial number of publications have resulted. Implementation of the research appears to have been primarily in the training area. Drawing inferences from this admittedly small data set seems risky at this point. Based on this and other information, however, the 1974-75 Scientific Affairs Committee will address the question of how we can make the Cattell Award more beneficial to its recipients.

LETTER TO THE EDITOR

Arthur C. MacKinney
Wright State University
Dayton, Ohio 45431

Dear Mr. MacKinney:

While reading Marshall Sashkin's "Reflections" in the December 1974 issue of IOP, I was dismayed to discover that HRA was represented as "unworkable and generally not useful", as developed by Pyle and others. My experience with the concept, mechanics and applications of HRA does not lend support to that claim and I believe the charge is premature.

For R. G. Barry, HRA is not a major organization intervention strategy, nor is it a change or O.D. objective; rather HRA is an information subsystem which aids us in decision making, monitoring organizational resources, and providing feedback to managers. I am aware that grand claims have been made for HRA. However, that this fledgling information tool does not "live up" to its P.R. does not, in my opinion, detract from its present use or future potential. Of course part of the solution is to look at how HRA has been useful in the handful of organizations that have such a information system and to apply some of the conceptual and practical rigor of our field to improve its workability and utility. Unquestionably there **are** many problems, issues and "bugs" in developing and implementing HRA and R. G. Barry and every other HRA user, I believe, is a long way from having all the answers.

Over the past 2 years, Barry has concentrated less on HRA mechanics and more on practical uses of HRA data. The specific areas in which we are working include accounting for factory turnover and management turnover, accounting for participation in development activities, integrating turnover costs, training investments in manufacturing statements, analyzing and improving the cost-effectiveness of "joining-up" activities e.g. hiring and orienting new people, and analyzing the relative investments made in line supervisors orientation training, and development. As you may know, Barry has several ongoing organizations development activities so we do not see HRA as a substitute for diagnosis, training or development. HRA is merely an additional source of information to help guide our efforts and investments.

Sincerely,

R. G. BARRY CORPORATION
Mark Frohman, Ph.D.
Manager, Human Resources

WHAT HAVE YOU BEEN UP TO?

New Job? Interesting Activity? New Publication?

In order to encourage members to report on the new developments in their lives, **TIP** has prepared a special form for your use in submitting news about yourself or your acquaintances. Simply jot a message in the space provided, and send it to **Art MacKinney,** Graduate School, Wright State University, Dayton, Ohio 45431. If you prefer, you can telephone Art at 513-426-6650. **Deadline for the next issue is June 15.**

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 2500 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
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	Cover	150	135
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	Half Page	75	70
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