

## THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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

**A. C. MacKinney** Editor  
**M. J. Kavanagh** Associate Editor  
**Marshall Sashkin** Assistant Editor  
**Duncan Dieterly** Business Manager  
 435 Fairway Drive  
 Fairborn, Ohio 45324  
**Dr. Lyman W. Porter** President  
 Graduate School of  
 Administration  
 University of California, Irvine  
 Irvine, California 92664  
**Dr. Mary L. Tenopyr** Secretary-Treasurer  
 American Telephone &  
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## EXEC COMM SEEKS STUDY OF NAME CHANGE

LRP Committee to Consider Alternatives

by Art MacKinney

At the January meeting of the Executive Committee, the Long Range Planning Committee, **Paul Thayer**, Chairman, recommended that considerations of a change of name for the Division be postponed. The LRP reasoned that all parties were being distracted by the name change issue, from the more central issues regarding long-range planning, and that it should therefore follow rather than precede other more important matters. After considerable discussion, the Exec Committee disagreed, and by a small majority voted to ask LRP to continue study of alternative names for the Division and to bring in a recommendation at the time of the June meeting. Therefore, it appears that the Executive Committee is interested in arriving at a resolution on the issue, perhaps in time for total membership consideration in the fall.

Several alternative names, in addition to our present "official" name, "Division of Industrial and Organizational Psychology," have been discussed. The leading contender is "Division of Organizational Psychology," on the rationale that all our work is in organizational contexts. This view, however, is negated by many in part on the grounds of tradition and in part because our primary client group is industrial in nature. Other suggestions include "Division of Personnel Psychology," "Division of Business Psychology," and "Division of the Psychology of Work." None of these ideas, however, seem to have as much support as "Division of Organizational Psychology."

The LRP Committee solicits member views on this issue, and asks that comments be sent to Chairman Thayer (LIMRA, 170 Sigourney Street, Hartford, Conn.) as quickly as possible. In the relatively near future, the Exec Committee and eventually the total membership will be asked to cast ballots on the question.

Many other items of import to Division 14 are being studied by the LRP Committee. Included are further analysis of societal, educational, and professional trends. Another major part of the work treats issues facing I-O psychology such as how the division should react to proposals regarding the structure of APA, continuing education, public education about I-O psychology, and the division's stance on major societal issues such as invasion of privacy.

Perhaps the most significant segment of the committee's work is addressed to recommendations. Included are recommendations on matters such as a more proactive stance in APA Council, the re-establishment of I-O psychology within psychology departments, assistance to governmental agencies, unions, and school systems, and improved member education.

More information about the committee's work will be available in the summer issue of **TIP** and at the annual business meeting in Washington on September 4.

### NEW MEMBERS

Anyone interested in joining Division 14 should write to **Ken Wexley**, Membership Chairman, for application materials at the Department of Psychology, The University of Akron, Akron, Ohio 44325. If you know of any APA member or graduate student who may be interested in joining the division as a Member, Associate, or Student-Member, send their names to Ken.

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**B. von Haller Gilmer**, Carnegie-Mellon University

1971, 650 pages, \$13.50

Includes the social psychology of organizations and the personnel-psychological aspects of selection, training, supervision and labor-management relations.

### Behavior in Organizations

**Lyman W. Porter**, University of California, Irvine; **Edward E. Lawler III**, University of Michigan; and **J. Richard Hackman**, Yale University

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## AMICUS CURIAE BRIEF

by Don Grant

The February issue of **TIP** had a brief paragraph (p.2) on the amicus curiae brief in *Washington v. Davis* which our Division filed with the U.S. Supreme Court. By now the Court may have issued a decision in the case. We hope, of course, that the Court heeds our advice and counsel and gives our brief appropriate recognition. In a brief filed for the "Federal Respondents," incidentally, the U.S. Department of Justice cited our brief, along with the Division 14 **Principles**, several times and supported its conclusion.

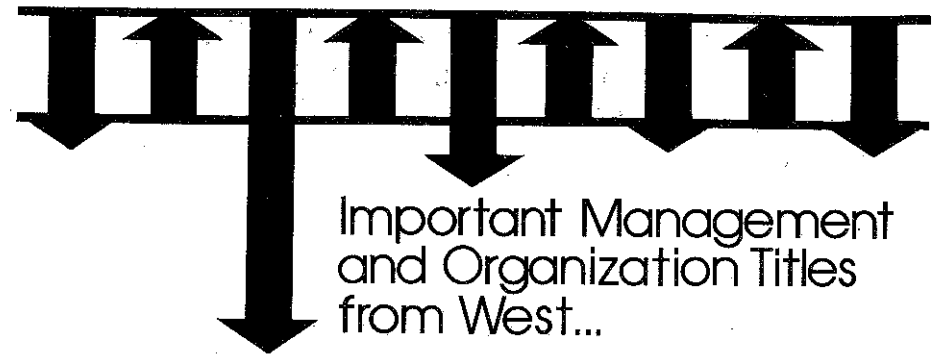
The brief, with **Principles** appended, is a rather lengthy one. It reviews many of the general issues which have concerned our members and deals with the major issues raised by the specific case. Neither plaintiff nor defendant are favored and the brief concludes, "The **amicus curiae** urges the Court to reverse the court of appeals and remand the case to the district court for a full evidentiary hearing and determination under appropriate standards as set forth hereinabove." Copies of the brief may be obtained (for \$10 per copy to recover costs to our Division) from **Dr. Mary L. Tenopir**, AT&T Co., 195 Broadway (30-C1620), New York, New York 10007.

The attorneys who had the primary responsibility for preparing the brief, **Lawrence Ashe** and **Susan Cahoon**, have written a chapter on "scored tests" for a book on fair employment litigation to be published by BNA. **Lyman Porter** has given them permission to reproduce the Division 14 **Principles** in the appendix of the book. The book is intended for reference by lawyers, so should give our **Principles** exposure to a highly relevant "consumer" group.

Filing of the brief in *Washington v. Davis*, however, does not end the concerns of our Division with legal issues as they relate to selection procedures or any other legal matters having an impact on our profession. At its January meeting the Executive Committee established an **ad hoc** Committee on Legal Issues to review developments of concern to our membership and to recommend ways for the Division to respond to these developments. In brief, a proactive approach is needed along with mechanisms for coping with the legal issues which affect our profession. Any suggestions you may have to offer the committee should be addressed to its chairperson, **Dr. Donald L. Grant**, AT&T Co., 195 Broadway (30-C2259), New York, New York 10007.

### SPECIAL NOTICE

The APA Committee on Psychological Tests and Assessment has established a system to collect emerging problems or critiques on the **Standards for Educational and Psychological Tests** (1974). This information will be used to determine when it is appropriate to undertake a revision (which is not planned in the near future) and will point up the direction that the revision will need to take. The Committee would appreciate it very much if you would send any comments and/or articles on the test **Standards** to: **Willo P. White**, Office of Scientific Affairs, American Psychological Association, 1200-17th Street, N.W., Washington, D.C. 20036.



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## DIVISION RESPONDS TO PROPOSED UNIFORM GUIDELINES

President Porter Writes EEOCC Chairman

The Honorable Harold R. Tyler, Jr.  
Deputy Attorney General of the United States  
U.S. Department of Justice  
Washington, D.C. 20530

February 2, 1976

Dear Mr. Tyler:

The Division of Industrial and Organizational Psychology (American Psychological Association) appreciates the opportunity to comment on the EEOCC Staff Committee Proposal for Uniform Guidelines on Employee Selection Procedures, dated September 24, 1975. These comments are reaching you several days after the February 1 deadline because I wanted to obtain the consensus of the Division 14 Executive Committee, at our January 30-31 meeting, before finalizing them. In a January 12, 1976 phone conversation, Mr. David Rose indicated to our Professional Affairs Committee Chairperson that our comments would be accepted a few days after the deadline.

Our reactions to the proposed guidelines represent the unanimous opinion of the Executive Committee, and are judged to represent the majority views of the membership. Our reactions also reflect the careful thinking that went into the **Principles for the Validation and Use of Personnel Selection Procedures** (Division 14, APA, 1975). Drs. Robert Guion and Mary Tenopyr prepared the **Principles**. Twenty-six distinguished Division members were appointed to review the various drafts and to advise on the content and style of the document. The **Principles** were written to be consistent with the **Standards for Educational and Psychological Tests** (APA, 1974) and to clarify the applicability of the **Standards** to employee selection, placement, and promotion problems.

Division 14 feels that the September 24, 1975 proposed guidelines are a major improvement over previous drafts. We were very pleased with some of the changes from earlier drafts. The present document is more clearly written and more comprehensive. The tone is more positive than earlier drafts which appeared to be somewhat restrictive and punitive. We were particularly pleased with the present draft's recognition of the parity of criterion-related, content, and construct validation strategies. As indicated in the Division 14 **Principles**, any of the validation strategies (criterion-related, construct, and content) may be emphasized in showing a relationship between various parts of the selection process and the objectives of the organization. In summary, the September 24, 1975 proposed guidelines are a step in the right direction. They do more than earlier drafts to encourage (rather than discourage) the use of more reliable and valid selection procedures.

In spite of improvements in the present draft, Division 14 has some major concerns with this document. For the sake of expediency, we mention only the more critical problems below:

1. Section 3b indicates that alternative available selection procedures with lesser adverse impact must be used, if the user knows or should reasonably have known of such alternative procedures. The words, "or should reasonably have known" seem undefinable. This section is difficult to interpret and will be perceived by readers as being unrealistic and impossible to follow.

2. The job analysis requirement for all validation studies is not appropriate. In a December 14, 1973 letter to Mr. David Rose, Dr. Edwin Fleishman, then President of Division 14, commented on this requirement. Dr. Fleishman was commenting on an earlier draft of the guidelines. We are sorry to see that our earlier comments were not given more consideration. We believe that criteria used in an empirical validity study should be based on an appropriate review of information about the job (p. 3 of **Principles**). We do **not** believe that this review of job information must be a detailed job analysis. The review of job information may be very brief, or very lengthy, depending on the objectives of the investigator and the nature of the situation. There are many types of job analysis and job information, and they are used for different purposes. As Dr. Fleishman indicated, the guidelines cannot attempt to deal with these complex issues.
3. The concept of fairness of selection procedures is discussed in section 12b(6). Since Dr. Fleishman's letter which questioned regulations on differential validity (test fairness), considerable research has been conducted. The consensus of professionals is that there is no substantial evidence supporting the existence of differential validity. In other words, the odds of not finding differential validity are much greater than the odds of finding it. Division 14 supports the idea of investigating the possibility of moderating effects (p. 8, **Principles**). However, we recognize the difficulties in studies which investigate moderator variables. Technical and situational considerations often make it impossible to properly conduct such studies. Sections 6a, b, c discuss cooperative validity studies and generalizing validity from one location to another. These sections represent an improvement over previous drafts. Division 14 strongly encourages psychologists to engage in cooperative research ventures and to determine how to generalize validity findings (p. 13, **Principles**). However, sections 6a, b, c of the guidelines are virtually impossible to follow because they rely on the unsubstantiated assumption that differential validity exists.
4. Section 12e discusses the practical usefulness of selection procedures. Although the section recognizes the fact that there are no absolutes in this area, other parts of this section are unnecessary and unduly restrictive, particularly 12e(4) which discusses taking into account the availability of other selection procedures.
5. We suggest that a statement be added to Section 10, which covers retesting. The statement should indicate "where research shows that validity substantially drops from first to subsequent testings, the user is not required to provide the opportunity for retesting."

There are other portions of the proposed guidelines which, in our opinion, require further study before they are finalized. Division 14 would be happy to assist in the development of future drafts. We ask you to carefully consider our comments and to inform us of further changes and revisions of the proposed guidelines. Division 14 is committed to equal employment opportunity. We will continue to encourage research that will improve the fairness and effectiveness of selection procedures. As we stated in the **Principles**, no set of principles or guidelines should freeze the field to prescribed practices or limit creative endeavors. Portions of the latest guidelines are a welcome change. Other sections still represent major problems.

Sincerely,  
Lyman W. Porter  
President

## CONTINUING ED GROUP MEETS, HEARS VIEWS, SETS GOALS

by Art MacKinney

A new subcommittee of the Division's E & T Committee under **Irv Goldstein**, as Chairman, met in Washington late in 1975. This subcommittee was formed to consider the new effort in APA for continuing education and determine how Division 14 can best respond to it. It is recognized that the division's workshops which have been of long-standing excellence provide I-O psychologists a system for updating practitioners, helping members move into new areas, and generally provide for our continuing education needs. But this new subcommittee will address what additional ways Division 14 should be involved.

At last fall's meeting, the subcommittee heard comments from **Al Wellner** of the APA central office staff as to why CE has become such a timely issue so rapidly. Legal definitions of "psychological services to the public" include I-O psychologists working in organizations, and most state licensing boards are either studying or have adopted a continuing education requirement for maintaining a license to practice. In addition, the APA Educational Affairs Office is beginning work on guidelines for continuing education models. This is an attempt to be proactive and establish guidelines prior to each state going its separate way.

Division 14's E & T Subcommittee on Continuing Education expects to do the following:

1. Develop a catalog of state and national CE activities,
2. Inform I-O psychologists about the issues,
3. Identify I-O needs in regard to CE,
4. Identify those needs that Division 14 can address,
5. Identify activities others can address,
6. Work with other groups (such as APA) to represent the views of Division 14,
7. Recommend to the Division 14 leadership and members the role they should assume in CE.

Members particularly interested in this subject should contact the chairperson of the E & T Committee, Dr. **Ann Hussein**, Drexel University, Philadelphia 19104.

## AAP ANNOUNCES NATIONAL CONFERENCE ON ALTERNATIVE WORK PATTERNS

The latest issue of **Advance**, the newsletter of the Association for the Advancement of Psychology, carried information about the April 8 invitational conference on Alternative Work Patterns. This conference, of general interest to Division 14 members, "will establish plans to collect and disseminate information on alternative work patterns, open a Washington based information office and plan a large national conference in the spring of 1977." In addition to AAP, the conference will be sponsored by many governmental, labor, and voluntary organizations. Psychologist **Michael Macoby** of the Harvard Project on Technology, Work and Character will be the keynote speaker at the conference luncheon. One major thrust of the conference will address provision of flexible work hours.

## PSYCHOLOGY OF WORK BEHAVIOR

By Frank J. Landy, and  
Don A. Trumbo, both of the  
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## EXEC COMMITTEE RECEIVES HUMPHREYS PROPOSAL

### Division's Reps to Council to Study Alternative Structure for APA

Shortly before the January meeting, the Division's Executive Committee members received a copy of Lloyd Humphreys' proposal for reorganization of APA. The proposal is a fairly drastic one which, if adopted, would move the organization to many fewer interest groups rather than the present divisional structure. He argues for a central APA with "at least" five separate societies which would incorporate present divisions based on subareas of the major interest area. He proposes:

Society for Clinical Practice in Psychology  
Society for Teaching and Research in Psychology  
Society of Psychologists in Business and Government  
Society for Psychology and Social Policy  
Association of State Psychological Societies

Humphreys notes, "Psychologists in private clinical practice typify the members of the first . . . those in colleges and universities typify the second, and those salaried psychologists working for industrial concerns or governmental agencies the third." It is also true, as many observers immediately noted, that Division 14 members do not "fit" exclusively in the third. Many Division 14ers teach and research, are interested in social policy, and so forth. Therefore, it appears that Division 14 members would probably belong to at least two of these new societies and perhaps more. And Humphreys notes that, "Any psychologist could belong to as many of the four as he or she wished, could qualify for, and pay for." The fifth society would be limited to institutional memberships only.

Although the proposal has generated considerable interest, there is no way at this point to assess the likelihood that it might proceed as far as implementation. For the present and immediate future, it is a matter for discussion among all psychologists of whatever persuasion. **TIP** readers particularly interested in the proposal should write **Mary Tenopir**, 195 Broadway, New York. There are a limited number of copies of the full proposal available.

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## NOTES AND NEWS

by Art MacKinney

**Frank Schmidt**, U.S. Civil Service, is this year's Program Chairman for the Midwestern Chapter of the Society for Multivariate Experimental Psychology. The Society will hold its annual meeting in Chicago on Saturday, May 8. More information is available from Frank, U.S. Civil Service Commission, Bureau of Policies and Standards, Washington, 20415.

Harcourt Brace Jovanovich, Inc. has merged the Test Department into The Psychological Corporation, a wholly-owned subsidiary of HBJ. The announcement was made on January 1, 1976, by **Roger T. Lennon**, Chairman of Psych Corp.

The 1975 annual report of the Center for Creative Leadership lists several psychologists in key positions: **Dave Campbell**, **Morgan McCall**, **David Slonaker**, and **Russ Vaught** are easily recognizable. In addition, **Ken Clark** is Chairman of the Board of Governors.

The latest issue of A T & T's **Developments** includes articles by **Mary Jo Kulp**, **Joel Moses**, **John P. Fernandez**, and **Robert A. Ramos**. A limited number of copies may still be available from any of the named persons: 195 Broadway, New York, New York.

The November 1975 issue of the Division 31 Newsletter notes, "APA Division 14 (industrial) is showing more concern with person issues that some of the so-called 'soft' divisions. Currently they are assessing member interest and expertise bearing on pressing problems related to public policy and social issues! In addition, watch for the impending publication of a booklet on testing guidelines, edited by **Bob Guion**."

The December 1975 issue of the Pennsylvania Psychological Bulletin includes articles by **Ted Kunin** and **Frederick Sale**. Both deal with the "Practicalities of living with the EEOC." Kunin and Sale are with Psychological Consultants to Industry in Pittsburgh.

**Kenneth G. Cook**, formerly with Century Research, has been appointed Senior Research Associate, Planning and Research Department, National Retired Teachers Association and the American Association of Retired Persons. Ken will be working out of Washington: 1909 K Street, N.W.

Various members of the EEOCC and Division 14 members **Jim Scharf**, **Bill Gorham**, and **Clay Hamner**, presented a policy conference on the new guidelines in Evanston, Illinois, last January. Clay has agreed to provide **TIP** with a short summary of the conference for publication in a future issue.

The year's SEIOPA meetings took place on March 18 in New Orleans. Presentations were made by **Jack Hicks**, **Leonard Berger**, **Bill Mobley**, **Stephen Cohen**, **Walt Strange**, **Michael Flanagan**, **Steve Meadows**, **Bob Konstantinovich**, **Warren Blumenfeld**, **John Quigley**, **Robert Dipboye**, and **Rich Arvey**. **Jack Larsen** was a coordinator of events.

**Harry Levinson** of the Levinson Institute, Inc., Cambridge, Mass., reports several new developments: the paperback version of his **Organizational Diagnosis** has recently been published by Harvard Press; his Institute will publish his new book **Psychological Man**; he was Centennial Professor at Texas A & M during April of this year; he has been elected Vice President of ABPP. Write Harry at Box 95, Cambridge.

The Cerres Foundation (Box 987, Alliance, Ohio) has published **Tim Hilaal's** new booklet, **The Corporate Handbook on Equal Employment Opportunity**. It is a concise 25-page summary of the EEOC, corporate responsibility in EEO matters, major regulations, and the selection process. The price is \$4. each for 1 to 10 copies, with discounts for volume purchases.

**Steven Mayer** has been named Director of Rainbow Research, an Independent Minneapolis organization specializing in program evaluation of

social service delivery systems. His address is 1406 West Lake St., Minneapolis 55408.

**Jim Sharf** has a couple of interesting and useful items available to interested **TIP** readers. The first is a bibliography on fair employment; it covers guidelines and standards, legal aspects, job analysis, test fairness, licensing and certification, and significant court cases. The second is a copy of a talk Jim gave at a recent personnel compliance conference entitled, "What You Can and Cannot Do In the Employment Process." Write him at EEOC, Washington, 20506.

**Samuel S. Dubin**, Penn State University, has been appointed to the APA Advisory Committee on Continuing Education. The functions of the committee include developing standards and guides, devising a national records-keeping system, proposing model legislation, formulating a statement of philosophy, and encouraging research on continuing ed methods. **Irv Goldstein** of the Division's E & T Committee is the chairman of a subcommittee to study and recommend an appropriate divisional stance on this general subject.

**Laurie Eyde** of the U.S. Civil Service Commission has been appointed a Consulting Editor for the **Journal of Counseling Psychology**.

**Richard E. Byrd**, President of the Richard E. Byrd Company, is moving to his firm's Washington, D.C. office. Formerly he was located in Minneapolis.

The last (i.e., February) issue of **TIP** neglected to point out that **George W. Albee** was the recipient of the APA Distinguished Professional Contribution Award for 1975. Our face is red, but it is nice to know that George Albee reads **TIP**.

Because of high costs and limited use, APA will continue convention child care only through the 1976 meeting. The Board and Council request suggested solutions for future years, including ways of promoting family attendance at APA conventions. Write **Kay Stadley**, APA, 1200 17th St., N.W., Washington, 20036.

**Ross McFarland**, Guggenheim Professor of Aerospace Health and Safety at Harvard's School of Public Health, has provided **TIP** with a copy of his article which appeared in the new 15th edition of the **Encyclopedia Britannica**. The article is entitled "Safety Engineering."

Immediate Past-President, **Don Grant**, reports that sales of the division's most recent **amicus** brief (in the case of Davis v. Washington) have been going well so far. The availability of the brief (for sale from Secretary-Treasurer **Mary Tenopir** at \$10. per copy) was first announced in the last issue of **TIP**, and this announcement is to remind all **TIP** readers that copies are still available and that receipts (to help defray the costs of the brief) are still needed. Mary's address is A T & T, 195 Broadway, New York. Don has an article about the brief elsewhere in the current issue.

**David Robinson**, a Consulting Psychologist in Boise, Idaho, reports that the Sun Valley Executive Health Institute has begun a five-day program for executives and their wives which focuses on changes in lifestyle in terms of diet, exercise, and avoidance of stress. The December 8, 1975, issue of **Business Week** featured the Sun Valley EHI. More information is available from Dr. Robinson at 910 Main St., Boise, 83702.

**TIP** has received a most interesting and informative booklet describing the ASPA program for "accreditation" in personnel administration and industrial relations. The booklet describes ASPA's continuing education program and the means for achieving the levels and areas of individual accreditation. One need not be an ASPA member to participate. For more information write ASPA Accreditation Institute, Box F, Berea, Ohio 44017.

(continued)

**Rich Arvey** of the U. of Tennessee, Knoxville, College of Business, is establishing a liaison person in each state who is an I-O psychologist and who is in a position to keep Division 14 informed of developments in his or her state. Rich is functioning as a member of the division's Professional Affairs Committee. If you are in a position to help, write Rich.

**Ed Fleishman** is co-editor of the section on Psychomotor Learning and Performance of the new **International Encyclopedia of Neurology, Psychiatry, Psychoanalysis, and Psychology**. In addition, he has contributed articles on "Tasks and Task Taxonomy," "The Prediction of Skill Learning and Performance," and "Human Motor Abilities."

**Alphonse Chapanis** of John Hopkins University delivered the third annual Gaudet Lecture at the Stevens Institute of Technology Chapter of Psy Chi. His title was "Investigation into the Human Uses of Telecommunications."

**TIP** has received the Prospectus Edition (Volume 1) of the newsletter of the APA Public Interest Coalition, edited by **John Popplestone** of the University of Akron. It is "addressed to those who believe that psychological sophistication should provide a resource for the making of decisions and policies which affect the PUBLIC INTEREST." More information is available from John.

**Linda Medin**, Manager of Management Development for Medtronic Corp., Minneapolis, presented a two-day workshop for trainers entitled "Women in Business" at the Center for Creative Leadership, Greensboro, N.C., in April.

**Mary Tenopyr**, Secretary-Treasurer of Division 14, has been appointed Chairperson of a subcommittee of the APA Board of Professional Affairs to study and establish priorities for the professional affairs activities of the Association.

**Richard R. Reilly**, formerly of ETS, has accepted a position as Project Manager in the AT & T human Resources Laboratory. He will be working in **Mary Tenopyr's** Employment Research Group.

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**ADVERTISE IN TIP!**

# 24TH ANNUAL INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY WORKSHOPS

Presented as part of the annual convention of  
The American Psychological Association  
Thursday, September 2, 1976  
Sheraton Park Hotel Washington D.C.

## Workshop Committee

**James A. Thurber**, Chair  
**James L. Farr**, Treasurer  
**Lawrence J. Bollinger**, Arrangements  
**Kenneth M. Alvares**  
**Alexis M. Anikeeff**  
**Michael R. Cooper**  
**Frank J. Ofsanko**  
**Karlene H. Roberts**  
**Gary A. Yukl**  
**Sheldon Zedeck**



## WORKSHOP SCHEDULE

Thursday, September 2, 1976

Sheraton Park Hotel

Washington DC

8:30 am-9:00 am Registration  
9:00 am-5:00 pm Workshop Sessions  
12:00 n-1:00 pm Lunch — Cotillion Room South  
5:30 pm-7:30 pm Social Hour — Cotillion Room South

Section I Career Development Workshop  
Richmond Room **Edgar H. Schein**

Section II The Role of Action and Assessment Research in  
Dover Room Quality of Work Application  
**Edward E. Lawler III & Ted Mills**

Section III Two Developments in Supervisor Training  
Franklin Room **Fred Fiedler & Melvin Sorcher**

Section IV Organizational Psychology Applied  
Wilmington Room **Murray Aborn, Douglas W. Bray, John C. Flanagan,  
George P. Hollenbeck, James H. Rae, Jr., Frank J.  
Smith, & Paul W. Thayer**

Section V Organizational Diagnosis Workshop  
Arlington Room **Raymond E. Miles**

Section VI Employment Testing and the Law:  
Alexandria Room Fundamental Tools and Cases  
**Milton R. Blood & Carl F. Goodman**

Section VII The Tightening Legal Stranglehold on Employee  
Senate Room Selection Procedures  
**R. Lawrence Ashe, Jr., James C. Sharf, William W.  
Ruch, & Donald Stacy**

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.

Richmond Room  
Sheraton Park Hotel

September 2, 1976

## Section I CAREER DEVELOPMENT WORKSHOP

**Edgar H. Schein, PhD**  
Sloan School of Management  
Massachusetts Institute of Technology

The objective of this workshop is to present and discuss a conceptual scheme for the analysis of career development needs from the viewpoints of the employing organization as well as from those of the employed individuals. The concept of "career anchors" (stable syndromes of self-perceived motives, values, or talents which guide or constrain the career) will be explored within the framework of human resource and individual life/career planning.

It is not uncommon in organizations that career development is operationally defined very differently by the personnel/manpower planning and personal/organizational development functions. Defining the dilemma of integrating individual and organizational needs gives some help; in this workshop the intent is to both analyze the various matching processes (of personal and organizational needs) as well as to consider alternative and/or additional mechanisms for improving the career development process.

Edgar H. Schein, since 1972, has served as Chair of the Organization Studies Group, Sloan School of Management, Massachusetts Institute of Technology. For almost 20 years he has served as a consultant to industry in a variety of areas including management development, organization development, top management team building, process consultation, human relations, group relations, and career development to name a few. Ed has also been a frequent participant in organization development, process consultation, and other types of educational activities and workshops conducted by various organizations. Ed is a Fellow of APA, American Sociological Association, and IAASS. He has authored/co-authored six books and numerous papers and journal articles.

Workshop Enrollment  
25 participants

Workshop Coordinator  
**Ken Alvares**  
Bowling Green State University

Dover Room  
Sheraton Park Hotel

September 2, 1976

Section II  
THE ROLE OF ACTION AND ASSESSMENT RESEARCH  
IN QUALITY OF WORK APPLICATION

**Edward E. Lawler III, PhD**  
Institute for Social Research

**Ted Mills**  
National Quality of Work Center

The National Quality of Work Center is concerned with improved utilization of human resources and an improved quality of working life. The Center attempts to achieve these twin goals through the restructure of the social and technological systems in the workplace and their interaction, particularly with respect to the work environment, the tasks required and performed, labor-management interactions and relations, organizational structures, and incentives and rewards. They utilize standardized multi-instrument techniques, developed and applied by the Institute for Social Research, on four distinct but overlapping areas: attitudinal, economic, labor relations, and technological.

Lawler and Mills have, since April, 1974, been charged with implementation of the Quality of Work Program, which has been funded by the Economic Development Administration, the US Department of Commerce, and the Ford Foundation. During the two plus years of the program's existence, seven organizational change projects have been launched. The NQWC focus of these projects has included the entry, diagnostic, and implementation phases with ISR focusing on developing and applying assessments of project developments. In this workshop Lawler and Mills will describe the intervention and assessment models utilized, problems encountered, and interim results from each project.

Edward E. Lawler III is a Professor of Psychology at the University of Michigan and a Program Director at the Institute for Social Research. He has published extensively in the field of organizational psychology. Ed's most recent book is Information and Control in Organizations. This past year he was a Visiting Scientist at the Human Affairs Research Centers of the Battelle Memorial Institute.

Ted Mills formed the National Quality of Work Center in March, 1974, after two years as Director of the Quality of Work Program which he created and developed while at the Price Commission in 1972 and continued at the National Commission on Productivity during 1973. Ed has created, written, and/or produced over a hundred film and television programs and has received over twenty awards for them.

Workshop Enrollment  
30 participants

Workshop Coordinator  
**Mike Cooper**  
Suffolk University

Assembly Room  
Sheraton Park Hotel

September 2, 1976

Section III  
TWO DEVELOPMENTS IN SUPERVISOR TRAINING

**Fred Fiedler, PhD**  
University of Washington

**Melvin Sorcher, PhD**  
Richardson-Merrill, Inc.

This workshop will consist of two half-day sessions. In the first session, Fred Fiedler will present a new leadership training method based on his contingency model. In contrast to most other managerial training (which seeks to modify a supervisor's behavior or attitudes), Leader Match is a method for teaching a supervisor to analyze his leadership situation and modify it to match his leadership style. Leader Match utilizes self-paced programmed instruction requiring 4 to 7 hours of time, and optionally 1 to 2 hours of additional instruction. Guidance in the presentation and use of the training program will be provided and supporting results from validation studies will be discussed.

In the second session Mel Sorcher will provide an overview of behavior modeling. This behaviorally focused and situationally specific training method appears to have great potential for improving managerial skills. The process will be explained and described as an alternative to conventional training methods. Film will be shown to demonstrate how behavior modeling can be used. Results from research supporting the effectiveness of the training method will also be discussed. The presentation should enable the psychologist to evaluate and plan training programs from a different perspective.

Fred Fiedler is a Professor of Psychology, a Professor of Management and Organization, and Director of the Organizational Research Group at the University of Washington. He is currently a consulting editor for three professional journals. He has served extensively as a consultant to governmental agencies and business firms and has received several awards for his research. He has published numerous articles on leadership and is the author/co-author of four books.

Melvin Sorcher is currently the Director of Management Development at Richardson-Merrill Inc. Previously he was Manager of Personnel Research for General Electric. He pioneered the use of behavior modeling in industry and has been active in applying psychological methods to a wide range of organizational problems. He is the author of many articles and the co-author of a recent book on the application of behavior modeling in supervisor training.

Workshop Enrollment  
25 participants

Workshop Coordinator  
**Gary Yuki**  
City University of New York

Wilmington Room  
Sheraton Park Hotel

September 2, 1976

Section IV  
ORGANIZATIONAL PSYCHOLOGY APPLIED

**Murray Aborn, PhD**  
National Science Foundation

**Douglas W. Bray, PhD**  
American Telephone & Telegraph

**John C. Flanagan, PhD**  
American Institutes of Research

**George P. Hollenbeck, PhD**  
Merrill, Lynch, Pierce, Fenner & Smith

**James H. Rae Jr.**  
General Motors Corporation

**Frank J. Smith, PhD**  
Sears, Roebuck & Company

**Paul W. Thayer, PhD**  
Life Insurance Marketing and Research Association

What are psychologists doing in the applied organizational world? This workshop is designed for a sharing, perhaps another view of life and the work we perform. Are there some techniques, methods, procedures, and/or unique applications by other members of our profession which would expand our own horizons and add new dimensions to the functions which we perform?

In this workshop professional applied behavioral scientists working on all organizational levels, in a variety of systems and cultures, from diverse geographical areas, will share their experiences in the "real world" (as it's affectionately referred to).

John C. Flanagan is Chairman, Board of Directors, American Institutes of Research, Palo Alto, California. He will discuss the use of the critical incidents technique and the manner in which it has been employed in various programs (such as TALENT) and the 15 dimensions used in establishing the quality of life as perceived by the 30, 50, and 70 year-olds.

(continued)

Douglas W. Bray is Director, Management Selection and Development Research, American Telephone & Telegraph Company, New York. He is well known for his supervision of longitudinal studies of management development around assessment center technology, conducting sophisticated validation studies and management training programs. He will discuss some of the less-well publicized insights which have been gained from these activities and their relevance to a broader scope of organizational practices and problems.

Murray Aborn is Program Director, National Science Foundation, Washington. He will describe the manner in which the decision-making process works during the evaluation of proposals submitted to NSF. He will also discuss the function which the professional psychologist performs in government service and its impact on the private sector.

Paul W. Thayer, Senior Vice President, Life Insurance Marketing and Research Association, Hartford, Connecticut will speak about the challenge and problems of multi-company research within a highly variable industry. His work has used a wide range of measurement techniques from simple surveys to complex experimental design. He has some examples of success to counter the old saw "It is impossible to do good research in industry."

Frank J. Smith is Director, Employee Surveys, Sears, Roebuck & Company, Chicago. He will describe organizational diagnosis through the use of attitude surveys, pragmatic analyses of results, feedback, and on-going research programs.

George P. Hollenbeck is Manager, Personnel Research, Merrill, Lynch, Pierce, Fenner & Smith, New York. He has worked with the problem of account executive turnover, applications of different job analysis techniques to sales positions, and the use of assessment procedures in the selection of sales personnel.

James H. Rae, Jr. Assistant Director, Organizational Research and Development, General Motors Corporation, Detroit, will discuss the problems and techniques used for their resolution within the automobile industry. Of particular interest to psychologists has been GM's interfacing with top level officers of the United Automobile Workers union some joint venture projects which have been initiated.

Workshop Enrollment  
35 participants

Workshop Coordinator  
**Alex Anikeeff**  
University of Akron

Arlington Room  
Sheraton Park Hotel

September 2, 1976

Section V  
ORGANIZATIONAL DIAGNOSIS WORKSHOP

**Raymond E. Miles, PhD**  
Institute of Industrial Relations  
University of California, Berkeley

Organization activity can be profitably monitored and evaluated at several levels. Diagnosis can focus, for example, on individual organization members, on relationships within and among organizational units, and on relationships between the organization and its environment. Few organizations do an effective job of appraising their activities at all levels and thus change efforts are frequently mistimed and misdirected.

This workshop is designed to appraise the state of the diagnostic art at several levels. Included in the workshop agenda will be such diagnostic approaches as human asset accounting, research on organization climate, and recent efforts by the workshop leader to measure organization "personalities" — patterns of strategic response to environmental conditions. Workshop participants will gain in the analysis of diagnostic theory and instruments and will participate in the design of an "ideal" program of total organization analysis.

Raymond E. Miles is a Professor of Business Administration and Associate Director of the Institute of Industrial Relations at the University of California, Berkeley. He has served as Visiting Professor in Organizational Behavior at the Amos Tuck School of Business Administration, Dartmouth University, where he again visited in 1976. He is Managing Editor of **Industrial Relations** and has served numerous business organizations and public agencies as consultant and lecturer in the areas of personnel administration, leadership training, and organizational analysis. His current research activities are focused on the areas of organizational development, leadership attitudes, group learning processes, and managerial decision making processes. He has published extensively in the academic and management literatures. His most recent book is **Theories of Management: Implications for Organizational Behavior and Development**.

Workshop Enrollment  
25 participants

Workshop Coordinator  
**Karlene Roberts**  
University of California, Berkeley

Alexandria Room  
Sheraton Park Hotel

September 2, 1976

Section VI  
EMPLOYMENT TESTING AND THE LAW:  
FUNDAMENTAL TOOLS AND CASES

**Milton R. Blood, PhD**  
Georgia Institute of Technology

**Carl F. Goodman**  
US Civil Service Commission

This workshop is designed for those participants desiring a fundamental exploration and understanding in the legal aspects of selection testing. Without delving into all the intricacies of unresolved and conflicting court decisions, the requirements and the procedures of testing will be discussed in very pragmatic terms.

One portion of the workshop time will consider such issues as legislative background for legal action, current legal interpretations of legal requirements, and the present role of Federal regulatory agencies. The other portion of the workshop will consider such issues as the necessary data, currently acceptable validation strategies, and the status of the differential validity.

This workshop is recommended for those who have actively entered the employment selection area in the last couple of years and for those who have been absent from this area for several years and feel the need for updating.

Milton R. Blood is a member of the faculty of the College of Industrial Management, Georgia Institute of Technology. He has consulted with several organizations regarding selection and testing practices and recently participated in the drafting of an **amicus curiae** brief. He has written articles related to the field of testing and has co-authored a book which contains chapters on personnel testing, selection, and assessment.

Carl F. Goodman is General Counsel of the United States Civil Service Commission. A graduate of the City College of New York, he received his LLM from Georgetown University. Prior to joining the Commission's legal staff, he was associated with, the Environmental Protection Agency, Justice Department, and had been the chief representative of the United States in an international arbitration with the government of Canada. He has written articles in both the civil service and international legal fields.

Workshop Enrollment  
30 participants

Workshop Coordinator  
**Sheldon Zedeck**  
University of California, Berkeley

Section VII  
THE TIGHTENING LEGAL STRANGLEHOLD  
ON EMPLOYEE SELECTION PROCEDURES

**R. Larence Ashe, Jr.**

Kilpatrick, Cody, Rogers, McClatchy  
& Regenstein

**William W. Ruch**

Psychological Services

**James C. Shart, PhD**

Equal Employment Opportunity  
Commission

**Donald Stacy**

Equal Employment Opportunity  
Commission

Courts and regulatory agencies are imposing dictates and constraints on employee selection procedures in a dynamic and forceful manner. Examples include requirement to do job analyses, to conduct test fairness studies, to eliminate criteria bias, and to show test utility. Constraints now restrict choice of validation methodologies, job grouping, job level tested for, and cutting score level. This workshop is designed to increase participants' knowledge and understanding of the legal demands they must meet in order to comply with the law.

The workshop will offer two presenter teams, each with strong legal and psychological backgrounds. One team will include R. Lawrence Ashe, Jr., partner in the firm of Kilpatrick, Cody, Rogers, McClatchy & Regenstein. Larry specialized in fair employment litigation while graduating from Harvard Law School and has since acted as lead trial counsel in extensive court cases involving discrimination. He has addressed various professional groups.

Also on this team is James C. Sharf, Staff Psychologist for the Equal Employment Opportunity Commission. Jim is well known professionally for his writings and presentations and for his recent involvement with the drafting of governmental guidelines on employee selection procedures. He has also served as consultant for several private and public organizations.

The other team includes Donald Stacy, attorney, who has served as EEOC Regional Counsel since 1973. A graduate of Yale Law School, Don has taught extensively, written for economic and legal journals, edited the **Race Relations Law Survey**, directed the Legal Aid Society of Cincinnati, and has tried cases in employment and licensure discrimination.

Completing this team is William W. Ruch, Vice President of Psychological Services, Inc. Bill's experience as a consultant and/or expert witness in numerous court cases has given him a keen awareness of the difficulties psychologists have in conducting validation research under current legal constraints and in communicating their procedures and results to lawyers and judges.

This is an advanced level workshop. Presenters will assume that participants are practitioners with a well-grounded knowledge of validation principles and relevant court cases.

Workshop Enrollment  
20 participants

Workshop Coordinator  
**Frank Ofsanko**  
Southern California Edison

Each workshop section is limited in enrollment and early registration is advised. Last year some sections closed in early June. Workshop participants will be assigned to a section of their choice based on the date of receipt of the registration forms and accompanying check or money order. APA members will be given preference prior to June 1.

Registration fees are \$65 for APA members and \$90 for non APA members which includes lunch, breaks, and the Social Hour. Participants may invite a guest to the social hour following the workshops. The cost is \$7 for the first guest and \$10 for each additional guest.

WORKSHOP SCHEDULE

8:30 am — 9:00 am  
9:00 am — 5:00 pm  
12:00 noon — 1:00 pm  
5:30 pm — 7:30 pm

Registration  
Workshop Sessions  
Lunch  
Social Hour

Arrangement Coordinator  
**Larry Bollinger**  
Dow Chemical Company

Grateful appreciation is expressed to Candy Won of the American Psychological Association for her assistance, patience, and most of all her understanding these past several years, all of which have contributed greatly to the success we have experienced.

For additional information contact the Workshop Committee Chair  
**James A. Thurber**  
Valmont Industries  
Valley NE 68064  
402/359-2201

### REGISTRATION

24th Annual APA Division 14 Workshops

Thursday, September 2, 1976

Sheraton Park Hotel

Washington DC

Name (Please Print) \_\_\_\_\_

Position \_\_\_\_\_

Mailing Address \_\_\_\_\_

Phone AC \_\_\_\_\_ Number \_\_\_\_\_ Extension \_\_\_\_\_

APA Division Membership(s) \_\_\_\_\_

### RANK ORDER ONLY THOSE WORKSHOP SECTIONS YOU WOULD BE INTERESTED IN ATTENDING

- ( ) I Career Development Workshop
- ( ) II The Role of Action and Assessment Research in Quality of Work Applications
- ( ) III Two Developments in Supervisory Training
- ( ) IV Organizational Psychology Applied
- ( ) V Organizational Diagnosis Workshop
- ( ) VI Employment Testing and the Law: Fundamental Tools and Cases
- ( ) VII The Tightening Legal Stranglehold on Employee Selection Procedures

### REGISTER EARLY AS ENROLLMENT IS LIMITED

\$65 APA Members

\$90 non APA Members

Social Hour — \$7 for first guest, \$10 for each additional guest Check or money order must accompany registration form and made payable to

**APA DIVISION 14 WORKSHOP COMMITTEE**

Mail this form with fee to:

**Jim Farr, Treasurer**

**P.O. Box 192**

**Boalsburg PA 16827**

## SCIENTIFIC AFFAIRS COMMITTEE'S CRITERION DEVELOPMENT STUDY

by Dan Ilgen

The criterion development study was undertaken by **Karlene Roberts, Jeanne Herman, and Dan Ilgen** to identify and publicize the major criterion dimensions used to evaluate the research proposals and the dissertations submitted for the division's two annual awards and to provide an instrument with demonstrated psychometric properties to be used by the Scientific Affairs Committee for judging these awards. Identification of the criterion dimensions for each award has been completed and the resulting scales are being validated at this time.

Many Division 14 members participated in the development of criteria. They were chosen to equally represent both academic and organizational positions and were asked to do one of the following: 1) generate items, 2) cluster the items in order to identify dimensions of criteria, 3) re-sort the items into the defined criterion dimensions, and 4) scale the dimensions on the basis of their importance for each award. The process identified the following dimensions for each award (the criteria are in order of their importance to the award):

### Wallace Award (Dissertation)

1. Problem Significance
2. Adequacy of Problem Conceptualization
3. Design/method Appropriateness
4. Adequacy of Analysis
5. Innovativeness
6. Interpretation of Results
7. Theoretical Utility
8. Awareness of the Literature
9. Practical Utility
10. Writing Style

### Cattell Award (Research Proposal)

1. Innovativeness
2. Design/method Appropriateness
3. Adequacy of Problem Conceptualization
4. Problem Significance
5. Practical Utility
6. Adequacy of Planned Analyses
7. Awareness of the Literature
8. Writing Style

The next step is to construct and validate instruments from the items defining the above dimensions. This is currently being done. Assuming that the validity of the scales designed to measure these dimensions is satisfactory, future announcements for the awards will provide descriptions of the criteria to be used by those judging the awards. In addition, since the Wallace award criteria indicate the dimensions considered important for dissertations by both academic and industrial members of the division, students setting up dissertations should find these criteria useful. A more detailed report of this study will be made available when the validation phase is completed.



## REPORT FROM APA COUNCIL

by Mike Beer

The Council of Representatives met for the annual winter meeting in Washington on January 23 through 25. Present to represent Division 14 were Dr.'s Ed Lawler, Mike Beer, Frank Friedlander, and Virginia Schein. As usual, the three-day meeting included a large number of agenda items (some 50) covering a wide variety of issues of importance to American Psychology. These issues ranged from those of direct concern to Division 14 such as action on the development of Standards for Providers of Psychological Services to items of lesser immediate concern such as APA's application for membership to the Joint Commission for Accrediting Hospitals, a concern of practicing clinical psychologists. The following are some of the more important issues considered by Council and their disposition.

1. Council heard a report from the Policy and Planning Board Task Force on Representation. This task force had been appointed at the urging of Council to look into the process now used for nominating candidates for APA. There is a growing concern that a small number of well-organized and politically motivated APA members (as little as 200) could determine the complete slate of candidates under the current Hare System. The committee came back with recommendations but after considerable discussion Council rejected the task forces recommendation and adopted instead a modification of the current Hare System as a solution to the problem. In the future individuals submitting nomination for APA president will have only one of their nominations counted toward the selection of the final slate. Each individual's first nomination will be counted unless that candidate is eliminated in the total count. In the event that this happens the individual's second candidate will be counted until such time as that candidate is eliminated or selected for nomination and so on. This modification of the Hare nomination process will make it almost impossible for a small group of members to select all of the nominees.

2. The Council acted to change the APA designation of "Fellow" to "Distinguished Member."

3. Petitions for two new divisions were heard by Council. Arguments for and against a Division for Children and Youth were presented at great length. However, the petition for establishment of a new division was rejected by such a close vote (2/3 vote of Council is required) that a roll call vote was requested. The division for Children and Youth missed by two votes. This was the most exciting part of the Council meeting. A petition for a Division of International Cooperation in Research in Psychology was rejected by a far wider margin. The issue of whether new divisions should be formed is continuously before Council and creates great debate and emotion.

4. A policy statement on post-graduate training for psychologists wishing to change their specialty was adopted. This policy statement urges Departments of Psychology to establish post-doctoral training programs of appropriate duration that will qualify an individual in his new discipline. The need for such a program comes from the increasing number of psychologists who desire a change in their field of specialization as employment opportunities in the field shift.

5. A report from the Committee on Standards for Provider's of Psychological Services was received by Council. This continuing committee of Council had been charged with developing a set of standards for all disciplines of Psychology. However, due to the diversity of the disciplines the task was too

(Cont'd. on page 35)

## Graduate Education in I/O Psychology and Organizational Behavior: Preliminary Results of a Survey

by George C. Thornton, III

The Education and Training Committee conducted a survey of I/O psychology training programs in departments of psychology, business administration and related fields during 1975. Questionnaires were sent to all psychology departments (N = 70) listing an I/O program in APA **Graduate Education in Psychology, 1975**, and to schools of business administration, industrial relations, administrative science, and related programs (N = 43) selected as having programs related to organizational behavior.

The questionnaire covered types of programs and subspecialties offered, faculty and student characteristics, admissions requirements, employment of graduates, courses required and offered in nine areas, and percent graduates fitting one of four models of graduate I/O education (E & T Committee, 1971).

By August 1, 1975, 23 responses were received from psychology departments and 11 from related departments. A one-page summary of each respondent program was prepared and included in the first **Survey of Graduate Programs in Organizational Behavior and Industrial/Organizational Psychology**. Copies of this directory are available from the author at the Department of Psychology, Colorado State University, Fort Collins, Colorado 80523.

The usable responses for 19 departments of psychology suggested a preponderance of training geared for the I/O generalists (Model I). Nearly half (47%) of the programs were characterized as providing broad

training in I/O psychology for the scientist-professional. Over 50% of the recent graduates fit this model. Another one-third of the programs (and 25% of the recent graduates) were described as specialists in industrial (personnel) psychology (Model II).

Three schools and 17% of the graduates were classified as fitting Model II - specialists in organizational behavior. Only 4% of the graduates and no given program was described as fitting the model of training the professional practitioner.

The results were quite different for the 11 departments of organizational behavior, management, etc. Five of the programs (and 60% of the recent graduates) represented Model III training for the organizational specialist. None of the programs fit Models II and IV and only one fit Model I (I/O generalists), although small portions of the graduates were classified in each area.

A summary of responses to other questions will be reported when information for additional programs is received. The limited nature of the sample makes generalization difficult. Several major psychology programs and some prominent organizational behavior programs in non-psychology departments were not in the respondent group. The survey is currently being continued to secure the response from additional programs. Representatives of programs desiring a listing in the directory are encouraged to contact the author.

## Beatrice J. Dvorak

by Albert Mapou

After a lifetime of dedication to her career as a research psychologist, **Dr. Beatrice J. Dvorak** died at the age of 67 on December 13, 1975. She passed away in her apartment in Washington, D.C. after several weeks of being ill. At the time of her death, Dr. Dvorak was Chief of the Testing Unit in the Department of Labor's U.S. Employment Service.

Known to her colleagues in the Department of Labor and to her friends and associates in State employment service agencies throughout the country as "Bea," Dr. Dvorak's passing represents a deep personal and professional loss to many people. She was with the Employment Service testing program since the early 1930's, and had directed the program approximately 35 years. Under her direction, the ES testing program achieved wide recognition for a pioneer and leadership role in the field of aptitude and proficiency testing and test development. This leadership role was reflected in the use of USES developed tests in over 90 countries throughout the world. In the United States, Bea's work touched directly the lives of many millions of Employment Service clients, students and others who took aptitude tests in making vocational and career choices. The General Aptitude Test Battery (GATB), the major testing tool in this program, represented the first differential aptitude test for use in vocational counseling.

A native of Hopkins, Minnesota, Bea received her B.A., M.A., and Ph.D. Degrees from the University of Minnesota between 1929 and 1934. She was a teaching assistant in psychology at the university from 1929 to 1931 and a research assistant for the Employment Stabilization Research Institute until 1934, when she became a technical assistant for the USES. She was a diplomate of

the American Board of Examiners in Professional Psychology, a fellow of the American Psychological Association and a member of the American Personnel and Guidance Association and Phi Beta Kappa. She contributed numerous articles to both professional and trade journals and in the early 1940s helped write "Occupational Counseling Techniques," a landmark in the field of vocational guidance.

In 1943, Bea was married to **Dr. Paul Robert Lavin**. Unfortunately, only a few years later Bea's marriage came to an abrupt and tragic end when her husband was killed in an automobile accident. This was a severe blow from which Bea never fully recovered. However, she continued to devote her efforts to the career in which she made so many outstanding contributions.

Proficiency tests developed under Bea's direction were used extensively in Employment Service operations as well as by other organizations, such as the Military Services and the Peace Corps. The GATB provided the initial impetus for the counseling of high school seniors before they entered the job market and, ultimately, was used in the counseling process in about 10,000 high schools. Another area in which the GATB paved the way was in determining the training and employment potentials of inmates of correctional institutions. Tests were administered to inmates at the time of entry and training programs and plans for employment upon release were developed accordingly.

Recognition that many of the hard-core unemployed were culturally deprived and did not have sufficient literacy skills for the GATB to be used as a valid measure of their potentialities led to the development, under Bea's direction, of a nonreading edition — the

Nonreading Aptitude Test Battery (NATB). Additional developments included pretesting orientation techniques to prepare the disadvantaged for the testing experience, and literacy skills achievement tests for use in the employment and training program delivery system. Bea made certain that research was undertaken on a continuous basis to keep pace with the changing world of work and national priorities. Such undertakings included the development of Spanish editions of the GATB and accompanying pretesting orientation techniques. An important recent initiative was an ambitious program to revalidate specific aptitude test batteries on minority groups. In these endeavors, Bea displayed outstanding leadership in the development and validation of assessment techniques for the disadvantaged.

Through the years, Bea tended to use her high professional skills for the public good rather than for personal gain. Although she was a modest person, scholarly and scientific, and little known outside her field, her accomplishments and contributions did not go unrecognized. She was listed in "American Men of Science," "Who's Knows—and What," "Who's Who in American Education," "Who's Who in the South and Southwest," and "Who's Who of American Women." She was regarded as one of the foremost

students of the late **Donald G. Paterson**, a pioneer in the scientific approach to vocational guidance, and her work received the widespread acclaim of leading authorities in government, education and industry, including such renowned psychologists as **Anne Anastasi**, **Lee J. Cronbach** and **Donald E. Super**.

Bea was the recipient of many honors and awards, including the Distinguished Service Award of the U.S. Department of Labor, in 1964, for internationally recognized contributions to vocational counseling and personnel selection and for outstanding research in occupational testing; and the Department of Labor's 1975 Philip Arnow Award in recognition of consistently outstanding performance and service to the Department over a long period of time. She was the first woman to receive this award, which is the highest award for achievement issued by the Department of Labor. The last honor bestowed upon Bea was her selection as a recipient of the 1975 Federal Women's Award in recognition of her distinguished career achievements. Unfortunately, her final illness prevented her attending the banquet at which this award was presented on December 3, 1975.

The life of Bea Dvorak had its moments of tragedy and loneliness as well as copious measures of accomplishment and fulfillment.

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**TIP** needs reports from you on new jobs, publications of note, appointments to boards and committees, and any other informational item of interest to the Division's membership. Send your Notes and News items to **Art MacKinney**, Graduate School, Wright State University, Dayton, Ohio 45431.

## Perspectives on Industrial/Organizational Psychology and Unions

by Gregory E. Huszczo

Industrial/Organizational Psychology is frequently criticized for being too management-oriented and paying little attention to labor unions. In order to establish just what psychologists have published concerning unions, I did a systematic review of Psychological Abstracts from 1927 through 1975. Table 1 displays a frequency count of all articles listed under any topics entitled **Unions** or **Labor**.

TABLE 1  
ARTICLES IN PSYCHOLOGICAL ABSTRACTS DEALING WITH UNIONS<sup>1</sup>

Years	Union	Union- Management Relations	Labor- Management Relations	Labor	Total I/O Psy. Articles
1927-29				9	576
1930-32	1			2	851
1933-35				1	853
1936-38				2	795
1939-41			3	10	694
1942-44				6	964
1945-47	2			39	1314
1948-50	6		18	102	1521
1951-53	17			66	1575
1954-56	22			47	2113
1957-59	28	9		15	1978
1960-62	11	12	7	2	1767
1963-65	8	13	11		1887
1966-68	4		26		2160
1969-71	1	4	2	5	2445
1972-74	8		24	1	3249
1975	7		17		1350

<sup>1</sup>Figures for "Union" represent the sum of articles listed under **Labor Unions** plus **Labor Union Members** plus **Unions**. Figures for "Labor-Management Relations" equal articles under **Labor Relations** plus **Labor-Management Relations**. The years 1968-1972 listed no articles under **Labor** or **Unions** but referred to **Personnel/Industrial**. Figures for those years represent the frequency of articles listed as subtopics **Labor-** or **Union** under the heading **Personnel/Industrial**. Figures for the last column for years 1927-1969 (*Journal of Psychology*, 1971, 78, 125-137.)

Considering the thousands of articles psychologists have published concerning industrial life, they have, relatively speaking, ignored the study of unions. Furthermore, even though the total number of articles involving industrial psychology reported by **Psychological Abstracts** has increased dramatically in the last 20 years, the number of articles concerning unions has consistently decreased during this same time period. In addition, the literature on unions frequently focuses on unions' relationship with management rather than studying aspects of unions as entities in and of themselves. Perhaps this denotes a further management orientation in psychological literature.

(Cont'd. on page 35)

## Professional Liability Insurance

by Wayne Sorenson\*

Professional liability (malpractice) insurance has become the most volatile of the variety of insurance programs sponsored by the American Psychological Association, in part, because of the widely publicized unavailability and high cost of medical malpractice insurance. Recently, professional liability insurance gained a brief measure of notoriety because of a misleading press story linking the erroneously reported loss of the coverage with sexual misconduct of psychologists. In actual fact, APA members now have available to them a professional liability program that has relatively high coverage limits at very economical rates. IO psychologists may wish to consider the value of this form of insurance.

### The APA Insurance Program

The purpose of this article is to discuss the professional liability program. However, it should be noted that, in addition to professional liability, insurance programs offered through the APA include: life insurance, accident and travel (formerly accidental death and dismemberment), major medical, income protection (disability), and a retirement program. All of the APA insurance programs are monitored by an Insurance Trust established by the APA Board of Directors for the purpose of administering group insurance programs for the benefit of APA members who elect to take advantage of the coverages offered at group rates. Normally the Trust has eight members, six of whom are psychologists, one of whom is the business director of the APA, and one of whom is an administrator

(lawyer). The Trust meets twice annually in addition to meeting at the APA convention at which time an open meeting is held so that any psychologist with a question on insurance coverages may visit directly with Trust members.

### Professional Liability (Malpractice) Insurance

The professional liability insurance plan now in effect is underwritten by the American Home Assurance Company which is licensed in each of the states of the United States. Applications for coverage, claims handling, and other administrative matters are handled by the American Professional Agency in Amityville, New York. Coverages range from \$100,000/\$300,000 at a cost of \$58.00 per year to \$1 million/\$1 million at a cost of \$70.00 per year. The first figure refers to the coverage limits per claim and the second figure refers to the aggregate limit per year. There are very few exclusions and, in addition, coverage may be obtained for professional associates or employees for additional premium.

By the time this article is published, I am hopeful that most of the confusion surrounding the professional liability program will have subsided. As reported in the March **APA Monitor**, the confusion began last September when Central Mutual of Ohio, the insurance company underwriting the malpractice policy at that time, announced that it was terminating coverage effective January 31, 1976. This notice was rather abrupt and left very little time to secure another carrier.

The Hoggatt-Dawson Agency of Champaign, Illinois had brokered the professional liability coverage for approximately fifteen years. Unfortunately, Hoggatt-Dawson experienced considerable difficulty in

(Continued)

\*Dr. Sorenson is Chairman of the APA Insurance Trust as well as a member of Division 14.

finding a replacement carrier willing to offer the coverage, but did offer to broker the coverage to Interstate, a small company which had carried APA's policy prior to Central Mutual. The Interstate plan would have provided less coverage for approximately twice the previous annual premium. Alternatively, the Trust decided in favor of a plan brokered by the American Professional Agency using American Home Assurance Company as the carrier.

Some degree of administrative confusion was anticipated due to the change of companies and of brokers. However, the problem was greatly exacerbated by the original broker which refused to provide its mailing list of subscribers and, at the same time, began its own solicitation to previous professional liability insureds of the APA.

The upshot of all of the above was that the Trust administrator has spent a substantial part of his time in correspondence with the large number of psychologists who were concerned that they had been left without any kind of malpractice coverage. Needless to say, it is hoped that any administrative changes occurring in the future will not occasion such confusion and difficulty.

Incidentally, the same **APA Monitor** article referenced above noted that insurance companies may be concerned about sexual misconduct on the part of psychotherapists. Certainly some of the recent malpractice judgments against psychiatrists have received considerable public airing in the media. This topic is a subject of study within the APA and it is anticipated that an objective review and analysis of the phenomenon will be forthcoming from a special APA Task Force. The media were quick to pick up the news implications of a connection between loss of malpractice insurance and alleged sexual abuse on the part of psychologists/psychotherapists. Un-

fortunately, an erroneous story went out on a national news service wire indicating that APA psychologists had lost malpractice coverage because of such behavior. The APA central office was quick to correct the story and the wire service sent out a retraction. Nevertheless, some of the stories did reach the popular media and, for a brief while, a juicy, but fallacious, story was circulating throughout the country regarding psychologists and malpractice insurance. Alas!

#### **Applicability of Professional Liability Coverage to Division 14 Members**

Obviously, professional liability (malpractice) coverage has direct applicability to private practitioners, particularly those engaged in various forms of psychotherapy. The plan is generally geared to provide protection against the kinds of law suits that may arise from such clinical relationships. Therefore, the overwhelming majority of insureds in the professional liability plan are people in private practice and engaging in clinical psychology.

Nonetheless, Division 14 members may find themselves in a position where malpractice insurance would be a desirable and a relatively inexpensive way to protect themselves against significant financial loss arising from claims of alleged malpractice. Many of us have such coverages already under a blanket policy maintained by our employers. This would be particularly true of Division 14 members working in larger institutions such as business organizations.

However, for those IO psychologists who have some form of private practice or who are not covered by their employer, professional liability insurance could be a very attractive form of insurance coverage. It is difficult to enumerate the many kinds of peril to which IO psychologists may be exposed. But

(Cont'd. on page 36)

#### **UNIONS — Continued from page 32**

Explanations of this apparent ignoring of unions are probably many and varied. The purpose of this article is not to explain but to expose these data and raise some questions. Unions are organizations representing almost 20 million workers out of a work force of approximately 80 million American workers. Unions are not a "thing of the past" — union membership increased 4,300,000 during the years 1953-1970. Yet, how many graduate studies programs of Industrial/Organizational Psychology include the study of unions as part of their curricula?

Considering the literature, training, and operational practices of industrial/organizational psychologists, the criticism that I/O Psychology is too management oriented perhaps still holds true. Even if unionists' reactions to psychologists have as much to do with the apparent management bias as the psychologist's lack of interest in unions, a serious question remains: Should or should I/O Psychology be content with the relationship it has with the Union movement or should it explore new relationships?

#### **COUNCIL — Continued from page 28**

difficult to be completed at an early date. Council, therefore, voted to form a new six member committee to develop standards for clinical, counseling, industrial-organizational, and school psychology. The committee will be appointed by the Board of Directors. I/O psychology will be represented by one person (**Virginia Schein**) as will each of the other disciplines. Two members of the committee will represent broader interests.

6. Division 12 (Clinical) submitted a resolution concerning the potential harm resulting from the use of psychological tests on populations other than those for whom the test was standardized. The resolution would have put APA on record as urging that test publishers stamp all tests as potentially harmful. The resolution was tabled. A counter resolution supporting the use of standardized tests properly administered and utilized was sponsored by several divisions including 14 and was adopted by a wide margin.

7. A report by The Arthur D. Little Company which found the moving APA headquarters to another location would not result in a cost saving was adopted. This ends, for the present, any discussion about moving APA headquarters.

8. The 1976 budget proposal was accepted by Council. This proposal calls for a budget of \$7,972,100. Given revenue of \$8,176,400 and a plan to put \$200,000 into a contingency fund there will be \$4,300 surplus. This is obviously a very small margin for such a large budget.

The Council meetings were not marked by the anger and hostility that has been present in previous years. However, many divisions are clearly moving into coalitions based on their point of view and interests. Initiative is being exerted by **Lloyd Humphreys** who is trying to organize a coalition of academic and research interests. Division 14 finds itself between this coalition and that of clinical practitioners on the other side. The representatives to Council have been asked to recommend a Division 14 position to the Executive Committee in June.

#### **Position Available**

The NCR Corporation, Applied Behavioral Science Department, is seeking a Master's-level I-O psychologist with an interest in clinical applications. The position will concentrate on providing assessment services through individual assessments and acting as a staff member in assessment centers. In addition, the person will be responsible for the development, design, and implementation of assessment centers. There may be work on attitude measurement, validation, etc. Location in Dayton, Ohio, Corporate Headquarters. Write Hugh M. Stephenson, Director, Corporate Manpower and Organization Development, NCR Corporation, Main and K Streets, Dayton, Ohio 45479.



certainly any form of professional behavior involving counseling, therapy, consulting, selection, etc. may expose the IO psychologist to potential suit from individuals perceiving themselves harmed in some fashion or another. It is generally accepted that the propensity to sue on the part of individuals for all kinds for grievances, real and imagined, seems to be on the increase. Given this, IO psychologists may well wish to consider the advantages of obtaining malpractice insurance, not only to minimize the likelihood of

economic loss, but also to enlist the assistance of an insurance carrier in the defense of such claims. Each IO psychologist would have to make this choice himself or herself, but it is my speculation that few of us have objectively reviewed the kinds of potential malpractice perils we could encounter in our professional lives.

Should you wish to obtain more information about professional liability coverage, you should contact directly the American Professional Agency, 95 Broadway, Amityville, New York 11701, (516) 691-6400.

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**The Industrial-Organizational Psychologist** is the official newsletter-journal of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times years 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.

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