THE WILSON MULTI-LEVEL MANAGEMENT SURVEYS (MLMS)

FOR:
Training: To identify needs; To use as training aids; To measure effectiveness of programs. Counseling: To provide feedback and direction for self-improvement. Organization Development (OD): To help develop strategy and tactics of intervention; To measure change. Assessment Centers: To provide on-the-job supplement to situational tests; To assess effectiveness; To identify promotables for further development. Research: To analyze appraisal systems, criteria, etc.

THE MEASURES:
Self-appraisal plus observations of superior(s) and subordinates yield 15 operationally oriented measures of managerial practices, 4 of group motivation & morale:

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Control
7. Time emphasis
8. Control of details
9. Goal pressure
10. Perseverance (Delegation)

Group Motivation & Morale
1. Work Involvement
2. Co-worker competence
3. Team atmosphere
4. Commitment

SURVEY FORMS:
Survey of Management Practices or Survey of Sales Management Practices for participant, superior(s); Survey of Working Relations or Survey of the Sales Force for subordinates. All forms pertain to participant; all identical except for syntax and context. ($2.00 to $5.00 each depending on volume.)

PROCESSING:
Computerized scoring service at $1.00 to $3.00 per survey. Computer programs available for purchase.

SUPPLEMENTARY MATERIALS
A. Guide to Good Management Practices, to help managers interpret and apply results. ($7.50; volume discount.)
C. The Wilson Multi-Level Management Surveys: Refinement and Replication of the MLMS Scales. Details factor analyses and other criteria used to show theoretical, psychometric, and operational soundness. Cross-validation N's exceed 500.

OFFERS:
1. Brochure giving details. (No charge.)
2. Specimen set. Includes brochure, sample survey forms and manual, all supplementary materials ($15.00).
3. Pilot administrations. Will provide surveys, processing, plotted profiles, and written suggested analyses plus supplementary materials ($65.00 per participant; limit five.) Will entertain proposals for other pilot studies.

Author and Publisher
Clerk L. Wilson, Ph.D. Box 471
Fellow, Division 14, APA New Canaan, CT 06840
FOCUS ON CHARLES PAUL SPARKS

Your new President-elect has certainly found it difficult to decide which kind of applied psychology to pursue. He started out as a school psychologist, became a military psychologist in World War II, followed this with 16 years as a consulting psychologist, and has been the chief industrial psychologist with Exxon Company, U.S.A. since 1961. Along the way he managed part-time association with six universities and is currently Adjunct Professor in the Graduate Faculty of the University of Houston.

Paul was born a Kentucky hillbilly, son of a coal miner turned circuit-riding preacher father and a school teacher mother. He grew up on a farm in Ohio and entered Ohio State University intending to become an M.D. He became a psychologist accidentally. Paul says that by graduation time he had accumulated so many hours of credit in psychology that he had a bona fide major and was also hooked on the subject.

After completing a Master's Degree in Ohio State's Bureau of Educational Research, he became School Psychologist at Mansfield, Ohio. He moved three years later to Director of Psychological Services in the Indianapolis Public Schools. War time came and Paul entered the Army Air Force as a buck private. Four years later he left the service as the Assistant Chief of Personnel Research in the Army's Adjutant General's Office.

In the meantime, a consulting firm called Richardson, Bellows, Henry & Company had been formed, consisting principally of psychologists brought together by the military. Paul joined RBF and became its president in 1963. During that time, one of Paul's major clients was Standard Oil Company of New Jersey, now Exxon. Exxon hired Paul in 1974 to administer their personnel research program.

Paul has been involved with I-O psychology in other organizations, and has chaired committees in such organizations as the American Petroleum Institute and the Society for Advancement of Management. He was a member of the Department of Labor Advisory Committee on Selection and Testing which materially influenced the OFGC Testing Order, and is currently co-chairing an Ad Hoc Industry Technical Committee working with Federal government personnel to develop uniform guidelines on selection procedures.

Paul has maintained an active interest in Division 14, serving on several committees and being a past Chairman of the Membership and Professional Affairs Committees. He is currently Chairman of our Ad Hoc Committee on Legal Issues. He is also on APA's Test Committee.

TIP congratulates Paul on his election, and wishes him success in his office.

A SAMPLE (RE)LICENSES EXAMINATION*

Many consulting psychologists face licensing or relicensure examinations. In an effort to provide a basic, broad practice exam, the following has been adapted from other relevant sources.

INSTRUCTIONS: Read each question carefully. Answer all questions. Time limit is four (4) hours.

INDIVIDUAL ASSESSMENT

Based upon your knowledge of their works, evaluate the emotional stability, degree of adjustment, and repressed frustrations of each of the following: Alexander of Aprodiasia; Rameses II; Gregory of Nicea; Hammurabi. Support your evaluations with quotations from the work of each person, making appropriate references. (It is not necessary to translate).

APPLIED SOCIO-GENETIC EPISODEMETOLOGY

Integrate Piaget's theory of the development of thought processes of individuals with D. T. Campbell's approach to social evolution. Draw specific implications for the practice of organizational design as discussed by Galbraith.

HUMAN SYSTEMS ENGINEERING AND VALUES

At some time during this test a hungry tiger will be admitted to the room. Past data indicates you can be 90% certain that the tiger will eat more than 1 but less than 4 persons. Rearrange the positions of persons in the room, preparing a physical design plan that will optimize test performance as well as maximize your likelihood of survival. Justify your plan.

APPLIED COLLECTIVE BEHAVIOR

2,500 rioting drug-crazed aborigines will storm the test room in approximately twenty minutes. Calm them, using any ancient language except Latin or Greek.

APPLIED SOCIAL PSYCHOLOGY

Describe the history of the Catholic Church from its origin to the present day, concentrating on the effects of the role of the pope upon executive behavior in organizations during major historical periods.

SOCIO-BIOLOGY

In the next room you will find a complete lab for research on recombinant DNA/RNA. Using the materials provided, develop a viable new life form. Estimate the differences in subsequent human culture if this form of life had evolved 500 million years earlier, with special attention to its probable effect on the English parliamentary system.

APPLIED ORGANIZATIONAL SOCIOLOGY

Discuss the probable effects upon organizations of a factually-proven announcement that the end of the world is one year away. Design a small-scale experiment to test your hypotheses.

EMPLOYING THE NEUROLOGICALLY HANDICAPPED

In your desk you will find a jar of alcohol and a razor blade. Using other testees as subjects, investigate the effects of occipital lobe lesions on small group leadership. Based on the subjects' performance, prepare a detailed psychological evaluation of each subject including job recommendations.

*Based upon an exam appearing in the Newsletter of Section II, Division 12, APA (Vol. XII, No. 2, pp. 9-10). Sent to TIP by Marshall Sashkin, our editor on the Newsletter beat.
In-Basket TIPBITS
by Mike Kavanagh

Guess what? Division 14 does in fact have (a) cartoonist in its ranks. Yes, TIP's second major contest drew an overwhelming response of one entry to date — see the cartoon by Gary Johns elsewhere in this issue. In a split decision by the official judges of the contest (the WNSC), Gary's entry is presently in the lead. It appears that the editors made the mistake last issue of thinking that I/O psychologists could channel their creativity away from research into cartoons. Thus, the contest has been opened to all animals either being prepared for, involved in, or veterans of experimental psychological research. What's that old story about a monkey randomly typing and creating a Nobel Prize novel? Anyway, the cartoon contest has been extended until March 15, 1978. Note however, that the judges were mightily impressed with Gary's entry along with Gary's own work.

Due to popular demand, the following announcement is being repeated. All address changes should be sent to APA Circulation Offices, not to the TIP editor. TIP does not maintain its own mailing list, but rather uses one generated by APA Circulation. So all you dudes (and dudettes) — see, TIP doesn't use sexist language — who move, please send your address change to APA Circulation Offices, 1200 Seventeenth St., N.W., Washington, D.C.

As an afterthought to the previous address change notice, it struck us that those persons who are not receiving TIP at the appropriate address will not read this announcement, and thus . . .

Speaking of popular demand, Warren Blumenfeld and Dick Holland have three informed TIP that the 1978 SEIOPA group will hold their semi-structured professional happening at Georgia State University on the day before the 1978 SEPA meetings in Atlanta. The SEIOPA meeting, March 14, will be informal and flexible; and, according to Warren, will be followed by a regression session at a "nearby watering hole" — the "Muddy Beta Weight". I assume. All members of Division 14 are invited. For details, contact Warren or Dick at Georgia State University, University Plaza, Atlanta, Georgia 30303.

TIP editor fumbles — Sam Dubin attended the two hour session on TIP at the San Francisco Convention and gave me a news item. Who knows what happened to it — probably posted in a massage parlor. Anyway, Sam sent TIP another copy of the item without a (desired) reminder that we had goofed. To the point — Sam has been involved in research on the obsolescence of professionals, and much to his credit, there have been news articles summarizing his research in both the New York Times and the Chicago Daily News. Take heart, Sam, your work has made TIP — the pinnacle of journalism.

Speaking of publications — Erwin Stanton has recently had a book published, Successful Personnel Recruiting and Selection, by AMACOM. Scott Myers has finished a book, Managing With Unions, to be published by Addison-Wesley in March, 1978. Pergamon Press has recently published Applying The Assessment Center Approach in which the following Division 14 members were chapter contributors: J. L. Moses, William Byham, Tom Jeswalski, W. E. Dodd, Tom Standing, Virginia Boehm, Alan Kraut, James Hutt, and Doug Bray. All three books sound interesting.

Harry Ammerman has informed TIP that the Center for Vocational Education has just come off the press with a comprehensive procedural manual in a five-volume set for conducting task surveys. Interested persons can write Harry at: The Ohio State University, 1960 Kenny Road, Columbus, Ohio 43210.

Finally, in terms of publications, Paul Ross has sent TIP a copy of his current NOTE TO CHIEF EXECUTIVE OFFICERS on Marketing Professional Services. As usual, TIP found this to be a thought-provoking piece, and, as usual, you may have a copy by writing to Paul. The only stipulation is that you are willing to comment on his NOTE. Paul's address is: The Ross Company, Todd Pond, Lincoln, MA 01773.

AWARDS AWARDS — Jan Wijting has informed TIP that this year's winner (1977) of the Douglas H. Fryer Plaque for outstanding research and scholarship in I/O Psychology at NYU are Philip Manhardt and John Sherman. From Purdue, Dan Ilgen has informed us that Angelo S. DeNisi of the Department of Administrative Sciences at Kent State University has been named as the first recipient of the Ernest J. McCormick award for outstanding graduate work in I/O Psychology at Purdue University. The award was established upon the retirement of Ernie McCormick to recognize those students who show potential for achievement exemplified by the career of Professor McCormick.

Could you use some research support? No — then skip this item. If yes, then Dick Hackman has informed us that the National Science Foundation's Science and Applications Division, formerly the RANN program, now has an I/O psychologist in Neil Dumas. Funding appears to be available for both private and public sector organizations (although some cost-sharing is expected) for applied research in the national interest. Previous emphases have centered on productivity improvement, but the new reorganization appears to be broadening the focus and have each researcher justify his/her own problem. This agency accepts concept papers for a fast turn-around response on whether it is worthwhile preparing a formal proposal. If you use this "preliminary proposal" route, just stick to the problem and approach issues — boiler plate, literature review, etc. do not appear necessary. Write to Neil at: 1800 C Street, N.W., Washington, D.C. 20550. (202) 634-6834.

Fred Herzberg's work on job enrichment with the Air Force has gone command-wide, and he was recently honored by the receipt of an Award for Significant Achievement from the Commanding General F. M. Rogers, Air Force Logistics Command. At the present time, he is in Europe keynoteing speeches in France and Sweden. Nothing like having your job enrichment program "enrich" your own job, Fred?

Fred Fleishman, hearing of Fred's European trip, informed TIP that he was elected President of Division 5, Evaluation and Measurement. Ed is currently serving as President of Division 21, Engineering Psychology.

Back in New Jersey, there will be a symposium entitled "A Different Drummer: Industrial/Organizational Psychology in a Changing World" held on May 15, 1978, at the Henry Chauncey Center at Educational Testing Service in Princeton. The event, sponsored by the New Jersey Psychological Association, will be facilitated by Charles Krueger, and the participants will be Mary Tenopyr, Robert Allen, Myron Johnson, and Michael Higgins.

Moving slightly south, Laurie Eyde (U. S. Civil Service Commission, D.C.) has been appointed Chairperson of APA's Committee on Women in Psychology. Much congrats to Laurie.

Slightly further south, Alfred F. Fiks, President of Group Seven Associates, Inc. has recently been named Chairperson of the International Committee of the newly founded Evaluation Research Society.

Down on the coast — John Bernardin has informed TIP that Old Dominion University will have its Ph.D. in I/O Psychology in full swing for Fall, 1978. Interested students should contact the Graduate School, ODU, Norfolk, VA 23508.

In the deep South — Ivan Jones has been named Director of Personnel Research and Development for Knight-Ridder Newspapers in Miami, Florida. Ivan has been with Knight-Ridder since 1975, and is presently living on Key Biscayne.

On its way to the West coast, TIP learned that Larry Axline has been assigned to the role of National Director of Organizational Planning for Elmer
Annual Report to the Board of Directors and the Council of Representatives

American Psychological Association

( Editor’s note, The following report repeats some news, but summarizes the activities of the Division during 1977. It was prepared and submitted by Paul Thayer and Mary Tenopyr)

Division 14 during 1977 made continuing and new efforts in a number of areas. Active Executive Committee members and Committee Chairs elicited a marked degree of participation from the membership and maintained the high level of organization and productivity of the Division.

The Division continued to grow in 1977; 160 new members and 31 associates were accepted. Furthermore, the Division maintained its position in having Fellow nominees accepted; four persons were made Fellow of the Division in 1977.

The James McKee Cattell Award was given to Jeanne B. Hermann and Stephen B. Goldberg. The winner of the S. Rains Wallace Dissertation Award was W. A. Scheinmann. For the first time Division 14 made an award for contributions in the professional area. The winner was Douglas W. Bray. Dossiers for candidates for APA awards are being prepared by the Scientific Affairs Committee.

Committee participation among members continued to be broadened. A cross-section of the Division membership has been involved in committee work.

The Education and Training Committee continued to promote the particular interests of members in the area of continuing education and developed guidelines for the Division. A new survey of graduate schools was conducted, and a new graduate school guide will soon be published.

New Division 14 specialty standards were prepared by the Professional Affairs Committee and submitted to COSPOS. In addition comments on the model state licensing law were collated and prepared for COSL.

Program submissions were up 75% for the Program Committee screened submissions carefully and presented a well-attended program.

The Division 14 Workshops were attended by 198 persons. The Workshop Committee this year experimented with a format which would allow participants to attend two workshops in one day.

The Public Policy and Social Issues Committee concluded its demonstration of the use of assessment centers for selection of public school administrative personnel and made preparations for schools to assist themselves in the selection area.

The Public Relations Committee is preparing an article on how psychologists can get material published. Thirty requests for speakers for departments of psychology have been handled.

The Division Newsletter, The Industrial-Organizational Psychologist, continues to be a sought-after publication. Interested nonmembers may now purchase a subscription.

Long range planning continues to be a major concern of the Division. A continuing committee in this area revised the long range planning document.

An Ad Hoc Committee on Legal Issues continued to report to events associated with legislation and the development of EEOC guidelines on Employee Selection. Another Ad Hoc Committee also proposed strategies for fund raising.

A number of significant actions were taken by the Division President in coordinating with other groups within and outside APA and in reviewing the internal functioning of the Division.
OH D----!
by Marshall Sashkin

FALL OD NETWORK MEETING

The semi-annual meeting of the ODN was held November 18-22 in San Diego. The sessions were heavily practice-oriented, with research and theory receiving little attention (as is appropriate for an association of practitioners). Some of the pre-meeting workshops received strong positive reaction, including one on Inner Tennis (Peter Block and Gary Girard) and my own (with John Jones) on Power in Organizations. Much of the conference involved sharing of professional practices, with the emphasis on professional development. The focus was more on consultant skills than on programs or techniques. As one of the few academics on the program—or in attendance—I got an "outsider's" view of the state of OD practice, a little new information, and a lot of good discussion on a one-to-one basis with people who "do" OD. My observations are that little that I would consider really new was in evidence; that a good many practitioners seemed extremely skilled; that most are (at best) moderately competent; that most are looking for more training, personal knowledge, skill development, and collegial sharing (being and feeling rather alone in large organizations); and, finally, that San Diego is a great place for a convention.

GRADUATE TRAINING IN OD

As noted in a prior column the 1978 Annual Handbook for Group Facilitators (La Jolla, CA: University Associates), which will appear early in January, includes an extensive directory of graduate programs in applied behavioral science, assembles by Susan Campbell. Ninety programs are described in enough detail to be a useful resource guide for interested students—and their faculty advisors.

OD CONSULTING SURVEY

In the Summer 1977 newsletter of Division 13, Thomas Backer and Steven Graubard report the results of a survey of the division's 570 members. Twenty-six percent responded. Half of those responding "indicated that some of their activities were related to OD." Respondents were asked to characterize their OD work and their answers were sorted into four major activity groupings: (1) Improving efficiency and effectiveness through problem identification, goal setting, and problem solving; (2) Educating and training, including personal development and team building; (3) Evaluating OD programs in terms of their content aims; (4) Research on OD. The authors concluded that "this sample of organizational consultants is problem-oriented, concerned both with technical expertise as well as desirable personal qualities such as empathy and integrity in a consultant, and seriously interested in OD-type work."

NEW BOOKS

The new Addison-Wesley titles are out. I've had a chance to examine only one in detail, Dave Nadler's Feedback and OD, which I can recommend as the best current treatment of this major OD approach. The other three I have barely skimmed but am nevertheless willing to predict they'll prove at least interesting and at best basic resources for future practice. The Stanley Davis and Paul Lawrence book, Matrix, looks at first glance like the most comprehensive and in-depth discussion of this organizational form (and process, as the authors emphasize). The text includes cases and some discussion of change to a matrix form, but centers on the nature and dynamics of matrix organization. Richard Beckhard and Reuben Harris's book is directed more toward executive managers than toward OD consultants. Organizational Transitions is con-

cerned with how to manage the OD process, on the basis that the transition that occurs when an organization moves from a pre-OD to a post-OD state is itself a unique state of the organizational system and requires special managerial knowledge and skills. The fourth new addition to the series is William Dyer's Team Building, which seems as good as basic, though sound. All-in-all these four books fulfill the hope of the series editor, Ed Schein, to foster the development of new areas of knowledge and practice central to OD.

Still another A-W OD text, though not in the series discussed above, is a book by Len Sperry, Douglas Mickelson, and Phil Hunsaker, You Can Make It Happen. The authors try to integrate individual and organization development and, while not completely successful in this aim, nonetheless offer a unique and useful treatment of OD aimed at the individual manager who wants to do something but isn't sure where to start.

Look for a completely re-written edition of Margulies and Rai's OD reader, retitled Conceptual Foundations of Organizational Development. Included is substantial new text material, along with readings (McGraw-Hill, 1978).

MEETINGS

OD 78, a state-of-the-art conference to be held in San Francisco March 16-17, has a set of "OD heavyweights" lined up. On the program are Leland Bradford, Jack Gibb, Robert Golembiewski, Newton Margulies, Ed Schein, and Fritz Steel, among many other leading scholars and practitioners. The program looks exciting, but note the expense—$250 for registration. Even so, Warner Burke, who is coordinating the conference, reports that registration is rapidly filling up, with a limit of 230 participants.

IAAP News

Ed Fleishman reminds us that the International Congress of Applied Psychology is slated for Munich July 31-August 5, 1978 and a good scientific, professional and social program is planned. For a brochure on charters, hotels, etc. write XIX International Congress of Applied Psychology, Coordination Center, Group Travel Unlimited, 1025 Connecticut Avenue, N.W., Washington, D.C. For circulars and advanced notices about the program write to Dr. Rudolph Amthauer, Congress Secretariat, Merzger Weg 4, 6000 Frankfurt/Main 71, Federal Republic of Germany. Organizational psychology will represent a sizeable portion of the program. If you wish to join the Organizational Psychology Division of IAAP, write to Harry Triandis, Department of Psychology, University of Illinois at Urbana-Champaign, Champaign, Illinois 61801. Dues are $12.00 which includes the International Review of Applied Psychology subscription and the divisional newsletter. Bernie Bass and Pete Weissenberg also have more information on the Division.

WHAT HAVE YOU BEEN UP TO?

New Job? Interesting Activity? New Publication?

Let us know, for inclusion in Bits and Pieces. Send items of interest to Mike Kavanagh, School of Management, State University of New York, Binghamton, New York 13901. The May issue deadline is March 15.
Voluntary Quota for OJT Rejected
by James C. Sharf*

In November, the Fifth Circuit (Fla., Ga., Ala., La., Miss. & Texas) handed down a potentially far-reaching decision involving use of racial quotas for selecting minorities for on-the-job training. In *Weber v. Kaiser Aluminum & the United Steelworkers of America*, the court accepted the claim of "reverse discrimination" by a white male who successfully argued that he had been illegally denied admission to OJT because of his race.

If this decision stands (without rehearing or appeal to the Supreme Court), the "goals & timetables" of the Office of Federal Contract Compliance and the voluntary compliance & conciliation activities of the EEOC may be legally crippled — at least in the Fifth Circuit.

In 1974, Kaiser entered into collective bargaining with the USWA that agreed: 1) to remove the requirement of prior craft experience in order to qualify for OJT, and 2) to select one minority for each white selected until the proportion of minority craft workers reached parity with the minority population at each of Kaiser's plants nationwide. This program of affirmative action was mutually agreed upon by labor and management to "avoid further litigation" and to comply with the OFCC conditioning federal contracts on "appropriate affirmative action." Kaiser and the USWA argued that OFCC required a "utilization study" to determine minority and female representation in the workplace and to set goals for hiring and promotion which would overcome any "underutilization" found to exist.

The effect of this affirmative action was to accept minority employees with less seniority for OJT:

"However, do not deal with minority workers less qualified as to skills; presumably each employee seeking admittance to on-the-job training is unskilled for the craft position he or she seeks. Rather, we are confronted with white employees who are more senior than selected black trainees . . . ."

The Kaiser-USWA agreement was legally defective, however, in that no prior history of discrimination had been shown to warrant preferential selection on the basis of race:

"The district court found, and appellants all but conceded, that Kaiser has not been guilty of any discriminatory hiring or promotion at its Gramercy plant . . . ."

"Appellants urge this court to approve the on-the-job training ratio not to correct past employment discrimination by Kaiser at this plant but to correct a lack of training blamed on past societal discrimination."

"Where admissions to the craft-on-the-job training programs are admittedly and purely functions of seniority and that seniority is unattained by prior discriminatory acts, the one-for-one ratio, whether designed by agreement between Kaiser and USWA or by order of court, has no function in restorative justice, and its preference for training minority workers violates Title VII."
"Federal courts have agreed that the 'make whole’ objective of Title VII permits and even requires affirmative relief when necessary to correct continuing inequalities created by past discriminatory employment practices."

"Quotas imposed to achieve the ‘make whole’ objective of Title VII rest on a presumption of some prior discrimination. There can be no basis for preferring minority workers if there has been no discriminatory act that displaced them from their rightful place in the employment scheme . . . quotas or preferential treatment merely to attain racial balance of the work force are unlawful, while quotas to correct past discriminatory practices are not . . .”

"In the absence of prior discrimination, a racial quota loses its character as an equitable remedy and must be banned as an unlawful racial preference prohibited by Title VII . . . (which) outlaws preference for any group impermissible classification, but it does not outlaw preferences favoring victims of discrimination."

The thrust of this ruling goes to the heart of contract compliance programs in the Department of Labor as well as voluntary compliance & conciliation activities of the EEOC. These programs are primarily designed to accomplish voluntary affirmative action without a judicial finding of prior discrimination. In this regard, the court observed:

". . . this court emphasized that voluntary compliance in eliminating unfair employment practices is preferable to court action and that private settlement without litigation is the central theme of Title VII."

"Courts may establish affirmative action programs as a form of relief in Title VII cases, but when an employer and a union voluntarily adopt a quota system this violates Title VII. Quota systems must be imposed with great caution, and only the judiciary should be entrusted with fashioning and administering such relief."

"Appellants contend that if this racial quota is not sanctioned by Title VII, it is sanctioned by Executive Order 11246 and regulations issued by the Office of Federal Contract Compliance mandating affirmative action by all government contractors . . . ."

"If Executive Order 11246 mandates a racial quota for admission to on-the-job training by Kaiser, in the absence of any prior hiring of promotion discrimination, the Executive Order must fall before this direct Congressional prohibition."

The Court of Appeals quoted the district court in concurrence as follows:

"Undoubtedly the laudable objective of promoting job opportunities in our society for members of minority groups has been viewed as a justification for the discrimination against other individuals which almost certainly results from such programs . . . Indeed, it well may be that employers should be permitted to discriminate in an otherwise illegal fashion in order to bring about a national social goal. This court, however, is not sufficiently skilled in the art of sophistry to justify such discrimination by employers in light of the unequivocal prohibitions against racial discrimination against any individual contained . . . in the 1964 Act."
Division 14's Professional Practice Award
by Sid Gael

Nominations are being sought for Division 14's Professional Practice Award. The Award will be presented to recognize an outstanding practitioner who, in the judgment of the nominator and the Awards Subcommittee, has developed and is implementing a method or practice that (1) is regarded as a major contribution to I/O Psychology, and (2) impacts on individuals in organizations or on the organization per se. The nominee's contribution should have had its major impact within the last ten years.

Nominators should forward four (4) copies of supporting documentation to Dr. Sidney Gael, Room 3157BII, American Telephone and Telegraph Company, 295 North Maple Avenue, Basking Ridge, New Jersey, 07920. The supporting documentation should include:

- A vita
- A general description of the method or practice
- Examples of its application
- Descriptions of the method’s impact in specific terms
- A list of supporting publications
- Other supporting material that will help reach a decision

Nominators should feel free to request assistance in preparing a nomination from the nominee and others who support the nomination.

The Professional Practice Award — a certificate and $500 — will be awarded to a practitioner or a team of practitioners; organizations are ineligible to receive the Award. The deadline for the receipt of nominations is May 15, 1978. The final decision will be based on the Awards Subcommittee's overall judgment of the significance of the nominee’s contribution. In the event that none of the nominations submitted are judged to be highly significant, the Award will not be presented this year.

Nominations Solicited for Myrdal Prizes

The Evaluation Research Society honors, through its Myrdal Prizes, three distinguished leaders in the field of evaluation: one from government, another from the human services field, and a third from the human sciences field.

In government, the prize is awarded for creative and original leadership in the conceptualization and sponsorship of new intellectual work in the field of evaluation. In 1977 this Prize was awarded to Dr. Howard R. Davis, Chief, Mental Health Services Development Branch, NIMH. In science, the prize is given to the individual having made a significant contribution to advancing the conceptualization or development of methodologies used in evaluation research. In 1977 this Prize was awarded to Dr. Donald Campbell, Professor of Psychology, Northwestern University. In human services delivery, the prize is given to the individual who has done the most to upgrade service through the application of evaluation. In 1977 this Prize was awarded to Dr. Julius Richmond, Assistant Secretary for Health, HEW.

Nominations of individuals, including supporting material regarding their achievements, should be sent no later than May 1 of 1978, to the Chair of the Myrdal Prizes Committee: John R. Barry, Department of Psychology, University of Georgia, Athens, Georgia 30602.

Journal Review Service
by Lynette Plumlee

This will initiate the Journal Review Service on a trial basis. The purpose of the service as presently envisioned is to provide an exchange of information on significant articles, relevant to I/O Psychology, which appear in journals not normally read by the majority of Division members. The purpose will be to call attention to significant articles in the member's area of specialization which he may have missed and to acquaint him with important developments in areas of I/O specialization other than his own.

In deciding which journals to review, it has been assumed that most I/O Psychologists will have access to the following journals and articles in these journals will therefore not be reviewed in TIP: American Psychologist; Journal of Applied Psychology; Organizational Behavior and Human Development; Personnel Psychology; Psychological Bulletin. Each Reviewer will review certain journals in his topical area.

We do not yet have reviewers for all topical categories (none for human factors engineering, aging, or communication, for example) and we could use more volunteers to take responsibility for additional journals in those areas for which we have Reviewers.


Davis, J.D. The supreme court and Washington v. Davis — a rationale for racism? North Carolina Central Law Journal, 1976, 2, 87-95. Argues that the Supreme Court ruling that both employment discrimination and intent to discriminate must be proven places an impossible burden upon the plaintiff and perpetuates racism. (P. J. O'Neill)


Stevens, J.M. The good news of Bakke. *Phi Delta Kappan*, 1977, 59, 23-26. Discusses the Bakke case as a challenge to eliminate the inequities in medical school education in order to provide opportunity for all qualified students. Recommended for the perspective it gives to personnel selection. (P.J. O’Neill)


**Measurement techniques**


**Statistical methodology**


Sedere, M.U. and Feldt, L.S. The sampling distribution of the Kristof reliability coefficient, the Feldt coefficient, and Guttman’s Lambda-2. *J. Educ. Meas.*, 1977, 14, 53-62. Describes coefficients for estimating split-test reliability for tests with two or three parts with unequal standard deviations. Estimates of the standard errors of such coefficients are provided. (L.B. Plumlee)

Subkoviak, M.J. and Levin, J.R. Fallibility of measurement and the power of a statistical test. *J. Educ. Meas.*, 1977, 14, 47-52. Discusses the importance of considering dependent variable reliability in evaluating the power of the F-test. Formulas are provided. (L.B. Plumlee)

**Validation Techniques**

Kenny, D. A. An empirical application of confirmatory factor analysis to the multitrait-multimethod matrix. *J. Exp. Soc. Psychol.*, 1976, 12, 247-252. Illustrates confirmatory factor analysis with statistical tests for convergent and discriminant validity, etc., and recommends it to replace the qualitative Campbell-Fiske criteria as a validity technique for general use. (P.J. O’Neill)

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**Organizational Psychology and the World Series**

by Edwin A. Locke

As scientists we should not be closed to any source of information which bears upon the validity of our theories. For example, consider what we can learn from the victory of the Yankees in the World Series:

1) authoritarian management can be quite effective, providing it is both smart and rich;
2) lack of group cohesion (intra-group conflict) does not inhibit short-term success, providing the members have talent and do their jobs;
3) intra-group conflict is unpleasant and may lead to high turnover;
4) on the other hand, if enough money is offered to stay, it may not.

What more do you need to know to run a successful organization?

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In summary, the MIT SPSS analysis indicated that, for MBA’s, the JDS and the PAQ moderated the relationship between LBDQ responses and JDI and MSQ measures. MMPI responses did not. Thus, in conjunction with our V-1-E articles in JAP, OBHP, and ASQ, this research shows that MBO is a useful OD technique when implemented by I/O psychologists.

Editor’s note. The above cartoon was submitted by Gary Johns, Associate Professor in the Department of Management of Concordia University.
Academy of Management News
by Pete Weissenberg

At the 37th annual meeting of the Academy of Management held in August at Orlando, Florida, Jack Miner was installed as President. Jack had been President-elect and also served as Vice President and Program Chairman before becoming the chief executive of the Academy.

Jack will not be lonely during his year in office, since several other Division 14 members also serve in other capacities with the Academy. “Tim” Hall is a representative-at-large on the Board of Governors of the Academy this year, while Larry Cummings continues to serve as Editor of the Academy Journal. This year, Ralph Stodgill has also been elected to chair the Management History Division of the Academy to complete the illustrious list of our Division members who are also contributing mightily to the Academy. The representation of I/O psychologists at the executive level is a reflection of the increased interest of our colleagues in the programs and journals of the Academy.

Request for Validity Data on Clerical Jobs
by Frank Schmidt and Ken Pearlman

As part of our project to explore the generalizability of employment test validities, we have set up a computer file of validity results for a wide range of clerical tests and jobs—one of our initial areas of investigation. To date we have accumulated some 3,400 criterion-related validity coefficients for both job proficiency and training criteria, drawn from published as well as unpublished sources and covering over 50 years of research in the area. The coding and computer storage system established for these data allows instant retrieval of the validity coefficients (and the sources from which they were obtained) corresponding to any desired job, test, or criterion type in any combination. We would like to continue to expand and update this validity data base (which to our knowledge is unique in its size and coverage for any one occupational area) and are seeking additional unpublished or new validity studies on clerical jobs of all types for inclusion in our file. (We are including in our research the full range of clerical occupations as defined in the Dictionary of Occupational Titles.) As our research progresses, we plan to make available reports on both the generalizability of clerical test validities as well as summary compilations of our data broken out by test, job, and criterion type. We expect these analyses to be of great practical utility to psychologists and other personnel workers involved in clerical selection, and also of general theoretical interest vis-à-vis the long-dominant belief by our profession in the situational specificity of employment test validities. We would therefore appreciate hearing about or receiving copies of new studies of unpublished validity results in the clerical area. Anyone wishing to forward such information or find out more about this project should contact Frank L. Schmidt (202/622-5444) or Kenneth Pearlman (202/234-8086), Personnel Research and Development Center, U.S. Civil Service Commission, 1900 E Street, N.W., Washington, D.C. 20415.

LAST CALL FOR FELLOWSHIP NOMINATIONS
by Virginia Zachert

Election to the status of Fellow in APA not only honors distinguished colleagues, it also lends distinction to the Division of Industrial Organizational Psychology. In recent years, Division 14 has had notable success in having its nominees elected to Fellowship by the Council of Representatives of APA.

This results from the initiative and hard work of nominators who identify the most deserving and prepare well documented support. It also takes time to assemble, review, and refine documentation.

April 1, 1979 is the date when completed sets of nomination papers must be in the hands of the Chairperson of Division 14 Fellowship Committee. Now is the time to start the nomination process. Members may obtain the forms and instructions necessary to do so from the Chairperson, Dr. Virginia Zachert, Department of Obstetrics and Gynecology, Medical College of Georgia, Augusta, Georgia 30904.

A member cannot initiate his own application to become a Fellow. He or she must be nominated and endorsed by other members. The process operates only through Divisions. It is critically important, therefore, that members take responsibility for offering the names of qualified people and securing the documents and endorsements needed to obtain their election.

Conference on Middle Range Theories
by Jack Duffy

The Organizational Behavior Group of the Faculty of Commerce and Business Administration, University of British Columbia, is holding a three day conference (August 1-3, 1978) on middle range theories. What's a middle range theory, you ask? According to the Call for Papers, theories of the middle range are those that would attempt to predict and explain only a subset of all organizational phenomena. As such, each midrange theory might make different sets of assumptions about organizations, consider different parameters to be important and lead to distinctly different prescriptions for practice. Each midrange theory may be based on a unique set of imagery of what constitutes organizational behavior and require entirely different research strategies and tactics.

The deadline for submission of papers is April 1, 1978. Papers should be submitted in triplicate, must not exceed 20 double-spaced typewritten pages, and must conform to American Psychological Association format. Papers should be submitted to: Dr. Craig C. Pinder, Faculty of Commerce and Business Administration, University of British Columbia, Vancouver, B.C. Canada V6T 1W5.

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THAT'S PUBLIC RELATIONS
POSITION OPENINGS

PENN STATE UNIVERSITY: The Department of Psychology has an Assistant Professor position to be filled in September, 1978. They would like candidates who are strong in the personnel area with interests in some cognitive area. Candidates should also have strong qualitative skills and have an appreciation for the application of behavioral principles in real-life settings. Interested persons should send a vita to: Frank J. Landy, Department of Psychology, Penn State University, University Park, PA 16802. Pennsylvania is an equal opportunity employer.

UNIVERSITY OF ILLINOIS: The Department of Psychology is seeking a Ph.D. in Psychology or an equivalent degree in a closely related field for a tenure track assistant professor position beginning Fall, 1978. Research and teaching interests in organizational communication networks, intra- and inter-group functioning within organizations, job design, organizational change, and other topics that deal with responses of individuals in complex organizations will be given priority. Extensive training in field research methods and statistics is preferred. Submit vita, copies of published work or work under review, and three letters of recommendation to Charles L. Hulin, Department of Psychology, University of Illinois, Champaign, IL 61820, (217) 333-5798. The University of Illinois is an affirmative action/equal opportunity employer.

UNIVERSITY OF CINCINNATI: The Department of Management has an Assistant or Associate Professor of Organizational Behavior faculty opening beginning September, 1978. Applicants are expected to hold a Ph.D. and to have exhibited or shown very clear promise of excellence in research, and to provide high quality teaching at the graduate and undergraduate levels. Salary depends on qualifications. Applicants should send a vita and selected publications, and arrange for three letters of recommendation to be sent to: Dr. George Graen, Head, Department of Management, Mail Location 920, University of Cincinnati, Cincinnati, OH 45221. The University of Cincinnati is an affirmative action/equal opportunity employer.

NEW YORK UNIVERSITY: The Department of Psychology is expanding its full-time faculty in I/O Psychology and will have a position to be filled by September, 1978. Candidates should have Ph.D. in psychology, plus some I/O experience and publications. Prefer someone involved in intervention or experimental change in organizational settings, with strong background in theory and research. Rank and salary commensurate with qualifications. New York University is an equal opportunity/affirmative action employer. Send resume to Raymond A. Katzell, Department of Psychology, New York University, 6 Washington Place, New York, N.Y. 10003.

UNIVERSITY OF MASSACHUSETTS AT BOSTON: The College of Professional Studies has two positions, with rank open, to teach in the area of Human Resources Management. Applicants must have primary competence in one, or both, of the following areas: (a) Personnel Administration; (b) Industrial and Labor Relations, with secondary competence in Organization Development. Applicants must have an advanced degree and/or substantial experience in government, business or industry. They should be motivated in becoming part of a faculty that emphasizes coordination and results, as well as interest in undergraduate education processes in urban campuses. The University of Massachusetts is a non-discriminatory affirmative action employer. Opening are for AY 1978-79. Salary negotiable. Please send letter and vita to: Dr. Paul V. Croke, CPS, UMass/ Boston, Boston, Mass. 02125.

OLD DOMINION UNIVERSITY: The Department of Psychology is attempting to fill three opening for Fall, 1978. The first position calls for an assistant, associate, full professor in Industrial/Organizational Psychology with an emphasis in personnel and training. We encourage associate and full professors with established publication records to apply. However, we also welcome applicants for the assistant level.

The second position is at the assistant level with an emphasis in Organizational Psychology. Those interested in organizational development and change, job design and communication processes are particularly encouraged to apply.

The third position calls for an assistant, associate, or full professor in Organizational-Clinical Psychology. We will favor those with APA approved degrees in clinical psychology with field experience in organizational intervention.

All of the above positions are on a tenure track and salaries are competitive. Applications with accompanying vitae and three references should be sent to John Bernardin, Department of Psychology, Old Dominion University, Norfolk, VA 23508. Old Dominion University is an equal opportunity employer.

UNIVERSITY OF TENNESSEE: Possible faculty position, tenure track, subject to decisions of two incumbents to return from one-year leaves of absence. Prefer Industrial and Organizational Psychology Ph.D. Range from assistant to full professor depending upon qualifications, record of research and publications. Teach in intercollegiate Industrial and Organizational Psychology MS & Ph.D. programs, teach behavioral and personnel oriented courses to MBA's and undergraduate business students. Background should include heavy emphasis upon applied measurement, statistics and design as well as personnel and psychology. Evidence of experience obtaining various types of funding will be considered. Send letter of application and resume to John M. Larsen, Jr., Chairperson, Industrial and Organizational Psychology Program Committee, College of Business Administration, Stokely Management Center, Room 413, The University of Tennessee, Knoxville, TN 37916. The University of Tennessee at Knoxville is an Affirmative Action-Equal Opportunity employer.

MICHIGAN STATE UNIVERSITY: The Department of Psychology at Michigan State University is seeking an Industrial/Organizational Psychologist — Assistant Professor (Ph.D. required) effective September 1978. Primary consideration will be given to candidates who can develop a productive program of field research. Candidates with both organizational and more traditional industrial psychology interests are encouraged to apply. We are an Equal Opportunity/Affirmative Action Employer. Application deadline is January 15, 1978. Send vita and letters of recommendation to Dr. John H. Wakeley, Industrial/Organizational Search Committee, Department of Psychology, Olds Hall, Michigan State University, East Lansing, Michigan 48824.

ANNOUNCEMENT

If you are planning to use a book advertised in TIP either in the classroom or for personal use, let the publisher know you saw the advertisement in TIP. A short note from a lot of people could greatly enhance TIP's advertising revenue.
AT&T: American Telephone and Telegraph Company is seeking an experienced research project manager with a strong background in physiological and experimental psychology and psychometrics. Courses and experience in industrial psychology and kinesiology would be helpful. The position requires research related to the physical requirements of jobs and may involve validation of physical tests and medical examinations, research on exercise, and studies on the aging and handicapped.

The position will be located in Basking Ridge, New Jersey, about 45 miles southwest of New York City, however, some travel in the continental United States is required. Salary will be competitive with similar jobs in industrial psychology.

Send resume to MARY L. TENOPYR, American Telephone and Telegraph Company, Room 6126G2, 295 North Maple Avenue, Basking Ridge, New Jersey 07920.

SOUTHERN RAILWAY SYSTEM: Interested in adding a Staff Psychologist to our present Evaluation and Appraisal staff. Duties will involve individual assessments for purposes of evaluating candidates for promotional opportunities. Other tasks will involve normative and validity studies of selection test batteries, personnel research, internal consulting assignments, and similar activities. Travel throughout the Southeastern quadrant of the U.S. is necessary. Our staff is based in Washington, D.C.

Qualifications include a Ph.D., preferably in I/O Psychology, and two to three years of business or industrial experience as a psychologist. Ability to relate easily to all levels of personnel from hourly-rated to officer level. Statistical competence and familiarity with computer analysis of data. Salary range — 23,720 to 28,000 with generous company paid fringe benefits.

For further information, please contact: William J. Flynn, Ph.D., Director, Personnel Services, Southern Railway System, P.O. Box 1808, Washington, D.C. 20013, Phone: (202) 626-4460, Ext. 5255.

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The Industrial-Organizational Psychologist is the official newsletter of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times a year to the entire membership, now numbering in excess of 1500. 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 3000 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 certain limited space ads (e.g. positions available). For information, or for placement of ads, write to John Duffy, School of Management, State University of New York, Binghamton, N.Y. 13901.

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