

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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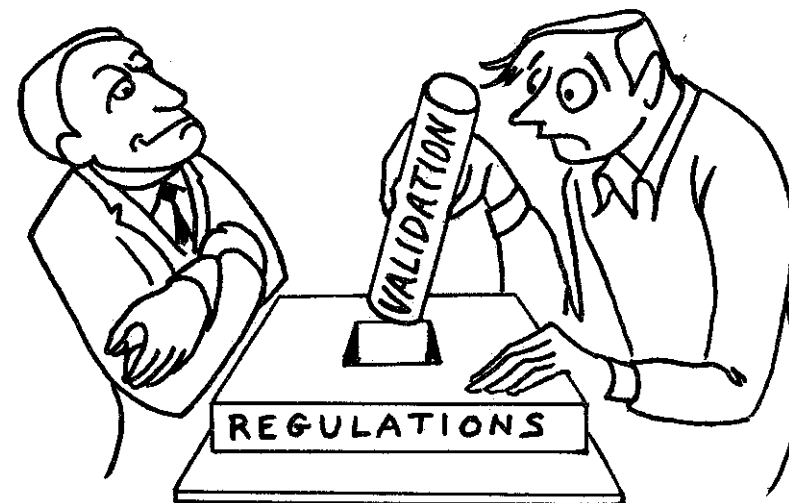
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"OH... JUST A LITTLE TEST TO SEE IF YOU FIT INTO...."

RB

Editor's note: This cartoon was submitted by Richard G. Buchanan, The Buchanan Group, Inc.

Division 14 Income Survey Wayne Sorenson and Ann Durand¹

The biennial survey of the incomes of Division 14 members was conducted during the spring of 1978. By May 31, 1978, 867 questionnaires were returned out of a total of 1,729 distributed yielding a response rate of 50%. This response rate was similar to those of previous income surveys despite the fact that the questionnaire for the most recent survey was lengthened by the addition of more detailed questions about specific job activities. The added job activity questions were requested by the Division 14 Executive Committee in order to provide information of interest to the Division 14 Education and Training Committee.

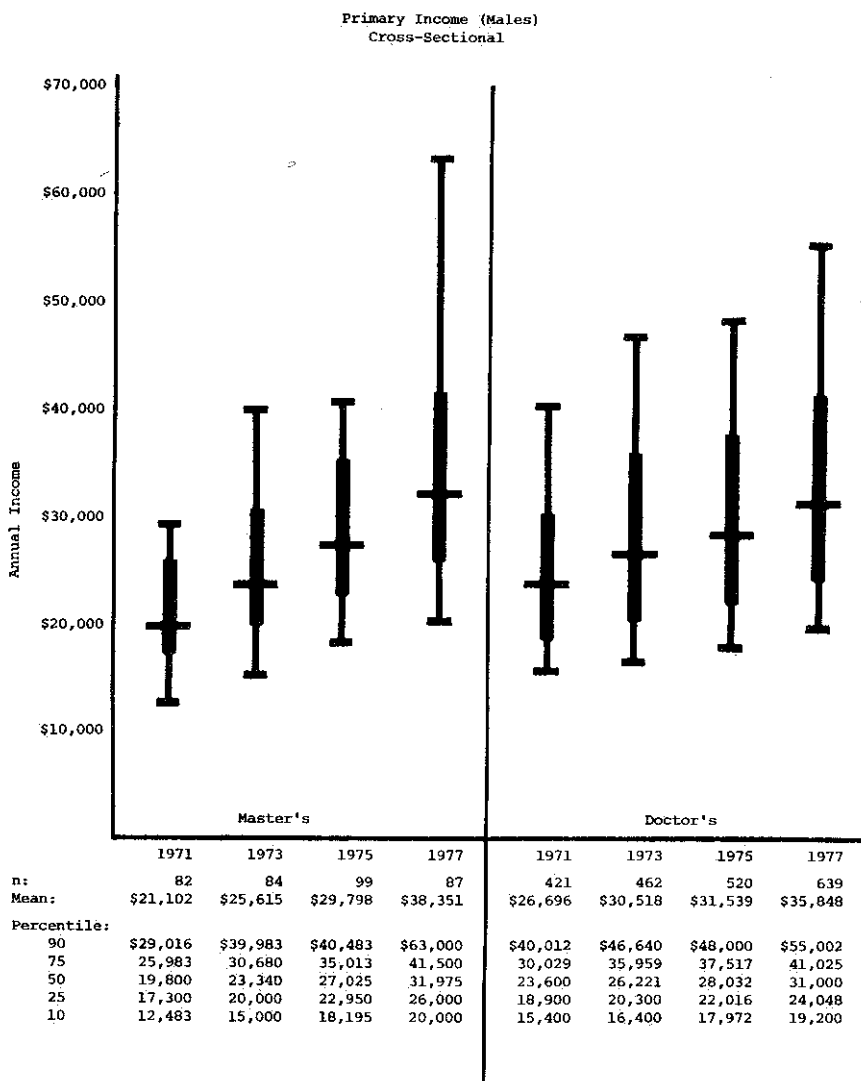
The most fruitful modification in the questionnaire was a change in the way information about starting incomes was obtained. Previous questionnaires sought information about starting incomes directly from recently employed individuals. That approach resulted in very small numbers of respondents caused, in part, by the delay encountered for new Ph.D.'s to become APA members and, subsequently, members of Division 14. The current survey asked members who had employed new Ph.D.'s any time during the previous five years to indicate the starting salary of each newly employed Ph.D. This approach yielded information about many more people and, presumably, much more credible

¹ State Farm Insurance Companies, Research Department, One State Farm Plaza, Bloomington, Illinois 61701.

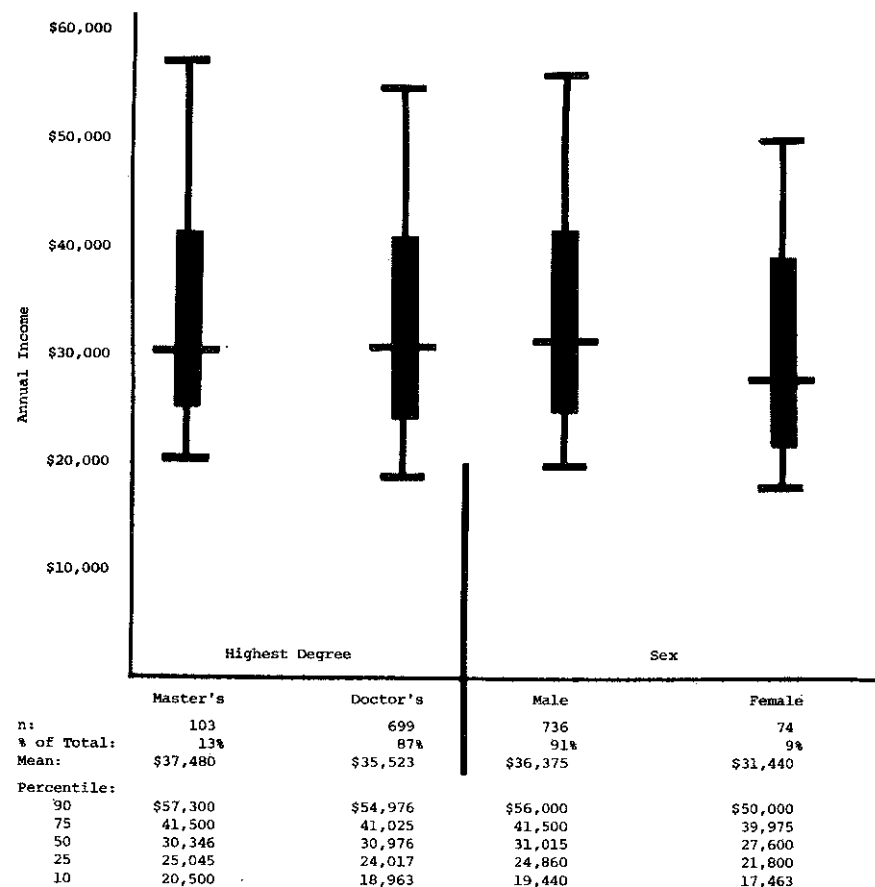
results. Serendipitously, data was obtained for a total of 55 individuals hired during the first five months of 1978!

Summary of Preliminary Analyses

1. The median 1977 income for male Ph.D.'s responding to the survey was \$31,000 compared to \$28,032 in 1975. Twenty-five percent earned more than \$41,000 and 10% earned more than \$55,000.
2. Median 1977 income for females (Ph.D.'s and Master's) responding to the survey was \$27,600, continuing a trend for the relative difference between males and females to be decreasing. Further analyses are being undertaken to investigate possible explanations for the male/female differences (e.g., age, years since degree, geographical location, and job types).



1977 Primary Income
Categorized by Highest Degree
and by Sex



3. This was the first time in which data from individuals with Master's degrees only reflected higher mean incomes than those with Doctorates. It may be speculated that this result could be partly a function of the fact that the Ph.D. group is being augmented by a continuing infusion of new Ph.D.'s who are younger and, presumably, lower paid initially.
4. Despite a pattern of increasing median incomes, nearly all of the categories analyzed tended to increase at a rate slightly lower than the general rate of inflation as measured by the Consumer Price Index for the same period of time. The overall average as measured by median income, however, remained comparatively close to the inflation rate over the two-year survey period. This was a better showing than occurred in the previous two-year survey period (1973-1975) during which Division 14 member income growth failed to keep pace with the inflation rate and, in fact, was 10% less than the rate of increase of the CPI.
5. Starting incomes for new Ph.D.'s employed by Division 14 members showed a continuing rise for the five-year period 1974-1978. Median starting income for individuals hired during the first five-month period during 1978 was

Comparison of 1975 and 1977 Income
for Selected Groupings of Division 14 Members

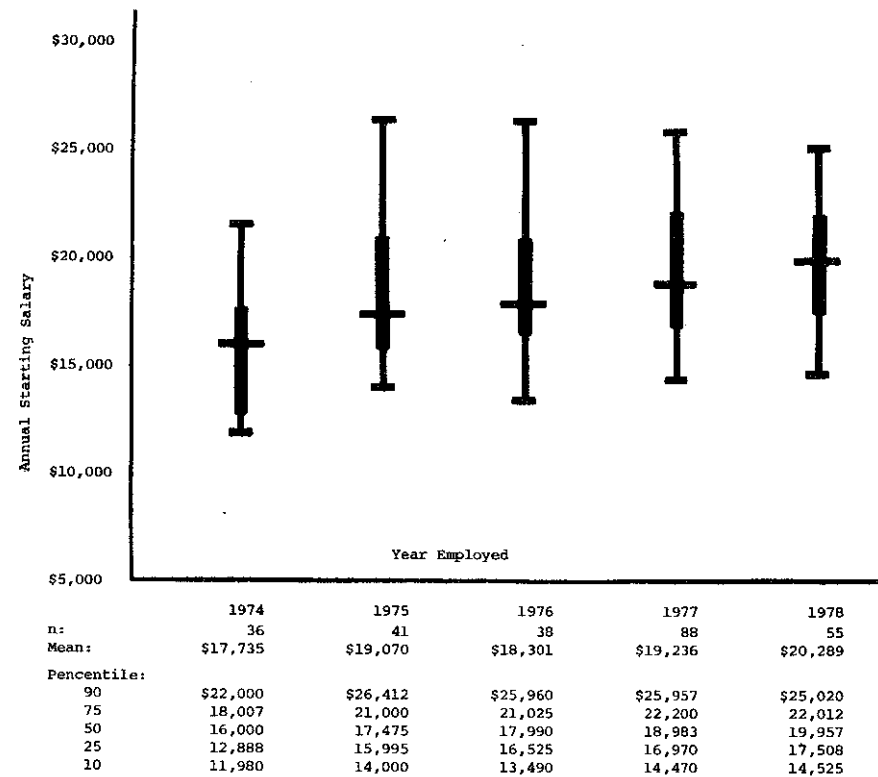
Division 14 Grouping	1975 Median Primary Income ^a	1977 Median Primary Income ^a	Percent of Change in Median Primary Income 1975-1977	Adjusted 1977 Primary Income ^b	In Median Primary Income 1975-1977 With 1977 Income Adjusted
Degree Ph.D. Masters	\$28,031(575) 26,975(113)	\$30,976(699) 30,346(103)	10.5% 12.5	\$27,511 26,952	- 1.9% - 0.1
Age ^c					
<29	18,500(22)	23,675(19)	28.0	21,027	13.7
30-34	21,500(110)	23,400(144)	8.8	20,783	- 3.3
35-39	26,200(85)	28,800(147)	9.9	25,579	- 2.4
40-44	30,600(77)	33,987(89)	11.1	30,186	- 1.4
45-49	35,580(85)	36,000(90)	1.2	31,974	-10.1
50-54	32,175(53)	39,990(76)	24.3	35,517	10.4
Sex					
Male	28,039(637)	31,015(736)	10.6	27,546	- 1.8
Female	25,000(58)	27,600(74)	10.4	24,513	- 1.9
Years Since Doctoral Degree ^c					
5- 9	26,200(150)	27,950(172)	6.8	24,859	- 5.1
10-14	29,500(90)	33,975(125)	15.2	30,175	2.3
15-19	35,500(62)	36,017(70)	1.5	31,989	- 9.9
Location ^c					
Metro New York	34,000(84)	37,250(97)	9.6	33,084	- 2.7
Not in Metro New York	27,962(412)	30,002(596)	7.3	26,646	- 4.7

^aNumbers in parentheses are the sample sizes.

^b1977 median incomes were adjusted to reflect 1975 dollars, based on the Consumer Price Indices for 1975 and 1977 listed in the Monthly Labor Review, March of 1978, U.S. Department of Labor, Bureau of Labor Statistics.

^cIncludes doctorates only.

Starting Salaries for Ph.D.'s Employed
by Division 14 Members



slightly less than \$20,000, and the top 10% of that group exceeded \$25,000.

- Incomes of individuals located in Metro New York continued to be higher, overall, than incomes of people not located in Metro New York (because of sample-size restrictions, this is the only geographic comparison available). Also, median starting salaries in the Metro New York area were approximately \$5,000 higher than those in other areas.
- A special analysis was conducted among the top 10% of the income distribution. As a general rule, those individuals tended to fall in one of two principal categories: (a) consultants and (b) executive-level managers in business and manufacturing firms. It might be argued that this latter group is no longer functioning as industrial psychologists, *per se*.
- Data based on a subgroup of individuals for which longitudinal data were available over time indicate a higher level of income and also a greater rate of increase. A possible explanation may be that this group is composed of somewhat more senior and, therefore, higher-earning individuals. Again, subsequent analyses are planned for the full report to investigate this question.

Additional analyses and data categorizations are underway. These will be incorporated in a complete report to be available to APA members upon request beginning September, 1978.

In-Basket TIPBITS

by Mike Kavanagh

After a name-that-column and a cartoon contest, what could the next TIP contest be? You guessed it — it's a name-that-contest contest. It's up to you, avid readers, to create the next TIP contest. The WNSC suggested a beauty paegant, but couldn't decide what the title would be, and whether I/O psychologists should compete in weight-lifting or swimwear. So—send in those suggestions. Prizes will be awarded in the same 16 categories used in earlier contests.

How about another appeal? TIP is interested in publishing information on professional liability insurance for I/O psychologists and would welcome articles on this topic. The whole general area of licensing, continuing education, and generic standards has generated serious legal questions for applied psychologists. A symposium in Toronto, "Collision Course for Applied Psychologists: Regulation, Professional Competence and Liability", on Thursday, from 3:00 to 4:50, in the Quebec Room of the Royal York Hotel, would be an excellent place to gain information on this topic. Even if you miss this symposium, TIP would still like articles on this whole area.

Speaking of contests and requests, TIP did receive another cartoon for its cartoon contest from **Dick Buchanan**. The cartoon is included in this issue, and in another close vote (15 to 0), it was decided that the entry should receive first prize for the summer of 1978. It was voted best political satire in graphic form for the year 1978. Dick should be receiving his prize any day now — a subpoena from EEOC.

Speaking of subpoenas, **Ed Levine** has begun a grant project on Manpower Analysis and Planning for the Criminal Justice System. He is interested in receiving any research or reports on job analysis, manpower forecasting, manpower planning and related areas in law enforcement, correctional or judicial organizations from TIP readers. Send them to Ed at: **Department of Psychology, SOC 107, University of South Florida, Tampa, Florida 33620**.

TIP has received two recent "Notes to Chief Executive Officers" from **Paul Ross**. One is entitled "Why assess individual job performance" and the other "Inflation: can it be controlled?". As usual, they are both very thought-provoking, and Paul extends his usual offer to send a free copy to anyone who is willing to write a written reaction to the note. Write to Paul at: **The Ross Company, Todd Pond, Lincoln, MA 01773**.

Another freebie — **Erich Prien** has sent TIP an extensive bibliography on the prediction of managerial effectiveness prepared by him and **Sydney Yarbrough**. You can write to Erich at: **Department of Psychology, Memphis State University, Memphis, TN 38152**.

Does assessment center methodology relate to EEOC requirements? To gain information on this topic and others involving the assessment center technique, write to **Bill Byham, Developmental Dimensions International, 250 Mt. Lebanon Blvd., Pittsburgh, PA 15234**, for free copies of the DDI newsletter. Just think, an international company in Pittsburgh — TIP is impressed.

After years of service to Division 14, **Mary Tenopir's** talents have been given the recognition truly deserved. Mary has been appointed to the National Academy of Sciences' Committee on Ability Tests. By her own admission, she is the only representative of I/O psychology on the committee. TIP notes that we could not have a better one.

Andy Souerwine has informed TIP that he has a new publication — *Career Strategies: Planning for Personal Achievement* — published by AMACOM in 1978. Now that TIP has given your book a "plug", how about an ad for TIP from AMACOM, Andy?

NEW JOURNALS NEW JOURNALS NEW JOURNALS NEW: In typical journalistic courtesy, TIP would like to announce the forming (foundation, beginning) of the following other "rags":

Art Bedian has begun **The Journal of Management** and welcomes unpublished manuscripts in all areas of I/O psychology of either an empirical or formative nature. Manuscripts should be sent in triplicate to Art at: **Department of Management, Auburn University, Auburn, Alabama 36830**. An author's instruction sheet is also available from Art.

Steve Cohen has announced that a new quarterly journal, the **Journal of Assessment Center Technology**, has been published. It is devoted to improving the quality with which assessment centers are applied to organizations throughout the world. This will be accomplished through the publishing of both descriptive reports of unique organization applications and research studies. The Journal is currently accepting manuscripts for consideration of publication. Division 14 members involved in the journal include **Steve Cohen**, Editor, and **Dale Baker, Jim Huck, Cabot Jaffee, Joel Moses, Len Slivinski, John Turner**, all consulting editors. Subscription information can be obtained by writing Steve Cohen at **Assessment Designs, Inc., One Purlieu Place, Suite 205, Winter Park, Florida 327**.

With typical tenacity and trepidation, TIP toured the tree-lines and timber-lakes of this country to uncover the following morsels. In all cases, this mobility news indicates someone leaving a job they felt "stinks" or else moving to a new job that pays much more.

Marshall Saskin, of front cover (inside) fame, will be joining University Associates on September 1, 1978, as Senior Editorial Associate in La Jolla. His experience on TIP finally got him a job.

Ginnie Boehm, after supervising this year's Division 14 program at APA, decided to escape to the Mid-West, and has joined SOHIO as Manager of Psychological Services, effective June 12, 1978.

MATTEL was pleased to announce to TIP that **Joseph G. Cutcliffe** was appointed as Director of Organization and Employee Development in their California plant.

Bob Pritchard has informed TIP that both **Rich Arvey** and **Jim Terborg** have been hired by the University of Houston in the Department of Psychology. With their addition, the total number of I/O psychologists is now 6 — watch out, TIP believes that is "critical mass" level.

Jim Sharf, another of TIP's illustrious staff, has departed from EEOC and joined the firm of Richardson, Bellows, Henry & Company in Washington, D.C. as Vice President. Since we have not found a replacement, Jim will continue to be TIP's watch-dog on EEO developments. Beside, he does a tremendous job as do all the staff of TIP.

On temporary moves, **Bill Mobley** has been awarded a Fulbright-Hays for 1978-79 and will be teaching Industrial Psychology at the National Taiwan University while conducting research in the Republic of China. **Milt Hakel** has received a Fulbright-Hays Research Award for study in Italy, and will be in residence at the University of Bologna from September through December. During his absence, **Ed Cornelius** will be acting Editor of Personnel Psychology.

Any news? Send to **Mickey Kavanagh, School of Management, SUNY-Binghamton, Binghamton, New York 13901**. The deadline for the November issue is September 15, 1978.

DIVISION 14 AND UNDERGRADUATE EDUCATION OR BERGER'S COMPLAINT

by Leonard Berger

Our influence in the APA council of representatives has grown in the past year, no thanks to me. I allotted none of my ten votes to Division 14. I expected that the impact of my non-voting would require the Division 14 hierarchy to reexamine some of its current emphases. Now that my negativism has passed I am ready to ask for help.

Actually, my story begins six years ago, when I received my doctorate in Industrial Psychology, joined APA, and began my present job teaching Psychology at Clemson University in an undergraduate program. I also joined Divisions 14, 8 and 2. As a part of the "Don't ask what your organization can do for you" generation, I volunteered myself to be an active member in all divisions. Six years have gone by and division 14 is the only division in which I am not active aside from attending regional and national meetings. I did volunteer myself for the visiting scientist program started by our Public Relations Committee and I visited local colleges which did not have an industrial psychologist. However, responses to recent inquiries tell me that the program no longer exists. (*Ed note: see Pat Renwick's article elsewhere in this issue.*)

A six year question remains. How can an academician primarily interested in undergraduate education become involved in Division 14?

I have sent notes on this question to a past president and also an E and T chairman in our division. The answers were WAIT. This year I had the fortune to see Paul Sparks at the recent SEIOPA meeting. Knowing this was my chance, I delayed his eating lunch until he would answer my inquiry. (What's one lunch compared to an answer of a six year old question?) Paul told me to write to Ginni Boehm about a conversation hour, to solicit interest in the I-O Psychologist and to summarize my response and get back to him.

I believe there are many concerns our Division has on the undergraduate level, enough, so that those of us with a basic interest in this area should begin an interest group and direct our division into this area. I'm sure that most of the knowledge that non-psychology majors have about our area is taken from the basic undergraduate industrial course. Aside from questions concerning curriculum and materials available and used in undergraduate classes there are others as: resolution of encroachment into course content by other disciplines (at the undergraduate level), preparation of the interested major outside of the classroom, joint minors and concentrations with other related disciplines, the place of industrial psychology in a Liberal Arts vs. Science vs. Business department, summer opportunities for the interested major in industrial psychology, etc.

If you are interested in beginning a dialogue on undergraduate education in industrial psychology, please drop me a line including your interest at: Department of Psychology, Clemson University, Clemson, S.C. 29631. It will be a start.

Hello! Anybody out there?

SPECIAL ANNOUNCEMENT

If you attend the APA convention in Tronto, be sure to register as a Division 14 member as this affects the future amount of program time that will be allotted to Division 14.

Certification for Forensic Psychologists?

by David Shapiro

For many years a handful of psychologists have practiced in the forensic arena. In the past decade our numbers are increasing, yet we learned last year we may be an endangered species. Another therapeutic profession has already moved toward board certification of their forensic practitioners which could conceivably result in their being perceived as the only profession capable of providing expert service in the forensic arena.

Thus in Spring 1977, Bruce Dennis Sales, then President of the American Psychology-Law Society (AP-LS) established a committee to study the issue of certification for forensic psychologists. The nine person committee has defined what a forensic psychologist is functionally, as follows:

A. Consultation

1. Providing consultation to attorneys
2. Providing consultation to lawmakers
3. Providing service to the judiciary as amicus curia and in related capacities.
4. Providing consultation to criminal justice and correctional systems.

B. Diagnosis, Treatment and recommendations

5. Diagnosing and treating of juvenile and criminal justice populations at all stages of the criminal justice process.
6. Diagnosing and making recommendations in civil cases where mental status is at issue.
7. Serving as expert witnesses in civil, criminal and administrative law cases.
8. Screening and evaluation of law enforcement and other criminal justice personnel.

C. Miscellaneous

9. Serve as special masters in administrative and judicial tribunals.
10. Doing behavioral science research and analysis pertaining to the understanding of legal issues, and to the development and evaluation of legal processes, statutes and regulations.
11. Engaging in policy and program development in the psychology-law arena.
12. Teaching of and training others in forensic psychology.

Qualifications for certification (still tentative) have been modelled after ABPP requirements.

Presentations about forensic psychology as an emerging specialization will be made at the APA Conference in Toronto at both AP-LS meetings and at an ABPP program on new specializations.

SHARE YOUR TIP

**When you finish reading TIP, share
it with someone.**

THAT'S PUBLIC RELATIONS

The Polygraph Bill (S. 1845) — A Legislative Development of Significance to Industrial/Organizational Psychologists

by Jerri L. Frantzve

Senator Birch Bayh has introduced a bill (S. 1845) to the United States Senate which bans the use of polygraph tests and voice analyzers on employees or applicants for employment unless they freely and expressly request to take such a test. All employee organizations which deal with any United States government agency and all businesses and industries engaged in or affecting interstate commerce are covered by the provisions of this bill.

Violations would be considered misdemeanors subject to: a) a fine up to \$1,000 or up to one year imprisonment, or both; and b) a civil penalty up to \$10,000. Also, the aggrieved individual could bring civil action against the offending person in the U.S. district court. These provisions would become effective 30 days after the date of enactment.

The bill has been referred to the Committee on the Judiciary. The Subcommittee on the Constitution, chaired by Senator Bayh, conducted hearings on it in November of last year. As might be expected, much of the testimony at these hearings was directed toward the problems and abuses in using these techniques. More extensive hearings regarding the provisions of the bill are planned for the near future, and members of the Committee staff are anxious to present a balanced picture of this issue.

Expert witnesses at the November hearings pinpointed three broad areas of concern regarding the use of polygraphs in employment situations: 1) the accuracy and reliability of such devices as "lie detectors"; 2) the questions asked during such examinations and the record keeping practices of the results; and 3) the Constitutional and civil liberties implications of their use.

The strongest complaint against the accuracy of polygraphs is that it is impossible to determine the cause of the physiological changes that polygraphs measure. Polygraph proponents respond that experienced examiners can use control questions to determine whether these changes are caused by guilt, or instead by nervousness, illness, and the like. However, opponents contend that there is no way to accurately assess how a subject interprets the control questions, and therefore it is impossible to determine exactly what the physiological reactions indicate. Voice analyzers measure only one presumed indicator of stress—in audible microtremors in the human voice—which make them subject to even more doubt regarding their accuracy. Representatives of industries which routinely utilize polygraphs and voice analyzers argued that these problems stem from inept examiners rather than from the techniques themselves. They recommended strict training and licensing of examiners as a solution to the problems.

Both sides agreed that experimental evidence regarding the reliability and accuracy of polygraphs is scant. Laboratory studies lack the realism of the "real world," and field studies must rely on confessions in order to confirm the results of the tests. Reports of the accuracy of polygraphs range from 63% to 98%, while those for voice analyzers range from 50% to 100%. The area of greatest concern is the "false positives"—those identified as liars who are actually telling the truth. It must be noted that the criteria used in determining the accuracy of these methods are often either subjective judgments or confessions—pointing again to the recurring problem of how one determines when a person speaks the truth.

The nature of the questions posed during the polygraph examinations are another area of concern. Representatives of several retail corporations defended the use of questions on criminal records, drug usage, and the like by pointing out

that between 60% and 70% of retail criminal losses are due to employee thefts. However, a witness from the American Civil Liberties Union suggested that polygraph tests have become a means of weeding out "undesirables." That witness asserted that people often "fail" polygraph tests not for lying, or appearing to lie, but for telling the truth, if the truth is unpalatable to the examiner or the prospective employer. Those who use polygraphs as screening tools feel that the ban of such measures would force them to rely on background checks and increased security measures. In their opinion, these alternatives are less effective, more expensive, and present more opportunities for possible discrimination than do polygraphs and voice analyzers.

Another concern was that the results of polygraph tests might not be handled in a confidential manner, and that they may influence employees' careers without their knowledge. It was also stated that there is often little an applicant or employee can do to protect himself against a negative polygraph report. Polygraph supporters suggested guidelines for the use of polygraph test results and for settling complaints by those who feel their own results are not accurate.

The final area of concern was civil rights. The reason the bill was referred to the Subcommittee on the Constitution is the possibility that polygraphs and voice analyzers may be in violation of the constitutional presumption of innocence, the Fifth Amendment privilege against self-incrimination, and the Sixth Amendment right to confront and cross-examine one's accusers. Representatives of various unions testified that their members considered such tests to be demeaning and humiliating, and that provisions banning their use were written into several contracts. In response, industry spokesmen suggested that restricting the questions to those directly related the requirements of the position would alleviate many of the civil rights problems.

The provisions of this bill, and possible amendments, are still under consideration by the Subcommittee on the Constitution. Members of the Subcommittee staff have expressed interest in hearing psychologists' viewpoints. Of special interest are possible alternatives to polygraphs and voice analyzers.

DIVISION 14 MEMBERS OF APA BOARDS AND COMMITTEES*

Robert Perloff	Treasurer, Board of Directors, Finance Committee, Investment Committee, Publications and Communications Board, Ad Hoc Committee on Organization of APA
Robert E. Carlson	Council of Representatives
Frank Friedlander	Council of Representatives, Committee on Standards for Providers of Psychological Services
Mildred Katzell	Council of Representatives
Virginia Schein	Council of Representatives
Lyman Porter	Investment Committee
William A. McClelland	Policy and Planning Board

* Members not listed should contact Mike Kavanagh.

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Brent Baxter	Abstract Service Editorial Panel
C. Paul Sparks	Committee on Psychological Tests and Assessment
Robert F. Boldt	Committee for the Protection of Human Subjects
Robert Dugan	AERA, APA, NCME Committee for Review of the Standards for Educational and Psychological Tests

1978 Professional Practice Award by Sid Gael

The Awards Subcommittee, Professional Affairs Committee, takes great pleasure in announcing that **Dr. Melvin Sorcher** has been selected to receive the 1978 Professional Practices Award for his outstanding professional performance as an industrial/organizational psychologist. Dr. Sorcher is being recognized for the development and implementation of the "behavior modeling" approach to training in business settings. His early behavior modeling experiments began at General Electric in the late 1960's, and his behavior modeling approach is estimated to be in use in over 300 companies today (Business Week, May 8, 1978). Dr. Sorcher's more recent work on behavior modeling and race relations in South Africa (a detailed report will appear in *Personnel Psychology*, 1979), is certain to be a most significant contribution by a psychologist to society and science. The award will be presented to Dr. Sorcher at the APA convention during the Division 14 business meeting.

Division 19 Workshop

The Division of Military Psychology (19) is sponsoring a one day, preconvention workshop on Sunday, August 27, in Toronto. The workshop is entitled "Issues in Organizational Development and Effectiveness in Military Organizations," and will include as speakers and discussants **Dave Bowers, Stan Seashore, Tony Nadal, Roger Manley, and Jim Donovan**. The workshop will involve a review of OD and organizational assessment programs, methods, and philosophies among military organizations with invited consultants to lead discussion of issues in organizational theory, change techniques, and methods for program evaluation. The workshop will be held in the Carmichael Room of the Hotel Toronto from 9 a.m. to 1 p.m. Interested persons should write for further information to: **Bert King, Organizational Effectiveness Research Programs, ONR, 800 North Quincy Street, Arlington, VA 22217.**

CONVENTION PROGRAM

DIVISION OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

AMERICAN PSYCHOLOGICAL ASSOCIATION

PROGRAM COMMITTEE

Virginia R. Boehm, Chairperson
H. Peter Dachler
W. Clay Hamner
James R. Huck
Richard J. Klimoski
Robert D. Pritchard
Frank L. Schmidt
Walter B. Tornow

Sheraton Centre (SC)
Hotel Toronto (T)
Holiday Inn Toronto-Downtown (H)
Toronto, Ontario

Monday, August 28 - Friday, September 1, 1978

Note:

All rooms are in one of the above three hotels unless otherwise indicated.

This is not an official program;
only the APA-published program is "official."

MONDAY, AUGUST 28

9:00—9:50 PAPER SESSION: WORK MEASUREMENT AND EVALUATION. (ST. DAVID/H). **L. Kay Murphy**, Towers Perrin Forster and Crosby, Los Angeles, California, Chair.

Job Evaluation: Two Instruments and Sources of Pay Satisfaction. **Randall B. Dunham**, Graduate School of Business, University of Wisconsin.

Job Sampling: Method to increase information content of Performance Feedback. **Hermann F. Schwind**, Faculty of Commerce, St. Mary's University.

10:00—11:50 PANEL DISCUSSION: STRATEGIES AND EXPERIENCE WITH INTERNSHIPS IN I/O PSYCHOLOGY (TORONTO 2/T). **Dennis M. Courtney**, University of New Haven, Chair.

Participants:

Eugene C. Mayfield, LIMRA, Hartford, Connecticut. Preparation for Work in Business and Industry.

Frank J. Landy, Pennsylvania State University. A Potential Strategy for Preparing Work in Industry.

Raymond M. Mendel, Western Kentucky University. An Alternative Strategy to Internships in Industry.

Allen I. Kraut, IBM, Armonk, New York. An Employer's Approach to Internships.

John R. Klesh, Institute for Social Research, Ann Arbor, Michigan. Internships: One Intern's Point of View.

12:00—12:50 PAPER SESSION: LEADERSHIP BEHAVIOR. (ST. DAVID/H). **H. Peter Dachler**, University of Maryland, Chair.

Leader behavior "causes" Performance: A Review and Longitudinal Study. **James F. Cashman** and **N.S. Bruning**, Department of Management and Marketing, University of Alabama.

Implicit Theories and Leader Behavior Descriptive Validity: A Field Study. **Angelo S. DeNisi**, **Chester A. Schriesheim** and **Angelo J. Kinicki**, Graduate School of Business, Kent State University.

Dimensions and Dimension Relevance in LPC Selection. **Ronald G. Downey**, **Loren Kirkeide** and **Samuel C. Shiflett**, Kansas State University.

1:00—1:50 APA CONVERSATION CONTACT HOUR. (VIP Room/SC) **Robert Dugan**.

1:00—2:50 DIVISIONS 14, 15, and 19 PANEL DISCUSSION: CENTRAL ISSUES IN THE FUNDING PROCESS: DISCUSSION WITH THE GRANTORS (TORONTO 2/T). **Neal Schmitt**, Michigan State University, Chair

Participants:

Raymond B. Katzell, New York University, Instructor.

Neil S. Dumas, Natural Science Foundation, Washington, D.C.

Bert T. King, Office of Naval Research, Arlington, VA.

Fritz Mulhauser, National Institute of Education, Washington, D.C.

Richard P. Shore, U.S. Department of Labor, Washington, D.C.

Elinor Keegan Walker, Public Health Service, Hyattsville, Md.

2:00—2:50

CONVERSATION WITH THE ANNUAL REVIEW AUTHORS. (KENORA/SC) **Walter W. Tornow**, Control Data Corporation, Minneapolis, Minnesota, Chair.

Participants:

Marvin D. Dunnette and **Walter C. Borman**, Personnel Decisions, Inc., Minneapolis, Minn.

3:00—4:50

SYMPOSIUM: EMPLOYEE-OWNED ORGANIZATIONS: PROCESSES AND PRODUCTIVITY (TORONTO 2/T). **Ned A. Rosen**, New York State School of Industrial and Labor Relations, Cornell University, Chair.

Participants:

William F. Whyte, New York State School of Industrial and Labor Relations, Cornell University. The emergence of employee-owned industrial firms.

Tove H. Hammer, New York State School of Industrial and Labor Relations, Cornell University. Decision-making policies and worker influence in employee-owned firms.

Richard J. Long, College of Commerce, University of Saskatchewan. Employee attitudes and Organizational effectiveness when workers own the company.

Robert N. Stern, New York State School of Industrial and Labor Relations, Cornell University. The role of the union under employee ownership.

Michael A. Gordon, New York State School of Industrial and Labor Relations, Cornell University. Predictors of investment decisions: Who becomes an employee-owner?

Discussants:

H. Peter Dachler, University of Maryland

Leonard Sawles, The Graduate School of Business, Columbia University.

5:00—5:50

INVITED ADDRESS: 1977 CATTELL AWARD WINNER. (TORONTO 2/T). **Thomas J. Bouchard, Jr.**, University of Minnesota, Chair.

Participants:

Jeanne Herman and **Stephen B. Goldberg**, Graduate School of Management, Northwestern University, Wildcat Strikes in the Coal Mining Industry.

6:00—10:00

OUTGOING EXECUTIVE COMMITTEE MEETING (ALGONIA/SC). **John P. Campbell**, University of Minnesota, Chair.

TUESDAY, AUGUST 29

9:00-9:50 INVITED ADDRESS: 1978 S. RAINS WALLACE DISSERTATION AWARD WINNERS (Carmichael/Jackson/T). **George Graen**, University of Illinois, Chair.

Participants:

Joanne Martin, Graduate School of Business, Stanford University. When Prosperity Fails: Distributional Determinants of the Perception of Justice.

Marilyn A. Morgan, the Wharton School, University of Pennsylvania. The Impact of Job History on Managerial Career Success.

9:00-10:50 SYMPOSIUM: PSYCHOLOGICAL ISSUES RELATING TO WOMEN'S EMPLOYMENT. (Harbor B/Harbor Castle). **Teresa E. Levitin**, National Institute of Mental Health, Washington, D.C., Chair.

Barbara A. Gutek, University of California, Los Angeles, and **Veronica F. Nieva**, Advanced Research Resources Organization, Washington D.C. Career Choice Processes in Women.

Marion M. Wood, Graduate School of Business Admin., University of Southern California, Los Angeles, and **Susan Greenfeld**, Dept. of Management, Texas A & M. Meaning of Success: A comparison of attitudes among women in male dominated and female dominated occupations.

Ann Majchrzak and **Barbara A. Gutek**, University of California, Los Angeles. A Causal Model of Job Satisfaction among Female Clerical Workers.

Veronica F. Nieva, Advanced Resources Organization, Washington, D.C. Women and Leadership: Research to date.

Paula Johnson, University of California, Los Angeles. Working Women and Alcohol Use: Preliminary national data.

Discussants:

Helen Astin, School of Education, University of California, Los Angeles.

Patricia B. Gurin, Dept. of Psychology and Institute for Social Research, University of Michigan.

10:00-10:50 OPEN FORUM (DOMINION SOUTH/SC). **C. Paul Sparks**, Exxon Company, Houston, Texas, Chair.

11:00-12:50 SYMPOSIUM: ASSESSING PERFORMANCE IN PHYSICALLY DEMANDING WORK (DOMINION NORTH/SC). **Edwin A. Fleishman**, Advanced Research Resources Organization, Washington, D.C., Chair.

Participants:

Charles O. Dotson, Sports Medicine and Physical Fitness Center, University of Maryland, Physiological Factors in Work Capacity.

Joyce C. Hogan, Advanced Research Resources Organization, Washington, D.C. Psychophysical Measurement of Perceived

Effort Required in Human Task Performance.

Sidney A. Fine, Advanced Research Resources Organization, Washington, D.C. The Functional Approach in Determining the Physical Requirements of Jobs.

Richard R. Reilly, American Telephone and Telegraph Company, Basking Ridge, New Jersey. Physical Ability Test Measures Related to Performance in Physically Demanding Jobs.

Discussants:

Mary L. Tenopir, American Telephone and Telegraph Company, Basking Ridge, New Jersey.

Earl A. Alluisi, Old Dominion University, Norfolk, Virginia.

12:00-1:50 SYMPOSIUM: CAN I/O PSYCHOLOGY SURVIVE THE ADVANCEMENT OF PROFESSIONAL PSYCHOLOGY (DOMINION SOUTH/SC). **Martin M. Greller**, Graduate School of Business Administration, New York University, Chair.

Participants:

Richard Arvey, University of California (Berkeley). Federal Regulations and their Impact on I/O Psychology.

Mildred E. Katzell, The Psychological Corporation, New York, N.Y. The Implications of State Licensure for the Practice of I/O Psychology.

Thomas E. Tice, Life Insurance Marketing and Research Association, Hartford, Connecticut. Standards for Providers of I/O Psychological Services.

Martin M. Greller, Graduate School of Business Administration, New York University. The Devolutional Impact of the Circumstances of Practice.

12:00-1:50 SYMPOSIUM: ATTRIBUTION PROCESSES IN LEADERSHIP (ROYAL YORK/A). **Edwin P. Hollander**, State University of New York at Buffalo, chair.

Participants:

Bobby J. Calder, Graduate School of Management, Northwestern Univ. Leadership as Science and as Attributions in Everyday Thought.

Arie Y. Lewin and **Shelley S. Layman**, Graduate School of Business Admin., Duke Univ. Toward an Information Processing Theory of Leadership Attribute.

Terence R. Mitchell, School of Business, Univ. of Washington and **Steven G. Green**, College of Business Admin., Univ. of Cincinnati. An Attributional Analysis of Leaders' Responses to Poor Performance.

Discussants:

Robert J. House, Faculty of Management Studies, Univ. of Toronto.

- 2:00—2:50** PAPER SESSION: NEW DIRECTIONS IN I/O RESEARCH (TERRACE/H). **Lewis E. Albright**, Kaiser Aluminum Chemical Corporation, Oakland, California, Chair.
- William Terris**, De Paul University. Attitudinal correlates of Employee Theft.
- Carole K. Holahan** and **Lucia A. Gilbert**, University of Texas at Austin. Interrole Conflict for Dual Career Couples: Gender and Parenthood Effects.
- Robert A. Ramos**, American Telephone and Telegraph Company, Basking Ridge, N.J. Hispanic Battery Performance with English and Spanish Test Instructions.
- 3:00—3:50** DIVISION 14 BUSINESS MEETING. (ESSEX/SC). **John P. Campbell**, University of Minnesota, Chair.
- 4:00—4:50** PRESIDENTIAL ADDRESS (ESSEX/SC). **C. Paul Sparks**, Exxon Company, Houston, Texas, Chair.
- John P. Campbell**, University of Minnesota. What Are We About?
- 5:00** SOCIAL HOUR (DOMINION SOUTH/SC)

WEDNESDAY, AUGUST 30

- 9:00—10:50** SYMPOSIUM: INNOVATIONS IN PERSONNEL SELECTION (DOMINION NORTH/SC). **C. Paul Sparks**, Exxon Corporation, Houston, Texas, Chair.
- Participants:
- James R. Caplan**, U.S. Civil Service Commission, Washington, D.C. Using Work Samples to Select Creative and Design Professionals.
- Edward Z. Hane**, Los Angeles, California. New Approaches to Content Validation for Job Knowledge Test Items.
- Paul Croll** and **Vern Urry**, U.S. Civil Service Commission, Washington, D.C. Tailored Testing: Maximum Validity and Utility for Job Selection.
- Stephen E. Bemis**, Information Science Incorporated, Washington, D.C. Behavioral Consistency - Breakthrough in Unassembled Examining.
- Discussants:
- Frank L. Schmidt**, George Washington University and U.S. Civil Service Commission, Washington, D.C.
- 9:00—10:30** SYMPOSIUM: BEYOND TRADITIONAL TASK ANALYSIS (TORONTO I/T). **Paul W. Caro**, Seville Research Corp., Pensacola, FL 32505, Chair.
- Participants:
- Melvin D. Montemerlo** and **Ward A. Harris**, US Army Training Support Center, Ft. Eustis, VA. Angels, Pinheads and Task Analysis.

- John A. Modrick**, Honeywell, Inc., Minneapolis, MN. The Misconnection Between Task Analysis and Psychological Theory.
- John J. Klesch**, US Army TRADOC, Ft. Eustis, VA. Task Analysis for Maintenance: Encountering Problems of the Third Kind.
- Gary A. Klein**, US Air Force Human Resources Laboratory, Wright-Patterson AFB, OH. The Analysis of Highly Proficient Performance.
- Michael Strub**, US Army Research Institute Field Unit, Ft. Bliss, TX. Task Analysis: Grist for the Training Development Mill.
- Discussants:
- Paul W. Caro**, Seville Research Corp., Pensacola, FL.
- 10:00—11:50** SYMPOSIUM: IMPLICATIONS OF A DIALECTICAL PERSPECTIVE FOR RESEARCH METHODOLOGY (ST. DAVID/H). **David F. Hultsch**, Division of Individual and Family Studies, Pennsylvania State University, Chair.
- Participants:
- Richard M. Lerner**, **Ellen A. Skinner**, and **Gwendolyn Sorell**, Division of Individual and Family Studies, Pennsylvania State University. Dialectic Theories and Scientific Method: Prototypic Issues.
- John A. Meacham**, State University of New York at Buffalo. Research on Remembering Interrogation or Conversation, Monologue or Dialogue?
- Howard Gadlin**, University of Massachusetts, Amherst. Dialectics and Family Interaction.
- Kenneth J. Gergen**, Swarthmore College. The Challenge of Emerging Social Pattern.
- Discussants:
- Leon H. Rappoport**, Kansas State University.
- 11:00—11:50** INVITED ADDRESS: IMPLICATIONS OF BAYESIAN STATISTICS FOR I/O PSYCHOLOGY (TORONTO 2/T). **Paul W. Thayer**, North Carolina State University (Raleigh), Chair.
- Participants:
- Melvin R. Novick**, Center for Measurement, University of Iowa. Implications of Bayesian Statistics for I/O Psychology.
- 12:00—1:50** SYMPOSIUM: PROFESSIONAL COMPETENCE: I/O PSYCHOLOGY APPLIED TO PROFESSIONAL EDUCATION AND ASSESSMENT (TORONTO 2/T). **Lowell W. Hellervik**, Personnel Decision, Inc., Minneapolis, Minnesota, Chair.
- Participants:
- Thomas E. Cyrs, Jr.**, College of Pharmacy, University of Minnesota. Issues in Assessment and Training for Professional Competence.

CONVENTION PROGRAM SCHEDULE

	MONDAY AUGUST 28		TUESDAY AUGUST 29		WEDNESDAY AUGUST 30		THURSDAY AUGUST 31		FRIDAY SEPTEMBER 1	
9:00 to 9:50	Paper Session: Work Measurement and Evaluation. Murphy; Dunham, Schwind. St. David (H)		Invited Address: Wallace Awards. Graen; Marlin, Morgan. Carmichael/Jackson (T)	Symposium: (W Div 35, 9, 18, 20) Psychological Issues relating to Women's Employment. Levitin; Gutek, Nieva, Wood, Greenfeld, Majchrzak, Gutek, Nieva, Johnson, Astin, Gurin. Harbor B (Harbor Castle)	Symposium: Innovations in Personnel Selection. Sparks; Caplan, Hane, Croll, Urry, Bemis, Schmidt. Dominion North (SC)	Symposium: (W Div 19, 21). Beyond Traditional Task Analysis. Caro; Monterio & Harris, Moderick, Klesh, Klein, Strub, Caro Toronto 1 (T)	Incoming Executive Committee Meeting. Sparks. Casson (T) (8 AM)	Symposium: Organizational Applications of Self-Appraisal and Self-Assessment: Another Look: Levine; Ash, Meyer, Prisnoff, Thornton, Heneman, Dominion North (SC)	Paper Session: Task and Goal Characteristics. Page; O'Reilly & Caldwell; Dossett, Latham & Mitchell; Brumback; Carmichael/Jackson (T)	
10:00 to 10:50	Panel Discussion: Strategies and Experience with Internships in I/O Psychology. Courtney; Mayfield, Landy, Mendel, Kraut, Klesh. Toronto 2 (T)		Open Forum: Sparks. Dominion South (SC)		Symposium: (W Div 20, 8) Implication of a Dialectical Perspective For Research Methodology. Hultsch; Lerner; Skinner & Sorell, Meacham, Gadlin, Gergen, Rappoport, St. David (H)			Panel Discussion: Career Development Systems. Integrating Individual and Organizational Planning, Ferris, Gilmore, Lacey, Yaeger, Campbell. Toronto 2 (T)	Symposium (W Div 35) Obstacles in the Career Paths of Professional Women. Schein; Terborg & Zalesny; O'Leary; Hall; Wilson Dominion North (SC)	
11:00 to 11:50			Symposium: (W. Div 21, 19) Assessing Performance in Physically Demanding Work. Fleishman; Dotson, Hogan, Fine, Reilly, Tenoppyr, Alluisi. Dominion North (SC)		Invited Address: Implication of Bayesian Statistics for I/O Psychology. Thayer; Novick. Toronto 2 (T)		Invited Address: Cognitive Psychology and the Problem of Motivation: Implications for I/O. Pritchard; Cofer. Toronto 2 (T)			
12:00 to 12:50	Paper Session: Leadership Behavior. Dachker; Cashman & Bruning, DeMisi, Schriesheim & Kinicki, Downey, Krrkeide & Shifflett. St. David (H)		Symposium: Can I/O Psychology Survive the Advancement of Professional Psychology. Greller; Arvey, Katzell, Tree: Greller. Dominion South (SC)	Symposium: (W Div 8) Attribution Processes in Leadership. Hollander; Calder, Lewin & Layman, Mitchell & Green, House Royal York A (Royal York)	Symposium: Professional Competence: I/O Psychology Applied to Professional Education and Assessment. Hellervik; Cyrs, Grossing, Silzer, Hasazi, Bray, Pottinger Toronto 2 (T)		Symposium: Rating Errors and A Model of Rating Behavior. Saal; Borman; Bernardin & Boetcher; Barnes; Downey; Landy, Arvey. Dominion North (SC)		Paper Session: Ratings and Rating Errors, Osborn; Katcher & Bartlett; Yates & Jagacinski; Nossiter Carmichael/Jackson (T)	
1:00 to 1:50	APA Panel Discussion (Div 14, 15 & 19) Central Issues in the Funding Process: Schmitt; Katzell; Dumas, King, Mulhauser, Shore, Walker Toronto 2 (T)	APA Conversation Contact Hour. Dugan VIP Room (SC)					Symposium (with DIV 19, 21): Organizational Factors in Personnel Attrition. Canter; White; Evonic Guthrie; Goodstadt & Nieva; Glickman; Kraut; Bell Huron (SC)		Symposium: Affirmative Action in Testing and Selection: Legal and Psychological Perspectives. Schwartz; Burns, Seberhagen, Lorber, Sharf; Rougeau. Carmichael/Jackson (T)	
2:00 to 2:50		Conversation with the Annual Review Authors: Tornow, Dunnette & Borman. Kenora (SC)	Paper Session: New Directors in I/O Research. Albright; Terris, Holahan & Gilbert, Ramas. Terrace (H)		Poster Session: Klimoski; Cascio & Silbey; Schwartz; Boldt; James, Coral, Hornick & DeMaree; Gutenhaus & Kovenkloglo; Budzynski & Budzynski; McWilliams & Tyler. Commonwealth East (H)		Symposium: Collaboration and the Quality of Working Life. Appley & Winder; Trist; Benne; Williams; Sanford. Dominion South (SC)			
3:00 to 3:50	Symposium: Employee Owned Organizations; Processes and Productivity. Rosen; Whyte, Hammer, Long, Stern, Gordon, Argyris, Dachler. Toronto 2 (T)		Business Meeting: Campbell. Essex (SC)		Invited Symposium: Modern Measurement Theory: Implications for Organizations. Thayer; Guion, Ironson Toronto 2 (T)				Symposium: Problems of Aggregation in Organizational Research. Hulin. Beyer; Schneider; Roberts & Glick; Kimberly; Rousseau. Carmichael/Jackson (T)	
4:00 to 4:50			Presidential Address: Sparks, Campbell. Essex (SC)		Invited Panel Discussion: Improving the Quality of Work Life: Learning From Four Cases. Lawler; Goodman, Simberg, Macy, Beer, Berg. Toronto 2 (T)	Symposium (with Div 20, 35) Multiple Career Paths of Professional Academic Women. Parson; Goff; Manis & Markus; Goldberg; Rebecca, Antonucci. MacDonald/Lisman (T)				
5:00 to 5:50	Invited Address: 1977 Cattell Award Winner. Bouchard, Herman & Goldberg. Toronto 2 (T) Outgoing Executive Committee Meeting: Campbell Algonia (SC) 6-10 pm		Social Hour Dominion South (SC)				Symposium (with Div 5) Industry-wide Approaches to the Study of Validity Generalization. Taylor; Herring, Schmidt, Dawson, Dunnette, Ofsanko, Sparks. Toronto 2 (T)			

Paul G. Grossing, College of Pharmacy, University of Illinois Medical Center. Professional Competency: Identification, Validation and Training Implications in Pharmacy.

Robert F. Silzer, Personnel Decisions, Inc., Minneapolis, Minnesota. Competency Assessment: Use of Performance Ratings & Assessment Center.

Joseph Hasazi, University of Vermont. Implications for Professional Education Assessment and Licensure in Psychology.

Discussants:

Douglas W. Bray, American Telephone and Telegraph Company, Basking Ridge, New Jersey.

Paul Pottinger, Center for the Study of Professions, Washington, D.C.

2:00-2:50

POSTER SESSION: (COMMONWEALTH EAST/H). **Richard J. Klimoski**, Ohio State University, Chair.

Wayne F. Cascio and **Val Silbey**, School of Business and Organizational Sciences, Florida International University. The Utility of the Assessment Center as a Selection Device.

Donald J. Schwartz, U.S. Department of Labor, Washington, D.C. Statistical Power Revisited: Another view.

Robert F. Boldt, Educational Testing Service, Princeton, New Jersey. Robustness of Range Restriction in Court.

Lawrence R. James, **Kevin E. Coray**, **Christopher W. Hornick** and **Robert G. Demaree**, Institute of Behavioral Research, Texas Christian University. Moderator Analysis Based on Subgrouping: Some Potential Pitfalls.

Jeffrey H. Greenhaus and **Grace Kovenklioglo**, Department of Management Science, Stevens Institute of Technology. Causal Attributions, Expectations and Task Performance.

Thomas H. Budzynski, Medical Center, University of Colorado and **Jean T. Budzynski**, U.W.W., Loretto Heights, Colorado. Bilateral Alpha EEG Differences among Occupational Groupings.

J. M. McWilliams, Essex Corporation, Alexandria, Virginia and **Z. E. Tyler**, George Mason University. A Predictive Model for Handgun Performance.

3:00-3:50

INVITED SYMPOSIUM: MODERN MEASUREMENT THEORY: IMPLICATIONS FOR ORGANIZATIONS (TORONTO 2/T). **Paul W. Thayer**, North Carolina State University (Raleigh), Chair.

Participants:

Robert M. Guion, Bowling Green State University. Measurement Problems.

Gail Ironson, Bowling Green State University. Mathematical Solutions.

4:00-5:50

INVITED PANEL DISCUSSION: IMPROVING THE QUALITY OF WORK LIFE: LEARNING FROM FOUR CASES (TORONTO 2/T). **Edward E. Lawler, III**, Institute for Social Research, University of Michigan, chair.

Participants:

Paul S. Goodman, School of Business, Carnegie-Mellon University.

Alan L. Simberg, General Motors Corporation, Detroit, Michigan.

Barry A. Macy, Institute for Social Research, University of Michigan.

Michael Beer, Graduate School of Business Administration, Harvard University.

Discussants:

David N. Berg, School of Organization and Management, Yale University.

4:00-5:50

SYMPOSIUM: MULTIPLE CAREER PATHS OF PROFESSIONAL ACADEMIC WOMEN (MacDONALD/LISMER/T). **Jacquelynne E. Parson**, University of Michigan, Chair.

Participants:

Susan Goff, University of Michigan. Career/Family Plans of College Students.

Jean Manis and **Hazel Markus**, University of Michigan. Careers and Career Attitudes: Age, Education and Timing Effects.

Wendy Goldberg, University of Michigan. Professional Academic Women: Integration of Work and Family Roles.

Meda Rebecca, University of Michigan. Voluntary Childlessness as a Coping Mechanism.

Discussants:

Toni Antonucci, Institute for Social Research, University of Michigan.

THURSDAY, AUGUST 31

8:00-11:50

INCOMING EXECUTIVE COMMITTEE MEETING (CASSON/T). **C. Paul Sparks**, Exxon Corporation, Houston, Texas, Chair.

9:00-10:50

SYMPOSIUM: ORGANIZATIONAL APPLICATIONS OF SELF-APPRAISAL AND SELF-ASSESSMENT: ANOTHER LOOK (DOMINION NORTH/SC). **Edward L. Levine**, University of South Florida, Chair.

Participants:

Ronald A. Ash, Salt River Project, Phoenix, Arizona. Self-Assessment of Five Types of Typing Ability.

Herbert H. Meyer, University of South Florida. Leniency Errors in Self Appraisals of Present Job Performance.

Ernest Primoff, U.S. Civil Service Commission, Washington, D.C. Self Assessment in Examining.

George C. Thornton, III., Colorado State University. Self-Appraisals.

Discussants:

Herbert Heneman, III., Graduate School of Business, University of Wisconsin.

10:00-10:50 PANEL DISCUSSION: CAREER DEVELOPMENT SYSTEMS - INTEGRATING INDIVIDUAL AND ORGANIZATIONAL PLANNING (TORONTO 2/T).

Participants:

Gerald A. Ferris, Institute of Personality and Ability, Champaign, Illinois.

David C. Gilmore, Illinois State University.

David W. Lacey, Celense Corporation, New York, New York.

Joseph Yaeger, Pfizer, Inc., New York, New York.

Discussants:

Robert E. Campbell, Center for Vocational and Technical Education, Ohio State University.

11:00-11:50 INVITED ADDRESS: COGNITIVE PSYCHOLOGY AND THE PROBLEM OF MOTIVATION: IMPLICATIONS FOR I/O (TORONTO 2/T). **Robert D. Pritchard**, University of Houston, Chair.

Participants:

Charles N. Cofer, University of Houston. Cognitive Psychology and the Problem of Motivation: Implications for I/O.

12:00-1:50 SYMPOSIUM: RATING ERRORS AND A MODEL OF RATING BEHAVIOR (DOMINION NORTH/SC). **Frank E. Saal**, Kansas State University, Chair.

Participants:

Walter C. Borman, Personnel Decisions Research Institute, Minneapolis, Minnesota. Format and Training Effects on Rating Accuracy and Rater Errors.

H. John Bernardin and **Ray Boetcher**, Old Dominion University. Training and Cognitive Complexity Effects on Psychometric Error in Ratings.

Janet L. Barnes, Pennsylvania State University. Scaling Assumptions in behaviorally anchored scale construction.

Ronald G. Downey, Kansas State University. Evaluating Human Judgement Techniques.

Discussants:

Frank J. Landy, Pennsylvania State University.

Richard D. Arvey, University of Tennessee.

1:00-3:50

SYMPOSIUM: ORGANIZATIONAL FACTORS IN PERSONNEL ATTRITION (HURON ROOM/SC). **Ralph R. Canter**, US Army Research Institute, Alexandria, VA, chair.

Participants:

Honorable John P. White, Assistant Secretary of Defense (Manpower, Reserve Affairs, and Logistics) Washington, D.C. US Department of Defense View of Military Personnel Attrition.

Ivan P. Evonic, Canadian Forces Staff School, Toronto, Ontario. Attrition in the Canadian Armed Forces.

Robert V. Guthrie, US Navy Personnel Research and Development Center, San Diego, CA. Navy Voluntary Release Pilot Program.

Barry E. Goodstadt and **Veronica F. Nieva**, Advanced Research Resources Organization, Washington, D.C. Toward a Model of Enlisted Attrition in the US Army.

Discussants:

Albert S. Glickman, Advanced Research Resources Organization, Washington, D.C.

Allen I. Kraut, International Business Machines Corp., White Plains, N.Y.

Bruce Bell, US Army Research Institute, Alexandria, VA.

2:00-3:50

SYMPOSIUM: COLLABORATION AND THE QUALITY OF WORKING LIFE (DOMINION SOUTH/SC).

Participants:

Dee G. Appley and **Alvin E. Winder**, University of Massachusetts. Collaboration: A Definition and Application to the World of Work.

Eric Trist, Wharton School, University of Pennsylvania. Some projects in Progress: Europe, Canada and the United States.

Kenneth D. Benne, Department of Philosophy and Human Relations, Boston University. Organizational Development and Societal Change.

Trevor Williams, Department of Education, University of Western Australia. Collaboration: A Perspective on Experience and Future Prospects in Australia.

F. Nevitt Sanford, The Wright Institute, Berkeley, California. A Model Program for Changing Academic Cultures.

4:00-5:50

SYMPOSIUM: INDUSTRYWIDE APPROACHES TO THE STUDY OF VALIDITY GENERALIZATION (TORONTO 2/T). **L. Rogers Taylor**, State Farm Insurance Companies, Bloomington, Illinois, Chair.

Participants:

James W. Herring, Exxon Company, Houston, Texas, The Petroleum Industry Approach.

Frank L. Schmidt, George Washington University. Methods and Results in Cooperative Petroleum Industry Validity Generalization Study.

Robert I. Dawson, The Equitable Life Assurance Society, New York, New York. The Insurance Industry Approach.

Marvin D. Dunnette, Personnel Decisions Research Institute, Minneapolis, Minnesota. Validation for Clerical and Administrative Jobs in the Insurance Industry.

Frank J. Ofsanko, Southern California Edison Company, Rosemead, California. Why Re-Invent the Waterwheel? The Electric Utility Industry Approach.

Discussants:

C. Paul Sparks, Exxon Company, Houston, Texas

FRIDAY, SEPTEMBER 1

9:00-9:50 PAPER SESSION: TASK AND GOAL CHARACTERISTICS (CARMICHAEL/JACKSON/T). **Ronald D. Page**, Control Data Corporation, Minneapolis, Minnesota, Chair.

Informational Influence as Determinant of Task Characteristics and Job Satisfaction. **Charles O'Reilly** and **D. Caldwell**, Graduate School of Management, University of California, Los Angeles.

Effects of Goal Setting When Goal Difficulty is held Constant. **Dennis L. Dossett**, **Gary P. Latham** and **Terence R. Mitchell**, University of Washington.

Circumstances and Conditions as Factors in Work Difficulty. **Gary B. Brumback**, American Institute for Research, Washington, D.C.

10:00-11:50 SYMPOSIUM: OBSTACLES IN THE CAREER PATHS OF PROFESSIONAL WOMEN (DOMINION NORTH/SC). **Virginia E. Schein**, The Wharton School, University of Pennsylvania, Chair. (Hours Allocation: 2 hours Division 14 time).

Participants:

James R. Terborg and **Mary D. Zalesny**, University of Illinois. Socialization of Women Graduate Students in Traditional and Non-Traditional Disciplines.

Virginia E. O'Leary, Oakland University. Women: Managers Stuck in the Middle.

Francine S. Hall, Organizational Research, Inc.: Evanston, Illinois. Female Career Management Decisions among Two-Career Couples.

Discussants:

Lucy B. Wilson, Booz, Allen & Hamilton, Pennsylvania.

12:00-12:50 PAPER SESSION: RATINGS AND RATING ERRORS (CARMICHAEL/JACKSON/T). **H. G. Osborn**, University of Houston, Chair.

Rating errors as a Function of Dimensionality of Behavioral Anchors. **Bruce L. Katcher** and **C. J. Bartlett**, University of Maryland.

Bases of Multiattribute Evaluation Self-Insight Errors. **J. Frank Yates** and **Carolyn M. Jagacinski**, University of Michigan.

Evaluating Decision-Making by Marketing Managers: A Peer-Rating Simulation. **Vivian Nossiter**, Graduate School of Business, Rutgers University.

1:00-2:50 SYMPOSIUM: AFFIRMATIVE ACTION IN TESTING AND SELECTION: LEGAL AND PSYCHOLOGICAL PERSPECTIVES (CARMICHAEL/JACKSON/T). **Donald J. Schwartz**, U.S. Department of Labor, Washington, D.C., Chair.

Participants:

William C. Burns, Pacific Gas & Electric Company, San Francisco, California. Affirmative Action in the Private Sector.

Lance Seberhagen, BASICO, McLean, Virginia. Affirmative Action in the Public Sector.

Lawrence Z. Lorber, Breed, Abbot & Morgan, Washington, D.C. Legal Aspects of Affirmative Action.

Discussants:

James Sharf, Equal Employment Opportunity Commission, Washington, D.C.

W. Rougeau, Office of Federal Contract Compliance, Washington, D.C.

3:00-4:50 SYMPOSIUM: PROBLEMS OF AGGREGATION IN ORGANIZATIONAL RESEARCH (CARMICHAEL/JACKSON/T). **Charles Hulin**, University of Illinois, Chair.

Participants:

Janice Beyer, School of Management, State University of New York (Buffalo). Aggregation from a Sociological Perspective: A Conceptual Point of View.

Benjamin Schneider, University of Maryland. Problems and Pitfalls: The Same Data, Different Levels of Analysis.

Karlene H. Roberts and **William Glick**, School of Business, University of California (Berkeley). "Economic Man" an Aggregation Problem: The Fallacy of "Economic Man".

John Kimberly, Institution for Social and Policy Studies, Yale University. Time Aggregation as a Forgotten Element in Organizational Research.

Denise Rousseau, University of Michigan. A Special Case of Time Aggregation: Low Base Rate Phenomena.

SMALL GROUP DISCUSSIONS IN TORONTO

by W. Clay Hamner

Again this year, the Program Committee will sponsor a series of small group discussions as a means of conducting important Division 14 business. These sessions are designed as informal give-and-take discussions about specific topical areas of professional concern.

The sessions will be kept small so that everyone can participate. Admission will be on a "first come first serve" basis and will be limited to twenty people, so please be prompt.

Sixteen sessions have been scheduled on Monday through Thursday of the convention. The sessions are scheduled to be held in a suite reserved in the name of Paul Sparks, President-elect of Division 14, tentatively set for the Sheraton Centre. The exact location will be announced at the regular program events. The schedule for the discussion sessions is as follows:

Monday, August 28, 1978

9:00-11:00 - "The Survey of Graduate Programs in Industrial and Organizational Psychology and Organizational Behavior"

Discussion Leaders: John M. Larsen, University of Tennessee Irwin L. Goldstein, University of Maryland (Members, E & T Committee)

11:00-12:00 - "Task Design"

Discussion Leader: Larry L. Cummings, University of Wisconsin

12:00-2:00 - "Internships and Practica for I/O Graduate Students: Where and How are They Obtained, and How are They Supervised?"

Discussion Leaders: David E. Clement, University of South Florida William E. Jayne, Oklahoma State University (Members E & T Committee)

2:00-3:00 "Interactional Psychology in Organizations"

Discussion Leader: Ben Schneider, University of Maryland

Tuesday, August 29, 1978

9:00-10:00 "Organizational Politics"

Discussion Leader: Lyman W. Porter, University of California, Irvine

10:00-12:00 "Advances Made and Problems Remaining in Selection - Oriented Job Analysis Methodology"

Discussion Leader: Gary B. Brumback, American Institutes for Research in the Behavioral Sciences

12:30-2:00 "The Role of Scientific Theory and Research In Applied Settings"

Discussion Leaders: George Graen, University of Cincinnati Mike Wood, Battel Larry Cummings, University of Wisconsin Tom Bouchard, University of Minnesota Frank Landy, Pennsylvania State University Gary Latham, University of Washington Bill Hoel, Michigan Consolidated, Inc. (Members, Scientific Affairs Committee).

2:00-3:00 "Managing Dual Careers"

Discussion Leaders: Francine S. Hall, Evanston, Illinois and Douglas T. Hall, Northwestern University

Wednesday, August 30, 1978

9:00-10:00 - "TIP Editorial Policy and Business Matters"

Discussion Leaders: Michael J. Kavanagh, SUNY-Binghamton Jack Duffy, SUNY-Binghamton

10:00-11:00 - "TIP: Organizational Development"

Discussion Leader: Marshall Sashkin, Memphis State University

12:00-2:00 - Personnel Research Functional Standards Committee

2:00-3:00 - "TIP: Labor Relations"

Discussion Leader: Tove Hamner, Cornell University

3:00-4:00 - "TIP: Journal Review Service"

Discussion Leader: Lynette Plumlee.

Thursday, August 31, 1978

9:00-11:00 - "Problems of Data Synthesis Across Studies"

Discussion Leader: Frank Schmidt, U.S. Civil Service Commission

11:00-12:00 - "Organizational Surveys"

Discussion Leader: Frank Smith, Sears

2:00-3:00 - "An Operant Interpretation of Leadership"

Discussion Leader: William E. Scott, Jr., Indiana University

3:00-4:00 - "Advances in Theories of Motivation"

Discussion Leader: Robert Pritchard, University of Houston

Announcement

Interested members of A.P.A. Division 14 are invited to join the **National Association for Humanistic Gerontology (NAHG)**. The purpose of this recently formed organization/network is to develop positive and healthy images of aging, creative new approaches to serving the elderly. NAHG has already begun the process of identifying and organizing resources across the country, and the NAHG Members Catalog and quarterly Newsletter describe in detail the work and interests of its quickly growing membership. The network's program is "action oriented" and is designed to assist members in sharing their knowledge, resources and visions as they explore methods for improving the mental and physical well-being of the elderly.

NAHG is an offshoot of the SAGE Project (Berkley, California) the highly acclaimed holistic health center for people over sixty years of age. Since January of 1974, SAGE has been demonstrating that older adults can grow and transcend the often negative expectations of our culture. SAGE's humanisticly oriented self-development program has received attention nationwide, and is considered a pioneer in its field.

One outcome of SAGE's dissemination activities has been recognition of the need to establish an agency to serve as a clearinghouse for individuals and groups across the country interested in or already pursuing approaches similar to SAGE. NAHG was created to meet this need, and has generated an enthusiastic response and a high level of support from its inception.

A.P.A. members interested in the field of aging or working with the elderly are encouraged to join and contribute their knowledge, skills and experience in this exciting endeavor. For further information write: **NAHG, 41 Tunnel Rd., Rm. 220, Berkeley, CA 94705.**

A Psychologist Is a Shrink, Right?

by Patricia A. Renwick

Many people unfamiliar with the fields of psychology automatically assume that a psychologist is someone engaged in clinical practice. Mere mention of the word "psychology" often invokes vague images of Freud, couches, and psychoanalysis, not to mention sex therapy. Given perceptions such as these, it is no wonder that I/O psychologists frequently have difficulty explaining what they do.

In an effort to increase the public's awareness and understanding of I/O psychology, the Public Relations Committee has pursued a number of activities during the 1977-78 year. Laurie Broedling's article entitled "Spreading Your Word," which appeared in the November 1977 issue of *TIP*, described how I/O psychologists can get their material published in popular media and how they can disseminate their information to the press. Additional copies of the "Writer's Kit," a handy guide on how to break into popular print, are being reproduced and will be available in the fall.

The Committee continued its practice of providing Division 14 speakers to colleges and universities upon request. To all of you who participated in the program this year, a hearty thank you.

Work to improve and expand the speakers' service to include business and industry as well as professional associations is under way. A Speaker's Director is on the drawing boards. (Watch for announcements in future issues of *TIP* on how to get your name included in the directory.) The Committee took a proactive stance in recommending that Division 14 initiate efforts to interest appropriate organizations in learning more about I/O psychology.

Olga Engelhardt Completed a national survey of trends in undergraduate education and training in industrial organizational psychology. In addition to being of interest to the general membership, her results suggest that certain types of educational institutions may find a Division 14 speaker particularly useful.

Non I/O psychologists have also been a focus of this year's Committee. To further their understanding of the kinds of activities in which I/O psychologists are involved, the Committee has prepared a draft of a prospectus for a separate issue of *Professional Psychology* devoted entirely to I/O psychology.

The educational and informational needs of our own membership did not escape attention. In keeping with one of the recommendations of the Long Range Planning Report, efforts were initiated to identify a variety of client groups whose research and practice needs have been relatively untouched by I/O psychology. The Committee developed a proposal for a Division 14 workshop to be held during the 1979 APA Convention that will focus directly on the needs of selected target groups as well as potential funding opportunities for research in these areas.

This year's Public Relations Committee was not only cognizant of the importance of communicating with student groups, I/O and non I/O psychologists, and the public at large, but also participated actively in such efforts. In addition to Laurie and Olga, other members of the Committee who deserve credit for their efforts to promote the interest of the Division are Morgan McCall, Vic Tom, and John Wanous.

OH D——!

by Marshall Sashkin

OD AT THE ACADEMY

The OD Division of the Academy of Management has a full program at the National Meetings, in San Francisco August 10-12. The first session is a symposium on the current state of knowledge in OD, chaired by Frank Friedlander. Then, Robert Blake and Jane Mouton discuss the Managerial Grid. The OB Division co-sponsors an interface session chaired by Clay Hamner and Larry Greiner, featuring Ed Lawler and Bob Golembiewski. The next day begins with a symposium on "planned change in underorganized systems," chaired by L. David Brown with Karl Weick as discussant. In the afternoon Michael Driver chairs a symposium on career development as a new direction in OD. On the final morning is a symposium on openness, featuring some well-known consultants (Charles Seashore, Sherm Kingsbury, Will Schutz, and Roger Harrison). One final "don't miss" session: Warren Bennis, speaking on management education for the 1980s, with Henry Mintzberg and Tom Lupton as discussants. A number of other OD and OD-related sessions are on the schedule.

OD AT APA

See the Division 14 program in this issue—I haven't had a chance to, as I write this.

OD IN THE MIDWEST

The Organization Development Institute held its annual "What's Happening in OD" meeting May 2-5. Most presentors and attendees were from the midwest area, but participants from across the U.S. came. The pragmatically centered presentations covered a wide range of OD-related topics and extended into the personnel and training fields.

FIRST INTERNATIONAL CONGRESS ON OD

Don Cole reports plans to hold a meeting in Toronto this fall, tentatively scheduled for October 17-20, co-sponsored by several OD practitioner organizations based around the world. For further info write to him at ODI, 11234 Walnut Ridge Road, Chesterland OH 44026.

OTHER MEETINGS

The OD Network's spring meeting was held in Hartford, May 15-18. The fall conference is scheduled for Portland Oregon, October 6-10.

BOOKS

Two long-awaited text-readers have at last appeared. Both are, on close inspection, more reader than test. The new Margulies and Raia *Conceptual Foundations of Organizational Development* (McGraw-Hill, 1978) is in some ways very unlike their earlier book. Six chapters totalling 147 pages comprise the first part. Part Two contains 14 readings. While the earlier book had a pragmatic, almost how-to-do-it orientation this new volume is true to its title: conceptual. "Foundations" is also an accurate description; readers will find relatively little in the text part about OD per se but much about the basic foundations of OD, such as action research and the essential concepts about consultation. The readings, too, are heavily conceptual. The authors purposely avoided intervention-focused pieces and searched out articles that present conceptual strategies, generally with case examples. This might be a good text for a graduate seminar.

French, Bell, and Zawacki present a book that is still more of a reader, *Organization Development: Theory, Practice, and Research* (Business Publications, 1978). The interstitial materials that tie together the 53 readings are not always brief but are generally very helpful to the reader. The readings cover the field and are quite up to date. The book fulfills its promise, providing sound

descriptions of OD theory, practice and research. It could serve as the primary source of "outside" readings for an MBA-level OD class.

Neither of these books replaces the authors' earlier works. While the French et al. reader would be a possible companion to the French and Bell OD text, I'm not sure that other pairings among the four books would work well. The two Margulies and Rais books taken together have too many readings. The French and Bell text might be used with the new Margulies and Raia, but the latter's text section overlaps with the French and Bell text as well as being written at a much higher level. Both books are valuable additions to the teaching-oriented OD literature. (For full reviews, see my column in the September **Group & Organizational Studies**.)

MORE BOOKS

The new revision of the French and Bell text is still scheduled for release this year. Papers presented at OD 78 are now being compiled for a book edited by **Warner Burke**, to be published in September by University Associates.

ASTD Invitational Research Seminar

by Dick Peterson

The Research Committee of the American Society for Training and Development (ASTD) has as part of its mission: to identify training research and experience relevant to the needs of ASTD members and to help get the findings to the members in usable form. The ASTD Research Committee announces a special three-phase ASTD activity directed at the "state of the art" in the evaluation of training, especially management training:

- **Phase 1.** A special invitational seminar in early November will bring together a small group of individuals whose research and experience in determining the payoff of management training is at the cutting edge of this issue. Some of these individuals will be invited to prepare and discuss papers describing their work, experience, and concepts in evaluating management training; other individuals will be invited to further discuss and critique these papers; and members of the Research Committee will attempt to contrast and integrate the issues, concepts, findings, and methods. No other audience will be present at this seminar.
- **Phase 2.** ASTD will publish the papers, critiques, and summaries in printed form as a resource for reference, application, and preparation for Phase 3.
- **Phase 3.** A general conference in 1979 will be designed and conducted around the methods and experiences in training evaluation, again with special emphasis on management training.

A fourth phase may take the form of periodic training institutes conducted by ASTD on the evaluation of management training.

At this time, the Research Committee is seeking names of candidates for the invitational research seminar on determining the payoffs of management training, either as presenters of papers or as discussants of papers. If Division 14 members have a suggestion about an appropriate participant, please write to: R. O. Peterson, AT&T, Room 6147G2, 295 North Maple Avenue, Basking Ridge, N.J. 07920. If you can, include some indication of the individuals relevant research or experience in the management training payoff area.

JOURNAL REVIEW SERVICE

by Lynette Plumlee

EQUAL EMPLOYMENT OPPORTUNITY AND LEGAL ISSUES

Adams, B. Overview. The status of affirmative action. **Urban League Review**, 1977, 2, 6-8. The author argues that during the seventies the federal government itself is largely responsible for reversing the gains made in equal opportunity during the sixties. (P. J. O'Neill)

Affirmative action: Confronting the dilemmas. **Phi Kappa Phi Journal**, Winter, 1978, 2-23. Six articles by authors with diverse backgrounds (Carnegie Commission, ACLU, NAACP, professor) present a balanced discussion of the issues in the Bakke case relative to affirmative action in this country. (P. J. O'Neill)

Copus, D. The numbers game is the only game in town. **Howard Law Journal**, 1971, 20, 374-418. Use of statistical evidence from the plaintiff's point of view. (R. F. Boldt)

Goodman, C. F. Public employment and the Supreme Court's 1976-1977 term. **Public Personnel Management**, September-October, 1977, 283-293. This synopsis includes a section on the role of demographic, client, and work-force statistics in affirmative action goals and plans. (J. P. Wiesen)

Holley, W. H., Jr. Performance ratings in arbitration. **Arbitration Journal**, 1977, 32, 8-25. Role of performance ratings in promotion, wage increases, layoffs, discharge, demotions, miscellaneous uses, and discussion on the burden of proof. (R. F. Boldt)

Law. The Bakke bottleneck. **Time**, May 29, 1978, 45-46. Summarizes the "reverse discrimination" cases accumulating as the lower courts await the Bakke decision. (P. J. O'Neill)

Shoben, E. W. Differential pass-fail rates in employment testing: statistical proof under title VII. Comment in **Harvard Law Review**, 1978, 91, 793-813. Discussion of use of chi-square. (R. F. Boldt)

The following articles are old, but they provide good background on early cases for those who are new to the problems of legal issues in discrimination:

Wechstein, P. Legal challenges to educational testing practices. **Inequality in Education**, 1973, 5, 92-101. Bibliography and discussion of some of the earlier cases; language takes into account that the audience are not lawyers. (R. F. Boldt.)

Developments in the law—employment discrimination and Title VII of the Civil Rights Act of 1964. **Harvard Law Review**, 1971, 84, 1109-1316. Comprehensive summary of the issues in early employment discrimination cases, together with court decisions and the bases for these decisions.

(Ed. note: If the reader knows of more recent comprehensive summaries, we would appreciate receiving references to them.)

MEASUREMENT TECHNIQUES

Olson, M.A. An application of matrix sampling to the method of pair comparisons. **Journal of Educational Measurement**, 1978, 15, 49-52. Presents further evidence for the efficiency of matrix sampling (from a matrix of all possible pairs of stimuli, subsets of stimulus pairs are sampled) as an alternative to pair comparison techniques. (P. J. O'Neill)

Shani, E. and Petroscho, J. M. Structural components derived from evaluating standardized tests. **Journal of Educational Measurement**, 1976, 13, 283-296. Multi-dimensional scaling of 25 criteria used in evaluating standardized tests indicate how criteria are related to each other; improvements in test evaluation criteria and procedures are suggested. (P. J. O'Neill)

Applications of latent trait models. *Journal of Educational Measurement*, 1977, 14, 73-196. Issue is devoted to explaining latent trait models of testing in plain English to encourage their wider use by people who employ psychological tests. (P. J. O'Neill)

Testing and the public interest. *Proceedings of the 1976 ETS Invitational Conference*. Educational Testing Service, Princeton, N.J. Discussion of issues in the use of tests. (L. B. Plumlee)

STATISTICAL METHODOLOGY

Brown, D. J. Down with the linear model. *American Educational Research Journal*, 1975, 12, 491-505. Argues that the linear model (analysis of variance, analysis of covariance and regression) is overused and abused, documents his case with empirical studies, suggests alternative models for current researchers, and recommends teaching diverse models to future researchers. (P. J. O'Neill)

Huberty, C. J. Discriminant analysis. *Review of Educational Research*, 1975, 45, 543-598. Review of the four uses for discriminant analysis—separation of group centroids, discrimination between groups, estimation of distance between centroids and of relationship between variables and group membership, and classification. (P. J. O'Neill)

Levy, K. J. Non-normality and testing that a correlation equals zero. *Educational and Psychological Measurement*, 1977, 37, 691-694. Provides evidence of the robustness of r for deviations from normal and small sample sizes. (L. B. Plumlee)

Raju, N.S. A generalization of coefficient alpha. *Psychometrika*, 1977, 42, 549-565. Provides a formula for estimating the reliability of a test using data from scores on 3 or more subtests of unequal length. (L. B. Plumlee)

Wolins, L. On squaring validity coefficients. *Educational and Psychological Measurement*, 1977, 37, 373-4. Questions the traditional use of r^2 as a measure of criterion variance accounted for by a predictor. (L. B. Plumlee)

PROFESSIONAL AFFAIRS COMMITTEE

by Arthur I. Siegel

Because of the impact of the various and sometimes conflicting State licensing/certification requirements and their effects on the entry into and practice of I/O psychology, the Professional Affairs Committee is establishing a network of State representatives. The action is at the State level and the representatives will attempt to keep the Committee advised of State activity relative to I/O practice and to influence any State activity as it affects I/O practice. We anticipate collecting data on: (a) the kinds of licensing requirements and examination procedures that are in force, (b) new requirements or procedures that are pending, and (c) the points in the system where we might try to exert pressure to serve our own interests. This would be compiled into a "playbook" that would contain an entry for each state and which could be kept continuously up to date vis-a-vis the above information. We believe that we should keep tabs on what every State board of examiners is doing with regard to the licensure and certification of applied psychologists and assure that our interests are served. We invite your comments and opinions.

POSITION OPENINGS

JOHNSON O'CONNOR RESEARCH FOUNDATION: Research Psychologist, experienced in validation and psychometrics, to work for non-profit foundation in studying applications of aptitude measurement. The major job responsibility will be to plan, implement and report on validation studies of a wide-ranging performance-test battery for counseling and selection purposes in occupational and educational settings. This person also will set up data-collection systems for long-term follow-up studies. Job location preferably Boston, but might be arranged for Chicago, New York or Fort Worth. Send resume detailing experience and salary requirements to: **Mark Daniel, Johnson O'Connor Research Foundation, 650 S. Henderson, Ft. Worth, TX 76104.**

UNIVERSITY OF NORTH FLORIDA: Assistant Professor. Recent Ph.D. in psychology in one or more of the following areas: Organizational Behavior, Organizational Development, Human Resource Development, Applied Social, Community. Primary emphasis must be in organizational behavior. A primary commitment to teaching with an emphasis on experiential methodologies is required. Must be able to communicate effectively with undergraduate and graduate students whose careers are in the areas of profit or non-profit (such as mental health) organizations. Prefer individual with teaching and organizational experience. Salary: \$13,500 - \$14,500 (9 months), depending on qualifications and experience. Send vita with names of four references and a letter detailing qualifications by August 10, 1978, to: **Nick L. Lund, Ph.D., Chairman, Psychology Department, University of North Florida, 4567 St. Johns Bluff Road, S., Jacksonville, FL 32216.** UNF is an Equal Opportunity/Affirmative Action Employer.

THE UNIVERSITY OF TENNESSEE: Industrial - Organizational Psychology Program - Tenure track position, assistant to full professor, depending upon teaching experience, record of research and publications. Degree in I-O Psychology preferred. Background should include applied measurement, statistics, experimental design, general psychology and some personnel management. Primary responsibilities will involve teaching and directing student research in an inter-collegiate I-O Psychology MS/Ph.D. program. Send letter of application and resume to **Michael E. Gordon, Chairperson, Industrial and Organizational Psychology Program Committee, College of Business Administration, 419 Stokely Management Center, The University of Tennessee, Knoxville, TN 37916.** The University of Tennessee, Knoxville, is an Equal Employment Opportunity, Affirmative Action, Title IX, Section 504, employer.

STATE UNIVERSITY OF NEW YORK AT BINGHAMTON: Two or three positions are anticipated for Fall 1979 in Organizational Behavior. Positions are to be at the Assistant or Associate level, depending on experience and qualifications. Send resume and copies of publications to **Michael J. Kavanagh, School of Management, SUNY-Binghamton, Binghamton, New York 13901.** SUNY-Binghamton is an Equal Employment Opportunity, Affirmative Action,

THE HARKER ORGANIZATION, INC: Management consulting firm seeks individual with Masters (or PhD) in I/O Psychology and several years of consulting experience. The firm presently specializes in compensation systems, organization planning, attitude surveys and individual assessments. You can broaden this through your abilities and work into a partnership role while

providing support to the Principal with existing clients. Send resume to: **John B. Harker, The Harker Organization, Inc., 9 Lakeside Office Park, Wakefield, MA 01880.**

INDUSTRIAL PSYCHOLOGIST: Large profitable, stable National Corporation located in desirable mid-sized Midwestern city needs Psychologist as a consultant to its Sales/Sales Management Staff. Groundfloor opportunity to be an internal consultant in Practical Behavioral Science applications in a highly receptive environment where consulting function could grow. Considerable freedom to develop position around consulting with Sales Managers regarding improved management and motivation techniques plus handling sales frustrations and stress. Requires Ph.D., experience in practical business applications, good platform as well as one-to-one consulting/counseling skills. Travel approximately 40%. \$30,000+ EEO, Affirmative Action Employer.

Send letter with resume and salary listing to: **Errol Houk, President, Errol Houk Associates, Inc., 1902 Ardmore, Suite #5, Fort Wayne, Indiana 46804.**

All inquires will be held in strictest confidence.

MOVEMENT AFOOT

Reinforced by running? *Running Psychologists* is for all psychologists who like to move about at a pace which requires that both feet be off the ground at the same time: the speed is up to you. Some members will want to share ideas about research or treatment. Others may just want to share a good run. If you would like to join Running Psychologists, write to Ray Fowler, Box 2968, University, Alabama 35486. Include a brief statement about your own running (pace, distance, races, marathons, etc.) and whether you plan to attend the 1978 APA convention in Toronto.

Publish or Perish?

(Editor's note — The following new computer program written by **Dave Burhaus**, an external statistical consultant in Los Angeles, was sent to **TIP** by **Carl Kujawski**.)

Sometimes the researcher may be confronted with the situation in which his data base does not fit the model he has specified. In such cases, he may be able to use subroutine FABRICATE to extricate him from his dilemma. Subroutine FABRICATE allows the researcher the opportunity of generating any or all of the variables to be used in subsequent analysis. The general form of the FABRICATE procedure card is as follows:

```
1      16
FABRICATE  VARIABLE NAME (correlated variable, minimum correla-
           tion, maximum correlation) (correlated variable, minimum
           correlation, maximum correlation)/VARIABLE NAME
           (correlated variable . . . .)
```

An example of the use of this new procedure is as follows:

```
FABRICATE  NEWVAR (OLDVARI, .4, .8)/NEWVAR2 (OLDVAR2, .6, .9)
```

In this case, two new variables will be generated: NEWVAR, which will have a correlation of between .4 and .8 with OLDVARI, and NEWVAR2, which will have a correlation between .6 and .9 with OLDVAR2.

An option available with subroutine FABRICATE is ADJUST, in which existing variables may be manipulated at random to increase or decrease the correlation with other variables. The following is an example of data adjustment using option ADJUST:

```
1      16
ADJUST    VARIABLES = OLDVAR1, OLDVAR2, OLDVAR3
which is then followed by a FABRICATE procedure card:
1      16
FABRICATE  OLDVAR1 (OLDVAR4, .2, .3)/OLDVAR2 (OLDVAR8,
           .8, .9)/OLDVAR3 (OLDVAR74, .75, .8)
```

The following is an example of a correlation matrix before and after data adjustment:

BEFORE				
	SPORTMEM	COMMID	RELIG	ORG
SPORTMEM	1.00	.000007	.57	.000004
COMMID		1.00	.95 E-64	.00089
RELIG			1.00	99.00
ORG				1.00

AFTER				
	SPORTMEM	COMMID	RELIG	ORG
SPORTMEM	1.00	.459	.783	.523
COMMID		1.00	.821	.798
RELIG			1.00	.782
ORG				1.00

Now, doesn't that look better?

In more extreme cases, he researcher may find it necessary to generate an entire file of fabricated variables. In such a case, he would use subroutine FAKE FILE. To use subroutine FAKE FILE, the researcher needs a FAKE FILE procedure card, a variable list card, and an ASSIGN MEANING card. An example of the use of this subroutine is as follows:

```
1      16
FAKE FILE  ORGSTUDY
VARIABLE LIST  GROUP 1 = VAR001 to VAR 08/GROUP2 = VAR009
               to VAR018 (N=687)
ASSIGN MEANING  GROUP 1 = RELIGION, MARITAL STATUS, RACE,
                AGE...../
                GROUP 2 = MEMBERSHIP IN FRATERNITY, MEM-
                BERSHIP IN VETERANS ORGANIZATION, MEM-
                BERSHIP IN UNION.....
```

In this case, a file named ORGSTUDY will be generated. It will contain 18 variables. The variables in GROUP1 will be independent of one another, yet correlated with those in GROUP2, and vice versa. There will be 687 cases in this file. The variables in GROUP1 will be randomly assigned meanings on the ASSIGN-MEANING card listed for GROUP1, the same holds true for GROUP2.

A NOTE OF CAUTION

At present, the use of data generating devices such as FABRICATE, ADJUST, and FAKE FILE have gained something less than widespread acceptance in the

academic community. It is therefore probably advisable to use these procedures with restraint. The wise researcher would most likely exhaust all other means of data analysis before resorting to these procedures.

Additionally, in reporting results, the researcher may not wish to refer to his data base as "fabricated data," particularly if his audience is more orthodox in its approach to social research. We would recommend the use of the term "probabilistically inferred data."

Hopefully, as techniques of data generation become more sophisticated and the community of social scientists becomes more schooled in the area of theoretical mathematics and mathematical statistics, it will be possible for the researcher to bypass completely the cumbersome and expensive task of data collection. We foresee a time in the not too distant future in which projects that once may have required years to complete and cost millions of dollars may be completed within a matter of days or even hours.

CALL FOR PAPERS

Conference papers and presentations for the First International Congress on International Organization Development (FICIOD), to be held in Toronto, Canada, October 17-20, 1978, are now invited.

FICIOD intends to bring together organization development professionals East and West, North and South . . . in the industrialized nations, Third World countries, capitalist, socialist, and centrally planned systems, to share views of the state of the art.

The International Congress on International Organization Development requests papers and/or presentations —

- *reporting or modeling technological, economic, social, and political cooperation, or analyses of how application of OD practices might better current situations which exemplify noncooperation, or the barriers to cooperation;*
- *to present the challenge of world peace within an OD frame of reference reflecting recent discoveries;*
- *to identify organizational/insitutional/psychological/cultural factors standing in the way of our realizing our potential as a world community;*
- *to encourage cooperation and the sharing of information and insights among organization development organizations and consultants, and to initiate a first step toward a standing international OD information clearing house.*

To reserve your opportunity to present to this international forum, please mail by June 30, 1978 the following information: (1) title of your presentation; (2) Length of time needed; (3) Summary description; (4) Audio-visual or other equipment requirements; (5) Your name, title, organization, address, telephone number, and a curriculum vitae or bio-data sketch.

In order that we may publish conference proceedings, papers should follow standard format: 8½ x 11 (or metric equivalent) mimeo bond; elite or pica type; standard margins and pagination; all footnotes at the end of the paper; and length at your discretion.

TIME AND PLACE: Toronto Hilton-Harbour Castle Inn, Toronto, Canada, October 17-20, 1978.

For further information write: International Registry of Organization Development Professionals, Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026. Telephone 216/461-4333.

COMMITTEE ON COMMITTEES

by Jerry Niven

The primary activity of the committee (Jim Herring, Chuck Hulin, Adela Oliver, Bill Owens and Jerry Niven, chairperson) has been the updating of the file of candidates for Division 14 committees. During the fall, members were provided with the opportunity to complete and forward to the committee self nomination forms indicating committee preference and qualifications for committee service. Slightly more than 100 members responded. Members were also given the opportunity to volunteer their services to TIP either in a writing or editorial role. Over one-half of the respondents indicated an interest in TIP and their names were forwarded to the TIP editor.

During the spring, committee members reviewed these self nominations and provided recommendations to President-Elect Paul Sparks who will be making appointments to the 1978-1979 committees after he takes office in September. A study of committee tenure and member participation in Division 14 committees was also conducted to assist Paul Sparks with his task of committee selection.

Additional activities included recommending to President John Campbell Division 14 candidates for APA boards and committees and recommending candidates for ad hoc committee appointments within the division.

As usual, the number of members responding exceeded the available opportunities for committee appointments and the committee was appreciative of this willingness to serve. Those not selected this year will be reconsidered by next year's committee and the self nomination forms retained for this purpose.

Call For Nominations for APA Awards

by Thomas J. Bouchard Jr.

Division 14 members are urged to submit names of worthy colleagues in Industrial/Organizational Psychology for consideration for the various APA awards. The Scientific Affairs Committee takes the responsibility of suggesting nominations to the Division 14 Executive Committee for the Gold Medal Award (see Amer. Psychol., Feb., 1978, p. 113 for details), the Distinguished Scientific Contribution Award and the Early Career Award (see Amer. Psychol., Dec., 1977, p. 1059 for details). If you would prefer to suggest some names for the awards to the Scientific Affairs Committee rather than submit them to APA, send them to Professor Thomas J. Bouchard, Jr., Department of Psychology, Elliot Hall, 75 East River Road, University of Minnesota, Minneapolis, MN 55455.

The committee would be very appreciative of suggestions for the Early Career Award (PhD after 1971 for 1979 nominations), as deserving individuals eligible for this award are difficult to spot because of their brief exposure period.

If you nominate an individual to the committee, please include a brief statement on worthiness of the nominee and a vita.

A Key To Scientific Research Literature

What he said

It has long been known that . . .

Of great theoretical and practical importance . . .

While it has not been possible to provide definite answers to these questions . . .

The operant conditioning technique was chosen to study the problem.

Typical results are shown . . .

Agreement with the predicted curve is:

excellent
good
satisfactory
fair

It is suggested that . . .

It is believed that . . .

It may be that . . .

It is generally believed that . . .

It is clear that much additional work will be required before a complete understanding . . .

Unfortunately, a quantitative theory to account for these results has not been formulated.

Correct within an order of magnitude.

Thanks are due to Joe Glotz for assistance with the experiments and to John Doe for valuable discussion.

What he meant

I haven't bothered to look up the original reference but . . .

Interesting to me.

The experiment didn't work out, but I figured I could at least get a publication out of it.

The fellow in the next lab already had the equipment set up.

The best results are shown . . .

fair
poor
doubtful
imaginary

I think

A couple of other guys think so too.

I don't understand it.

I can't think of one and neither can anyone else.

Wrong

Glotz did the work and John explained what it meant.

SHARE YOUR TIP
