

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

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

TABLE OF CONTENTS

President's Message.....	1
Incorporation Proposal.....	4
In-Bushel TIPBITS.....	5
Division 14 Executive Committee.....	10
Student Stuff.....	12
Convention Program.....	15
Special Sessions.....	29
Adjunct Program.....	30
Oh D.....	32
GAO Report on Testing.....	35
Journal Review Service.....	36
Recommendation to APA "testing committee".....	39
Position Openings.....	43

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CONVENTION NOTES:

A MESSAGE FROM YOUR PRESIDENT

C. Paul Sparks

Assuming no retroactive decisions by the U.S. Postal Service you will be reading this about the time that I am at the height of my personal concerns about the presidential address, the awards, the program, and the assorted other activities which precede a Division President's moment of glory. It has been a very interesting year, but one for which I was not fully prepared despite some fifteen years of service on the Executive Committee in a variety of capacities. A detailed analysis of the real job might well deter future candidates but I truthfully doubt it. The mountain is always there and there will always be individuals willing and able to scale it. I wish them well.

My year began with a series of mini-crises. My doctor grudgingly approved my travel to Toronto, provided that I did not exert myself. I made it to Toronto on the last plane before Air Canada decided to go on strike. Some materials which I was supposed to get from Washington are still lost. Our workshops and program went off with only minor hitches. Our small group discussions suffered because APA would not grant us space in advance and we had difficulty informing the membership of the meeting room. The U.S. Postal Service decided that SUNY at Binghamton could not legally use its mailing permit for Division 14 material although it had been doing so for over two years. **TIP**, with all its pertinent information, did not arrive before the Convention. Members still ask me why the August, 1978 issue arrived sometime in March or April. I can only say that our appeal to the Postal Service was somehow successful though no formal communication was ever received.

Division 14 accomplishes its work through its various standing and ad hoc committees. The committee chairs must be responsible and dedicated individuals if there are to be real accomplishments. Their principal reward is nomination for even more demanding activities. There are no validated selection procedures for picking chairpersons. Each new president develops his/her own test, with the assistance of the Committee on Committees, and must frequently apologize to the incoming president for failure to obtain a validity coefficient of 1.00. I believe that the majority of this year's committees deserve your commendation.

Division 14 has now approximately 2,000 members. It is without doubt the most diversified of the APA Divisions. The various Boards and Committees of APA are eager for Division 14 representation. We are known and respected as the Division which is best organized and which gets things done. The president of another Division recently communicated that he depended on Division 14 Council members for a succinct clarification of the issues of professional psychology and on **TIP** for communication. Paranthetically, but not incidentally, we should salute **TIP** outgoing editor **Mike Kavanagh** for a job well done, and notify incoming editor **Shelly Zedeck** that we are anticipating even an enhancement of **TIP**'s reputation. Your president has been surprised, nay astounded, at the amount of communication received from individual members of the Division or outsiders seeking communication about the Division. Hopefully, their concerns have been met either directly or through activity of our committees.

Thank you for the opportunity to serve. Thanks to those who have helped me through what I believe to be a very significant year for Division 14.

SPECIAL ANNOUNCEMENT

If you attend the APA convention in New York, 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.

A LOOK (GENTLY) BACKWARD AND FORWARD

by M. Kavanagh

In the Fall of 1972, I received a letter from **Art MacKinney**, newly appointed **TIP** editor, asking if I wanted to be an Associate Editor. He said he could not promise any reward other than "vi's" (visibility points). At the national convention in 1976, the editorship of **TIP** was offered to me. At that time, I accepted not because of the "vi's", but rather, the opportunity the editorship gave me to be actively involved in Division 14 and to stay current on professional issues. After seven years of involvement with **TIP**, I decided a farewell editorial seemed appropriate.

First, some recollections. My first assignment was to cover all developments involving EEO issues. Many Division 14 members were actively battling the various government agencies (mainly EEOC) on interpretations of the guidelines. **Jim Scharf**, now Chair of the Ad Hoc Issues Committee and Division 14's watchdog over EEO cases, was then on the other side with EEOC. It became apparent, through several articles in **TIP**, that not all of our members were "innocent" in terms of EEO compliance, and our own house needed some cleaning. Although impossible to measure, I feel the EEO articles in **TIP** helped in this purpose and, certainly were a source for current happenings on EEO issues. Compliance with EEOC guidelines became a reality through the hard work of many I/O psychologists, only to be somewhat dashed by statements that compliance with validity standards is still not acceptable if the work force composition is still unbalanced.

A second major development in our field over the past seven years concerns the education, accreditation, licensing, and continuing education of I/O psychologists. Seven years ago, most I/O psychologists, except those in private practice, cared little about licensing — that was for the clinicians. With new state laws and APA getting into the act, it is almost mandatory that I/O psychologists become intimately involved in these issues. It is most noteworthy how the Executive Committee has dealt effectively to protect the I/O psychologist in light of licensing, accreditation, and continuing education requirements designed primarily for health-care providers.

There are also recollections of working late at night to meet deadlines, creating the **WNSC** for **TIP**, battling with various printers, the Post Office, and University administrators, and feeling great pride with each issue completed and mailed. The many compliments from you, Division 14 members, as well as your humorous letters, have kept the Editor sane. Thanking the many committee chairs, Executive Committee members, and other contributors to **TIP** would be endless. Thanks to you all. Of special note, my deep appreciation goes to **Jack Duffy** (and his wife **Corinne**), assistant editor and business manager, for taking a great deal of the work and pressure from me. And, of course, my topical editors, **Marshall Sashkin**, **Jim Sharf**, **Tove Hammer**, **Gary Latham**, and **Lynn Plumlee**, have had a major role in making **TIP** the excellent newsletter it is today. Finally, my thanks goes to **Ellen** at Frank West Printing for the creative and dynamite job she does on composing **TIP** for printing; and to **Barb**, who did such an excellent job at "position openings" that we decided to formalize our relationship.

How about the future? Based on my recollections, and seeing the changes that have taken place in our field, my projections involve five major predictions. First, it seems clear that scientific validation is necessary, but not sufficient, in EEO cases. Either formally or informally, personnel researchers will first have to validate their selection devices (for any personnel decision) against the criterion: "Does it lead to proper racial and sexual balance in the work force?" The validation of the devices in terms of scientific criteria will become secondary. Note that the scientific validation will not disappear, but the work force balance "hurdle" will be more important.

Second, the re-organization of APA will drag on and on, with the final outcome being some conservative changes in which Division 14 members will still not be well represented. More and more members of Division 14 will join, and begin to consider,

the Academy of Management as their primary professional organization. Division 14 will incorporate, and eventually split from APA, pulling large numbers of psychologists who adhere to the scientist-practitioner model into a separate, but parallel, national organization of psychologists. APA will continue to exist as an organization of health-care providers of psychological services, and will maintain its present strength.

Third, licensing of I/O psychologists (in fact, all psychologists) will be a reality within ten years. Even academicians who do not practice will be required to be licensed. States will pass laws requiring licensing with the support and help of Division 14 members. Licensing will be a combination of generic and specialty standards designed for each specialty within psychology. Public sentiment will demand this credentialing process, and the requirements will be established to aid psychologists to "tend to their own house."

Fourth, professional education, or the PsyD, will become a reality in I/O psychology. Many universities will develop this program simply because of the expected market demand for professionally trained persons in personnel/human resources management. Division 14, or the separate entity described above, will establish rigid accreditation requirements, and, naturally, will be in the business of accrediting programs. Although the Executive Committee of Division 14 is not currently in favor of the accreditation proposed by APA, the tremendous increase in programs in business schools granting degrees in Organizational Behavior will mean some quality control must be established to certify these programs as I/O psychology. Of course, this will not exclude programs in departments of psychology from undergoing accreditation since a measure of quality control must be exercised there also. With the tightening requirements to "protect the public" in terms of licensing and continuing education, accreditation of I/O psychologists seems only a natural extension.

The fifth area of major change that I see is in terms of testing and the use of tests in organizational decisions. The various "truth in testing" laws have strong public support in spite of the valid argument that these laws will compromise expensive tests, and lead to higher costs of testing for the public. The often argued fact that it is decision-makers not tests that are unfair has been lost in the public's mind. These laws will mean either the demise of testing for some purposes, e.g., academic selection and placement, or the tests will become so expensive that user organizations will be unable to continue using them.

Perhaps some of my predictions seem pessimistic, but they are not meant to be. I suspect that any change from the status quo seems threatening, however, it seems apparent (at least to me) that these changes are the reality of our future. We as I/O psychologists should be aware of this, and take actions to ensure that the future does not lose us.

SHARE YOUR TIP

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

THAT'S PUBLIC RELATIONS

Proposal to Incorporate As The Society For Industrial and Organizational Psychology by Milton D. Hakel

Now is the time for Division 14 to become incorporated as the Society for Industrial and Organizational Psychology. The organizational autonomy given us by incorporation, while remaining as a division of APA, will enable us to better cope with our turbulent environment.

There are many likely benefits from incorporation. APA is reorganizing and Division 14 members are active in shaping that reorganization. The Executive Committee and our Council Representatives can carry out their political roles more effectively if they have an independent base.

Many different reorganization plans are being debated and some of them contain features that are inimical to Division 14's interests and are therefore unacceptable. **Should such a plan be adopted, incorporation now would allow a smooth transition while we end our affiliation with APA. For the time being, however the Society should remain a division of APA. APA's future is uncertain and incorporation gives us the most powerful and secure position from which to try to influence that future.** Some day we may have to lead in the reestablishment of the American Association for Applied Psychology (AAP), but for now we should remain in APA, as do independently incorporated Divisions 8, 9 and 21.

As a society, our public identity could be sharpened. Being the national organization for industrial and organizational psychologists, our advocacy before state boards of psychology on issues such as licensing, examinations, continuing education, accreditation, etc., would be enhanced. Currently, we are "just another" division of APA, hardly differentiable from the mass of other divisions. The Society for Psychological Study of Social Issues has a well articulated identity, even though it affiliates as a division of APA.

Incidentally, with a clearer public identity, member identification with our organization should also increase.

The courts are in an increasingly important public in which the interests of industrial and organizational psychologists must be represented. Incorporation may give us greater flexibility and responsiveness in dealing with legal issues.

Incorporation could give us greater flexibility in dealing with financial affairs. It could facilitate the administration of next year's methodology conference.

Continuing education, now mandated by many state boards for re-licensing, presents a unique opportunity. An expanded program of workshops, conducted both nationally and regionally, certified for continuing education credit by our Society provides an opportunity as a significant source of revenue to sustain the Society's program.

Incorporation would create additional work, and the secretary-treasurer and president are already overworked. As our program has grown over the years, so has the workload of these key officers. With increasing frequency in recent years, it has been suggested that we need an Executive Officer working on a part time basis to conduct the affairs of the organization. Incorporation as a society would facilitate ("facilitate" — what a demonic word — here it means "push") that evolution.

These are hard times in APA, **Division 14 is a vital organization, one of the few non-health care provider divisions that is vital.** Why tamper with a vital and going concern? Why should we look critically at the services that APA now provides? Why should we invest in incorporation? Why should we have to indemnify our officers through insurance as they transact Society business?

Because times are changing, and APA is changing, **others are already making policies and decisions that affect our future.** Incorporation will give us a secure, in-

dependent base from which to fend for ourselves, if the worst happens, that is if APA "falls apart". In the meantime, and so long as we remain a division of APA, incorporation as the Society for Industrial and Organizational Psychology offers us a possibility to maintain our vigorous and orderly growth.

Both the members of the Executive Committee and I welcome your reactions to this proposal.

In-Bushel TIPBITS by Mickey

Since this is to be my last column, many admirers and enemies alike suggested that I change the name for one issue. They suggested "In-Basket Nonsense", "In-Basket Deviance", and "Requiem for a Lightweight." But I said "no, never", I simply refuse to change the title. **TIP** readers are used to **In-Basket TIPBITS** and nothing could induce me to make a change — except a bribe.

It is with a certain sadness that I write this, my last column for **TIP**. For the past three years, I have really enjoyed all the wonderful cards and letters informing me of various bits and pieces (Eat your heart out, Art!) of your lives. Therefore, as a special request, I would like you all to continue sending me a copy of the special little happenings in your lives — I can't go "cold turkey".

Which reminds me — the new Editor of **TIP** is **Shelly (not Shellie) Zedeck**. You will find his address at the end of this column as well as in a special announcement elsewhere in this issue. Shelly spent several days in Binghamton with me. We had a delightful time eating, drinking, and being generally jolly — On yea, we did discuss **TIP**. Shelly already has some great ideas for **TIP**, and he is really interested in your input. If you get a chance, join him on Monday, September 3, from 2:00 to 3:00 p.m. in Division 14's suite in the Sheraton Center.

By the way, Shelly's appointment means good news for those of you who have suffered over the past three years by receiving your **TIP** two weeks after others. According to **Jack Duffy**, business manager and mathematical consultant to **TIP** (he came cheap), if, for the last three years, your zip code was greater than 70000, your issues were December, March, July, and September. Now the pendulum swings. Since **TIP** will now be mailed from California, those of you with zip codes less than 30000 will be privileged to receive your **TIPs** one month later than others (later still if the postal rate increases again since the correlation between rate of postage and speed of delivery is -.97, **WNSC**, 1977).

TIP has learned, through its underground network, that the constipation of the U.S. mail has been resolved and last August's issue has been delivered. Those of you who missed the convention in Toronto can now suffer knowing what you have missed. Those of you who want can now tell your spouses what papers and symposia you attended. In addition to all of you who called either **Paul Sparks** or me to inform us you had received (finally) your August issue in April, a special thanks to our underground who wrote me including: (1) **Bill Grossnickle** who stated that he is glad someone else is as far behind with their paperwork as he is; (2) **Jim Arima** who was confused by receiving another August issue and stated "I get the feeling that I have seen this issue before and then worry that perhaps I was supposed to have gotten something else"; (3) **Jack Sawyer** who "was puzzled to receive the August 1978 issue today (April 18, 1979)... Thought you might like to know of my puzzlement"; (4) **Dennis Hawver** who congratulated me — "I knew you would get the best of our Postal "Service"; (5) **Brenda Gurel** who stated "better late than never, I guess, but I wondered what's going on? The news is scarcely timely, to say the least."; and (6)

Wayne Kirchner who is hoping **TIP** set a record for being late by observing that "I don't remember if it was supposed to be this late or not, but would like to put in for the record on being the tardiest to receive that particular issue." There were other letters, but these were unprintable. Anyway, **TIP** thanks all you underground members, and the reason the August issue was late was.

Responding to my call in the previous issue for any "deviance" you wished to submit, **Tom Bouchard** sent us a short piece on his recent work with twins reared apart. In his cover letter, Tom informed **TIP** "I have enclosed a brief piece you might want to run in **TIP**. It has nothing to do with I/O psychology but neither do a lot of other things in **TIP** ... more importantly it might get me more twins." So all you twins reared apart, write to Tom. Rumor has it that Tom became interested in this research when he recently met his twin who was reared apart — **Marv Dunnette**. Also, Tom, a recent study demonstrated that readership of I/O materials is positively and significantly related to the amount of non-I/O psychology content in the publication (WNSC, 1932).

Speaking of readership, **TIP** hopes its content will begin to have additional interest to students in I/O programs with the beginning of new feature in this issue, "Student Stuff", by **Deb Lauer**. Deb needs input from other students to keep this column flying as well as any suggestions for naming her column. Send all information to Deb at: **The University of Tennessee, Stokely Management Center, 4th floor, Department of Management, Knoxville, TN 37919**.

While you are looking through this issue for Deb's new column, note two important pieces on our relationship to APA. **Milt Hakel** has issued a proposal to incorporate as a society, and he is very interested in your response to this proposal. Take a few minutes now to write Milt or any member of the Executive Committee. The second important item is a request for you to allocate all ten votes for Division 14 on the APA Council Appointment Ballot which you should receive about November 1, 1979. APA Council is where the critical decisions affecting us as I/O psychologists occur. The only way in which the Executive Committee can effectively influence APA policies is through our representatives on the Council.

On an equally serious note, **TIP** has learned the reason why the August 1978 issue was delivered in April 1979. However, the reason must be kept secret to protect the innocent. Thus, it will appear as the epitaph on M. Kavanagh's tombstone. Who said you "can't take it with you."

Bob Finn has informed **TIP** that he has been appointed to the Georgia State Board of Examiners of Psychologists. Good work, Bob, we badly need I/O psychologists actively involved in state affairs. Note elsewhere in this issue that an Ad Hoc Committee for State Affairs has been created within Division 14 with **Bill Howell** as Chair. All I/O psychologists who are active in any way in their states' activities should contact Bill at: **Department of Psychology, Rice University, Houston, TX 77001**.

John Hinrichs has notified **TIP** that Van Nostrand Reinhold has published his new book entitled *Practical Management for Productivity*. It is a series of 12 case studies of productivity experiments being carried out across the country. Sounds terribly interesting, John, but are any of the studies being done in Federal agencies?

Ron Johnson wrote **TIP** regarding the fifth program of the Southeastern Industrial/Organizational Psychological Association (SEIOPA) that was held in conjunction with the annual meeting of the Southeastern Psychological Association in New Orleans on March 28, 1979. The SEIOPA meetings were attended by approximately 60 I/O psychologists, and the speakers included three elected members of the Executive Committee of Division 14: **Paul Sparks**, **Mary Tenopir**, and **Paul Thayer**. The 1980 meetings will be held on March 26 at the Washington, DC Hilton. Anyone wishing information on the program or SEIOPA can write Ron at: **College of Business Administration, Northeast Louisiana University, Monroe, LA 71209**. Ron had to approximate the attendance since the meetings were held in the center of Bourbon Street.

TIP has received from **Paul Ross** a copy of his latest *Note to Chief Executive Officers* on the topic "Organizational climate: current knowledge and future direction." As usual, **TIP** found the note to be well-written and thought-provoking. Paul has again extended his offer to send a copy to anyone who is willing to comment on the content of his note. Contact Paul at: **The Ross Company, Todd Pond, Lincoln, MA 01773**.

Speaking of organizational climate, it will change significantly for a number of organizations with the movement of the largest and rowdiest group of I/O psychologists to date in **TIP**'s history. For those of you unable to solve the matching test in the last issue of **TIP**, **Earl Alluisi**, on leave from Old Dominion University, is the Chief Scientist at the Air Force Human Resources Lab at Brooks Air Force Base; **W. Warner Burke** will be at Teachers College, Columbia University; **Jofannie Houk** is back in San Francisco at Crocker Bank; **Gary Brumback** is Head Personnel Psychologist at HEW; and **TIP** still doesn't know where the Shah of Iran is.

TIP received an offer to "buy a nice house in the Philadelphia suburbs" from **Jim Thurber** who has taken a new position with Westinghouse Electric Corporation in Pittsburgh as Director of Human Resources for the Power Generation Group. Sorry, Jim, but **TIP** does not want to become a slum landperson.

Adela Oliver did not offer to sell her house to **TIP**; however, she has joined the consulting firm of Lee-Hecht & Associates as Manager, Consulting Services. Her focus will be on providing training and development and career counseling services, including outplacement and the special concerns of women in management, for corporate managers and executives. Adela is Vice-President and Program Chair of Metro. If you need to reach her, her new phone number is 212-557-0009.

John Hinrichs informed **TIP** that Management Decision Systems, in Darien, Connecticut, has added **John Newman** and **Geert Hofstede** to its staff. John will be located in Darien and will specialize in research consulting and program development in the area of human resources and organizational design. Geert will be located in Brussels and will be Vice-President, International Research Projects, responsible for coordinating cross national human resources projects. You will be happy to know, Jim, that I sent your house offer to Geert.

Three Division 14 members have been recently promoted by their organizations. **Mike Cooper** has been elected as Senior Vice President of Opinion Research Corporation and Executive Director of Opinion Research Corporation's Employee Relations Programs. **Ken Misa** has been elected a Vice President of Kearney Management Consultants. Ken will continue to be housed in Los Angeles and be responsible for Kearney's human resources practice in the Western United States. **Hobert-Martin Consulting Psychologists, Inc.**, Minneapolis, announced the election of **George Golden** as Vice-President of the firm which specializes in personnel evaluation and human resources development with client organizations. And who said I/O psychologists are low in n ach?

Not to be bested by his practitioner counterparts, academician **Milton Blood** has informed **TIP** that he has been appointed Associate Dean of the College of Industrial Management at Georgia Institute of Technology. Milton also extended an offer to the **TIP** editor to run in Central Park at the APA Convention. In case you haven't heard, Milton, that's all one does in Central Park.

Bill Wolz has notified **TIP** that he joined The Pennsylvania State University, Beaver Campus, as Assistant Professor of Management Development. His previous position was Staff Supervisor, Testing and Counseling, with U.S. Steel.

Bill Snow has left Personnel Research & Development Corporation and started his own company, Psychological Consultants to Industry, in Shaker Heights, Ohio. Bill originally called his firm "Services" rather than "Consultants", but that name, PSI, was already reserved in Ohio. Of course, Bill realizes that there is now a PCI in Ohio and in Pittsburgh, and he offered his apologies to **Ted Kunin** and his organization. Ted accepted, provided he receives 50% of Bill's income. For publishing this inter-

change, **TIP** will receive 40%, so Bill has decided to return to PRADCO. See, I told you all we were deviant.

Data Solutions Corporation, based in Virginia under **John Proctor**, is establishing a Western office in Colorado Springs. **Harry Ammerman**, as Vice President, Applied Personnel Research, is establishing the office to extend the firm's service in personnel and job training matters.

Now, to climax our changes in organization climate with two renovations (remodelings, abberations?). From **Fred Wickert** comes the following note:

"At Michigan State University I/O Psychology in the Department of Psychology and the Organization Behavior program in the Department of Management, while maintaining their separate department affiliations, are joining forces to create an Organization Behavior Program. **Ben Schneider**, who joins the MSU faculty in July as the John A. Hannah Professor of Organization Behavior, will have a joint appointment in both departments and will coordinate the program. In Management **John Wanous**, **Fred Wickert**, and **Ken White** are members. To some extent **Win Oberg** and **Stan Stark** participate. They will be joined in September by **Mary Van Sell**, a new University of Iowa Ph.D. Management is also authorized to employ a full professor and another assistant professor in organization behavior beginning the academic year 1980-81. On the Psychology side are **Fred Wickert** (who has a joint appointment in Management) and **Neal Schmitt**. They were joined September 1979 by **Lorraine Uhlaner**, a soon-to-be new Ph.D. from the University of Michigan, and a daughter of long-time Division 14 member **Jay Uhlaner**. **Carl Frost** has begun his consulting year and retires in 1980. To replace Carl the Department is authorized to hire a new assistant professor in I/O Psychology, to come on board 1980-81. Teaching faculty in the Program in either Department are appointed adjunct professors in the other Department. Both teaching and research cross department lines. All this came about when the University's top administration decided to make Organization Behavior one of their several "Centers of Excellence" deserving of extra support."

Finally, on the home front, the School of Management, SUNY-Binghamton, is undergoing a major change. **Mike Kavanagh** and **Jack Duffy** are departing—Jack to the north for Halifax, Nova Scotia, where he has accepted a position in the School of Business Administration, Dalhousie University; and Mike to the South in Norfolk, Virginia, where he has been appointed Professor of Psychology at Old Dominion University. Mike will be joining **Al Glickman**, **Ben Morgan**, **Ray Kirby**, and **Glenn Coates** to assist with ODU's new Ph.D. program in I/O psychology. Also joining ODU this fall will be **Bob Vance** as Assistant Professor. Bob did his Ph.D. work at Penn State with **Frank Landy**.

Replacing the dynamite duo at SUNY-Binghamton will be: **Jerri Frantzve**, who recently completed her Ph.D. at the University of Georgia; **Mike Manning**, who is finishing his Ph.D. at Purdue; and **Steve Motowidlo**, who will be leaving Personnel Decisions Research Institute in Minneapolis. In addition, **Craig Lundberg** has accepted the position of Dean of the School of Management effective August 1, 1979, travelling cross-country from Oregon State University. **Bernie Bass** has retired as Acting Dean and returns to his position as Leading Professor.

Well gang, that's it. You won't have me to kick around anymore. Bye.

The "sun is sparkling smoothness" and the open road calls. Got any news for **TIP**. Send it to **TIP** in care of **Shelly Zedeck**, Psychology Department, University of California, Berkeley, CA 94720. The next **TIP** deadline is September 15, 1979.

EVERYTHING THAT ENDS
ENDS

TIP OBITUARY POLICY*

At an editorial meeting of the E & T wing of **TIP**, this issue received full airing. Amidst cries of "Let's kill this issue," a solemn order finally prevailed; and, the following three alternatives were developed for your consideration:

1. Have every member of Division 14, who wishes to have an obituary, write his/her own obituary this year and mail it to the **TIP** editor. Every year hereafter, each member of Division 14 must notify **TIP** that she or he is alive. Failing to receive such a notice, the **TIP** editor will publish that person's obituary.
2. Upon hearing of the demise of a Division 14 member, the **TIP** editor will immediately dispatch a telegram to the deceased new address with an offer to submit an obituary (by copy deadline). If the obituary is not received by the deadline, it will be assumed the person did not care to have one published.
3. Upon hearing of the death of an I/O psychologist (either in or out of Division 14 membership), the First Triumvirate (Past President, President, and President-Elect) will decide whether the person's contributions to our field are "historically noteworthy." If such a determination is made (by consensus or majority), the First Triumvirate will also select, and contact, the person who will write the obituary. This latter part is necessary so that the obituary does get written.

As a footnote, should one of the First Triumvirate "pass away", the Secretary-Treasurer will then join the FT until a new member is selected.

As a final footnote— should this policy be acceptable, the First Triumvirate will not be permitted to travel together.

*This editorial policy was discussed at the June meeting of the Executive Committee, and the group was leaning toward alternative #3. However, they felt a test case would be necessary before any final decision was made. Any volunteers?

A PLEA FOR RESPONSE

by Jack Duffy

The January issue of **Science** contained an interesting article by John Walsh on the professional vs. academic rift in APA. Walsh's view is that the need for practitioners, the success of behavior modification, the increased employment of practitioners, and the decreased employment of academic psychologists has created the need for a "professional orientation". As any student of economics will tell you, sooner or later someone will create a supply to meet an existing demand.

Walsh does not solicit for either side of this argument, however. Instead his article details the increase and ultimate dominance of practitioners in APA. As he points out, the last 2 out of 3 APA presidents were practitioners. An error of omission in the article is the dominance of mental health psychology over all other fields. We in I/O psychology can see that, but we are only 2,000 whispering voices among 46,000 mumbling psychologists.

The **Science** article enumerates many points for us to consider but neglects the lack of valid licensing tests for non-clinical practitioners. **TIP** and the Division 14 Executive Committees pleas to I/O psychologists to get involved seem relevant here. Along similar lines, **Kitty Katzell's** article and the APA Reorganization update in the May **TIP** should be perused. Why not drop the editor of **TIP** a line on your feelings on these issues. There's a lot going on in your backyard; at least look out your window, if you won't open the door to investigate.

Division 14 Executive Committee by Art MacKinney and Mike Kavanagh

Both Art and Mike have always wanted some photo-journalism in **TIP**. So with this last issue for this duo, it was decided to feature the Executive Committee of Division 14. The photography is Art's work, the captions are Mike's deviance, and the story was done together. The order of authorship was decided by a flip of a pastie. (pastee?)

Along with the Division's annual meeting at the convention, the main business of the Division takes place at the four-times yearly meetings of the Executive Committee. The Committee is composed of elected Officers (President, President-Elect, and Secretary-Treasurer), and elected members (Members-at-Large and Representatives to APA Council). Chairs of all committees meet with the Executive Committee to report on their activities and hear the recommendations and decisions of the Executive Committee. The group meets about February 1, June 1, and twice at the national convention.

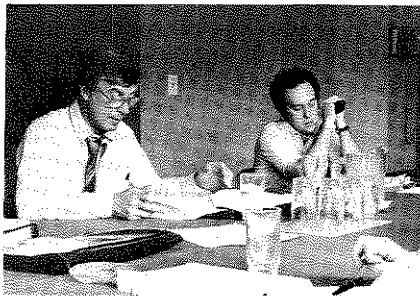
Summarizing the actions of the Executive Committee from one meeting would be impossible and make little sense since most of the issues discussed have considerable and complex history. In general, the Executive Committee serves the interests of the



At the end of the table Mary Tenopyr and Paul Sparks listen to the TIP report while Ginny Schein (on right) poses for the camera.



Ginny Schein and Paul Thayer study the centerfold from Oui.



Mel and Dick celebrate their victory while John Campbell and Paul Sparks look sourly on.

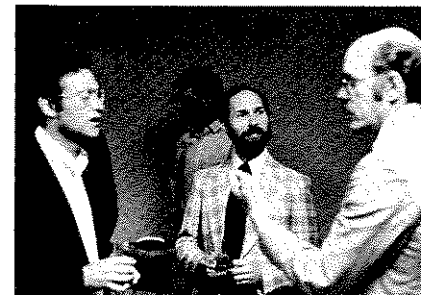


Mel Sorcher (with tie) and Dick Campbell (without tie) plan power move.

entire membership on such issues as licensing, continuing education, guidelines for graduate study, EEOC guidelines, etc. Some significant accomplishments in the recent past include: (1) the inclusion of an individualized continuing education plan in APA's continuing education program; (2) convincing the Board of Directors of APA that the definition of professional practice espoused by Division 14 be written into APA's general definition; (3) publication of the survey of graduate programs in I/O Psychology; and (4) development of a conference on innovations in research methodology. The Executive Committee and committees have accomplished considerably more, and the above were selected to be only representative of their efforts. They are working for you, the membership of Division 14. If you want to know more about the specific activities of this group, attend the informal sessions on Monday and Tuesday at the convention in New York City.

The pictures in this issue of **TIP** were taken at the Executive Committee meeting on June 1-2, 1979, in Washington, DC. A typical meeting begins about 2:30 Friday afternoon, continues to approximately 7:30 or 8:00 p.m. when the group recesses for cocktails and dinner. The group reassembles on Saturday morning at 8:00 a.m. (note that there are no pictures from the morning session) and continues to about noon. The pictures show that debates and decisions are made in both formal and informal sessions.

Irv Goldstein (on left) tries to convince Paul Sparks to appoint him to another Ad Hoc committee.



Jim Sharf (on right) tries to convince Ken Wexley (on left) to give up drinking while Rich Klimoski (center) wonders if this could be a symposium at the national convention.

The TIP editor and Mike Fiscel (on right) have a coffee while the rest of the group enjoys their cocktails.



STUDENT STUFF

By Deborah A. Lauer

A wise person once said, "Begin at the beginning," and so I shall also be wise and begin at the beginning. In April 1979, I wrote **Mike Kavanagh**, Editor of **TIP**, with the idea of beginning a student column in **TIP**. He kindly replied to my letter, and suggested that I write and edit the column. I believe students in Industrial/Organizational Psychology need a means to communicate with each other regarding their research interests, projects, and work experience. Often we hear of each others' interests through a somewhat limited informal grapevine, or through interaction at conventions or symposia where time for dialogue and feedback is limited. It is my purpose that this column will provide a way for I/O students to get to know and learn from each other. In other words, I hope this column will become a clearinghouse for "I/O Pen Pals" from all over the country.

Another wise person once said (I think it was my third grade teacher), "Write what you know about." (or something like that), and so in this initial column I would like to "spotlight" some of the graduate students at The University of Tennessee, Knoxville.

Our I/O Program consists of about 50 students at both the Master's and Ph.D. level. We're from all parts of the country and a few of us are from outside the country. Our interests are varied and yet our program manages to provide us with a strong foundation in I/O Psychology while at the same time allowing us to develop our own special areas of interest. Many of the students are employed in jobs at various local organizations, some of us are doing research in the Management or Psychology Departments, some of us are involved in consulting projects, and some of us do all of the above during different stages of our career here at UT. Here's a rundown of some of the projects with which we're involved.

Jay Liebowitz and **Ken DeMeuse** are currently writing a literature review article on the OD strategy, team building, which they plan to submit by the end of the summer. Ken is also working with **Bernie Kosevsky** researching self-attribution theory. They are trying to ascertain whether students attribute their success (or lack of it) to internal factors or external factors. Specifically, they want to analyze whether student characteristics such as sex and race, or psychological traits such as need for achievement, systematically moderate this relationship. In addition, they are attempting to validate the "need for achievement" scale of the *Manifest Needs Questionnaire* and the *Work Preference Questionnaire*. Ken is also employed by Oak Ridge National Laboratories as a Personnel Research Assistant.

Steve Gordon and **Cindy Thompson** are also employed at Oak Ridge National Laboratories as Personnel Research Assistants. Steve is also working on an extensive project with **Emily Passino** concerning work and non-work satisfaction. **Cindy Thompson** has had an article accepted for the upcoming APA convention (co-authored with **Kammer Boyle**). Cindy and Kammer's paper, entitled "Judged Competence of Job Interviewers," will be presented at a symposium dealing with sex differences. Cindy also co-authored a paper with **Mike Flanagan** (her major professor while she was at Florida State) which was presented in May at MPA. **Kammer Boyle** interned with a branch of the Federal Government during the summer of 1978. She was involved in conducting management development and program evaluation. **Kammer Boyle** will also be representing UT at the Academy of Management's Doctoral Consortium in August.

Speaking of internships, many of us have had the opportunity to intern with various national companies. **Bob Burt** interned for the IRS during the summer of 1978 and with IBM during the autumn of 1978. **Craig McGee** also interned with IBM from January-May, 1979. **Cindy Thompson** interned with AT&T last summer and **George Morrison** interned with the H.E. Butts grocery chain last summer in Texas.

Bob Burt and **Terry Guth** attended the 2nd Annual Symposium on Applied Behavioral Science at VPI. Bob also presented a paper at MPA on a new post hoc analysis technique he has developed. Bob will also be presenting a paper at APA in September... **Deb Lauer**, **Jay Liebowitz**, **Tom Kohntopp**, and **Terry Guth** attended SEPA in New Orleans where they managed to have a great time and even found time to attend a few paper sessions. Deb is employed at UT as the graduate assistant in the Office of Human Resource Development, and is currently helping conduct a training program at St. Mary's Hospital entitled "Problem-Solving with Nurses." Deb is also developing a training program on OD for the American Society of Training and Development. **Jay Liebowitz** is employed by the UT Environment Center while **Tom Kohntopp** and **Terry Guth** are both employed by the Tennessee Valley Authority (TVA)...

One of our former students, **Aaron Nurick**, has been employed this year at UT as a Visiting Assistant Professor in the department of Management. Aaron will begin teaching at Bentley College in Waltham, Massachusetts next Fall term. Aaron will be missed by many of the I/O students. He is living proof that I/O students do obtain their Ph.D.'s and even find the jobs they want. (The light at the end of the tunnel exists — just don't get hit by the train).

All of the above students can be reached at The University of Tennessee, Stokely Management Center, 4th floor, Department of Management, Knoxville, Tennessee, 37919. We'd like to hear from you about what you're doing. Write me (Deb Lauer) at the above address and I'll include your comments in the next column. Also, I'd appreciate any suggestions as to a better title for this column.

Hope to hear from you (or y'all as they say here) soon!

ANNOUNCEMENT

APA has initiated a system for approving sponsors of continuing education programs in psychology. APA will approve two categories of continuing education sponsors: (1) sponsors of standardized continuing education activities, such as workshops, short courses, institutes, or correspondence courses; (2) sponsors of individualized continuing education plans for psychologists in particular specialty areas. The sponsor application deadline is September 15, 1979. To receive the sponsor approval guidelines and application form (please specify the form(s) required), or for further information contact: **Debra D. Nygaard**, Continuing Education Program, American Psychological Association, 1200 Seventeenth Street, N.W., Washington, D.C. 20036.

HIRE THE MORALLY DEFICIENT

Psychologists Speak to the Unions

by Michael E. Gordon

As a consequence of a meeting with representatives of organized labor initiated by Neal Schmitt in his capacity as chairperson of the Public Policy and Social Issues Committee (TIP, 1979, 16, 42), several psychologists were invited to address the Annual AFL-CIO Education Conference held at the George Meany Center for Labor Studies in Silver Spring, Maryland, on March 21, 1979. The union education directors and labor study directors listened to a number of presentations intended to suggest applications of psychological research to the stewardship of unions. Father Theodore Purcell opened the session by describing the history of psychologists' involvement with unions and his concept of dual allegiance. Discussing the results of research on union commitment was my contribution to the meeting. Stuart Schmidt presented the theoretical background of a project being conducted at Temple University to define and measure the sources of role stress in the job of a union steward. Finally, A. Michael Collins of the International Union of Operating Engineers offered a few ideas about the ground rules which ought to govern a consulting relationship between psychologists and unions. Mike's expertise in this area stems from his successful collaboration with Sid Fine in applying functional job analysis as a basis for building apprenticeship programs for heavy equipment operators.

The audience was generally attentive and there were several expressions of interest in future projects by officials of the many unions represented at the conference. More interaction between organized labor and Division 14 members is obviously worthwhile if the discipline is to achieve an understanding of the influence of unions on behavior in work environments. Given the number of recent books and articles by psychologists that suggest methods by which employers may avoid or weaken unions, this expression of interest in the human resource problems confronting organized labor appears critical at this time. I/O psychologists either working or interested in this area should contact Neal Schmitt at: Department of Psychology, Snyder Hall, Michigan State University, East Lansing, MI 48824.

HELP!

Division 14 needs your ten votes. Let's not lose a seat on APA Council.

Please consider giving all of your ten votes to Division 14, when the APA Council Apportionment Ballot reaches you about November 1, 1979.

Last year Division 14 got so few votes that it was about to lose one of its five seats on APA Council. Only a special resolution by Council prevented this from happening. Issues vital to you, such as licensing, credentialing, professional standards, and APA reorganization are to be a subject of Council deliberation this coming year. As you know your Division 14 Council members have served your interests well. They, among other things, have been instrumental in forming a new Council coalition so that scientist-practitioner interests, like those of most Division 14 members, are represented. The bottom line insofar as influence in APA affairs is concerned is how many votes a group has. **We need five Council members and five votes.** Please resist the temptation to put the apportionment ballot in the bottom of your "To Do" file or worse yet in the wastebasket.

The issues which Council members vote upon affect you personally. Don't diminish your opportunity for representation.

CONVENTION PROGRAM

DIVISION OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

AMERICAN PSYCHOLOGICAL ASSOCIATION

PROGRAM COMMITTEE

Richard Klimoski, Chair

H. Peter Dachler

W. Clay Hamner

Charles Hulin

Robert D. Pritchard

Richard J. Ritchie

Frank L. Schmidt

Walter B. Tornow

Sheraton Center Hotel
New York, New York

Saturday, September 1 — Wednesday, September 5, 1979

Note:

All rooms are in the Sheraton Center Hotel unless otherwise indicated.
See centerfold of program for room locations.

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

SATURDAY, SEPTEMBER 1

9:00—10:50

SYMPOSIUM: ANALYZING MANAGERIAL WORK REQUIREMENTS (**Patrick R. Pinto**, University of Minnesota, Chair)

Participants:

Patrick R. Pinto, University of Minnesota. Managerial Work: An Overview of Approaches, Methods, Models, and Implementation.

Lawrence Fogli, Safeway Stores, Oakland, California. Surveys and Checklists: A Behavior Classification System for Job Analysis.

Morgan W. McCall, Center for Creative Leadership, Greensboro, North Carolina. The Manager's Job: Implications of Diary and Observational Studies.

Lyle F. Schoenfeldt, Rensselaer Polytechnic Institute, Troy, New York. Some Possible Applications for Knowledge of the Manager's Role.

Allen I. Kraut, IBM Corporation, White Plains, New York. Making the Most of Findings about the Manager's Role.

Thomas E. Standing, Standard Oil of Ohio, Cleveland, Ohio. Why Analyze Managerial Work in the First Place.

11:00—11:50

CONVERSATION WITH THE ANNUAL REVIEW AUTHORS (**Milton D. Hakel**, Ohio State University, Chair)

Participants:

Irwin L. Goldstein, University of Maryland.

12:00—1:50

SYMPOSIUM: INDUSTRIAL DEMOCRACY IN EUROPE. (**Milton R. Blood**, Georgia Institute of Technology, Chair)

Participants:

Pieter J. D. Drenth, Free University, Amsterdam, Holland. Objectives, Design, and Methods of the Study.

Frank A. Heller, Tavistock Institute of Human Relations, London, England. Power Distribution and Organizational Effects.

Bernhard Wilpert, International Institute of Management, Berlin, West Germany. Formal Participative Systems and Contingent Factors.

Discussants:

Lyman W. Porter, University of California at Irvine.

2:00—3:50

INVITED SYMPOSIUM: ORGANIZATIONAL RESEARCH: UNCOVERING OR CREATING REALITY. (**Leroy Wells**, Yale University, Chair).

Participants:

Ken K. Smith, University of Maryland. Impact of Parallel Processes on Organizational Research.

Clay Alderfer, Yale University. The Mirroring of Environmental Chaos in Organizational Processes - Studying a Community Agency.

Robert Kaplan, Case Western Reserve University. Countering Ethnocentric Dynamics in Organizational Research - Studying a School System.

David Berg, Yale University. Transforming Status and Power into Hierarchical Intergroups - Studying a Manufacturing Company.

Critic:

Clay Hamner, Duke University.

Respondant:

Ken Smith, University of Maryland.

(Divisions 14, 13)

4:00—4:50

INVITED ADDRESS: RECENT DEVELOPMENTS IN ORGANIZATIONAL THEORY: A DIALECTICAL CRITIQUE. (**Barry Staw**, Department of Organizational Behavior, Graduate School of Management, Northwestern University, Evanston, Illinois).

Participants:

Kenneth Benson, Department of Sociology and Rural Sociology, University of Missouri, Columbia, Missouri.

4:00—4:50

SYMPOSIUM: BETTER BUSINESS THROUGH BEHAVIORISM. (**Judy Komaki**, Georgia Institute of Technology, Chair).

Participants:

Robert L. Collins and **Judy Komaki**, Georgia Institute of Technology. Behavioral Definition and Improvement of Customer Service in Retail Merchandising.

Charles S. Raben and **Stanley L. Cohen**, U.S. Office of Personnel Management, Washington, D.C. The Effects of Incentive Pay on Group Performance and Satisfaction.

Lisa M. Saari and **Gary P. Latham**, University of Washington. Scheduling of Incentives and Worker Productivity.

John F. Schnelle, Middle Tennessee State University. Improving Police Job Performance through Supervisory and Prosthetic Environmental Procedures.

Richard A. Winnett, **Michael S. Neale**, and **Kenneth R. Williams**, Institute for Behavioral Research, Inc., Silver Springs, Maryland. Methodology and Outcome of Studies Evaluating Family Benefits of Flextime.

Discussants:

Joseph L. Moses, American Telephone and Telegraph Company, Basking Ridge, New Jersey.

(Divisions 25, 14)

- 5:00—6:00** INVITED ADDRESS: 1978 CATTELL AWARD WINNER. (Lyle F. Schoenfeldt, Rensselaer Polytechnic Institute, Chair).
Participants:
James Ledvinka, University of Georgia: **Val Markos**, Department of Human Resources, Miami, Florida. Title: Forecasting Minority Employment by Stimulating the Long-Range Impact of "Fair Selection" Standards.
- 5:00—10:00** OUTGOING EXECUTIVE COMMITTEE MEETING. (Paul C. Sparks, EXXON Company, Houston, Texas, Chair).

SUNDAY, SEPTEMBER 2

- 9:00—9:50** INVITED ADDRESS: 1979 S. RAINS WALLACE DISSERTATION AWARD WINNERS. (Joseph Schneider, Life Insurance Marketing and Research Association, Hartford, Connecticut, Chair).
Participants:
Stephen A. Stumpf, Graduate School of Business Administration, New York University, New York, New York. Title: "Identifying Optimal Groups for Making Judgmental Decisions: An Experimental Study of Meta Decision Making."
- 10:00—10:50** OPEN FORUM (Arthur C. MacKinney, University of Missouri-St. Louis, Missouri, Chair).
- 10:00—11:50** SYMPOSIUM: WOMEN, AUTHORITY AND ORGANIZATIONAL CHANGE.
Participants:
Georgia L. Strasburg, U.S. Commission on Civil Rights, Washington. Organizational Theory and Feminism.
Patricia W. Graham, CHAKRA Systems, Washington, D.C., Archetypal Responses to Women in Authority.
Barbara Knox, Spring Grove State Hospital, Catonsville. The Woman Administrator in a Traditional Organization.
Vivien Sewell, Psychiatric Institute, Washington, D.C. A Viewpoint from a Black Woman.
Christine Nochese, National Congress of Neighborhood Women, Brooklyn. The Woman Director in a Feminist, Alternative Organization.
Lynn S. Kahn, CHAKRA Systems, Washington, D.C. Strategies for Change.
(Divisions 35, 8, 19, 14)

- 11:00—11:50** INVITED ADDRESS: INDUSTRIAL PSYCHOLOGY THROUGH AUTOBIOGRAPHY: RECOLLECTIONS OF SOME DISTINGUISHED INDUSTRIAL PSYCHOLOGISTS. (Kay Katzell, New York University, New York, Chair).
Participants:
Ross Stagner, Wayne State University, Detroit, Michigan.
- 1:00—2:50** SYMPOSIUM: THE POLITICS OF INSTRUCTIONAL INNOVATION. (Meredith Crawford, American Psychological Association, Washington, D.C., Chair).
Participants:
Robert C. Sugarman, Calspan Corp., Buffalo, New York. The Psychology of (Instructional) Innovation.
Robert K. Branson, Florida State University. Necessary and Sufficient Change Strategies.
Gerald Faust, Courseware, Inc., San Diego, California. Integrated Instructional Development Teams: The Acceptance of Instructional Information.
Henry L. Taylor, Maxwell Air Force Base, Alabama. Politics of Instructional Innovation: Program Justification, Development, and Application.
Melvin D. Montemerlo, U.S. Army Training Support Center, Fort Eustis, Virginia. Politics: The Human Factor in Instructional Innovation.
(Divisions 19, 14)
- 12:00—1:50** SYMPOSIUM: DEALING WITH POOR PERFORMANCE: SUPERVISION, TRAINING AND TERMINATIONS. (Larry L. Cummings, University of Wisconsin, Chair).
Participants:
Terence R. Mitchell, University of Washington. Leader Attributions and Responses to Poor Performance.
Gary P. Latham, University of Washington. A Behavioral Approach to Motivating the Poor Performer.
John R. Hinrichs, Management Decision Systems, Inc. Darien, Connecticut. Getting Fired: Organizational Problem Solving from the Employee's Perspective.
Discussants:
Larry L. Cummings, University of Wisconsin.
John B. Miner, Georgia State University.
- 2:00—2:50** INVITED ADDRESS: CUMULATING RESULTS ACROSS STUDIES: A CRITIQUE OF FACTOR ANALYSIS, CANONICAL CORRELATION, MANOVA AND STATISTICAL SIGNIFICANCE TESTS. (Neal Schmitt, Michigan State University, Chair).
Participants:
John E. Hunter, Michigan State University.

- 3:00—3:50** DIVISION 14 BUSINESS MEETING (C. Paul Sparks, Chair, EXXON Corporation, Houston, Texas).
- 4:00—4:50** PRESIDENTIAL ADDRESS: FABLES FOR OUR TIMES. (Mary Tenopyr, Chair, AT&T, Basking Ridge, N.J.).
- 5:00—6:00** SOCIAL HOUR

MONDAY, SEPTEMBER 3

- 9:00—10:50** SYMPOSIUM: RECENT APPLICATIONS OF LATENT TRAIT THEORY (Michael V. Levine, University of Illinois at Urbana-Champaign, Chair).
- Participants:
- Fritz Drasgow**, University of Illinois at Urbana-Champaign. Statistical Indices of the Appropriateness of Aptitude Test Scores.
- Jill Goldberg** and **Charles L. Hulin**, University of Illinois at Urbana-Champaign. Detecting Inappropriate Attitude Scale Items by Means of Item-Item Curves.
- Robert M. Guion**, Bowling Green University. What Latent Trait is Rated in Supervisory Ratings?
- Charles K. Parsons**, University of Illinois at Urbana-Champaign. Measuring Appropriateness in the Assessment of Job Satisfaction.
- James B. Symphon**, Psychometric Systems. The Assessment of Basic Competence: A new test battery.
- Discussants:
- Michael V. Levine**, University of Illinois at Urbana-Champaign.
- 9:00—10:50** SYMPOSIUM: HUMAN FACTORS APPROACHES TO OCCUPATIONAL SAFETY AND HEALTH (Gloria C. Gordon, St. Louis University, Chair).
- Participants:
- Michael J. Colligan**, NIOSH, Cincinnati, Ohio, **Michael J. Smith**, NIOSH, Cincinnati, Ohio, **Joel I. Frockt**, NIOSH, Cincinnati, Ohio and **Donald L. Tasto**, Tasto Associates, Palo Alto, California. Psychological Aspects of Shift Work: Sex Differences.
- Robert H. L. Feldman**, School of Hygiene and Public Health, Johns Hopkins University, **Virginia Li Wang**, School of Hygiene and Public Health, Johns Hopkins University, **Laurie S. Liskin**, School of Hygiene and Public Health, Johns Hopkins University, and **Elisa R. Braver**, School of Hygiene and Public Health, Johns Hopkins University. Reducing Occupational Injuries: A Personal-Environmental Approach.
- Lawrence R. Murphy**, NIOSH, Cincinnati, Ohio, and **Joseph J. Hurrell, Jr.**, NIOSH, Cincinnati, Ohio. Job Stress and Strain in Letter Sorting Machine (LSM) Operations.

Vernon R. Putz, NIOSH, Cincinnati, Ohio. Effects of Methylchloride-Drug Interactions on Performance.

John D. Repko, Arizona Health Sciences Center, University of Arizona. Behavioral and Neurological Effects of Inorganic Lead in Battery-Manufacturing Workers.

Discussants:

Lawrence D. Fechter, School of Hygiene and Public Health, Johns Hopkins University.

(Divisions 21, 38, 14)

- 11:00—11:50** CONVERSATION WITH THE ANNUAL REVIEW AUTHORS (Richard J. Klimoski, Ohio State University, Columbus, Ohio).

Participants:

Terrence E. Mitchell, University of Washington.

- 12:00—12:50** INVITED ADDRESS (Martin Evans, Faculty of Management Studies, University of Toronto, Toronto, Canada).

Participants:

James MacGregor Burns, Woodrow Wilson Professor of Government, Department of Political Science, Williams College, Williamstown, Main. Title: Leadership.

Discussants:

Robert J. House, Shell Professor Organizational Behavior, Faculty of Management Studies, University of Toronto, Toronto, Canada.

- 2:00—2:50** INVITED ADDRESS: REVOLUTION IN THE PHILOSOPHY OF SCIENCE: IMPLICATIONS FOR METHOD AND THEORY IN PSYCHOLOGY. (Frank Schmidt, U.S. Civil Service Commission, Washington, D.C., Chair).

Participants:

Richard Schlagel, Department of Philosophy, George Washington University, Washington, D.C.

- 3:00—3:50** POSTER SESSION #1 (Kay Murphy, Towers, Perrin, Forster and Crosby Consultants, Los Angeles, California, Chair).

Presentors:

Relationships Between Perceived Conflict Management and Interpersonal Relations. Manuel London, American Telephone and Telegraph Company, Basking Ridge, New Jersey, and **Gary Howat**, San Diego State University.

An Occupational Classification Based on a Vocational Interest Typology. **Anthony J. Rucci**, LFWF, Inc., Dallas, Texas.

Predicting Organizational Identification: An Interactional Contingencies Approach. **Michael J. Gent**, Canisius College, Buffalo, New York, and **Lawrence R. James** and **John J. Hater**, Texas Christian University.

CONVENTION PROGRAM SCHEDULE

	SATURDAY September 1		SUNDAY September 2		MONDAY September 3		TUESDAY September 4		WEDNESDAY September 5	
9:00 to 9:50	Symposium: Analyzing Managerial Work Requirements. Pinto, (Chair), Fogli, McCull, Schoenfeldt, Kraut, Standing, (Participants) Royal A. Room		Invited Address: 1979 S. Rains Wallace Dissertation Award Winners. Schneider, (Chair), Stumpf, (Speaker) Royal B Room		Symposium: Recent Applications of Latent Trait Theory. Levine, (Chair), Dragow, Goldberg, Hulin, Guion, Parsons, Symposon, (Participants), Levine, (Discussant) Royal B Room		Symposium: Environment & Organizations, Teams, & Individuals: Theoretical and Empirical Perspectives. Mirvis, (Moderator), Uzun, Adams, Argote, Marks, Glick, Roberts, (Participants) Royal B Room		Symposium: New Perspectives of Organizational Structure. VanSlyke, (Chair), Hendrick, Reiman, Nance, Krmetz, Koenig, (Participants) Royal B. Room	
10:00 to 10:50	Open Forum MacKinney (Chair) Royal A Room		Symposium: Women, Authority, and Organizational Change. Strasburg, Graham, Beauvais, Knox, Sewell, Nochese, Kahn, (Participants) Sponsored by Division 35		Symposium: Human Factors Approaches to Occupational Safety & Health. Gordon, (Chair), Colligan, Smith, Frockt, Tasto, Feldman, Wang, Liskin, Braver, Murphy, Hurrell, Putz, Repko, (Participants), Fechter, (Discussant), Sponsored by Division 21		Incoming Executive Committee Meeting (8 a.m.) Tenoppyr, (Chair) Monarch Room		Graduate Students in I/O Psychology Van de Voort	
11:00 to 11:50	Conversation with the Annual Review Authors Hakel, (Chair), Goldstein, (Speaker) Commonwealth Room		Invited Address: Industrial Psychology Through Autobiography: Recollections of some Distinguished Industrial Psychologists. Katzell, (Chair), Stagner, (Speaker) Royal A Room		Conversation with the Annual Review Authors, Klimoski, (Chair), Mitchell, (Speaker) Regency Foyer (location)		Poster Session #2 Avery, (Chair) Versailles Room		Symposium: Equal Employment Opportunity and Traditional Salary Differentials: Theory and Implications Weiner, (Chair), Mahoney, Morrow, Sayles, (Participants) Co-sponsored by Division 35. Royal B Room	
12:00 to 12:50	Symposium: Industrial Democracy in Europe. Blood, (Chair), Drenth, Wilpert, (Participants), Porter, (Discussant) Royal B Room		Symposium: Dealing With Poor Performance: Supervision, Training & Terminations. Cummings, (Chair), Mitchell, Latham, Hinrichs, (Participants), Cummings, Miner (Discussants) Royal A Room		Invited Address: Evans, (Chair), MacGregor, (speaker), House, (Discussant) Royal A Room		Symposium: Contemporary Issues in Job Classification. Cornelius, (Chair), Arvey, Sharf, Henry, Richardson, Bellows, (Participants), Schmidt, (Discussants) Royal B Room		Conversation Contact Hour Raymond Katzell Embassy Room	
1:00 to 1:50			Symposium: The Politics of Instructional Innovation. Crawford, (Chair), Sugarman, Branson, Faust, Taylor, Montemario, (Participants) Sponsored by Division 19		* Division Activities All members welcome Location to be announced at business meeting See Page 29.				Invited Address: The Uniform Guidelines On Employee Selection. Procedures: The Federal Position. Schwartz, (Chair), Rose, (Speaker), Royal B Room	
2:00 to 2:50	Invited Symposium: Organizational Research: Uncovering or Creating Reality Wells, (Chair), Smith, Alderfer, Kaplan, Berg, (Participants), Hamner, (Critic), Smith, (Respondent). Co-sponsored with Division 13 Royal A Room		Invited Address: Cumulating Results Across Studies: A Critique of Factor Analysis Canonical Correlation, MANOVA and Statistical Significance Tests Schmidt, (Chair), Hunter, (Speaker) Georgian A. Room		Invited Address: Revolution in the Philosophy of Science: Implications for Method & Theory in Psychology Schmidt, (Chair), Schlagel, (Speaker) - Royal B Room		* TIP Zedeck		Symposium: Polygraph Examining for Pre-Employment Screening. Levine, (Chair), Ash, Atcheson, Gates, Gelb, Raskin, (Participants) Regency Room	
3:00 to 3:50			Symposium: "Vulgarizing and Humanizing in Managing of Organizations, Meltzer, (Chair) Levinson, Walton, Alderfer, Katzell, (Participants) Sponsored by Division 13 Oriental Room New York Sheraton		* Scientific Affairs Committee Schoenfeldt		Symposium: Union Members Look at Industrial/Organizational Psychologists: Can We Work Together? Schmitt, (Chair), Collins, Confer, Livingston, Portman, (Participants), Gordon, Purcell, (Discussants) Georgian A Room			
4:00 to 4:50	Invited Address: Recent Developments in Organization Theory: A Dialectical Critique Staw (Chair), Benson (Speaker) Royal B Room		Symposium: Better Business through Behaviorism Komaki, (Chair) Collins, Raben, Cohen, Saari, Latham, Schnelle, Winnett, (Participants), Moses, (Discussant) Sponsored by Division 25		Symposium: The Relative Effectiveness of Four Methods of Motivating Employee Performance. Locke, (Chair), Denney, McCaleb, Feren, Shaw (Participants), Latham, (Discussant) - Royal B				Symposium: Moving Blue-Collar Women into Higher Skilled Jobs. Hopkins, (Chair), Heinen, Reilly, (Participants) O'Leary, (Discussant). Co-sponsored by Division 35 Dominican Room	
5:00 to 5:50	Invited Address: 1978 Cattell Award Winner Schoenfeldt, (Chair), Ledvinka and Markos, (Speakers) Royal B Room		Presidential Address: Fables for Our Times Tenoppyr (Chair)		Symposium: Revising the 1974 APA Test Standards Fleishman, (Chair), Eyde, Primoff, Hardt, Ekstrom, Tittle, (Participants), Tenoppyr, (Discussant) (Co-sponsored by Division 5) Georgian A. Room		* Innovations in Methodology conference Hackman		Symposium: For Whom The Whistle Blows: Alternative Work Schedules Roberts & Smith, (Chairs), Glick, Rotchford, Terborg, Miller, Eyde, Gannon, Golembiewski, (Participants) Georgian A Room	
	Outgoing Executive Committee Meeting Sparks, (Chair) Monarch Room (5-10 p.m.)		Social Hour Georgian B Room		Symposium: Physical Environments at Work. Parsons, (Chair), Klimoski, Bergermeyer, Sundstrom, Burt, (Participants) (Sponsored by Division 34)					

Ability, Motivation and Performance. **James R. Terborg**, **Peter Richardson**, and **Robert D. Pritchard**, University of Houston.

Pygmalion Goes to Boot Camp: Expectancy, Leadership, and Trainee Performance. **Dov Eden**, Tel Aviv University.

A Regression Approach for Identifying ways to Increase Leadership Performance. **Dana L. Farrow**, Florida International University; **E. Valenzi**, Florida International University; and **B. Bass**, SUNY.

Women in Authority: Dilemmas for Male and Female Subordinates. **Solomon Cytrynbaum**, Northwestern University; and **Lauren Brandt**, New York University.

Leniency and Personal Preferences As Confounding Factors in Organizational Research. **Chester A. Schriesheim**, University of Southern California; and **Angelo S. DeNisi**, University of South Carolina.

3:00—3:50

SYMPOSIUM: THE RELATIVE EFFECTIVENESS OF FOUR METHODS OF MOTIVATING EMPLOYEE PERFORMANCE. (**Edwin A. Locke**, University of Maryland, Chair).

Participants:

Anne T. Denny, University of Maryland. Money.

Vicki L. McCaleb, University of Maryland. Goal Setting.

Dena B. Feren, University of Maryland. Participation.

Karyll N. Shaw, University of Maryland. Job Enrichment.

Discussants:

Gary P. Latham, University of Washington.

4:00—6:00

SYMPOSIUM: REVISING THE 1974 APA TEST STANDARDS. (**Edwin A. Fleishman**, Advanced Research Resources Organization, Washington, D.C., Chair).

Participants:

Lorraine D. Eyde and **Ernest S. Primoff**, Office of Personnel Management of the United States of America, Washington, D.C., and **Robert H. Hardt**, State University of New York/Albany. What Should the Content of the Content Validity Be?

Ruth B. Ekstrom, Educational Testing Service, Princeton, New Jersey. Issues of Test Bias and Validity.

Carol Kehr Tittle, University of North Carolina at Greensboro. Sex Fairness in Career Interest Inventories: Revising the Standards.

Discussants:

Mary L. Tenopyr, AT&T, Basking Ridge, New Jersey.

TUESDAY, SEPTEMBER 4

8:00—11:50

INCOMING EXECUTIVE COMMITTEE MEETING (**Mary Tenopyr**, AT&T, Basking Ridge, New Jersey, Chair).

9:00—10:50

SYMPOSIUM: ENVIRONMENT AND ORGANIZATIONS, TEAMS & INDIVIDUALS: THEORETICAL AND EMPIRICAL PERSPECTIVES. (**Philip H. Mirvis**, Boston University, Moderator).

Participants:

N. Eser Uzun, University of Michigan. Environments Surrounding Organizations.

J. Stacy Adams, University of North Carolina. Organization Boundaries and Organization-Environment Interactions.

Linda M. Argote, University of Michigan. Input Uncertainty: Its Effects on Organizational Problem-Solving and Effectiveness.

Mitchell L. Marks, University of Michigan, and **Philip H. Mirvis**, Boston University. Environmental Influences on the Performance of a Professional Baseball Team.

William Glick and **Karlene H. Roberts**, University of California at Berkeley. Proximal and Distal Environmental Influences on Individuals.

10:00—10:50

INVITED ADDRESS (**J. Richard Hackman**, Yale University, Chair).

Participants:

Robert L. Kahn, University of Michigan. Promise and Postponement: The Convergence of Social and Organizational Psychology.

(Divisions 8, 14)

11:00—11:50

POSTER SESSION #2 (**Richard Arvey**, University of Houston, Chair).

Presentors:

Ubiquitous Halo: Implicit Construct Correlation Theory vs. BARS. **William H. Cooper**, Queen's University at Kingston, Ontario.

Unequal Power Relationships Within a Cooperative or Competitive Context. **Dean Tjosvold**, Pennsylvania State University.

Attitudinal and Personality Correlates of Theft Among Supermarket Employees. **William Terris** and **John W. Jones**, DePaul University.

Analyzing Rating Process: A Content Analysis Approach. **Cristina G. Banks**, University of Texas at Austin.

Self-Assessments vs. Objective Tests: A Question of Incremental Validities. **P. Nick Blanchard**, **Richard R. Camp** and **Alan R. Bass**, Wayne State University.

Immediate and Long-term Effects of Appraisal Interview Style. **Paul J. Lloyd**, Southeast Missouri State University; and **Thomas J. Kramer**, Saint Louis University.

The effect of Dimensional Relevance on Interviewer Decisions. **Bart G. Osburn**, University of Houston.

Small Sample Tests of Two Validity Generalization Methods. **John C. Callender**, Shell Oil Company, Houston, Texas; and **H. G. Osburn**, University of Houston.

12:00—1:50

SYMPOSIUM: CONTEMPORARY ISSUES IN JOB CLASSIFICATION. (**Edwin T. Cornelius**, Ohio State University, Chair).

Participants:

Richard D. Arvey, University of Houston. Comparative Differences Among Quantitative Methodologies of Determining Job Differences/Similarities.

Edwin T. Cornelius, Ohio State University. Job Analysis Models and Job Classification.

James C. Sharf, Richardson, Henry, Bellows, Washington, D.C. Distinctions Without Differences.

Discussants:

Frank L. Schmidt, United States Civil Service Commission.

2:00—3:50

SYMPOSIUM: UNION MEMBERS LOOK AT INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGISTS: CAN WE WORK TOGETHER? (**Neal W. Schmitt**, Michigan State University, Chair).

Participants:

A. Michael Collins, International Union of Operating Engineers, Washington, D.C. Industrial/Organizational Psychology and the Union as Employer.

Steven Confer, Communication Workers of America, Washington, D.C. Psychologist-Union Interaction.

David Livingston, District 65, New York, New York. The Role of Psychology in the Union.

Lisa G. Portman, George Meany Center for Labor Studies, Silver Spring, Maryland. The Nature of Unions and Their View of Psychologists.

Discussants:

Michael E. Gordon, University of Tennessee.

Theodore V. Purcell, Georgetown University.

4:00—5:50

SYMPOSIUM: FOR WHOM THE WHISTLE BLOWS: ALTERNATIVE WORK SCHEDULES. (**Karlene H. Roberts**, University of California, Berkeley, Chair and **Frank J. Smith**, Sears Roebuck and Company, Chicago, Illinois, Chair).

Participants:

William H. Glick, University of California, Berkeley, and **Nancy L. Rotchford**, University of Illinois. A Comparative Model of Job Responses across Work Schedules.

James R. Terborg, University of Houston, and **Howard E. Miller**, University of Illinois. Directions for Research on Part-time Employee Attitudes and Behaviors.

Lorraine D. Eyde, U.S. Civil Service Commission, Washington, D.C. Permanent Part-time Employment in the Public Sector.

Martin Gannon, University of Maryland. An Analysis of Turn-over Among Temporary Help Employees.

Robert T. Golembiewski, University of Georgia. The Role of Flexible Work Hours in Organizations.

WEDNESDAY, SEPTEMBER 5

9:00—10:50

SYMPOSIUM: NEW PERSPECTIVES OF ORGANIZATIONAL STRUCTURE. (**Mark D. VanSlyke**, University of Southern California, Chair).

Participants:

Hal W. Hendrick, University of Southern California. Cognitive Complexity, Conceptual Systems and Organizational Structure.

Bernard C. Reiman, Cleveland State University; **Giorgio Inzerilli**, University of Pennsylvania; and **James N. Nance**, Cleveland State University. Technology and Organization: A Review and Synthesis of Major Research Findings.

John L. Kmetz, University of Delaware. Leadership and Organizational Structure: An Argument for Synthesis.

Richard Koenig, Jr., Temple University. The Interorganizational Network as a system: Toward a Conceptual Framework.

9:00—9:50

PAPER SESSION: LEADERSHIP (**Edwin P. Hollander**, SUNY at Buffalo, New York, Chair).

Participants:

A Balance Theory (Heider) Approach to Leader-Member Relations. **Louis S. Csoka**, United States Military Academy.

Decision Rules for Choosing Leaders. **R. Timothy Stein**, **Lawrence M. Childs**, **Stephen H. Cooley** and **Stephen C. Fedota**, University of Illinois at Chicago Circle.

Tactical Self-Presentation and Sex Differences in Task-Oriented Leadership Situations. **Mark Leary**, University of Florida.

(Divisions 8, 14)

11:00—12:50

SYMPOSIUM: EQUAL EMPLOYMENT OPPORTUNITY AND TRADITIONAL SALARY DIFFERENTIALS: THEORY AND IMPLICATIONS (**Nan Weiner**, Ohio State University, Chair).

Participants:

Thomas A. Mahoney, College of Business Administration, Minneapolis, Minnesota. Occupational Pay as a Function of Sex Stereotypes and Job Content.

Merle Morrow, Equal Employment Opportunity Commission, Washington, D.C. Job Evaluation as it Relates to the Theory of Wage Comparability.

Leonard Sayles, Columbia University, New York, New York. Potential Psychology and Sociological Consequences of Altering Traditional Female-Male Salary Differentials.

Nan Weiner, Ohio State University, Theory Behind Job Evaluation.

(Division 14, 35)

1:00—1:50

INVITED ADDRESS: THE UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES: THE FEDERAL POSITION. (**Donald J. Schwartz**, U.S. Department of Labor, Washington, D.C., Chair).

Participants:

David L. Rose, U.S. Department of Justice, Washington, D.C.

2:00—3:50

SYMPOSIUM: POLYGRAPH EXAMINING FOR PRE-EMPLOYMENT SCREENING (**Edward L. Levine**, University of South Florida, Chair).

Participants:

Philip Ash, University of Illinois at Chicago Circle. The Polygraph in Pre-employment Screening Research on Pre-employment Polygraph Use.

Marcia Atcheson, United States Senate, Washington, D.C. Panel: Use of the Polygraph in Pre-employment Screening.

Edgar Gates, Graybar Electric Company, Inc., New York, New York. Polygraph Examinations for Pre-Employment Screening: A Personnel Administrator's Viewpoint.

Edward L. Gelb, President, American Polygraph Association, Intercept Corporation, Hollywood, California. Examining for Pre-Employment Screening: Views of a Polygraph Examiner.

David C. Raskin, University of Utah. Comparison of Polygraph Examinations in Criminal Justice and Personnel Selection.

3:00—4:50

SYMPOSIUM: MOVING BLUE-COLLAR WOMEN INTO HIGHER SKILLED JOBS (**Phyllis F. Hopkins**, Richardson Merrill, Wilton, Connecticut).

Participants:

Phyllis F. Hopkins, Richardson Merrill, Wilton, Connecticut. Attitudinal Predictors of Female Acceptance/Rejection of Higher Level Hourly Jobs.

J. Stephen Heinen, General Electric Company, Fairfield, Connecticut. Attitudinal and Systematic Barriers Inhibiting Upward Mobility of Women.

Richard R. Reilly, AT&T, Basking Ridge, New Jersey. Moving Women into Outside Craft Work.

Discussants:

Virginia O'Leary, APA, Washington, D.C.

(Division 41, 35)

Special Sessions at APA

In addition to the formal program developed for the APA conference in New York there will be a series of sessions dealing with important issues facing our Division. These sessions will be held Monday and Tuesday of the conference at a **location to be announced at the business meeting** (most likely a suite in the Sheraton Center). All members of the Division are welcome to attend since the committees and groups listed are involved in the kinds of activities that have implication for the structure and functioning of the Division.

Monday, September 3, 1979

12:00 p.m. Military Sector Psychologists (**Laurie Broedling**, Coordinator). An informal exchange of information among people pursuing or interested in research on civilians working in the military sector.

1:00 p.m. Division Program Committee (**Richard Klimoski**, Coordinator). Members of the incoming and outgoing program committees will discuss programming directions, including issues of format and content.

2:00 p.m. **TIP** (**Sheldon Zedeck**, Coordinator). The new editor will be available to solicit comments and suggestions for **T.I.P.** Individuals interested in becoming involved in **T.I.P.** are particularly welcome.

3:00 p.m. Scientific Affairs (**Lyle Schoenfeldt**, Coordinator). The Committee will be discussing what the Division should be doing in such diverse areas as awards (e.g., Cattell, Early Career), and legislation affecting research (e.g., informed consent requirements).

4:00 p.m. Innovations in Methodology (**J. Richard Hackman**, Coordinator). The task force working on a proposed conference on innovations in research methodology will meet to discuss progress on funding. Potential directions and participants will also be a focus.

Tuesday, September 4, 1979

9:00 a.m. Graduate Students in I/O Psychology (**David Van de Voort**, Coordinator). This is an organizational meeting of a group of I/O graduate students who are seeking individuals who are interested in developing and coordinating a peer network. A prime task for this group will be to put on a conference designed to serve the need of I/O Graduate Students.

10:00 a.m. Teaching Undergraduate I/O Psychology (**Leonard Berger**, Coordinator). Issues facing those who are interested in the teaching of undergraduates will be discussed with a special emphasis on problems facing those in schools which don't have a graduate I/O program.

11:00 a.m. Public Policy and Scientific Affairs (**Neal Schmitt**, Coordinator). This Committee of the Division is facing several issues which have implications for the practice of I/O psychology. A central topic will be a proposed project designed to produce a job analysis of the practice of I/O psychology. Such an analysis could be the basis for continuing education and licensing requirements so broad participation is needed.

Adjunct Program by The WNSC

Due to the limited amount of space allocated to Div. 14 for paper sessions at the APA convention in New York, the WNSC is sponsoring an adjunct program at various bars around Manhattan. Participants in this program were selected through a minor variation of tradition paper competition. All prospective participants were mailed a letter (with their November 78 issue of **TIP**) asking them to submit the title of an appropriate paper. So far, so normal. However, they were warned that if they did not submit a paper we would make one up for them! We believe you know the rest of the story — no papers were submitted so what follows is all ours. Authors are advised to give us coauthorship for these entries on their vitae.

ADJUNCT PROGRAM

The Relationship Between Acrophobia and Structural Steel Work — *On the Job*. **M. Kavanagh**, Revolving Bar, Top of the World Trade Center — high noon Sept 1.

The Isomorphism of Hypothermia and Cannabis — Induced Altered States of Consciousness — *On the Job*. **J. Duffy**, The Hip Bagel, Corner of MacDougal and Bleeker St. 3 a.m. Sept 2.

The Effects of Western Lovemaking Techniques on Tahitian Women with California Girls as a Control Group — *On the Job*. **V. Boehm**, Plato's Retreat, 8 a.m. Sept 3.

The M. Polakoff Effect; a Cross University Comparison — *On the Job*. The combined faculties of University of Maryland and SUNY — Binghamton, NYU Faculty Club. 10 a.m. Sept 4.

Non-Mundane Sources for Test Items — *On the Job*. **E. Locke**, Mister Laughs Bar, 12 Ave. & 54th St. 6 p.m. Sept 6.

Interviewing Etiquette — *On the Job*. Business Faculty Weber State College. The Bowery Bar Next to the Staten Island Ferry. Midnight, Sept 5.

Theories and Real Life Examples of Mismanagement — *On the Job*. **C. Gearing**, The Dartmouth Also Ran's Bar, lower 2nd Ave. 5 p.m. Sept 4.

The Need for a Truth in Teaching Law — *On the Job*. **G. Latham**, Dangerfields, Happy Hour. 2 p.m. Sept 3.

Put Some of This in Your Pipe and Smoke It — *On the Job*. **T. Dickinson** (on sabbatical from Colorado State University — The Mile High Campus), Lobby of the U.N. Building. 4 p.m. Sept 10.

Going from Purgatory to Hell — *On the Job*. **B. Bass** (U. of Rochester now at SUNY-Binghamton), N.Y. Athletic Club Bar. Noon Sept 4.

Some Misconceptions about Death — *On the Job*. **C. Dracula**, The Copter Club, Pan Am Bldg. Midnight, Sept 2.

Truth in Advertising and the Energy Crisis — *On the Job*. **J. Schlesinger**, Carla's on Broadway, 5 p.m. Sept 3.

Human Rights in Appalachia — *On the Job*. **J. Carter**. China Peace on 44th. 5:15 p.m. Sept 2.

Starting Early and Finishing Late — *On the Job*. **John Bernardin**, MacDonald's on Broadway. 5 p.m. Sept 1.

Having to Sell a Convention Program When I'd Rather Be Enjoying Myself — *On the Job*. **R. Klimoski**, Sheraton Center Bar. All day, Sept 1 - Sept 5.

Keeping Secret about Spending Money — *On the Job*. Executive Committee, Division 14, Sorrento's in Forest Hills. Sept 2, 9:30 - 9:35 a.m.

How To Make It on \$5 a Day in Manhattan — *On the Job*. **L. Albright**, Downtown YMCA. 6:30 p.m., Sept 3.

Price as a Function of Supply and Demand: Lessons We Learned — *On the Job*. OPEC ministers with MBAs from American Universities, The Guzzler, Lower Manhattan Docks. 2 p.m. Sept 4.

Life, Love, and the Pursuit of the Presidency — *On the Job*. **A. MacKinney**, Poletti's, 83rd & Broadway. Noon, Sept 5.

A Longitudinal, Casual-Correlational, Study of the Art of Procrastination on Personal Life Space — *On the Job*. The Wednesday Night Social Club. Place and date not determined yet.

OH D- - - ! by Marshall Sashkin

Having moved to a sunnier clime, and at last being relatively resettled, I return to report on what's new in the field of organization development.

Addison Wesley's OD series marches on, with several new titles including *Multinational OD* (by Heenan and Perlmutter), *Alternative Work Schedules* (Cohen and Gadon), *Career Dynamics* (Schein), and *Work Redesign* (Hackman and Oldham). Warner Burke's new book, *The Cutting Edge: Current Theory and Practice in OD*, was published by University Associates last fall. An edited collection of the papers given at the OD '78 conference, it is an excellent current resource on OD practice. Finally, the second edition of French and Bell's OD text is now available. It has grown by about 25%, with two new chapters (on OD research and on structural change), and has been somewhat reorganized (for the better), but remains essentially similar to the first edition and is still probably the best practice-oriented text on OD. The authors have built well on their first-edition foundation.

In last August's non-issue (not mailed due to postal service craziness), I commented on two other OD texts, and repeat those views for TIP readers who did not get to Toronto (where Mike passed out copies in the convention hotel lobby, his hair tied back, wearing a saffron robe and alternately crying "Hare Krishna!" and "TIPs!"). (He collected almost enough spare change to mail the newsletter!)

Two long-awaited text-readers have at last appeared. Both are, on close inspection, more reader than text. 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, *Organizational 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 Raia 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 1978 issue of *Group & Organizational Studies*.)

The OD Network Fall conference will be held in Snowmass Colorado this September. For details contact Tony Petrella at 1011 Park Ave., Plainfield, NJ. OD conferences and seminars seem to be proliferating. ASTD has one in Denver in August and in Atlanta in October, while the American Society for Personnel Administration is sponsoring one in Albuquerque in October. University Associates is planning a series of OD '80 conferences in San Diego, New York, London, and Tokyo.

Where is OD headed? This is the focus of a Delphi study now in progress, directed by Len Goodstein. Over 50 OD experts are predicting trends in OD for the 1980's. Some very interesting (and very preliminary) trends that seem to be appearing are emphases on QWL, career development, and productivity improvement, with concerns expressed about faddishness and practitioner competency. The study will be completed this summer.

In the latest Academy of Management OD Division newsletter Don Warrick, the editor, reports the responses of a dozen leading OD practitioners who were asked what are the major skills needed by OD consultants. My tally shows diagnostic skill and creativity the top two mentions, followed by empathy and intervention skills. Conceptual knowledge and self-awareness were also frequently mentioned.

The Advanced Program in OD of the School of Business at Columbia is in its third year. The program consists of three week-long workshops sessions over a seven month period, with many of the foremost OD scholars and practitioners as leaders. The program is designed for OD professionals who have had prior training (such as NTL's PSOD program or University Associates' LEIP internship program) and several years of experience. For information contact Dave Nadler or Noel Tichy at Columbia.

MARYLAND MALPRACTICE & PANDERING INVENTORY (MMPI) (SHORT FORM FOR ADMINISTRATIVE USE ONLY)* Respond - True, False, or Don't Know

1. Most people lack the proper balance between hate and malice.
2. It makes me furious to see an innocent man escape the chair.
3. I never find it difficult not to give up hope no more of never amounting to nothing, hardly ever.
4. I never suffer from feelings of rejection, because I never ask to be accepted.
5. God is a special agent of mine.
6. I feel that there is no harm in being schizophrenic, as long as it doesn't interfere with your daily work.
7. I feel intensely.
8. I don't feel any different afterwards.
9. I prefer to take baths in a tub packed with dry ice.
10. I hardly ever.
11. I usually resist the momentary passions which congest my groin.
12. My daily life is full of things.
13. I wake up fresh and rested most evenings.
14. I sometimes feel as if the years have slipped from my hand like a little goldfish.
15. My father was a male.

*As usual, the WNSC received this without any authorship. The members of the WNSC all completed this form, and were found to be emotionally immature, morally deficient, but happy.

16. I think I would like the work of a nepotist.
17. I would like to draw children (or quarter them).
18. Often I feel as if there were a tight band around my head, but it's only my halo.
19. In limp moments, devotional singing cheers me.
20. Some days everyone tastes the same.
21. I know who is responsible for most of my troubles, but I can't think of his name.
22. My memory seems to be all right.
23. My sex life is like, wow man!
24. My memory seems to be all right.
25. My memory seems to be all right.
26. I have at times stood in the way of people who were trying to do something, not that I gave a goddam, but simply because I hated to move.
27. At times I have worn myself out by undertaking too much.
28. I would not like the work of an undertaker.
29. I heard.
30. I wish I could be as happy as others think they are.
31. It makes me rage to see an innocent man escape the chair.
32. If someone hadn't had it in for me, I never would have gotten it in at all.
33. sesrever noisiv ym gnidaer elihw semitemos.
34. I have been considering an act.
35. I wake up fresh and rested most evenings.
36. I hate cops.
37. I used to like to play Drop the Soap.
38. At times I feel like picking a fist-fight with the first little old lady I meet.
39. It makes me uncomfortable to put on a stunt at a party, even when the others have already gone home.
40. I am a very high strung perso...bong....oing...oing!
41. I believe in the second coming of Christ, although once is all I can manage anymore.

NEW TIP EDITOR SEEKS INPUT

Meet the new editor of **TIP**, **Shelly Zedeck**, at an informal session on Monday, September 3, 1979, from 2:00 to 3:00 p.m. in a suite somewhere in the Sheraton Center (exact location will be announced at the Division 14 Business Meeting). Bring your ideas, suggestions, and comments. Since the deadline for the November issue of **TIP** is September 15, you should also bring potential contributions to the informal meeting. Remember, **TIP** is **your** newsletter and needs **your** input.

GAO Report on Testing by Frank Schmidt

For several years, the General Accounting Office (GAO), an arm of the U.S. Congress, has been conducting an evaluation of four of the many examinations used by the Federal government for selecting its civilian workforce. On May 15, GAO released its report.

The report focuses heavily on the Professional and Administrative Career Examination (PACE), an entry-level written test used to select for 118 different white collar occupations. This test has been validated on a construct validity basis. Thus the report represents perhaps the first evaluation by a government agency of a construct validity effort. Significantly, GAO stated the construct validity approach was appropriate for the Federal government's purposes. Further, it found that, while certain requirements imposed by the new Uniform Guidelines (UGLs) had not yet been met (e.g., test fairness studies), the validity evidence available appeared to be sufficient to meet the interim use requirements of the UGLs. These findings will probably have important implications for the use of construct validity in the private sector.

In his transmittal letter to Congress, Elmer Staats, the Comptroller General, stated that the study had revealed a "perplexing difficulty." On the one hand, the investigation had determined there was considerable evidence that PACE was valid and job related. On the other hand, the test had substantial adverse impact against blacks. His letter stated, "This report offers no solution to the problem." The report did, however, suggest that research efforts be devoted to the attempt to develop alternative selection procedures with comparable validity but with less adverse impact. The report does not provide specific suggestions for alternatives.

On the same day the report was released, a subcommittee of The House Civil Service Committee, headed by Representative Patricia Schroeder (D - Colo.), held public hearings on the GAO report. These hearings had been stimulated by advance knowledge that the report had found PACE to have substantial adverse impact. First to testify was the GAO team. My impression, and that of a number of others present, was that GAO offered an even stronger defense of PACE in testimony than it had in its report. Rep. Schroeder appeared to be taken aback by some of the GAO statements - for example, their statement that a test can be valid job related and fair but still have substantial adverse impact. Next to testify was Dr. Alan K. Campbell, Director of the Office of Personnel Management (OPM), the agency that developed and uses PACE. He defended both the validity and practical necessity of PACE but stressed OPM research efforts to develop alternative routes of entry into PACE occupations and alternative valid selection procedures with less adverse impact. He pointed out that minority and female representation in PACE occupations was quite high.

Winton Manning, Vice President of ETS, followed. He testified that ETS had found that its cognitive tests almost invariably had levels of adverse impact comparable to PACE. He said he knew of no measures of PACE-type cognitive skills that did not have adverse impact and stated that the causes for the observed between group differences in average levels of cognitive skills could be clearly seen in group differences in social conditions (poverty, schooling etc.). The measured differences, however, were real, he said.

Also testifying were Carlos Romero, representing IMAGE, Richard Seymour, representing The Lawyers Committee for Civil Rights Under Law, and a team representing The American Federation of Government Employees. All of these individuals criticized the PACE as unfair and recommended its use be discontinued. Although some stated it had not been adequately validated, most seemed to feel that its adverse impact indicated an intrinsic unfair bias. Although admittedly not an unbiased observer, I do not feel their testimony was given much credence.

My impression was that the hearings did not develop as Rep. Schroeder had anticipated. She had intended that the hearings focus almost entirely on adverse impact and was surprised when, instead, issues of validity dominated the discussion. She had not expected that GAO would defend the validity of a test with adverse impact. Nor had she anticipated the Manning testimony.

Single copies of the GAO report can be obtained free of charge by writing to: U.S. General Accounting Office, Distribution Section, Room 1518, 441 G Street, NW, Washington, D.C. 20548. Ask for: **Federal Employment Examinations: Do They Achieve Equal Opportunity and Merit Principle Goals?** FPCD - 79 - 46, May 15, 1979.

Include the report number and date of issue as well as the report title. Additional copies are \$1.00 each.

Copies of the transcript of the hearings may be available in the future.

JOURNAL REVIEW SERVICE by Lynn Plumlee

Reviewers this issue: A.R. Bass, R.F. Boldt, P.J. O'Neill, L.B. Plumlee
EQUAL EMPLOYMENT OPPORTUNITY AND LEGAL ISSUES

Gardner, E.F. Bias. **Measurement in Education**, 1978, 9, no. 3. Argues that bias is unavoidable and not necessarily bad: in statistics, the biased estimates used in ridge regression can give better predictions than the unbiased estimates of classical regression; in personnel selection, the Peterson-Novick model requires the stating of utilities based on value judgments; and, in achievement testing, a test in the examinee's own language may provide a less valid measure than one in English. (PJO)

Girsh, F. J. Using psychologists in the courtroom: **NLADA Briefcase**, June 1978, 35, 87-91. A clinical psychologist's version of psychologists and their work as conveyed to defenders. (RFB)

Grazzel, J.A. Using social science concepts in the legal fight against discrimination: servant or sorcerer's apprentice? **ABA Journal**, 1978, 64, 1238-1244. Difficulties in discrimination litigation arise because social science concepts are not specifically developed for legal use. (RFB)

Hay, H.C. The use of statistics to disprove employment discrimination, **Labor Law Journal**, July 1978, 29, 430-440. In light of recent court decisions, discusses the principle kinds of statistical evidence offered in employment discrimination cases, and suggests how employers can rebut or disprove alleged discrimination (RFB).

Linn, B.J. Hire the handicapped; new trends in employment discrimination litigation. **Trial**, Oct. 1978, 14, 32-35. Identifies some surprising populations that have been identified as handicapped and suggests legal approaches for obtaining individuals' relief. (RFB)

Van Bowen, J., Riggins, C.A. A technical look at the eighty per cent rule as applied to employee selection procedures: **U. of Richmond Law Review**, Summer 1978, 12, 647-656. For small firms there is a bias in the **Uniform Guidelines**, 80% rule, that

article suggests could be controlled by controlling inferential errors; table supplied. (RFB).

MEASUREMENT TECHNIQUES

Glass, G.V. Standards and criteria. **Journal of Educational Measurement**, 1978, 15, 4, 237-261 (and remainder of entire Winter, 1978 issue of this Journal). A position paper which discusses issues involved in and possible procedures for setting cut-off scores on so-called "mastery tests"; argues that establishment of cut-off scores is greatly inappropriate and that making comparative rather than absolute evaluations is more desirable. Several responses comment on and take issue with Glass' position. The entire issue is of relevance to personnel psychologists involved in construction and use of content-oriented tests. (ARB)

Hambleton, R.K., Swaminathan, H., Cook, L.L., Eignor, D.R., Gifford, J.A. Developments in latent trait theory: Models, technical issues, and applications. **Review of Educational Research**, 1978, 48, No. 4, 467-510. In addition to topics shown in title, provides 4-page background on important concepts in latent trait theory. Extensive reference list. (LBP)

STATISTICAL METHODOLOGY

Greener, J.M., Osburn, H.G. An empirical study of the accuracy of corrections for restriction in range due to explicit selection. **Applied Psychological Measurement**, 1979, 3, 31-41. Provides empirical data using three samples (N=2250 to 10,500) on the accuracy of the correction of correlation coefficients using 10%-90% truncation. Considers effects of nonlinearity and heteroscedasticity. (LBP)

Discrimination References

(Editor's note — The following references were received from Mrs. Siroom P. Shahinian in response to a reference in the Journal Review Service to an article in *Harvard Law Review*.)

Past Discrimination and Present Violations of Title VII: Farris vs. Bd. of Ed. **Harvard Law Review**, January 1979, Vol. 92, No. 3, 757-767.

Shoben, Elaine W. Differential Pass-Fail Rates in Employment Testing: Statistical Proof Under Title VII. **Harvard Law Review**, February 1978, 91, No. 4.

Brest, Paul. The Supreme Court 1975 Term in Defense of the Anti-Discrimination Principle. **Harvard Law Review**, November 1976, Vol. 90, No. 1.

The Age Discrimination in Employment Act of 1967. **Harvard Law Review**, December 1976, 90, No. 2, 380-412.

Beyond the Prima Facie Case. **Harvard Law Review**, December 1975, 89, No. 2, 387-423.

Last Hired, First Fired Layoffs and Title VII. **Harvard Law Review**, May 1975, Vol. 88, No. 7.

I/O Psychologist Studies Twins Reared Apart by Tom Bouchard

A team of psychologists, psychiatrists, heart specialists and allergists at the University of Minnesota are studying adult twins reared apart since early in life. The study began with a widely publicized pair of Ohio identical twins who found each other after 39 years of separation. They had been separated and given up for adoption shortly after being born.

The principal investigator of the project is I/O psychologist **Tom Bouchard**. The project focuses on both fraternal (DZ) and identical (MZ) twins. The twins are brought to Minneapolis for 4½ days of psychological and medical assessment. Spouses are also brought in and undergo some of the assessment procedures. Three pairs of twins (2 MZ and 1 DZ) have been assessed and 4 additional pairs have been scheduled. Other twins have contacted the team but have not yet been scheduled.

The study is the first of its kind in the United States since 1949 when four pairs of MZ twins were reported on by Burks and Roe. It is the most thorough study of reared apart twins ever conducted.

The research team is searching for additional pairs of reared apart twins. Most twins who were separated early in life and spent most of their formative years apart qualify for the project. If you know of such a pair, please contact:

Professor Thomas J. Bouchard, Jr., University of Minnesota, Department of Psychology, Elliott Hall, 75 East River Road, Minneapolis, Minnesota 55455 - (612) 373-0161

COURSE CATALOG by the WNSC

We have often observed that many I/O Psychologists do not understand the interdisciplinary nature of Schools of Business (SOBs). In a public service effort, we offer the following sample course catalog so that all I/O Psychologists will have the same knowledge of the environment as their students.

Introductory Accounting — students will learn that 1 and 1 **should** make 2.

Finance — students will be required to memorize the basic stock market theory - buy low, sell high. Failure to learn this will qualify one to run for political office.

Regional Science — students are taught how to factor analyze a city thereby getting a taxi cab drivers knowledge without driving a hack for 3 months. Course will meet for one 4½ month semester. Prerequisite: Driver Education.

Intermediate Accounting — students will learn that 2 and 2 **should** make 4.

Statistics — It is often remarked that figures don't lie but liars figure. This course will qualify a student to either, (1) read and interpret graphs (e.g. a polygraph) or (2) mentally masturbate with numbers.

Advanced Accounting — 4 and 4 **should** make 8.

Organizational Behavior — O.B. is often characterized as "deep stuff". This field is also abbreviated B.S.

Auditing — Students are taught how to **make sure** 1 and 1 make 2, 2 and 2 make 4, and 4 and 4 make 8. Prerequisite: Statistics.

Economics — Students are shown that unrealistic assumptions lead to unrealistic conclusions. Numerous examples are given.

Marketing — Students learn that what Americans want is a "chicken in every pot", a "good five-cent cigar", and a "cheap source of energy"; and often, these are inter-related.

Production Management — Students discover linear programming to properly design a production system and, if you put all your workers in a line, one powerful bullet will solve your behavioral problems.

Personnel Management — Students learn that it is illegal to discriminate against protected minorities except in certain cases provided the legal precedent does not deny due process to the injured party subject to modification by specific quotas determined in consultation with government experts except on Tuesday.

Business Policy — Students learn that when you have scarce commodities, you can rape the world by controlling production and charging any price you want. Prerequisite: Arabic 101.

M.I.S. — All the world is a system. If you take this course, students systematically increase their probabilities of getting a job.

CALL FOR PAPERS

Group & Organization Studies: The International Journal for Group Facilitators, a quarterly journal with a practical focus on the topics of groups, organizations, and change, is inviting research reports in these areas. **G&OS**, now in its fourth year, is refereed by an editorial board composed of qualified academicians and practitioners and has published research reports by leading figures in the field.

Submit your manuscript in APA style. Review time is normally no more than three months and publication of accepted papers normally occurs within six months from receipt and is always within one year from original submission. Send one original and four copies of manuscripts or write for further information to: **Marshall Sashkin, Associate Editor, Group & Organization Studies, University Associates, 8517 Production Avenue, San Diego, CA 92121.**

Executive Committee Recommendation to APA "testing committee" by James C. Sharf

In its June meeting in Washington, the Division 14 Executive Committee unanimously agreed to recommend to the APA Committee on Psychological Tests and Assessment that it withdraw its support of the *Uniform Guidelines on Employee Selection Procedures*. The background on which this resolution was based can be summarized as follows.

While Division 14 has publicly withdrawn its support of the *Uniform Guidelines*, the APA "testing committee" has been cited by the EEO enforcement agencies as

lending professional support to the *Uniform Guidelines* on the basis of comments submitted by that committee on March 6, 1978 to the EEOC.

In that correspondence, the APA testing committee chose to limit its review to the technical standards and definitions sections of the December 20, 1977 draft of the then **proposed Uniform Guidelines** and did not cover legal burdens of proof found in Section 3(B) (search for "alternatives") and 5(G) (search for "alternative uses") both of which impinge on professional prerogatives in the conduct of a validation study. Both sections 3(B) and 5(G) were substantively changed for the worse after the APA testing committee's comments had been submitted.

The APA testing committee's review had been conditioned with the following caveat on literal application of the Guidelines:

"... a rigid enforcement of these sections (search for alternatives) particularly for the smaller employers, would impose a substantial and expensive burden on these employers...applied without moderation they may have the effect of making it impossible for most employers to be in compliance with the Guidelines."

This caveat has already been violated in **Allen v. City of Mobile**, the first post-Uniform Guidelines case where the court rejected a content validity study on grounds that the employer failed to search for a suitable alternative selection procedures having less adverse impact.

The APA testing committee's review was made prior to the addition of the Documentation section of the **Uniform Guidelines** in which both substantive changes were made in the enforcement agencies' interpretations and extensive **ESSENTIAL** reporting requirements were added.

Neither the APA testing committee nor Division 14 was given an opportunity to comment on the substantive changes in the new Documentation section which was added after the APA testing committee's review had been submitted and after public hearings had been held in April, 1978. Furthermore, there is no indication that subsequent changes reflected any of the APA testing committee's concerns.

Neither the APA testing committee nor Division 14 was given an opportunity to comment on the substantive changes in the EEO enforcement agencies' interpretation contained in the **Questions & Answers to the Uniform Guidelines** which was issued March 2, 1979. Whereas the potential for abuse of administrative discretion was created by the **ESSENTIAL** requirements in the Documentation section of the **Uniform Guidelines**, the likelihood of abuse is guaranteed by Q&A #40:

"Q: What is the relationship between the validation provisions of the Guidelines and other statements of psychological principles such as the **Standards for Educational and Psychological Tests**, published by the American Psychological Association...?"

A: The validation provisions of the Guidelines are designed to be consistent with the generally accepted standards of the psychological profession. These Guidelines also interpret Federal equal employment opportunity law, and embody some policy determinations of an administrative nature. **To the extent that there may be differences between particular provisions of the Guidelines and expressions of validation principles found elsewhere, the Guidelines will be given precedence by the enforcement agencies (emphasis added).**"

Professional Opinion

The role of well-developed and uniform professional opinion in influencing the judiciary is of **critical** importance today following the 1977 Supreme Court's affirmation of a lower court opinion in **United States v. South Carolina** that:

"To the extent that the EEOC **Guidelines** conflict with well-grounded expert opinion and accepted professional standards, they need not be controlling."

It is understood that the APA testing committee is stalled on its revision of the **APA Standards**. Since Division 14 is proceeding with the **Principles** revision, it is imperative that APA's interests not be compromised by the appearance of a lack of "well-grounded expert opinion and accepted professional standards."

With these points in mind, Division 14's Executive Committee was unanimous in its recommendation to the APA Committee on Psychological Tests and Assessment that has withdrawn its support of the **Uniform Guidelines**.

AD HOC COMMITTEE FOR STATE AFFAIRS

The Executive Committee at its last meeting authorized creation of an Ad Hoc Committee on State Affairs. Developments in various APA Boards and Committees and in the individual states are seriously impacting (or may impact) the practice of I/O psychologists. This impact is being (or may be) felt in all areas of practice — teaching, consulting, or working fulltime in organizations. The current situation is so fluid that coordination is imperative. The Committee would have as its initial charge:

- 1) Generate a file for each state to include as a minimum:
 - a) A copy of the current statutes and regulations that are relevant for I/O psychology.
 - b) A brief, clear, written interpretation of what those statutes mean and what their implications are for I/O psychology.
 - c) Documentation of any recent problems which I/O psychologists have had with the state's board.
 - d) A list of the members of the state board, their job titles, places of employment, educational backgrounds, division memberships (if APA members), etc.
 - e) A forecast of when and how we could influence the selection of new board members.
 - f) A forecast of other potential areas of influence, e.g., prospects for revising statutes.
- 2) Make an analysis of "key" states where it might be wise to devote resources in hopes of influencing legislative and regulatory procedures. This would include planning and implementing interventions in those states.
- 3) Keep a playbook on federal legislative and administrative activities which might affect states, e.g., privacy, truth in testing, etc.

The Chair of the Ad Hoc Committee on State Affairs is **William Howell** of Rice University. Any information relating to the work of the committee should be sent to Bill at: **Department of Psychology, Rice University, Houston, Tx. 77001. (713) 527-4850.**

RAISE THE DEAD

NEW EDITOR NAMED

At its winter meeting in Washington, D.C., the Executive Committee of Division 14 approved the selection of **Shelly Zedeck** as the new editor of *The Industrial-Organizational Psychologist (TIP)* for a three year term. Shelly will assume his duties effective this Fall for Volume 17. All correspondence regarding *TIP* after August 31, 1979 should be sent to Shelly at: **Psychology Department, University of California, Berkeley, CA 94720.**

Membership Exam Wednesday Night Social Club

Answer any 4 of the following questions.

1. Describe briefly the concept of sociometric interaction utilizing the optimal leader-keyman distance, visualized as the hypothesized sum of the distances engendered by and resulting from a particular interpersonal choice.
2. What functional parameters can be predicted with a set of proposed alternative actions involving man-machine systems? Interrelate the strategic desirabilities with the tactical possibilities of the results.
3. Compare Hanson's theory of the processing of ontological individuation in human factors analysis with the Lorbert theorem of hierarchical interfacilitation of substrata factors. How would such a correlation be applied to current organizational ecology?
4. Discuss in terms of corporate goals; the volatile achievements of the individual in deferring critico-organic ontities, and the corollary of minimum group transumption and maximum group intellection. What are the a priori implications of this idea?
5. Distinguish between the conceptual media of the formulary of Atorgenics and the empirical techniques of Rhocrematics within a framework of pragmatic structured humantics.
6. Construct an econometric model as a tangible manifestation of a predicted situation in terms of the operational present showing the relative coordinate decision-making postures.
7. Resynthesize in operational terms, the associative stochastic increments to ideomatic pathways shared by stimulus-coupled functional elements showing randomization of response patterns.

ANNOUNCEMENT

If you are planning to use a book advertised in *TIP* either in the classroom or for personal use, let the publisher know you saw the advertisement in *TIP*. A short note from a lot of people could greatly enhance *TIP*'s advertising revenue.

ANNOUNCEMENT

The 1978 *Survey of Graduate Programs in Industrial/Organizational and Organizational Behavior* is now available at \$1.50 per copy. Send check or money order to: **DR. LEWIS E. ALBRIGHT, Director, Training and Development, Kaiser Aluminum and Chemical Corporation, 300 Lakeside Drive, Oakland, CA 94643.** The booklet contains over 70 program summaries including masters' level as well as doctoral level programs. The booklet can be very useful in counseling undergraduate students.

POSITION OPENINGS by Barbara B. Kavanagh

University of Tennessee: Teach in MS/PhD program in Industrial/Organizational Psychology and teach MBA and undergraduate courses in College of Business Administration. Background should include heavy emphasis upon applied measurement, statistics and design, as well as personnel psychology. Will be expected to conduct research and to supervise research of graduate students. Please send letter of application and a resume to **John M. Larsen, Jr., Director, Industrial and Organizational Psychology Program, College of Business Administration, SMC 413, The University of Tennessee, Knoxville, TN 37916.** The University of Tennessee, Knoxville, is an Equal Employment Opportunity, Affirmative Action, Title IX, Section 504, employer.

University of Maryland: Two tenure track positions are open for Fall, 1980 in the Industrial/Organizational Program of the Department of Psychology. One position is at the assistant professor level. The second position is reserved for an established scholar in the field at either the associate or full professor level. Salary is open and competitive. The Industrial/Organizational faculty are committed to high quality research and an instructional program which emphasizes the breadth of content, theories, and methods in Industrial/Organizational Psychology. The program is especially interested in adding new dimensions in method and content. Strong emphasis will be given to applicants who conduct research in organizational settings and who are capable of integrating research and teaching by working with research teams that include graduate students. All faculty teach graduate and undergraduate courses and are expected to supervise graduate student research. The University of Maryland actively subscribes to a policy of equal educational and employment opportunities. Applicants are invited to send vitae and a list of three references to: **Dr. Irwin L. Goldstein, Chair, I/O Search Committee, Psychology Department, University of Maryland, College Park, MD 20742.** The deadline for the receipt of applications for the senior level position is November 1, 1979. The deadline for the assistant professor level position is January 15, 1980.

The U.S. Office of Personnel Management has a vacancy for an I/O Psychologist, GS-180-11 or 12, to work as part of a team evaluating the effects of a government-

wide experiment with alternative work schedules (flextime and compressed work weeks). Applicants should have a minimum of 3 years experience in organizational psychology, survey research and quantitative methods, or an equivalent Ph.D. The salary would be \$19,263 per annum for GS-11 to \$23,087 per annum for the GS-12. If interested, please forward a completed SF 171 (or resume) to: **U.S. Office of Personnel Management, Personnel Division, Room 1678, 1900 E St., N.W., Washington, D.C. 20415. Attn: Kathryn Harrington.**

Medina & Thompson, Inc., a firm of management consulting psychologists, is seeking psychologists for consulting with middle and upper management in the U.S. and abroad. Responsibilities include evaluation, counseling, group work and conducting workshop/seminars. Contact **Dr. Robert F. Medina at Medina & Thompson, Inc., 100 South Wacker Drive, Chicago, 60606.** Telephone: 312-372-1804.

One of the few TIP departments untouched by the WNSC has been Position Openings. As a farewell gesture, the TIP editor is allowing them to submit a few fanciful notices:

The Government of Iran is seeking a qualified industrial psychologist to redesign the job of public executioner. We are an equal opportunity employer. Preference given to veterans.

The University of Maryland is in need of an I/O Psychologist to develop a valid selection program for Provost of Sciences and Business. SUNY-Binghamton staff need not apply.

The Helen Keller Foundation is looking for a philosopher of science to work on the question, "If Helen Keller should fall in the woods, would anyone hear her scream?"

Elizabeth Ray has at least three position openings up for grabs. First served, first come.

The School of Management, State University of New York at Binghamton needs to hire someone with expertise in Labor Relations. Good teaching ability is the primary criterion for this position. An equal opportunity employer.

The Professional School of What's Happening Now is searching for an I/O psychologist with a minimum of three years experience in Shucking and Jiving. Only licensed applicants will be considered.

ANNOUNCEMENT

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

ADVERTISE IN TIP - TARGETED AUDIENCE

The **Industrial-Organizational Psychologist** is the official newsletter of the Division of Industrial-Organizational Psychology, American Psychological Association. As such, it is distributed four times a year to the entire membership, now numbering in excess of 1500. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to many foreign affiliates, many graduate students in the field, and to the leaders of the American Psychological Association generally. Present distribution is approximately 3000 copies per issue.

Advertising may be purchased in **TIP** in units as small as the half-page and up to double-page spreads. In addition, classified ads are available — presently at a small charge to members for certain limited space ads (e.g. positions available). For information, or for placement of ads. Write to **John Duffy, School of Management, State University of New York, Binghamton, N.Y. 13901.**

RATES PER INSERTION	Size of Ad	Number of Insertions	
		One time	Four times
	Two-page spread	\$250	\$180
	Cover	175	135
	One-Page	150	110
	Half Page	100	70
PLATE SIZES	Size of Ad	Vertical	Horizontal
	One Page	7-1/2"	4-1/2"
	Half Page	3-1/2"	4-1/2"

OTHER INFORMATION Printed by offset on offset stock, saddle stitch binding.

CLOSING DATES March 15, June 15, September 15, and December 15.