NEW AIDS FOR MANAGEMENT & ORGANIZATION DEVELOPMENT

HELP YOU:
• IDENTIFY NEEDS
• TRAIN
• INTERVENE
• TEACH MANAGERS TO COACH AND COUNSEL
• ASSESS EFFECTIVENESS OF YOUR PROGRAMS

A coordinated set of psychometric instruments and seminar modules. All can be adapted to local norms and development requirements.

THE WILSON MULTI-LEVEL MANAGEMENT SURVEY (MLMS)

Soundly developed psychometric instruments, well documented by technical papers and validity studies. High degree of face validity and job relevance. Item-level factored scales yield 15 measures of managerial practices: goal-setting, upward and downward communications, planning and problem solving, functional expertise, control, interpersonal relations, etc. Provide feedback from superior(s) and subordinates to compare with self-assessments. MLMS is used by major firms and consultants for training, coaching and counseling, assessments, teambuilding. As one consultant said, “MLMS adds a whole new set of dimensions to our work. It makes our assessments more relevant and gives our counseling better focus.”

THE CORE SEMINAR PROGRAM ON GOOD MANAGEMENT PRACTICES

Feedback alone is not enough. To supplement coaching and counseling by professionals and practicing managers, this series of adaptable seminar modules is based on MLMS experience. Includes background readings, individual and group exercises, instructor’s guides, and manual to adapt exercises to local needs. Topics: Role of the Goal in Management and Motivation, Planning and Problem Solving, Coaching and Appraising, Counseling Substandard Performers, Exercising Positive Control, Motivation and Management, Managing a Meeting.

REFERENCES

SEND FOR:

---

Clark L. Wilson, Ph.D.  Box 471
Fellow, Division 14, APA  New Canaan, CT 06840
ZETETIC FOR TESTERS II
138 QUESTIONS ABOUT SELECTION KEYED TO UNIFORM GUIDELINES ON EMPLOYEE SELECTION PROCEDURES

BONUS FOR MEMBERS OF DIVISION 14

STATISTICAL DIAGRAMS
ILLUSTRATING CORRELATION, FAIRNESS, AND SIGNIFICANCE

SEND $3.50 TO: RICHARD S. BARRETT, PH.D.
5 RIVerview PLACE
HASTINGS-ON-HUDSON, N.Y.
10706

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-crisis. 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 somewhat 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. Parametrically, 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 Plumer, have had a major role in making TIP the excellent newsletter it is today. Finally, my thanks go to Ellen at Frank West Printing for the creative and dynamic 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 general 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
---
Proposed to Incorporate As The Society For Industrial and Organizational Psychology

by Milton D. Hackel

Now is the time for Division 14 to become incorporated as a society for industrial and organizational psychology. The organizational autonomy we need to better cope with our turbulent environment. There are many benefits from incorporation: APA recognition, independent control, and membership benefits.

Many different reincorporation plans are being debated and some of them contain features that should be adaptive to Division 14's needs and allow a smooth transition. Some plans, such as the one for Incorporation (AASP), would not be appropriate for Division 14, being smaller in size and scope.

Incorporation (AASP) and AASP's parent body, the American Psychological Association, are considering the possibility of incorporating APA. APA's future and therefore the future of Division 14 will depend on this decision. The Executive Committee of Division 14 is working to obtain this information and will make a recommendation to the membership.

Incorporation will give us a secure foundation for future activity and decisions. Because times are changing, APA is changing, and Division 14 members are already making

In-Bushel TIP

by Mickey

Since this is the last issue of the column, many advertisers continue to ask that I change the name for one issue. They say "In-Bushel TIPs". Since "In-Bushel TIPs" has not yet been used, I will continue to use "In-Bushel TIPs" as long as there is no demand for another name. The column will continue to be published monthly.

In-Bushel TIPs already has some great ideas for TIPs. I will tell you that my new column is called "In-Bushel TIPs" and "In-Bushel TIPs" is the column that has been receiving the most feedback. I will continue to publish the TIPs column as long as there is a demand for it.

TIPs will continue to be published monthly. The TIPs column will also continue to be published monthly. The column will continue to be published monthly. The TIPs column will also continue to be published monthly. The column will continue to be published monthly.
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 “deviation” you wished to submit, Tom Richard 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 — Mary 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 (VNIS, 1932).

Speaking of readability, 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: The University of Tennessee, Stokely Management Center, 4th floor, Department of Management, Knoxville, TN 37719.

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. Kavanaugh’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 terrifically 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 members of the Executive Committee of Division 14: Paul Sparks, Mary Tompny, 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 to: 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.

Informed of organizational climate, it will change significantly for a number of organizations with the movement of the largest and rowdiest group out 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 Alulis, 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; Jofanne Housk 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 landlord.

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. Robert 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 nach?

Not to be bested by his practitioner counterparts, academician Milton Bloom has informed TIP that he has been appointed Associate Dean of the College of Industrial Management at George 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 Wold 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 PCl 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-
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 a Division 14 member, 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 plies to I/O psychologists to get involved seem relevant here. Along similar lines, Kitty Katsell’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. (pastie?)

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 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.

---

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 Oul.

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

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

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 Kimoski (center) wonders if this could be a symposium at the national convention.

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

---
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

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!
Psychologists Speak to the Unions
by Michael E. Gordon

As a consequence of a meeting with representatives of organized labor initiated by Neal Schmidt 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 Schmidt 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, credentialling, 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.
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.
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.
Respondent:
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.
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.
Discussants:
(Divisions 25, 14)
INVITED ADDRESS: 1978 CATTELL AWARD WINNER. (Lyle F. Schoenfeld, Rensselaer Polytechnic Institute, Chair).
Participants:
James Ledwinka, 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.

OUTGOING EXECUTIVE COMMITTEE MEETING. (Paul C. Sparks, EXXON Company, Houston, Texas, Chair).

SUNDAY, SEPTEMBER 2

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:
Barbara Knox, Spring Grove State Hospital, Catonsville. The Woman Administrator in a Traditional Organization.
Christine Noches, National Congress of Neighborhood Women, Brooklyn. The Woman Director in a Feminist Alternative Organization.
(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 K. Branson, Florida State University. Necessary and Sufficient Change Strategies.
Gerald Faust, Courseware, Inc., San Diego, California. Integrating Instructional Development Teams: The Acceptance of Instructional Information.
(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 Atti- butions and Responses to Poor Performance.
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 Dragow, 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.
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. Frecket, 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 Eliza 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.

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 Schlager, 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).
Presenters:
An Occupational Classification Based on a Vocational Interest Typology. Anthony J. Rucci, LWFW, Inc., Dallas, Texas.
<table>
<thead>
<tr>
<th>SATURDAY</th>
<th>SUNDAY</th>
<th>MONDAY</th>
<th>TUESDAY</th>
<th>WEDNESDAY</th>
</tr>
</thead>
<tbody>
<tr>
<td>September 1</td>
<td>September 2</td>
<td>September 3</td>
<td>September 4</td>
<td>September 5</td>
</tr>
</tbody>
</table>

**9:00 to 9:50**
- Symposium: Analyzing Managerial Work
  - Open Forum
  - Machinéy (Chair)
  - Royal A Room

**10:00 to 10:50**
- Symposium: Women, Authority, and Organizational Change
  - Symposium: Women, Authority, and Organizational Change
  - Symposium: Women, Authority, and Organizational Change

**11:00 to 11:50**
- Conversation with the Annual Review Author
  - Audience: Generalist, (Speaker)
  - Commonwealth Room

**12:00 to 12:50**
- Symposium: Political Democracy in Europe, Blood, Class, Death, Wiper, (Participants, Panel)
  - Royal A Room

**1:00 to 1:50**
- Symposium: Women, Authority, and Organizational Change
  - Women, Authority, and Organizational Change

**2:00 to 2:50**
- Invited Symposium: Organizational Research: Uncovering or Creating Reality
  - Royal A Room

**3:00 to 3:50**
- Division: 14 Business Meeting
  - Sparks (Chair)
  - Georgia A Room

**4:00 to 4:50**
- Symposium: Better Know Thyself: Assignments in Organization Theory & Application
  - Presidential Address: Famous for Its Times
  - Friday

**5:00 to 5:50**
- Invited Address: 1978 Career Award
  - Social Hour
  - Georgia B Room

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. Valenzia, 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. DeNati, 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.
Karyl N. Shaw, University of Maryland. Job Enrichment.

Discussants:
Gary P. Latham, University of Washington.


Participants:
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.
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:

11:00—11:50 POSTER SESSION #2 (Richard Arvey, University of Houston, Chair).

Presenters:
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.
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.
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.
Discussants:
Frank L. Schmidt, United States Civil Service Commission.

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

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.

Martin Gannon, University of Maryland. An Analysis of Turnover Among Temporary Help Employees.
Robert T. Golembiewski, University of Georgia. The Role of Flexible Work Hours in Organizations.

WEDNESDAY, SEPTEMBER 5

SYMPOSIUM: NEW PERSPECTIVES OF ORGANIZATIONAL STRUCTURE. (Mark D. VanSlyke, University of Southern California, Chair).
Participants:
Bernard C. Reiner, 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.

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.
Tactical Self-Presentation and Sex Differences in Task-Oriented Leadership Situations. Mark Leary, University of Florida.
(Divisions 8, 14)

SYMPOSIUM: EQUAL EMPLOYMENT OPPORTUNITY AND TRADITIONAL SALARY DIFFERENTIALS: THEORY AND IMPLICATIONS (Nan Weimer, 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.

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

(Division 14, 35)

1:00—1:50


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.


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

3:00—4:50


Participants:


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 Brodlin, Coordinator). An informal exchange of information among people pursuing or interested in research on soldiers working in the military sector.

1:00 p.m. Division Program Committee (Richard Klomoski, 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 Zedek, 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 are not sure if they knew 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 Isomorphism of Hypothermia and Cannabas — 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, Plaito'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.


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.


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 S$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.


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

French, Bell, and Zawacki present a book that is still more of a reader, Organization Development: Theory, Practice, and Research (Business Publications, 1978). The interstitial materials that tie together the 53 readings are not always brief but are generally very helpful to the reader. The readings cover the field and are quite up to date. The book fulfills its promise, providing sound descriptions of OD theory, practice and research. It could serve as the primary source of “outside” readings for an MBA-level OD class.

Neither of these books replaces the authors’ earlier works. While the French et al. reader would be a possible companion to the French and Bell OD text, I’m not sure that other pairings among the four books would work well. The two Margulies and Rain books taken together have too many readings. The French and Bell text might be used with the new Margulies and Rain, 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.

---

MARYLAND MALPRACTICE & PAN DERING 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. sserer 06siv ym gnidae 3iyh semltemos.
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...hong...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 Ex-
amination (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 con-
struct validity effort. Significantly, GAO stated the construct validity approach
was appropriate for the Federal government's purposes. Further, it found that, while cer-
tain requirements imposed by the new Uniform Guidelines (UGs) had not yet been
met (e.g., test fairness studies), the validity evidence available appeared to be suf-
icient to meet the interim use requirements of the UGs. 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 in-
vestigation 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 im-
 pact. The report does not provide specific suggestions for alternatives.

On the same day the report was released, a subcommittee of The House Civil Ser-
vice 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 pre-
sent, 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 oc-
cupations 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 com-
parable 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 in-
dividuals 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 un-
biased 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.


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


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

Grazzini, 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)


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)


STATISTICAL METHODOLOGY


Discrimination References

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


Last Hired, First Fired Layoffs and Title VII. Harvard Law Review, May 1975, Vol. 88, No. 7. —37—
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) 373-8161

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.

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., taxes, 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.

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 programs 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 workshops/ 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

<table>
<thead>
<tr>
<th>Size of Ad</th>
<th>Number of Insertions</th>
<th>One time</th>
<th>Four times</th>
</tr>
</thead>
<tbody>
<tr>
<td>Two-page spread</td>
<td>$250</td>
<td>$180</td>
<td></td>
</tr>
<tr>
<td>Cover</td>
<td>175</td>
<td>135</td>
<td></td>
</tr>
<tr>
<td>One-Page</td>
<td>150</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>Half Page</td>
<td>100</td>
<td>70</td>
<td></td>
</tr>
</tbody>
</table>

PLATE SIZES

<table>
<thead>
<tr>
<th>Size of Ad</th>
<th>Vertical</th>
<th>Horizontal</th>
</tr>
</thead>
<tbody>
<tr>
<td>One Page</td>
<td>7-1/2&quot;</td>
<td>4-1/2&quot;</td>
</tr>
<tr>
<td>Half Page</td>
<td>3-1/2&quot;</td>
<td>4-1/2&quot;</td>
</tr>
</tbody>
</table>

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

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