

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST (TIP)

The *Industrial-Organizational Psychologist* is published four times yearly (February, May, August, and November) by the Division of Industrial-Organizational Psychology, American Psychological Association. The editorial board is located at the Institute of Industrial Relations, University of California, Berkeley, CA 94720. Printed by the University of California Printing Department, Berkeley. Inquiries regarding advertising and listing of positions available should be directed to **Larry Fogli** at the Institute.

Address changes should be directed to APA Circulation Offices, 1200 Seventeenth St., N.W., Washington, D.C. 20036. Subscriptions are included with membership in the Division. **TIP** circulation is approximately 3000 which includes the membership of the Division, all APA officers and board members, presidents of other APA Divisions, graduate students in industrial-organizational psychology and organizational behavior programs, Editors of APA newsletters, and to subscribers. Opinions expressed are those of the writers and do not necessarily reflect the official position of the Division of Industrial-Organizational Psychology unless so stated.

Sheldon Zedeck Editor
Larry Fogli Business Manager

Editorial Board
Bob Boldt **Laurel Oliver**
Tove Hammer **Neal Schmitt**
Judi Komaki **Jim Sharf**
Joel Moses **Jim Thurber**

President
Mary L. Tenopir
American Telephone & Telegraph Co.
295 North Maple Ave.
Room 6126G2
Basking Ridge, N.J. 07920

Secretary-Treasurer
Lewis E. Albright
Kaiser Aluminum & Chemical
Corporation
300 Lakeside Drive
Room KB 2140
Oakland, CA 94643

TABLE OF CONTENTS

A Message From Your President	1
14 TIPBITS	3
Assessment Center Happenings	7
Report from APA Council	8
Union-Psychologist Collaboration	14
Division 14 Executive Committee and Chairs	16
Professional Practice Award Nominations	17
Meetings: Past and Future	18
EEO Issues	25
Government Research Activities	27
Journal Review Service	28
Applied Behavioral Analysis	31
New Performance Appraisal Form	34
Positions Available	39

THE WILSON BATTERY OF MANAGEMENT AND ORGANIZATION SURVEYS

MLMS — The Multi-Level Management Surveys } These available in a format
PEER — The Survey of Peer Relations } for on-the-spot or self-scoring if desirable.
GROUP — The Survey of the Work Group
S.O.S. — The Survey of Satisfaction

The most comprehensive, coordinated, operationally-oriented, psychometrically sound measuring instruments available for management and organization development. They help identify needs; assist in planning and implementing programs and policies; help assess effectiveness. May be used singly or jointly.

MLMS: These matching surveys measure 15 factors of a manager's operational and interpersonal relations with his/her subordinates. Assessments are from perspectives of self, subordinates, superiors, peers. Factored scales include: **Clarification of goals and objectives, Encouragement of participation in decisions, Orderly work planning, Goal pressure, Approachability, Interest in subordinate growth, etc.**

PEER: Focuses on operational and interpersonal relations with one's peers and superiors. For use with those who manage people as well as professionals, specialists, staff, etc. who do not. Of 13 PEER factors, 11 are translations of MLMS scales: e.g. **Clarity of one's own goals, Encouragement of peer participation in decisions, Orderly work planning, Pressure on peers, Approachability, etc.** Added dimensions are **Clarity of Communications and Dependability.**

GROUP: This eight-factor survey deals with the attitudes of group members toward their work, their co-workers, and the organization. Factors include **Work involvement, Co-worker competence, Team atmosphere, Commitment, Tension level, Opportunity for growth, Company policies, etc.**

S.O.S. An advanced, more information-laden, shorter form of traditional attitude survey. Flexible in that it enables you to assess such specifics as pay, training programs, company practices, commuting requirements — any topic of interest. The added feature is that S.O.S. is administered with MLMS, PEER, or GROUP. Correlation with these factored scales permits analysis of the specifics in the context of the larger framework of organization, management, or group factors. In turn this leads to more co-ordinated overall planning. Also, because the factored scales are more reliable than the responses to single questions, this co-ordinated analysis enables better assessment of changes to evaluate programs.

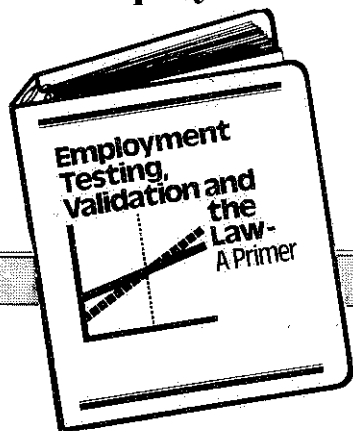
SEND FOR: Specimen kit: Copies of all instruments and profile charts; **Manual; Guide to Good Management Practices** (For participants and counselors use with MLMS); **Guide to Effective Peer Relations** (Use with PEER); **Teambuilding with MLMS, PEER, or GROUP** (For facilitators); **Coaching Manual** (For counselors and superiors to follow through after MLMS and PEER); References to published technical evaluations; Mimeo reports on validity of MLMS or PEER dimensions for: administrative MBO's (collections, budget variances, order entry errors, etc.), sales quotas, production floor performance, general management performance (sales, employee turnover, performance reviews). Charge for kit: \$50. Add \$25 and receive any 10 MLMS, PEER, or GROUP surveys for trial.

Author and Publisher

Clark L. Wilson
Fellow, Division 14 APA

Box 471
New Canaan, CT 06840

A valuable new primer covering the legal and psychological aspects of employment testing, validation, and the law.



- of key concepts in both legal and psychological arenas
- presented in digest form with a minimum of technical jargon
- a source book for the special needs of those the experts seemed to have forgotten.
- for the times when knowing the time is more important than knowing the directions for making a clock.

This 8½" x 11" looseleaf publication combines two concepts to provide an efficient, focused coverage of the legal and psychological aspects of employment testing, validation and the law (notably Title VII).

1. The primer concept:

- * covers only the major developments and more settled principles
- * makes for a quick forest-from-the-trees view of the fundamentals
- * avoids the emotionalism that frequently interferes with discussions of test fairness
- * facilitates the preparation/evaluation of expert testimony.

2. The format chosen:

- * presents the materials in digest form - streamlined for easy comprehension
- * cuts down on lengthy elaborations to focus the issues sharply
- * meets the decision-maker's need to get both sides of the story straight, quickly and competently.

The result is a coherent, 206-page source of information on such diverse topics as:

- Title VII provisions and amendments
- EEOC's role in processing discrimination charges
- jurisdictional prerequisites to Title VII actions
- order and allocation of burden of proof
- Uniform Guidelines on Employee Selection Procedures:
 - 1978 version & earlier precursors
 - psychological standards on testing
 - individual and class action lawsuits
- role of statistics in establishing a prima facie case of discrimination
- landmark testing cases
- major methods of validation
- steps involved in conducting a validation study (applicable provisions from governmental guidelines incorporated)
- problems with supervisory judgments

OF PARTICULAR INTEREST

- correlation, regression and statistical significance
- alternative ways of interpreting test validities (some interpretations are congenial to plaintiff's, others to defendant's point of view)
- historical background of between-group differences
- summary of the research evidence for single-group and differential validity
- issues associated with the evolving concept of test fairness
- comparison of the two most frequently cited models of test fairness: Cleary's Regression Model and Thorndike's Constant Ratio Model.

**Quite possibly, the last word in employment testing, validation and the law is a... PRIMER.
HAVE THE LAST WORD!**

About the author...

Dr. Wilfredo R. Manese received his Ph.D. in Industrial Psychology from the University of Houston. He is a member of the American Psychological Association and of its Division 14, the Division of Industrial and Organizational Psychology.

Please send me copy(ies) of **EMPLOYMENT TESTING, VALIDATION AND THE LAW.**
— A PRIMER at \$55.00 each.

- Payment in full is enclosed.**

- Bill Me.** \$1.75 added to charge orders to cover shipping and handling.

NAME _____

ADDRESS

(New Jersey residents please include 5% sales tax.)

Detach and Mail to EGM ENTERPRISES

P.O. Box 192, Berkeley Heights, N.J. 07922

MARY L. TENOPYR

In assuming the office of president of APA Division 14, I pay great respect to those presidents who have immediately preceded me. Their diligence and foresight will make all of our tasks for the coming year easier. However, in this ever changing world, there is still much to be done. We have assembled what I believe to be a strong group of committee chairs and members. These people are the backbone of the organization and the cooperation of all of you with them is needed if we are to handle effectively the many jobs we have to do.

During the coming year, we expect to emphasize four major areas: (1) scientific affairs, (2) professional affairs, (3) the promotion of industrial and organizational psychology, and (4) organizational activities to provide more effective functioning of the division.

In the scientific area we will continue to support the work for the Conference on Innovations in Research Methodology in Industrial and Organizational Psychology. The idea was initiated by past president **John P. Campbell** and has been carried out with extraordinary effectiveness by **J. Richard Hackman** and his Ad Hoc Committee. We will also complete *Principles for the Validation and Use of Personnel Selection Procedures*. This project, initiated under the presidency of **C. Paul Sparks** will be a joint product of both of our administrations. **William A. Owens** and I are serving as chairs of the drafting committee. We are planning dissemination of a draft to all Division 14 members before final publication. We hope that all interested members will comment upon the draft. We must renew our request for financial backing of the Cattell Award this year. The Scientific Affairs Committee under the direction of **Virginia R. Boehm** is planning to do whatever is required to ensure that the James McKeen Cattell Fund continues to back us. She and her committee also have been charged with generating new activities to promote industrial and organizational psychology as a science. Of particular concern is exploring the bases of personnel selection in government.

In the area of professional affairs, we will continue to maintain a proactive stance and support reorganization plans that maintain the integrity of Division 14 and its goals. We will also continue our efforts for realistic standards for providers of I/O services and for sensible accreditation plans. We will develop and support appropriate plans for education, both regular and continuing, and expand our workshop activities to meet our members' needs. In addition to work on the national level spearheaded by **Arthur C. MacKinney** and the Professional Affairs Committee, we will become increasingly active in professional affairs at the State level. The newly appointed Ad Hoc State Affairs Committee chaired by **William Howell** is being charged with developing an organization and appropriate strategies for dealing with local units. The Public Policies and Social Issues Committee chaired by **Robert F. Boldt** will continue its activity in defining the work of industrial psychologists relative to licensing and certification, and will seek to define for us new ways to influence public policy.

The Public Relations Committee under the leadership of **Jarold R. Niven**

has been charged to engage in increased activity to promote the utilization of industrial and organizational psychology by large employers. I am particularly concerned that our services are not used as widely as they should be. Also, I feel we must continue to make other professionals aware of who we are and what we do.

In the fourth area of concern, organization, we will seriously undertake several endeavors. We will do further study into the merits of incorporating. We will also reconsider our relationships with the Association for the Advancement of Psychology. We will continue to monitor progress on APA reorganization activities and, accordingly, make appropriate plans.

Finally, we will continue to attend to our long term goals. We will actively seek qualified members and sponsor deserving members for the fellow. We will continue to maintain a high level of communication with members; **TIP** will continue under the new editor, **Sheldon Zedeck**. We will continue to work on other diverse activities to support the needs of our members.

I feel that the Division is strong and vital, and I hope that the activities of the coming year will contribute even more to our strength. I very much appreciate the confidence of those who have elected me and will do my best to ensure that this confidence was not misplaced.

John P. Campbell: Scientist-Professional

C. J. BARTLETT

Everyone in Division 14 knows that **John Campbell** is a professional scientist. His research and scholarly writing is well known and widely recognized, as is his editorship of the *Journal of Applied Psychology*. What is not so widely known is that John has spent much of his time over the last three years in his roles as President-Elect, President and Past-President of Division 14 as the official spokesperson for I/O Psychology on professional issues. Through his leadership the issues affecting us are being heard by APA. The most notable achievement was the modification of the Committee on State Legislation (COSL) model plan for licensure. Most of the activities of I/O psychologists were removed from licensure requirements by recommendation of the APA Board of Directors. The outcome was a rejection by the APA Council of Representatives of the whole proposed new COSL plan and a return to the 1967 model.

John Campbell's leadership in these professional matters has been recognized in a resolution of the Division 14 Executive Committee. Thank you, John, for being a scientist-professional as well as a professional scientist.

14 TIPBITS

SHELDON ZEDECK

My first task as the fifth editor of **TIP** (first contest: can you name the previous 4?) is to express my personal as well as the Division's thanks to **Mickey Kavanagh** for making **TIP** what it is today (second contest: what is it?). Mickey served as editor for 3 years and as assistant editor for 4 years. During his era **TIP** has increased in length, popularity, demand, and budget as well as in its coverage of vital information for Division 14 membership. We owe Mickey a debt for accomplishing some of these achievements; **TIP** also offers **Mickie** its best wishes in his new position at Old Dominion University.

My second task is to introduce the new **TIP** staff. **Larry Fogli**, of Crocker Bank in San Francisco, will apply his banking skills and manage **TIP's** budget, advertising, and general business matters. An editorial board has been put together to represent certain topical concerns of I/O: **Bob Boldt** (Journal Review Service), **Tove Hammer** and **Neal Schmitt** (Industrial and Labor Relations), **Judi Komaki** (Applied Behavioral Analysis), **Joel Moses** (Assessment Centers), **Laurel Oliver** (Government Research Activities), **Jim Sharf** (EEO Issues) and **Jim Thurber** (OD). Send me your suggestions for additional topics and/or editors. We will consider all volunteers! Naturally, the real editorial board is *you*, the membership of Division 14. Contribute news and notes of movements, conferences, concerns, issues, etc. Our goal is to have **TIP** fill its role as an informal communication device for providing information and being an outlet for dialogue and exchange of ideas.

Note the cover of this issue of **TIP**. In addition to the change in color, we will be using, for all of Volume 17 of **TIP**, the APA logo to commemorate the founding of early psychology laboratories. The fact of the centennial year for psychology sent the **TIP** staff searching its archives for some historical accounting of Division 14. Our efforts produced the July 1972 (Volume 9, No. 3) issue of **TIP** (the earliest issue I have; it was passed to me by **Mickey Kavanagh**). Perusal of this issue shows that **Doug Bray** (are all our presidents from AT&T?) reported that Division 14 was in fine shape. One disquieting factor that he noted was the proposal that APA become a federation of smaller more specialized associations. Obviously, **TIP** would have preferred to review a more historical document than the "recent" 1972 issue. If you have "old" copies of **TIP**, please contribute them to the **TIP** editor; **TIP** will become an archival center!

My third task is to extend **TIP's** appreciation and thanks to the Institute of Industrial Relations (IIR) at the University of California, Berkeley. IIR will provide assistance to **TIP** in the form of clerical support, handle mail, and, in addition, pick up some of the expense. Correspondence with the **TIP** staff can be directed to IIR or to individual addresses (see Topical Editors' columns for their addresses; I can be reached at the Department of Psychology). Now that **TIP** has acknowledged itself, we'll move on to the members.

NEWS AND NOTES...

Neil Dumas has informed **TIP** (as well as those who attended the Division 14 Business Meeting at APA) that he is concerned about Division 14's lack of representation in governmental funding agencies. **Laurel Oliver**, **TIP** Editorial Board, would welcome your inputs into this or related concerns. In the meantime, **TIP** is pleased to report that we did and still do have some representation. **Ben Schneider** reports that his year at the Division of Applied Research (DAR) of NSF had its ups and downs. The ups included a heartening flow of quality proposals for research, a number of which have already been funded. He noted that it is important for Division 14 members to submit proposals to NSF because it is through the pressure of good proposals that increasing funds will be available for conducting I/O and OB research. The downs were associated with him trying to do the job at NSF part-time; he found the commute a chore—so he moved to Michigan? Ben not only encourages you to submit your creative ideas to NSF (he is serving as a consultant to DAR pending recruitment of a full-time replacement—if you're interested and have questions about the job call **Frank Scioli**, 202-634-6260) but also to respond promptly if you are asked to review a proposal. NSF operates on the peer review system and, if peers don't review, proposals won't be funded! Ben's association with governmental agencies should facilitate his work on Division 14's Long Range Planning Committee which is concerned with APA's reorganization and Division 14's possible move toward incorporation. **Milt Hakel's** proposal for incorporation (see **TIP**, August 1979) was discussed at the Open Forum at APA in New York (presided over by **Ben**, **Ken Wexley**, **Mary Tenopyr**, and **Dick Campbell**). The Division is currently exploring the advantages and disadvantages of incorporation; **TIP** plans to offer opportunities for a PRO and CON discussion if such a move is eventually considered by the Division.

TIP congratulates **Fred Fiedler** who received the 1979 Military Research Award from APA's Division of Military Psychology for "distinguished contributions through sustained research to the defense forces of our nation and its allies, and to psychology as a science and profession." Fred also informed **TIP** that he gave invited lectures in June to our allies: the European Common Market in Brussels, the British Ministry of Defense in London, and the Universities of Bradford and Sheffield...Another Division 14er who has allies overseas is **Donald E. Super**. Don, of Columbia University, and the National Institute of Careers Education and Counselling in Cambridge, England, has been given a planning grant of \$40,000 by the European Research Office of the US Army Research Institute for the development and coordination of an international network of research projects on the importance of work. A first planning meeting in Cambridge has led to the establishment of nationally funded projects in 12 countries of Eastern and Western Europe and North America. Reviews of the national literatures are under way to use in preparing a plan for instrument development and pilot research...**Harry Levinson** has been invited to conduct a week-long workshop in Helsinki, Finland under the sponsorship of the Institute of Occupational Health from September 16 to 21, 1979. The participants will be psychiatrists and psychologists who are involved in occupational health in industrial organizations and in public health in Scandinavia, some in university depart-

ments and others in practice...**Roger W. T. Gill** of SUNY Binghamton visited the Republic of Singapore in August 1979 to lead a seminar and workshop for the National Productivity Board on the identification and development of management potential in organizations, attended by 68 top-level representatives of industry, commerce, and government. He also addressed the Singapore Training and Development Association and the National Trades Union Congress...**TIP** is not especially nationalistic but it would appreciate receiving notes about invited lectures presented by Division 14ers in the U.S....In a vein related to allies and defenses, Lt. Col. **Jim Mitchell** has sent **TIP** a copy of the Air Force Psychology Newsletter. Contact him at 6SE Rd., Randolph AFB, Texas 78148 if you want information about Air Force psychologists.

Congratulations to **Larry Cummings** who was elected President-Elect of the Academy of Management. During the 1979-80 academic year Larry will serve as visiting professor in the Graduate School of Management, Northwestern University. He has also been appointed to serve as a Beta Gamma Sigma Distinguished Scholar during the 1979-80 academic year...**TIP** also congratulates its newly elected officers: **Vic Vroom**, President-Elect; **Frank Schmidt**, Member-at-Large; and **Milt Hakel**, Council Representative.

Jim Sharf and **Jack Bartlett** have comments in this issue of **TIP** regarding EEO and legal issues. **Dick Barrett** sent **TIP** a copy of a letter he has written to **Shanna Richman**, Program Associate, Psychology Licensing, Professional Examination Service, New York. Dick has refused to participate in the Service's effort to update its licensing exam for professional practice in psychology because he considers the "...procedure to be unprofessional in that the resulting tests can not meet current standards." Dick also believes that "...the promulgation of such an examination will badly damage the professional standing of Industrial Psychology..." Concerned and interested Division 14 members should contact Dick (5 Riverview Place, Hastings-on-Hudson, N.Y. 10706) and, also, keep **Bill Howell** (Chair of Ad Hoc State Affairs) informed—see his message in this issue.

TIP has learned that the University of Nebraska-Lincoln has taken over the operation of the Buros Institute of Mental Measurements. The Institute has, for a period of 45 years, produced 24 publications pertaining to information about and evaluation of tests. The latest edition of *The Mental Measurements Yearbook* (8th edition) was published in November 1978. **Cecil Reynolds** will be acting director...Speaking of publications, **Donald Cole** of the Organization Development Institute in Chesterland, Ohio (11234 Walnut Ridge Road) has been appointed co-editor for a new quarterly journal to be published at the Cranfield School of Management in England called "Leadership and Organization Development." Send articles to him at the above address. Don wants papers which are practical and business oriented and not academic papers with long bibliographies. Some members of **TIP's** staff will be submitting papers which are both academic and practical...**Tom Ramsay** has a new book—"The Testing Manual;" **Don Bowen** has co-edited (with **L. E. Boone**) a book called "The Great Writings in Management and Organizational Behavior." (**TIP** is anxiously awaiting this book to see if it contains any articles from previous issues of **TIP**)...**TIP** is pleased to announce new publications by its members. We would be especially

pleased if Division 14 authors would sign contracts with publishers contingent on the publisher's agreement to advertise in **TIP**. Contact **Larry Fogli** at the **TIP** office for a manual on how to arm twist publishers.

We have mentioned some awards already received. **Art MacKinney** calls for nominations for the Professional Practice Award. Division 14 members also should consider SPSSI's Gordon Allport Intergroup Relations Prize. "The best paper or article of the year on intergroup relations" wins \$250. Send 3 copies to SPSSI Central Office, P.O. Box 1248, Ann Arbor, Michigan 48106 by December 1, 1979. (I am extremely confident that you will receive **TIP** before December 1, 1979).

News from academia is that **Howard Baumgartel** and the University of Kansas, Department of Psychology, have a newly created MA program in personnel and organizational psychology...**Gail Ironson** has left the cold of Bowling Green, Ohio to join the I/O group at the University of South Florida in hot Tampa...**Michael Flanagan** left hot Tallahassee to become associate professor of Business and Administrative Studies, Lewis and Clark College in pleasant Portland, Oregon...**Charles Noty** was appointed Chair and Professor in the Departments of Management and Personnel Administration at Roosevelt University in Chicago...A non-academic move is that of **Bob Vecchiotti** who has recently joined Psychological Associates, Inc., of St. Louis as Associate Director and will be responsible for new training program development.

Movement within, between, and about APA; **Jack Bartlett** has been appointed to COSPOPS (he will decipher this in his message) and **Doug Bray** is now on the APA Committee on Professional Awards...Finally, Division 14 has 110 new members, 25 new associates, and 4 new affiliates. A list of new members' names will appear in the next issue of **TIP**; this issue has been personally mailed to the new members since you don't become an impersonal address label until January 1, 1980. The Division 14 total is now 2034!!

THE DEADLINE FOR RECEIPT OF "STUFF"
FOR THE FEBRUARY ISSUE OF TIP IS
DECEMBER 15, 1979

ASSESSMENT CENTER HAPPENINGS...

J. L. MOSES

Beginning with this issue, a special feature of **TIP** will be a topical review of assessment center happenings for interested practitioners. Since this is your column, I would be very interested in hearing from you concerning issues, current developments, and innovative applications. I can be reached at AT&T, 295 North Maple Avenue, Room 6133H3, Basking Ridge, New Jersey 07920.

Information about Assessment

The growth of the assessment center movement has expanded in recent years and a number of significant events have recently occurred. As you may know a new journal entitled the *Journal of Assessment Center Technology* is available. This journal, designed for the assessment center practitioner can be obtained through **Steven Cohen** at Assessment Designs, Inc., One Purlieri Place, Winter Park, Florida 32792. Current Division 14 members on the editorial board include **Don Grant**, **Gini Boehm**, **Joel Moses**, **Jim Huck**, **Steve Cohen**, **Len Slivinski**, and **Cabot Jaffee**.

In addition to the *Journal*, a newsletter is published by Development Dimensions, Inc. For those interested in that newsletter please contact **Bill Byham**, Development Dimensions, Inc., 250 Mt. Lebanon Boulevard, Suite 419, Mt. Lebanon, Pennsylvania 15234.

Assessment Center Congress

The recent assessment center congress held in New Orleans was the best attended to date and was a most informative one for all concerned. One of the highlights of the program was the ratification of a new set of Ethical Standards on assessment center applications. For those members wishing a copy of the revised standards, please write to me at the above address.

Happenings and Issues

A number of very interesting international applications of assessment centers are beginning to emerge. Assessment centers have been successfully adapted in Japan and in Europe and it is interesting to see different applications of assessment center technology applied in different organizational and cultural climates. Another general trend that is emerging is the use of assessment centers at state and local governments as well as the Federal sphere. To this observer, this causes great concern. Most assessment centers require a great deal of organizational support in order to be effective. It is this observers' impression that these kinds of resources are not commonly available, particularly at the state and local government level. Consequently, the efficacy of many of these assessment interventions may be quite questionable.

The old and trite expression, "You get what you pay for" applies here. In my opinion, most local and state run assessment programs are reacting to the fad of using assessment, rather than being a serious attempt to deal with the complex organizational issues raised by use of this kind of intervention.

Sorry to be controversial in this first column. I would be interested in your reaction to my obviously unbiased and objective views. Write to me at the above address.

Report from APA Council

KITTY KATZELL, *Senior Div. 14 Representative*

In this metric age, it may be meaningful to report that the agenda for the meetings of the APA Council of Representatives in New York City reached a new "high" of 10 cm., presented in three bound volumes plus numerous supplementary pages. Naturally, the contents were not of equal importance to all members of the Council—and certainly not to Division 14. This report can only mention some of the highlights among the 38 action items and 24 information items, and try to provide some framework within which members can appreciate the relevance of those items to Division 14.

Regular readers of **TIP** are acquainted with Division 14's efforts to effect modifications in the Model Legislation being developed by the Committee on State Legislation (COSL) of the Board of Professional Affairs (BPA). Early versions of the model law were patterned on the needs of health service providers, with many aspects inimical to the interests of I/O psychologists. The revised version that Council considered in New York made accommodation for our needs, but now proved to be unacceptable to many other special interests within APA. As a result, Council voted to take no action on the proposed model at this time. This vote leaves the 1967 model legislation and subsequent documents, including the generic Standards for Providers of Psychological Services, as the official position of APA on the licensure of psychologists.

Second only to the model legislation in its importance to Council and Division 14 has been the issue of establishing a National Commission on Education and Credentialing in Psychology, to designate programs that prepare individuals for the practice of psychology to assist licensing boards in identifying eligible candidates. The APA Board of Directors proposed that Council approve the establishment of a task force to design, develop, implement, and evaluate the proposed system, rather than rush headlong into establishing the proposed Commission without having answers to the many questions that have been raised about how it would work. Division 14 representatives participated actively in support of a move to amend the proposal, to assure that others besides clinicians would be appointed to the task force. The amendment was finally adopted by a margin that was so narrow it required a hand count, but the entire matter was then deferred to the next meeting of Council which will be held January 18, 19, and 20, 1980.

Among Council's other actions were the approval of the establishment of a Board of Minority Affairs, a Continuing Committee on Public Information, a Psychology Defense Fund, and two new Divisions (Psychoanalysis, and Clinical Neuropsychology). Implementation of the Board of Minority Affairs requires that the total APA membership approve an amendment to the Bylaws, since all Boards are set forth in that document. The Continuing Committee on Public Information is charged with reviewing and making recommendations about the policies and procedures of the public information activities of APA. The purpose of the Psychology Defense Fund is to provide funding for legislative and legal activities which focus on psychology as a science and a profession. For Division 14, the establishment of this fund could mean the availability of support from APA when future amicus briefs

are required in relation to our interests. For that reason, members of Division 14 should keep in touch with this topic and support the Fund when contributions are solicited. The formation of the Division of Psychoanalysis was vehemently opposed by the Division of Psychotherapy, but the new Division was approved anyway since close to 1000 APA members had signed the petition and all prerequisites had been met. The only potential source of opposition to the Division of Clinical Neuropsychology was the Division of Physiological and Comparative Psychology, but they chose not to oppose it and instead moved the approval.

One final piece of action which related to Division 14 was the approval by acclamation of 108 new Fellows of APA, including two from our Division: **Frank Landy** and **Gary Latham**.

For further information about Council proceedings, members are referred to the APA Monitor. If Council matters appearing there prompt members to express their opinions, they are invited to contact their representatives. While Division 14 representatives are always free to vote their consciences on the basis of deliberations taking place in Council, they are also interested in knowing members' views on the issues. Division 14 representatives are:

Kitty Katzell (term ends Jan. 1980), **Virginia Schein**, **Milton Blood**, **Richard Campbell**, **Paul Thayer**, and **Milton Hakel**.

SPECIAL ANNOUNCEMENT

Division 14 membership is now open to APA Students in Psychology upon application to the I/O Membership Chair. Interested students should address requests for application material to **M. A. Fischl**, U.S. Army Research Institute, 5001 Eisenhower Ave., Alexandria, Va. 22333.

Professional Affairs 1978-79

C. J. BARTLETT, *Chair*

The Professional Affairs Committee (including **Sid Gael, Paul Johnson, Bert King, Howard Lockwood, Herb Meyer, Chuck Raben, Roland Ramsay, Ben Shimberg, and Tom Tice**) was active in a number of areas this year.

Education, Credentialing and State Legislation

We supported the efforts of **John Campbell's** leadership on these issues by letting APA know that we were mad as hell and not going to take it anymore (see **TIP**, February, 1979) with regard to education and credentialing as well as the COSL (Committee on State Legislation) model for licensure.

Standards for Providers of I/O Psychological Services

The primary activity of the Professional Affairs Committee centered around the revision of the *Standards*. We went through six more revisions and Draft #11 was endorsed by the Division 14 Executive Committee and sent on to COSPOPS (The APA Committee on Standards for Providers of Psychological Services). This draft was accepted by COSPOPS at its Sept. 15 meeting.

Criteria for the Professional Practice Award

These were refined and will be used as guidelines for next year's committee. More publicity will be given this award in hopes of nominations. (Send them to **Art MacKinney**.)

Professional Practice Exam

Finally, a resolution was introduced and approved by the Executive Committee expressing our concern for the procedures being used in the development of the Professional Practice Exam. The result was a letter to the Board of Professional Affairs of APA, spelling out the shortcomings of the current procedures for licensing and certification. We recommended that a Task Force for Competency Assessment be established to oversee research aimed at a proper validation of competency measures used for evaluating professional psychologists. Included would be a full job analysis, the development of relevant performance criteria for a criterion related strategy, or a careful matching of critical elements of the job for a content strategy or both.

It was further stated that professional psychology should be leading the way and setting an example for other professions by applying appropriate principles and methodology to the assessment of professional psychologists.

You Know You've Had Enough...

WILFREDO R. MANESE

In the previous issue of **TIP**, **Hakel** argues for the incorporation of Division 14. The article sets forth the advantages flowing from the proposition that now is the time for Division 14 to become incorporated and solicits reader reactions to the proposal. What follows responds to that invitation.

As an alternative to the incorporation option, I propose the formation of a *religious association*.

Intimations of our religious roots were recognized early by some in the legal community who observe that:

- 1) our jargon is so much "mumbo jumbo on a par with reading tea leaves and the entrails of birds;"
- 2) weak knees are an occupational hazard of our trade, the tell-tale signs of a validator of employee selection procedures;
- 3) the results of our studies are best accepted as articles of faith;
- 4) whereas the Lord took six days to create the entire universe, the state of I/O knowledge progresses in units of geologic time.

The transition provides the mechanism for addressing historic imbalances, myths and the like, including:

- 1) Negative validities would gain in respectability to the extent that "those who are first will be last..."
- 2) Future convention sites would have to include Salt Lake City.
- 3) The meek will continue to inherit the land; this time we will insist on the associated mineral rights.
- 4) No, Virginia, correlation is not a primitive form of incest.
- 5) Conventional procedures for giving test feedback to unsuccessful examinees (such as those built around the standard error of measurement rationale or some norm-referenced benchmark) would have to be revised to reflect a more religious perspective. An illustrative script for the employment context may read thusly:

"My dear brother John (or sister Mary): In the Lord's vineyard as it is in our company, many are called but few are chosen. You have not been selected. Harbor no enmity in your heart; instead, heed the Lord's command: 'Go forth and multiply'—*in that order and off company premises.*" (Italics provided.)

* * * * *

It may well be that the best arrangement for us is to be headquartered overseas, rendering us eligible for foreign aid and entitling us to diplomatic immunity (useful for clearing parking tickets). Whatever the final configuration, let us not blow the afterlife because of some minor technicalities.

DIVISION 14 APPROVED BY A.P.A. AS CONTINUING EDUCATION SPONSOR

IRWIN L. GOLDSTEIN

Division 14's proposal to be a sponsor of continuing education programs was approved by the American Psychological Association Subcommittee on Sponsor Approval. The most recent A.P.A. reports on continuing education indicate eleven states now require continuing education to maintain licensing/certification. Also, a large number of other states are developing legislation to implement such requirements. Another interesting trend is that many of those states which originally developed voluntary continuing education programs are now making the program mandatory.

The significance of A.P.A.'s approval of Division 14's plan is based upon the fact that most states are willing to grant credit for any program approved by A.P.A. Thus, this system will enable psychologists to participate in Division 14 activities which will be approved by their states. The A.P.A. system is also designed to provide a registry so that psychologists will be able to contain transcripts listing all of their continuing education activities for the year.

During this coming year, the Division 14 Continuing Education Committee will be working on integrating A.P.A. requirements with our present activities (e.g. our workshop program). Also, the committee will begin developing plans for other continuing education activities like regional workshops. The members of this year's Division 14 continuing education committee are: **Irv Goldstein, Brian O'Leary, Adela Oliver, and Erich Prien.** Please feel free to contact Irv at the Department of Psychology, University of Maryland, College Park, Maryland 20742, (301-454-6103) with questions, suggestions or problems.

ANNOUNCEMENT FOR DIVISION 14 WORKSHOP PARTICIPANTS

We are pleased to announce that the American Psychological Association approved Division 14 as a Continuing Education Sponsor. Thus, if you would like to use the workshops for 7 hours of continuing education and you would like a statement that the sponsor is approved by A.P.A., please write to **Irv Goldstein**, Department of Psychology, University of Maryland, College Park, Maryland 20742. He will arrange to have a statement mailed to you.

FELLOWSHIP COMMITTEE

KARLENE ROBERTS

During the 1979 APA convention two Division 14 members were elected to Fellowship status. They are **Gary Latham** and **Frank Landy**. Gary Latham received his Ph.D. at the University of Akron. He is currently at the University of Washington. The major thrust of his work is in goal setting, performance appraisal, and incentive systems. Gary has published two books and over thirty research articles. Frank Landy received his Ph.D. from Bowling Green State University. He is currently in the Department of Psychology at Pennsylvania State University. His work is primarily in psychometrics, motivation, and performance evaluation. Frank has published a book and over thirty-four articles and chapters.

An overall goal of the fellowship committee is to maintain the high standards set forth for fellow status by the APA by-laws. In addition, Division 14 fellows must have been members of the Division for at least two years and

"As evidence of having made an unusual and outstanding contribution or performance in industrial and organizational psychology, a candidate for Fellow status must have done work which is widely recognized and accepted by other members of the Division as having advanced their own thinking and practices. In order for this impact to have occurred, it is generally expected that he shall have generated new knowledge or formulations or programs that contribute to theory, methods, or practices relevant to industrial and organizational psychology, and that these contributions will have been set forth in publications generally available to the profession..."

(by-laws of the Division)

This year the Fellowship Committee will review its procedures and criteria for election.

The committee urges you to let us know whom you would like recommended for Fellow status in the Division. Send inquiries for information to **Karlene H. Roberts, School of Business, 350 Barrows Hall, University of California, Berkeley, California, 94720.**

ELECTION RESULTS!!!!!!!

Victor H. Vroom — *President-Elect*
Frank L. Schmidt — *Member-at-Large*
Milton D. Hakel — *Council Representative*

UNION-PSYCHOLOGIST COLLABORATION: AN INFORMATION EXCHANGE

NEAL SCHMITT

For the past two years, there have been several reports in **TIP** concerning the efforts of the Public Policy and Social Issues Committee to publicize and encourage the collaboration of psychologists and unions both in psychological/organizational research and the solution of organizational problems. One request was made to **TIP** readers to share their experiences in working with unions the results of which were subsequently published in **TIP** (Vol. 16, No. 3). We have worked with **Ed Czarnecki** in organizing a series of presentations at the AFL-CIO Education Directors Conference held at the George Meany Center for Labor Studies (**TIP**, Vol. 16, No. 4). We also arranged a symposium at the 1979 APA convention in which four union personnel presented their views of psychologists and the desirability and feasibility of increasing interaction. **Shelly Zedeck** has now asked me to provide brief reports on a regular basis in **TIP** of research or consulting projects in which I/O psychologists and union personnel have cooperated. In addition, **Tove Hammer** will contribute information on special topics in labor relations and collective bargaining. I am writing to solicit papers, articles, brief reports, telephone calls, etc., which I can in turn relate to **TIP** readers. Our hope is that by simply publicizing these efforts we will foster more similar projects. We also feel that we can increase the possibility that I/O psychologists interested in unions will be more likely to be aware of others' efforts in this area.

If the union personnel who talked at APA are representative, there are many areas in which we could do interesting work and make significant contributions: organizational development, power and its determinants, leadership training, job satisfaction, group behavior, commitment, persuasion, alcohol and drug abuse and retirement adjustment were some topics mentioned. Likewise, there are significant obstacles to such cooperative ventures—difficulty on the part of union personnel to identify an appropriate consultant, lingering suspicion of I/O psychologists as allies of management, failure to understand union culture and values, use of unnecessary psychological jargon, and severe union budgetary problems or at least a reluctance to commit money to staff and consultant expenses.

In conclusion, we would like to publicize instances in which union and psychologist have cooperated. If you are currently working on such a project, we hope you will share some of your successes and/or headaches with **TIP** readers. Call (517/355-8395), or write **Neal Schmitt, Department of Psychology, Snyder Hall, Michigan State University, East Lansing, Michigan 48824** or **Tove Hammer, New York State School of Industrial and Labor Relations, Ives Hall, Cornell University, New York, New York 14853**.

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.

Committee on Revision of the Principles for the Validation and Use of Personnel Selection Procedures

MARY TENOPYR and BILL OWENS

Our committee has been charged with the responsibility for revising and updating **Division 14's Principles**. This task has assumed additional importance with recognition of the fact that APA has no immediate plans for revision of the Standards for the use of Educational and Psychologist Tests. What we have done to date is somewhat as follows. (1) **Paul Sparks, Mary Tenopyr, and Bill Owens** have divided the existing draft so that each of us is responsible for a particular section. (2) **Mary Tenopyr** has solicited the balance of the committee for comments on this draft. (3) These comments have lead to a first revision of the draft. (4) Solicited comments on this first revision were ably organized and summarized by **Betsy Sechler**, an intern of Paul's. (5) Paul, Mary and Bill have carefully reviewed and considered these comments, and will shortly complete the production of a second draft of the Principles. Our goal, of course, is to develop the soundest possible document; and to assure ourselves, as best we may, that it reflects the most enlightened views of the membership.

Another Set of Employee Selection Guidelines?

Most I/O psychologists are familiar with Federal Guidelines on Employee Selection Procedures. It may be a surprise that some of the Federal Guidelines concepts and procedures originated in State Guidelines on Employee Selection Procedures. The "bottom line" procedure and "80% rule," for example, were among the new ideas first utilized in guidelines published by the State of California in 1972. The California Guidelines on Employee Selection Procedures were written by the Technical Advisory Committee on Testing (TACT), a committee of the California FEPC. TACT contains several Division 14 members, and is presently developing new Guidelines to replace their 1972 set. TACT has been chaired by Division 14 members: **Howard Lockwood, William Burns, Lewis Albright, Victor Tom, and Patricia Pfeiffer**. TACT's current chair is **Frank Ofsanko**, Manager Personnel Research, Southern California Edison, Rosemead, California.

A Survey to Determine the Utility of Various Job Analysis Methods for a Variety of Organizational Purposes

Ron Ash, Ed Levine, and their colleagues **Frank Sistrunk** and **Phil Smith** are continuing work on a project to assess the relative utility of several job analysis methods for a variety of organizational purposes. They are planning to conduct a survey of expert job analysis users—including members of Division 14 who have performed job analyses—in order to gather informed opinions on the subject. If you and/or any of your colleagues who have conducted job analyses are willing to spend approximately two hours reading concise descriptions of job analysis methods and responding to a survey questionnaire, please write or call **Ron** or **Ed** at the **Center for Evaluation Research, SOC 107 Box 12, University of South Florida, Tampa, Florida 33620**. Phone: (813) 974-2490. The names and descriptions of job analysis methods for possible inclusion in the survey are also solicited. Individual responses will be held in confidence, and all survey participants will receive a copy of the findings.

1979-80 Committee on Committees Report

GINI BOEHM

If the last few hard-to-contact people accept their assignments, 98 Division 14 members will be serving on 10 standing committees and 4 Ad Hoc ones during 1979-80. This excludes elected members of the Executive Committee and the new Committee on Committees which will be chaired by **Frank Smith**.

Of these 98, 21 have not previously served, so far as our records show, on any Division 14 committee. An additional 19 have previous committee service, but not on the committee to which they are appointed for the 1979-80 year. This represents a high degree of turnover and indicates that the Division is interested in providing sizeable numbers of people with the opportunity to actively play a role in its activities.

Of the 21 people who are new to committee service, 19 were appointed strictly as a result of the self-nomination process. In short, the primary way to become a member of a Division 14 committee is to nominate yourself.

The number of openings on committees for 1980-81 will probably be about the same. If you are interested in being considered for a committee next year (the list of committees and chairs follows), write: **Frank J. Smith, Sears Roebuck & Co., D-707 Sears Tower, Chicago, Illinois 60684**.

DIVISION 14 EXECUTIVE COMMITTEE AND CHAIRS: 1979-1980

PRESIDENT: Mary L. Tenopyr	MEMBERS-AT-LARGE:
PRESIDENT-ELECT: Victor H. Vroom	Frank L. Schmidt, Benjamin Schneider,
PAST PRESIDENT: C. Paul Sparks	Kenneth N. Wexley
SECRETARY-TREASURER:	COUNCIL OF REPRESENTATIVES
Lewis E. Albright	MEMBERS:
	Mildred E. Katzell, Virginia E. Schein,
	Paul W. Thayer, Richard J. Campbell,
	Milton R. Blood, Milton D. Hakel

EDUCATION & TRAINING: **Stephen L. Cohen**
FELLOWSHIP: **Karlene H. Roberts**
SCIENTIFIC AFFAIRS: **Virginia R. Boehm**
PUBLIC POLICY & SOCIAL ISSUES: **Robert F. Boldt**
PUBLIC RELATIONS: **Jarold R. Niven**
MEMBERSHIP: **M. A. Fischl**
PROFESSIONAL AFFAIRS: **Arthur C. MacKinney**
PROGRAM: **Walter W. Tornow**
COMMITTEE ON COMMITTEES: **Frank J. Smith**
WORKSHOP: **David W. Lacey**
LONG RANGE PLANNING: **Benjamin Schneider**
TIP EDITOR: **Sheldon Zedeck**
INNOVATIONS IN METHODOLOGY CONFERENCE: **J. Richard Hackman**
AD HOC LEGAL ISSUES: **C. J. Bartlett**
AD HOC CONTINUING EDUCATION: **Irwin L. Goldstein**
AD HOC STATE AFFAIRS: **William C. Howell**

: SPECIAL ANNOUNCEMENT : Nominations Solicited for Division 14 Professional Practice Award

To recognize outstanding contributions to the practice of I/O Psychology, Division 14 is again sponsoring the Professional Practice Award. The award will be given for the development and implementation of a practice, procedure, or method with major impact on people in organizations or on the profession of I/O Psychology.

- The award is intended for development *and* implementation.
- The contribution has had a significant impact on the practice of I/O Psychology; the field is better because of the work of the awardee.
- The impact of the work should have been in the last ten years.
- The work should have been widely disseminated through publication, presentation, workshops, etc., and utilized by other I/O psychologists; the technique should be available to the profession.

The organizational setting of the awardee's work, i.e., whether industry, government, academic, etc., is *not* relevant.

The award will consist of a certificate and \$500, and the recipient will be invited to address the membership at an APA Convention. Individuals or research teams are eligible; organizations are not eligible.

Nominations should document in detail the contribution and its impact; all Division 14 members are eligible to submit. Send nominations to: **Art MacKinney, University of Missouri-St. Louis, 8001 Natural Bridge Road, St. Louis, Missouri 63121**.

The *deadline* for submissions is *December 31, 1979*.

Michigan Association of Industrial and Organizational Psychologists Organized

For at least the last three years, **Alan Bass** at Wayne State has organized dinner meetings of about thirty to forty industrial/organizational psychologists working in southeast Michigan. To better represent the interests of I/O psychologists to legislative and credentialing groups as well as to continue the exchange of information and knowledge between I/O psychology researchers and practitioners, we have now formed the Michigan Association of Industrial and Organizational Psychologists. The initial organizing committee consists of **Al Bass, Kathie Carrick, Bill Hoel, Mark Lifter, Frank McIntyre, Neal Schmitt, and Bill Roskind**. We are planning to continue to meet about three times a year (October, February, and May this year) for dinner, discussion, and to listen to various speakers. Meetings are held in central locations. At our first meeting this fall, **Jack Hunter** will discuss the research on validity generalization he is now doing with **Frank Schmidt**. Other program alternatives such as workshops have been discussed and will be taken up by our first program committee.

We believe that the meetings allow an excellent opportunity to exchange problems, solutions, rumors, etc. If you are an I/O psychologist working in or near Michigan, we invite you to join us. Write to **Mark Lifter, Arthur Young and Co., 100 Renaissance Center, Detroit, Michigan 48243** for an application blank.

Meetings: Past and Future

(1) **The Fourth International Symposium on Educational Testing** will be held in Antwerp, Belgium, June 24-27, 1980. The original sponsor, the Educational Research Center of the University of Leyden, has been joined this year by Educational Testing Service, U.S.A., and the University of Antwerp. Invited speakers will address the themes: Anxiety and test performance, measuring intelligence, setting standards for performance, and latent trait theories.

A limited number of volunteered papers will also be accepted for presentation. Abstracts of such papers, limited to 300 words, must be submitted to: **Fourth International Symposium on Educational Testing, Educational Testing Service, Princeton, New Jersey 08541, U.S.A., by February 1, 1980.** Further information may be obtained from the above address.

(2) **METRO PROGRAM FOR 1979-80:** The Metropolitan New York Association for Applied Psychology (METRO), which is an association of psychologists primarily from New York, New Jersey, Massachusetts, and Connecticut, has recently selected the following individuals to serve as its executive officers for 1979-1980:

President: Constant C. Queller, Vice-President: Adela Oliver, Treasurer: Richard G. Buchanan, and Secretary: R. Ronald Shepps.

METRO members meet monthly at the Harvard Club in New York from October to June to hear guest speakers, hold discussions, and socialize. The program described below is also open to METRO's many friends across the country, who are invited to drop in when in New York. (Most meetings start at 4:30 P.M.)

DATE	SPEAKER	TOPIC
Tuesday, October 23, 1979	Richard S. Barrett	The Human Equation— Operating a Nuclear Power Plant
Monday & Tuesday November 26-27, 1979	Two Day Symposium	Alternate Selection Procedures Under the Guidelines
Thursday December 20, 1979	Robert Perloff	New Directors in Applied Psychology
Wednesday or Thursday January 23 or 24, 1980	David Nadler	Organizational Development
February, 1980	Annual Ground Hog Day	Dinner
Tuesday March 18, 1980	Irwin Goldstein	Training Research in the Real World—A Continuing Fallacy
Wednesday April 16, 1980	Robert Dugan	Occupational Alcoholism and Employee Assistance Programs
Thursday May 8, 1980	Lorraine Eyde	The Token Woman or Man— Employment in Non-traditional Jobs
June, 1980	Annual End of Year	Luncheon

Another feature of METRO is its publication of a professional employment

bulletin with the purpose of facilitating the match between qualified applied behavioral scientists and interested companies. The employment activity is coordinated by **Mark A. Mishken**, New York State Office of Court Administration.

Psychologists and others interested in the applied behavioral sciences are encouraged to apply for membership. Information requests about METRO should be mailed to:

R. Ronald Shepps, Sales Personnel Research (Area 5-C), Metropolitan Life, One Madison Avenue, New York, New York 10010, (phone 212-578-3396)

(3) Graduate Students in Industrial/Organizational Psychology Are Having Their First National Conference This Spring.

HERE ARE SOME REASONS WHY IT WON'T BE THE LAST...

Becoming Professionals: A Conference for Students in I/O Psychology

Graduate study in I/O Psychology is an *active* professional development process. From the start, students apply their scientific and process skills to real challenges in real settings. Very early in their careers, students share the concerns and issues facing the science and practice of I/O Psychology. The student perspective on these issues is undoubtedly different from that of the "full-fledged" professional. Students are perhaps naive, but they are also more forward-focused. They are as much concerned with what the profession *is becoming* as with what it is now.

This special perspective can only be partially accommodated within the existing professional structure provided by the American Psychological Association. If students are to actively confront professional issues, channels must be created through which students may communicate among themselves and to the mainstream of I/O professionals.

This Spring, the next generation of I/O scientist-practitioners will meet to create a network of actively collaborating peers. This peer network will provide the pool of knowledge, talent, and energy with which I/O Psychology will face the challenges of the '80's.

CONFERENCE OBJECTIVES

(1) To confront critical issues facing I/O Professionals-in-training; (2) To provide an opportunity to share ideas, work, and research and to identify topics of research and practice that are of mutual interest; (3) To provide a platform from which employers of I/O Psychologists may communicate their needs and preferences regarding the skills and experiences to be possessed by their personnel; to publicize their immediate and projected position vacancies; and other information valuable to students in planning their studies; (4) To provide an opportunity for producers of professional materials and services to display, demonstrate, and distribute information about their products.

WHO

All graduate students in I/O Psychology and related fields are invited to attend and to submit work for presentation. Persons wishing to become involved in Conference Planning should contact the Steering Committee at the address below.

WHERE/WHEN

The Conference will take place in centrally located and easily accessible Columbus, Ohio on **April 4, 5, and 6, 1980.**

COST

Every effort is being made to keep costs at about \$10.00 per participant. Participants will provide their own food and travel. As many persons as possible will be lodged in the homes of O.S.U. students.

The Steering Committee for the National I/O Student Conference faces three immediate tasks:

1. Publicizing the conference: spreading the word and gaining participation from as many programs as possible.
2. Fund-raising: identification of potential benefactors and making contact with them.
3. Program development; identifying programs and topics of interest and concern to I/O Graduate Students.

The Steering Committee seeks the involvement of graduate students from as many programs as possible. If you are interested in serving as your program's contact with the Conference, please contact us. All programs are encouraged to designate a contact person. We welcome and encourage comments from any persons having opinions on any aspect of the Conference.

Suggestions, ideas, and information may be sent to the following address:

Steering Committee, I/O Conference, Attn.: Dave Van De Voort or Mark Wilson, 404C West 17th Avenue, Columbus, Ohio 43210.

The Conference is wholly student planned and produced. No person receives any pay for the considerable work which is required to produce a meeting of this sort. Still, the many costs involved in preparing materials, postage, etc. will far exceed the revenue which can be generated by the registration fee.

The very limited earnings of our graduate student clientele requires that we minimize the cost of attendance to participants. Therefore, it is necessary that we depend upon the generosity of individuals and organizations who have an interest in supporting high quality professional practice in Industrial and Organizational Psychology. The cost of producing the Conference is estimated to approach \$5,000.00. The Department of Psychology at O.S.U. has demonstrated its support for the project with a gift which should cover about 10% of these expenses. For the other 90%, we depend on generous benefactors whose gifts in this critical first year will help insure a successful Conference for years to come.

Please help us. Make contributions payable to "I/O Conference" and mail to **David Van De Voort** at the address above. Please contact me for more information about our plans. Thank you.

(4) **The Academy of Management meetings** were held at the Peachtree Plaza in Atlanta August 7-11, 1979. There was a preponderance of Division 14 members in the Personnel-Human Resources, Organizational Behavior, and Organization Development Divisions of the Academy: **Richard Arvey, John Bernardin, Warren Blumenfeld, Wayne Cascio, Larry Cummings, Pete Dachler, Marty Evans, Ed Fleishman, Don Hellriegel, Jim Hunt, Tim Hall,**

Bob House, Dick Klimoski, Paul Muchinsky, Lyman Porter, Ben Schneider, Craig Schneier, Don Schwab, Bill Scott, Rick Steers, Vic Vroom, Gary Yukl, Terry Mitchell, and John Wanous. Thus, it appears that the two organizations have considerably overlapped memberships as both grow.

On the program were symposia on the socialization processes in organizations, job scope and job satisfaction, withdrawal behavior and turnover research, job design, and personnel decision making. Other topics included quality of work life, resistance to change and punishment in organizations, performance appraisal, executive pay determination, organizational stress, employee motivation, organization development in other cultures, employee satisfaction with pay, employee responses to pay, decision making and staffing in compensation, organizational effectiveness, failure experiences in OD, managerial promotions research, and working hours. Certainly many of these topics, papers, and symposia could have been presented at Division 14 as well as at the Academy. This attests to continued overlap between us.

An attempt to stimulate research in the Personnel-Human Resources division was also initiated by holding research roundtables for newly initiated doctorates or students at the dissertation stage. The roundtables were discussions with resource persons charged with the formulation of research hypotheses and proposing research designs which were subjected to the critique of participants. Participants received bibliographies which enabled them to prepare for the discussion as well as to develop their own hypotheses for the topics under consideration. Each participant of the research roundtable was permitted to participate in two topics. Topics and resource persons included:

- Research Issues in Industrial Uses of Autobiographical Data—**William A. Owens**, University of Georgia
- Research Issues in Behavior-Based Criterion Measures—**H. John Bernardin**, Virginia Polytechnic Institute and State University
- Research Issues in Motivation, Compensation and Job Satisfaction—**Thomas Mahoney**, University of Minnesota
- Research Issues in Human Resource Planning—**Lee Dyer**, Cornell University
- Research Issues in Collective Bargaining—**Peter Feuille**, University of Illinois and **John Anderson**, Queens University

The research roundtable experiment was a success and will likely be conducted prior to the Academy meetings next year in Detroit. A further attempt to stimulate research in the general personnel human resource area was initiated by \$150 prize for the outstanding research paper. Interested persons can have their papers entered in the competition when submitted to the Personnel-Human Resources Division of the Academy by noting that the paper is to be entered in the Personnel-Human Resources research competition. Further, the American Society for Personnel Administration announced that they have funds available for research for general personnel topics and are encouraging Academy members (as well as Division 14 members) to apply for these research funds. You may contact **Bob Mathis** at the University of Nebraska-Omaha for further information on ASPA.

Overall, the Academy meetings seemed to go well. There was much interaction despite the convoluted construction of the Peachtree Plaza Hotel. Convoluted or not, next year's meetings of the Academy are in Detroit at

the Plaza, but Academy members can be assured (so we have been told) that the rat maze has been eliminated as the Plaza in Detroit was designed after learning from the mistakes in Atlanta. Thus, Academy members returning home from the meetings a week late will not have the excuse that they were lost somewhere in a large hotel. If you are interested in the Detroit meetings, you might contact your experimental colleagues and practice maze running to get in condition.

(Editor's note: This review was written by **Dick Beatty** at **TIP's** request.)

(5) **Toronto 1978 Convention Questionnaire Results**

Last Fall, the Division 14 Program Committee designed a questionnaire to help in the planning of the New York convention by soliciting membership reaction to the Toronto Division 14 program. Unfortunately, mailing problems at the time caused delay in the distribution of **TIP** which contained the questionnaire. Consequently, it did not reach the membership until _____. By the end of April 1979, 59 returns had been received. Given an estimated 1800 for Division 14 membership, this amounts to a return rate of about 3%.

The returns' representativeness of Division 14 total membership cannot be discerned without additional sampling. Nevertheless, a summary of the respondents' answers is provided below—at the very least, as a courtesy to those who did reply. The general membership may find the reactions of interest as well, and can determine how reflective of their opinions they are.

1. 78% (46) of survey respondents said they attended the Toronto convention, with 64% (38) indicating that the Division 14 program had a moderate or major influence on their attendance decision. Of those that attended, 53% (24) stayed five days or longer at the convention, with 4 days being the most frequent length of stay (13). Excluding the pre-convention workshop day, the second, third, and fourth days were attended the heaviest (by 60% or more). Roughly about 1/3 stated they had 10 hours or less of program contact, 1/3 between 11-20 hours, and another 1/3 said they had between 21-40 program contact hours. 59% (27) expressed finding difficulty some of the time in obtaining seating at the sessions.
2. 68% (40) said they attended or planned to attend at least two other professional out-of-town conventions that year, with 2 or 3 other ones being the most frequent response (28). Only 17% (10) reported Toronto as the only convention they planned to attend. The Academy of Management was by far the most frequently mentioned other professional conference (23).
3. 51% (30) reported they had attended at least six other national APA conventions previous to Toronto, with 12% (7) stating twenty or more. 4 previous conventions was the most frequently mentioned (8) experience.
4. Reactions to the Division 14 program were varied. 41% (19) felt it was about the same as previous programs attended in the past. 28% (13) said it compared better, whereas 22% (10) felt it was worse. Further, when comparing it to that of other non-APA conventions or conferences attended in the past, 27% (12) felt it was about the same, 23% (10) better, and 27% (12) worse. 15 respondents had no opinion.
5. Concerning satisfaction with different types of program formats—Symposia, Social Hour, Invited Addresses, and Panel Discussions received significantly more ratings of "satisfied," with Symposia getting the most (by 54% of the respondents). Poster Sessions received significantly more "dissatisfied" responses (10) in comparison to other program formats. Also, Poster Sessions along with Pre-Convention Workshops, Small Group Discussions, Conversation Contact Hours, and Open Forum were

formats receiving a relatively high "no opinion, don't know" response (by, at least, 27% of the respondents). However, of those who had an opinion about the Pre-Convention Workshops, 69% (18) were "satisfied." At least 30% of the respondents expressed a desire for expanding the Symposia and Small Group Discussion formats.

6. 86% of the respondents indicated "yes" (37) or "maybe" (14) about attending the 1979 New York APA convention, with 63% (37) agreeing that the Division 14 program will influence their attendance.

7. Finally, concerning general background characteristics—34% (20) of the respondents listed Academic and 32% (19) Industry/Business as the nature of their primary employment. Another 15% (9) came from consulting firms, 14% (8) from government, with the rest listing private practice or student. Of those in academic settings, 40% (8) reported working in Psychology Departments and 35% (7) in Departments of Management. The rest listed their departments as Business Administration/Business School, Organization Behavior, Human Resources, and interdisciplinary. 10% (6) had no Ph.D. degree in 1978, 47% (28) of the respondents received their Ph.D. degree within the last ten years, with another 19% each having received it between 1968-1960 or 1958-1951.

(Editor's Note: **TIP** thanks **Walt Tornow** and **Rich Klimoski** for providing this report. Comments on the 1979 New York convention or the next convention in Montreal should be addressed to **Walt Tornow**; see next piece.)

(6) **ONWARD TO THE 1980 APA CONVENTION:** Even though our wallets have hardly recovered from this year's New York convention, it's already time to plan for next year's in Montreal. This is necessitated by the fact that the Board of Convention Affairs is again requiring all materials to be submitted to your Program Committee by January 20, 1980. The APA Call for Programs, which should reach you soon, also will communicate this formally.

The Program Committee (**Kay Bartol, Ed Cornelius, Randy Dunham, Chuck Hulin, Ed Levine, Bill Mobley, Dick Ritchie, and me**) is looking forward to presenting a quality program in Montreal that can be characterized by diversity yet balance, breadth, and interestingness in terms of appealing to the wide spectrum of our scientist-practitioner membership. We welcome your ideas, suggestions and critical comments on how to achieve this goal. But the best and most pragmatic way to communicate with us is in the form of submitting proposals (along the format lines of previous years' Call for Programs) for consideration on next year's program!

Proposals will be evaluated in terms of four considerations: (1) *General Interest*: To what extent is the topic addressed of interest to a substantial proportion of the Division membership?; (2) *Technical Adequacy*: To what extent do research contributions presented or reviewed measure up to acceptable technical and methodological standards?; (3) *Innovativeness*: To what extent is new knowledge presented, or existing knowledge integrated in a novel fashion?; (4) *Suitability for Oral Presentation*: To what extent does this contribution lend itself to effective oral presentation? There are two additional considerations particularly applicable to Symposia: (5) *Diversity*: To what extent are divergent approaches to a problem or differing viewpoints in a controversial area represented by the presentations included?; (6) *Integration*: To what extent are the presentations included meaningfully related to each other and logically sequenced? Finally, two additional considerations are

applicable to papers: (7) *Completeness*: To what extent are hypotheses, methodology, and results fully summarized in this paper?; (8) *Adequacy of Visual Aids*: To what extent are visual aids (if necessary) adequate for clarity of presentation?

Based on conversations with many of you and amongst Committee members, the following topics or content directions have been suggested (and we encourage you to suggest others) for focus on next year's program: Major issues facing I/O psychology—past, present, and future; The future of the nature of work and its implications to I/O; Is I/O utilizing and benefiting from its historical “roots” or merely “reinventing the wheel”?; How well does the I/O scientist-practitioner utilize or benefit from philosophy of science knowledge?; Information on non-traditional content areas such as the issues for I/O concerning the handicapped and older workers; Information concerning new or non-traditional research methods for I/O; Research and technological developments in I/O abroad as well as in non-traditional I/O client settings (i.e., Japan, China, Unions); I/O contributions to the issue of quality (i.e., product/service quality, and quality of work life); Users of I/O services—who are the users?, who should they be?, what are their needs?, how well are they served?; Evaluation methodology and technology—application of new or different approaches in field settings; Training, licensing, and continuing education requirements for I/O; Productivity measurement and enhancement—where does I/O fit into the “puzzle,” and what can I/O contribute?; Human resources development and career planning vis-a-vis I/O's contribution; Performance Appraisal (i.e., issues such as legal, measurement accuracy vs. bias; new perspectives, new approaches); Job analysis (i.e., methodological issues and approaches, equal pay/equal worth issues and research); Selection, placement, and validation; The editorial process, publication practices—good science?; The politics of personnel research; Employee participation and control structures.

We invite submissions in these areas as well as others. Of special interest would be papers or symposia which develop or maintain a point of view, argue for a position, or take on an advocacy role in an area of importance to our field. Also, debates should be considered—perhaps along the lines of a point/counterpoint format. “Think pieces,” theoretical integration, and work reflecting the application of theory development would also be desirable. And, as in the recent past, we will continue with encouraging a mix of formats (e.g., symposia, addresses, poster sessions, conversation hours). We welcome suggestions for invited speakers and/or topics you would like to see on the program. Finally, we also want to encourage the participation of students at the convention. When you submit your proposals, we encourage you to indicate which other divisions (if appropriate) may also benefit from your presentation. This will allow us to consider co-sponsorship.

Please remember—the Montreal program will only be as good as the quality and quantity of your submitted proposals. So let's be enthusiastic and submit lots of them (*before* the deadline!) so that we all can enjoy next year's Division 14 program.

Program materials should be submitted to: **Walt Tornow, Control Data Corporation, Corporate Personnel Research (HQN060), 8100 34th Avenue South, Minneapolis, MN 55440.**

AD HOC LEGAL ISSUES 1979-80

C. J. BARTLETT, *Chair*

The Committee (including **Richard Hansen**, **James Herring** and **Harold Tragash**) has the charge of monitoring federal, state and local legislative and judicial activities that may impact I/O psychology. Although EEO legislation and judicial decisions will remain high on our list, we are getting a variety this year.

Truth in Testing Legislation (Editor's Note: See **Jim Sharf's** column, below.)

This is already a reality as it applies to admissions tests for higher education in New York. It will require, among other things, the release of standardized test questions and answers after each administration. Not only is this likely to spread to other states, but a bill has been introduced in Congress by Representative Weiss (H.R. 4949) which is essentially the same as the New York statute. Our activity will be to monitor the effect of the New York law as well as the spread to other jurisdictions.

The New York and the Weiss bill apply only to educational admissions tests, but another bill has been introduced in Congress (H.R. 3564) by Representative Gibbons which includes “occupational admissions tests” as well. All kinds of tests are covered. In addition to all the reporting procedures, the Gibbons bill specifically prohibits the use of tests of knowledge or achievement (rather than aptitude) on the basis of relative distribution of scores of other test subjects.

We will be watching these bills closely and will develop appropriate testimony for Congressional hearings, etc. **Mary Tenopyr** and **Paul Thayer** are to testify in September.

Protection of Confidential Interview Records

For those I/O psychologists who don't use tests and other selection devices, welcome to the world of legal issues. The Michigan Public Service Commission has ordered the release of confidential interview records and other materials collected by Rensis Likert Associates for Detroit Edison. This is currently being contested at the local level. We will be watching this one and evaluate its potential impact for all of I/O psychology.

Although we seem to have plenty to keep us busy for 1979-80, please bring any other issues to our attention.

EEO ISSUES: Proposed Federal “Truth in Testing” Bills

JAMES C. SHARF

Gibbons bill (HR 3564 introduced by Rep. Gibbons of Florida)

The proposed bill covers “...all *educational admissions* testing conducted through interstate commerce and all *occupational admissions testing* (which affects commerce) to be conducted with sufficient notice of test subject matter and test results...” The term “test” as used in this bill includes “...any achievement or aptitude examination, whether written or oral, including any objective multiple choice, machine scored essay, practical, performance or demonstration exam.”

The rationale of the proposed bill is that "testing is a critical factor governing the free flow of individual skills in interstate commerce and seriously affects the Nation's capability for economic growth...and the rights of individuals and the national interests can be protected without adversely affecting proprietary interests...by simple requirements governing the proper prior notice to individuals of the subject matter to be tested and proper subsequent notice of test results and their uses."

Each applicant would have to be provided with: 1) a description of the content area to be tested, 2) the margin of error or reliability of the test, 3) a description of how the test results will be distributed, and 4) a statement of the applicant's rights to obtain test results. These rights include: 1) being notified of performance in each area of the test, not just a total score, 2) how the applicant ranked in each performance area; and 3) the passing score generally required for both occupational and educational admissions.

The bill further stipulates: 1) No educational or occupational admissions test which tests knowledge or achievement (rather than aptitude) shall be graded (for purposes of determining the score required to pass the test for admission) on the basis of the relative distribution of scores of other test subjects, and 2) whenever there are reasonable grounds to believe that any person is about to administer any educational or occupational admissions test in violation of the Act, a civil action...including a permanent or temporary injunction...may be sought.

Weiss bill (HR 4949 "Educational Testing Act of 1979" introduced by Reps. Weiss and Chisholm of NY and Miller of California)

The rationale for this bill is "...there is a continuous need to ensure equal access for all Americans to educational opportunities (and) the rights of individuals and the public interest can be assured without endangering the proprietary rights of the testing agencies..."

The purpose of the bill is: 1) to ensure that test subjects and persons who use test results are fully aware of the characteristics, uses and limitations of standardized tests in *post-secondary educational admissions*, 2) to make available to the public appropriate information regarding the procedures, development, and administration of standardized tests; 3) promoting appropriate use of standardized test results and greater accuracy, validity and reliability in the development, administration, and interpretation of standardized tests, and 4) encouragement of use of multiple criteria in the granting or denial of any significant educational benefit.

In addition to requiring substantial amounts of pretest information be made available to the applicant regarding the test's purpose and content areas covered, the bill additionally requires that the "test agency" provide: 1) correlations between test scores and future success in schools and, for graduate admissions, the correlation between test scores and success in the career for which admission is sought; 2) the extent to which use of the test improves the accuracy of predicting future GPA over and above all other information used; 3) a comparison of test scores and percentiles by income groups; 4) the extent to which test preparation courses improve test subjects' scores; and 5) the manner the scores will be used "...by itself or together with any other information about the test subject to predict in any way the subject's future academic performance for any postsecondary educational institution."

The bill further requires a report be sent to Congress "...concerning the relationship between the test scores of test subjects and income, race, sex, ethnic, and handicapped status. Such report shall include an evaluation of available data concerning the relationship between test scores and the completion of test preparation courses."

The bill further requires a "test agency": 1) to file with the Commissioner of Education a copy of all test questions and the correct answers after each administration; and 2) to provide to each test subject a copy of test questions, their individual answer sheets with a copy of the correct answers, and the individual's raw score. Finally, "In order to ensure that tests are being offered at a reasonable cost to test subjects..."

the bill requires testing agencies to file financial disclosure statements with the Commissioner of Education regarding their cost and expenses in test development.

(Send your comments, etc. on these bills or other EEO issues to **Jim Sharf, Richardson, Bellows, Henry, and Co., Inc. 1140 Connecticut Ave., Washington, D.C. 20036.**)

GOVERNMENT RESEARCH ACTIVITIES

LAUREL WEBER OLIVER

This is the initial venture into a topical column on I/O-related research activities in the federal government. Although my job brings me into contact with quite a few people doing Government research, there's a lot going on out there that I don't know about. So I'm depending on *you* to inform me! Having previously had newsletter experience (as editor of the Division 17 Ad Hoc Committee on Women Newsletter), I'm not so naive as to expect a deluge of mini-manuscripts in response to my request. However, I will need input from you I/O Government researchers in order to obtain balanced coverage for this column. Please send news items to: **Laurel Oliver, US Army Research Institute, 5001 Eisenhower Avenue, Alexandria, VA 22333** or phone me at 202-274-8293, (AUTOVON) 284-8293). We are interested in hearing about ongoing and prospective research programs. And we particularly welcome information about funding sources. For example, the US Army Research Institute (ARI) publishes a "themes brochure" which summarizes the research thrusts at ARI and outlines the procedure to be followed by researchers wishing to submit proposals in any of these areas. Requests for the themes brochure should be addressed to: US Army Research Institute, ATTN: PERI-P, 5001 Eisenhower Avenue, Alexandria, VA 22333. Perhaps other federal institutes or agencies have similar publications. Let me know if you do.

A research program I'd like to describe to you for this issue of **TIP** is the organizational effectiveness (OE) research being conducted at ARI. For several years the Army has been training Organizational Effectiveness Staff Officers (OESOs) at Ft. Ord, California in behavioral approaches and techniques (OD) designed to enhance the effectiveness of Army units. Several hundred OESOs are now in the field functioning as OE (OD) consultants. A pilot study is currently underway to determine the types of intervention being implemented at various organizational levels and the extent to which the OE consultants are able to evaluate the outcomes of their work. The results of this pilot study will be used to focus a research effort which seeks to determine the costs and benefits of the Army's OE program.

In the next issue of **TIP**, we'll tell you about some of the research being conducted to assess the impact of women in the military. The Navy Personnel Research and Development Center in San Diego, for example, is using a multi-method approach to study integrated (i.e., male-female) crews on shipboard.

Let's hear what *you're* doing!

WHAT OR WHO IS COSPOPS?

JOURNAL REVIEW SERVICE

R. F. BOLDT

Many thanks are due to **Lynn Plumlee** who started JRS and kept it going. It has been a pleasure to work with her as an editor and, as can be seen by her extensive contributions below, will continue to be so with her as a reviewer. If others are willing to help keep JRS helpful and informative by contributing reviews, please write to me, **Bob Boldt, Educational Testing Service, Princeton, New Jersey 08541**. I also welcome your suggestions.

Reviewers this issue: L. B. Plumlee, R. F. Boldt

MEASUREMENT TECHNIQUES

Bailar, B. A., and Lanphier, C. M. A pilot study to develop survey methods to assess survey practices. *The American Statistician*, November 1978, 32, 4, 130-137. Discusses problems in survey procedures found in a study of 36 surveys. (LBP)

DeCotiis, T. A. A critique and suggested revision of behaviorally anchored rating scales developmental procedures. *Educational and Psychological Measurement*, 1978, 38, 681-690. Proposes new approach to selecting items for BARS using correlation between rater's rating of an item and his mean rating of all items. (LBP)

Downs, S., Farr, R. M., and Colbeck, L. A convergence of selection and guidance. *Journal of Occupational Psychology*, 1978, 51, 271-278. Argues that self-evaluation may be useful in employment selection. Data on 1000 applicants offered jobs in 50 factories showed lower acceptance rate for those scoring low on a test (sewing machinist performance test) than those scoring high. Test is included. (LBP)

Gordon, M. E., and Gross, R. H. A critique of methods for operationalizing the concept of fakeability. *Educational and Psychological Measurement*, 1978, 38, 771-782. Compares approaches to assessing fakeability of self-report instruments. (LBP)

Mann, I. T., Phillips, J. L., and Thompson, E. G. An examination of methodological issues relevant to the use and interpretation of the semantic differential. *Applied Psychological Measurement*, 1978, 3, 2, 213-229. Extensive reference list on semantic differential and discussion of earlier work. Illustrates application of ANOVA in evaluating rating techniques. (LBP)

STATISTICAL METHODOLOGY

Berk, R. A. Empirical evaluation of formulae for correction of item-total point-biserial correlations. *Educational and Psychological Measurement*, 1978, 38, 647-652. Compares formulas for correcting item-total point biserial for spuriousness. (LBP)

Berk, R. A. et al. Estimation procedures for pooled cross-sectional and time series data. *Evaluation Quarterly*, 3, 1979, 385-410. (RFB)

Coons, D. F. A concise method for computing normal curve areas using a calculator. *Educational and Psychological Measurement*, 1978, 38, 653-655. Formulas require only y^x and TANH or e^x functions. 2 and 3-decimal accuracy. (LBP)

Cramer, E. M., and Appelbaum, M. I. The validity of polynomial regression in the random regression model. *Review of Educational Research*, Fall 1978, 48, 4, 511-515. Provides rationale relative to usability of standard estimation and hypothesis testing procedures for regression coefficients with fixed and random x values. (LBP)

McKillip, J. Impact evaluation of service programs: three flexible designs. *Evaluation Quarterly*, 3, 1979, 89-96. Reviews three designs that provide the option for randomization while preserving flexibility. (RFB)

Powers, D. E., and Alderman, D. L. Practical techniques for implementing true experimental designs. *Evaluation Quarterly*, 3, 1979, 89-96. Gives examples of situations where program characteristics were used to structure control groups in field settings. (RFB)

Wall, T. D., Clegg, C. W., and Jackson, P. R. An evaluation of the job characteristic model. *Journal of Occupational Psychology*, 1978, 51, 183-196. An interesting use of regression and path analysis in evaluating the job characteristics model; this model examines casual relationships among job dimensions, psychological states, and personal and work outcomes. (LBP)

MISCELLANEOUS

Mansfield, R. S., Busse, T. V., and Krepelka, E. J. The effectiveness of creativity training. *Review of Educational Research*, Fall 1978, 48, 4, 517-536. Summarizes results of a variety of creativity training studies using elementary to college level students; methodological weaknesses are discussed. Authors question evidence of transfer effects. (LBP)

Psychological aptitude tests and the duty to supply information, *NLRB vs. Detroit Edison Co.*, Harvard Law Review, Vol. 91:869, 1978, 869-878. Review and discussion of the meaning of the case. (RFB)

SPECIAL ANNOUNCEMENT

If you are planning to write a book, have just written a book, wrote a book several years ago and the sales are down, or you simply read books, request that the publishing company advertise in **TIP**. It is expensive to produce **TIP**; we can use all the revenue *you* can generate. Have the publisher contact **Larry Fogli** at the **TIP** offices or pass along the advertising rate information which appears at the end of this issue.

Professional Affairs Committee, 1979-80, Sets Objectives

The Division's Professional Affairs Committee, **Art MacKinney**, Chair, has established objectives for the year. The bylaws provide that the Committee will concern itself "...with matters of professional practices, ethics, and state and national legislation...(and) with information gathering, for the purpose of making general recommendations to the Division and to APA."

In order to work toward this broad goal, the Committee has established several specific objectives for the year's work.

Professional Practice Award: Administer the award. Publicity will be arranged both for **TIP** and for a new brochure. Nominations will be received, processed, and a recommendation for the Award will go to the Executive Committee.

Standards for Providers of I/O Service: The final draft of the Standards will be issued as a recommendation to the APA Committee on Standards for Providers of Psychological Services (COSPOPS). Further work on the Standards may be needed.

Professional Practice Examination: Earlier Committees have been concerned that licenses for professional practice usually lack essential features needed for minimum quality. The Committee will continue to work toward more acceptable licensure exams.

Standards for Accreditation of I/O Programs: Although no specific moves have been made toward I/O accreditation, the possibility remains alive. A subcommittee will initiate work toward a set of standards that could be used if necessary to steer accreditation efforts in our field.

Liaison with Other Divisions: The Committee proposes to establish liaison with the other divisional members of the Scientist-Practitioner Coalition and, perhaps, undertake joint activities with them.

Establish Liaison with AAP: The liaison established in earlier years with the AAP has become inactive in recent years; the Committee proposes to re-establish this contact.

Consulting by Academic I/O Psychologists: Last year's LRP Committee proposed that Professional Affairs consider establishing a set of "good practices" for the full-time academic person who does I/O consulting.

Suggestions and comments from members in regard to the past and proposed work of the Committee would be very welcome. Write **Art MacKinney** at **University of Missouri-St. Louis, 8001 Natural Bridges, St. Louis, Missouri, 63121**, or telephone: 314-453-5371.

Ad Hoc State Affairs Committee

BILL HOWELL

The broad objectives of this newly authorized committee were stated in its charge which appeared in the last issue of **TIP**. We hope to maintain summary information on all the statutes and regulations that affect I/O psychology, keep abreast of—and where possible anticipate—changes in them, and plan remedial action where it seems feasible. Naturally, we hope also to keep the membership informed and in an appropriately hostile mood (toward "them"; not us). Our mission, in short, is to snoop, pry, blab, and scheme.

Immediate objectives are: (1) to form the committee, which is to be comprised of six regional coordinators and whatever help they can muster within their respective areas, (2) to structure the information-gathering and reporting activities, (3) to develop contacts with the APA State Association Office, AASPB, representatives of other divisions of APA having concerns similar to ours (e.g., Div. 3, 5, 21), and (4) to organize, verify, and update the summary information now in my possession.

I have discovered that progress toward some of these goals was made by previous committees: some state contact persons were recruited; some information was collected. My first task, therefore, will be to consolidate what we now have, reorganize it, and move ahead. My hope is that by structuring tightly the responsibilities and reporting schedule of our "network," we can make this a viable and effective—though geographically diffuse—committee. To enhance the "inputting" process, I hope to announce the entire list of coordinators and state contacts by the next issue of **TIP**. Interested individuals can contact me at **Dept. of Psychology, Rice University, Houston, Texas, 77001**.

APPLIED BEHAVIORAL ANALYSIS

JUDI KOMAKI

As a relative newcomer to Div. 14, I am pleased and honored to accept the invitation to describe current developments in the newly emerging behavior analysis (or contingency management) field.

Interest in this approach continues to grow. This summer three meetings (The Institute of Management Science, Academy of Management, and the American Psychological Association) reflected the increased attention to the area by including symposia, papers, or both on their programs. In October a conference devoted exclusively to the behavioral approach in business was held under the auspices of Drake University.

Mark Your Calendars

On December 14th, there will be an Organizational Behavior Management interest meeting during the Association for the Advancement of Behavior Therapy meetings from 1:00 to 4:00 p.m. in San Francisco at the Hilton in the Teakwood Suite. All interested persons are cordially invited.

Plans are currently underway for an International Symposium on Behavior Modification in Work Settings to be held in Bogota, Columbia next February. More details as they become available.

Who's Who?

Researchers are implementing contingency management programs across the country. Beginning in the West, **Gary Latham** at the University of Washington continues to entice beaver trappers with the process of reinforcement. **Bill Hopkins** at the University of Kansas is in the midst of a three-year project, sponsored by the National Institute of Occupational Safety and Health (NIOSH), to reduce the exposure of workers to carcinogens. **Jack Schnelle** at Middle Tennessee State University is monitoring and improving a variety of aspects to police performance. **Chuck Raben** and **Stan Cohen**, both in the U.S. Office of Personnel Management, are implementing a group incentive pay program in a large federal government agency. Presently, I am conducting two studies: one, funded by NIOSH, is in a poultry processing plant in the private sector, and the other, funded by the Office of Naval Research, is in the area of preventive maintenance in a military setting.

For Starters

For further information, I recommend that you take a look at a description of several industries' experience with the approach:

Hamner, W. C., & Hamner, E. P. Behavior modification and the bottom line. *Organizational Dynamics*, Spring 1975, pp. 3-21.

You might also wish to browse through a new journal that is devoted exclusively to applications in work settings:

Journal of Organizational Behavior Management, Brandon L. Hall, Editor, Behavioral Systems, Inc., Suite 1-P, 3300 Northeast Expressway, Atlanta, GA 30341

For other leads, consult recent reviews of the literature:

Andrasik, F. Organizational behavior modification in business settings: A methodological and content review. *Journal of Organizational Behavior Management*, 1979, 2, 85-102.

Babb, H. W. & Kopp, D. G. Applications of behavior modification in organizations: A review and critique. *Academy of Management Review*, 1978, 3, 281-292.

Prue, D. M., Frederiksen, L. W. & Bacon, A. Organizational behavior management. An annotated bibliography. *Journal of Organizational Behavior Management*, 1978, 1, 216-257.

For a more in-depth view, you might like to consider some recent books:

Luthans, F., & Kreitner, R. *Organizational Behavior Modification*. Glenview, IL: Scott, Foreman, 1975.

Miller, L. M. *Behavior Management*. New York: John Wiley & Sons, 1978.

However, I highly recommend that these be perused in conjunction with primary sources:

Bandura, A. *Social Learning Theory*. Englewood Cliffs: Prentice-Hall, 1977.

Baer, D. M., Wolf, M. M., & Risley, T. R. Some current dimensions of applied behavior analysis. *Journal of Applied Behavior Analysis*, 1968, 1, 91-97.

Journal of Applied Behavior Analysis, K. Daniel O'Leary, Editor, Dept. of Psychology, State University of New York at Stony Brook, Long Island, NY, 11799

In the meantime, please drop me a note regarding any developments in this area that you feel would be of interest to Div. 14 members: **Judi Komaki**, Georgia Institute of Technology, Engineering Experiment Station, Atlanta, GA 30332.

COMMITTEE ON PUBLIC POLICY AND SOCIAL ISSUES: 1979-80

R. F. BOLDT

Three of last year's activities of the committee will continue through this year: There will be a strong emphasis on **Neal Schmitt's** analysis of the I/O jobs; **Lloyd Marquardt** will continue tracking progress of the National Academy of Science committee on job evaluation, and we will broaden our focus to include the NAS committee on aptitude testing; finally, another status report on legal issues will be prepared for **TIP. Jim Ledvinka**, (Department of Management, University of Georgia, Athens, Georgia 30601) would appreciate any information you may have on legislative issues of interest to I/O psychologists.

Two other efforts in the legal area will be made. One is to find a practical way to alert I/O psychologists about legislative actions so that they can take timely political action in their own behalf. Another is to find new types of studies and roles for I/O psychologists in public policy formation, e.g., the objective evaluation of consequences of proposed policies, as opposed to concentration on policy formulation and advocacy. Specific ideas on this effort or on other related innovations will also be welcomed by **Ledvinka**.

Involvement of I/O psychologists in labor unions continues to be of interest. Information about projects, ongoing as well as in the offing, that involve both I/O psychologists and labor unions would be appreciated, as would information about psychologists interested in working with unions, and about unions interested in getting I/O psychologists' help. Please write to the chair.

This year we hope to develop a list of I/O problems that are known to be of pressing interest to managers in one or more industries. The list could help researchers formulate projects that deal with their main interest, or on which they might piggy-back other research. **Lloyd Marquardt**, (Manager, Personnel Research, Travelers Insurance Company, New Hartford, Connecticut 06057) would appreciate it if those knowing of such problems could identify them, and describe the interest management has shown.

Finally, we will try a new tack for finding ways to involve I/O psychologists in public issues. We have identified two issues—unemployment and the military draft—to which we think I/O and other psychologists should be able to speak. We will try to work out appropriate forums and settings for that participation. Suggestions will be welcomed by the chair.

Members of the committee this year are: **Robert F. Boldt**, **Roger N. Blakeney**, **Sidney A. Fine**, **Nita R. French**, **David A. Grove**, **Mary S. Khosh**, **James Ledvinka**, **Lloyd Marquardt** and **Neal Schmitt**.

Your comments and suggestions will be welcomed by the chair, **R. F. Boldt**, Educational Testing Service, Princeton, New Jersey 08541.

BARS—Move Over, We Have A New Performance Appraisal Form

(EDITOR'S NOTE: The following performance appraisal form was declared to be reliable and valid by Executive Order #/%¢*. Comments can be sent to Occupant, White House, Washington, D.C.

Work Habits

1. On the average when does this person:
arrive at work _____; leave work _____
2. Pace of Work:
1 2 3 4 5 6
slow fast
3. Level of Effort:
1 2 3 4 5 6
below capacity full capacity
4. Quality of Work:
1 2 3 4 5 6
poor good
5. What is he/she best at? (rank 1-5)
_____ Conceptualizing _____ Attending to detail
_____ Planning _____ Controlling quality
_____ Implementing
6. Does this person have the skills to do the job he/she was hired to do?
yes _____; no _____; ? _____
7. Would the slot filled by this person be better filled by someone else?
yes _____; no _____; ? _____

Personal Characteristics

8. How confident is this person? (circle one)
1 2 3 4 5 6
self doubting confident cocky
9. How confident are you of this person's judgment?
1 2 3 4 5 6
not confident very confident
10. How mature is this person?
1 2 3 4 5 6
immature mature
11. How flexible is this person?
1 2 3 4 5 6
rigid flexible
12. How stable is this person?
1 2 3 4 5 6
erratic steady
13. How frequently does this person come up with new ideas?
1 2 3 4 5 6
seldom often
14. How open is this person to new ideas?
1 2 3 4 5 6
closed open

15. How bright is this person?
1 2 3 4 5 6
average very bright
16. What are this person's special talents?
17. What is this person's range of information?
1 2 3 4 5 6
narrow broad

Interpersonal Relations

18. How would you characterize this person's impact on other people?
(for example, hostile, smooth, aggressive, charming, etc.)
19. How well does this person get along with
Superiors? 1 2 3 4 5 6
Peers? 1 2 3 4 5 6
Subordinates? 1 2 3 4 5 6
Outsiders? 1 2 3 4 5 6
not well very well
20. In a public setting, how comfortable would you be having this person represent:
You or your office 1 2 3 4 5 6
The President 1 2 3 4 5 6
uncomfortable comfortable
21. Rate this person's political skills
1 2 3 4 5 6
naive savvy

Supervision and Direction

22. To what extent is this person focused on accomplishing the
Administration's goals _____ %
Personal goals _____ %
100%
23. How capable is this person at working toward implementing a decision with which he/she may not agree?
1 2 3 4 5 6
reluctant eager
24. How well does this person take direction?
1 2 3 4 5 6
resists readily
25. How much supervision does this person need?
1 2 3 4 5 6
a lot little
26. How readily does this person offer to help out by doing that which is not part of his/her "job"?
1 2 3 4 5 6
seldom often

Summary

27. Can this person assume more responsibility?
yes _____; no _____; ? _____
28. List this person's 3 major strengths and 3 major weaknesses.
29. List this person's 3 major accomplishments.
30. List 3 things about this person that have disappointed you.

Public Relations Committee Report: 1979-80

JERRY NIVEN

The Public Relations Committee is charged with carrying out activities and programs which will promote the interests of the Division and its members with business and industry, governmental institutions, other professional groups, students, and the public in general. President **Mary Tenopyr's** message in this issue of **TIP** emphasizes the need to promote the utilization of industrial and organizational psychology by large employers, as well as continuing to make other professionals aware of our identity and activities. Members of the committee who will address these challenges are: **Emma Bragg, Paul Duffy, Neil Dumas, Madeline Heilman, Clarence Von Bergan, Edward Robinson** and **Jerry Niven** (Chair).

Planned activities include identifying and contacting groups and organizations which are made up of business and industry and governmental participants for purposes of making I/O psychologists available for presentations and/or programs whereby "our message" can be provided. The committee will undertake the preparation of materials which can be used by Division members in structuring such presentations. Existing committee files containing names of members who have volunteered their services will be used for speaker identification. As required, other Division members will be contacted to fulfill speaking opportunities.

In increasing our visibility with other psychologists and related disciplines, the committee will endeavor to arrange for program participation at conventions or meetings of appropriate professional organizations. Recommendations of potential joint program presentations with other Divisions will be passed on to the Program Committee.

An increased interface with students at both the graduate and undergraduate level is planned by asking Division members to participate in meetings with students for purposes of discussing employment opportunities and counseling students regarding how to best sell their services to potential employers. Copies of the Division's publication, "A Career in Industrial/Organizational Psychology" will also be made available to Psi Chi chapters.

With the formulation of an ad hoc committee on State Affairs, support will be provided, as required, in providing materials and information for purposes of informing state boards, agencies and legislators of the activities and roles of I/O psychologists.

Several items introduced in the past year need to be implemented. **Paul Duffy** has overseen the revision and printing of the careers booklet designed for student populations. He is also in the process of updating the booklet, "The Industrial/Organizational Psychologist," which has as its intended population consumers of I/O psychology. Last year's committee chair, **Laurie Broedling**, initiated an introspective review of the committee's composition, function and future role. This analysis will be continued, and results passed on to the Long-Range Planning Committee.

Carrying out an active public relations program is dependent upon the enthusiasm and effort of committee members, as well as the interest and participation of *all* Division 14 members. Funds simply do not exist to prepare "slick" media presentations or to prepare and implement P.R. programs which

more affluent groups can accomplish. We must rely on the individual participation of the membership in support of the committee in seeking out and/or responding to opportunities which would promote the interest of I/O psychology. Your comments and suggestions are earnestly solicited and may be addressed to any of the committee members listed above. **Jerry Niven** can be contacted at **Personnel Research, Boeing Co., P.O. Box 3707 (Mail Stop 10-28), Seattle, WA 98124.**

Report From the Education and Training Committee 1979-1980 Objectives

STEVE COHEN, *Chair*

The role of the Education and Training Committee, as chartered by Article VII of the Division By-Laws, has always been to promote the development of the scientific and professional skills of current and future Division members, *and* to evaluate the training needs of I/O Psychologists as they impact this skill development. To this end, this year's E & T Committee objectives are consistent with this change. However, because of the relatively recent emergence of key professional affairs-related issues (see the President's message), the Committee will be required to maintain more consistent interfaces with a number of other Division 14 Committees than has recently been necessary if it is to effectively accomplish this year's objectives.

What follows are the Committee's 1979-80 objectives accompanied by the rationale for their focus. We have identified four major areas of concentration. It is important to note that the successful accomplishment of at least three of these objectives will largely depend on the contribution of the Division's membership.

- **OBJECTIVE:** To clarify the function of the E & T Committee

This objective may, at first, appear somewhat flippant in that we would hope that the Committee was well aware of its function by now. However, recent events could potentially alter the scope of the Committee. These events include the emergence of licensing, accreditation, and continuing education concerns. Because of the seriousness of the implications of these issues for the future of I/O Psychology, a number of Division Ad Hoc Committees and activities were spawned; namely the Continuing Education, Legal Issues, and State Affairs Committees, and **John Campbell's** interface with APA's Offices of Professional Affairs and Accreditation, to address them head-on. While the E & T Committee fully endorses the rationale for these Ad Hoc activities, its major focus must be redefined as promoting education and training which is consistent with the most current legal, social, and political needs.

Through frequent interface with these Committees and APA's Education and Training Board, we expect to more clearly define the E & T Committee's role for not only this year but for future years as well.

- **OBJECTIVE:** To develop an updated set of Guidelines for training I/O Psychologists

A number of documents have been prepared over the years regarding training of I/O Psychologists, the most definitive of which was circulated about eight years ago. While licensing, accreditation, and continuing education policies and procedures are currently being formulated it is necessary that we begin to define

POSITIONS AVAILABLE

LARRY FOGLI

training requirements consistent with these policies. Furthermore, we must begin to more directly confront the question of what exactly is an I/O Psychologist, and is it the training he/she receives that alone defines that title. With the steady rise of Organizational Behavior programs in business schools (many of which are staffed by traditionally trained I/O Psychologists), and increased cross-membership between Division 14 and the Academy of Management, we must determine whether qualifications as an I/O Psychologist and Division membership require two different sets of Guidelines, or are indeed one in the same. While we recognize the ambitious nature of this objective, we are compelled by the urgency of the issues to accomplish it. We would hope to have finalized a set (or sets?) of Guidelines by the end of our Committee's tenure. At the very least, we would expect to have made significant enough progress that next year's Committee could be charged with simply putting in the final touches. We will be calling upon the Division membership for its contributions in establishing these guidelines later in the year. We will look forward to hearing from each of you.

- **OBJECTIVE:** To rejuvenate the I/O Documents Clearinghouse

Two years ago, the E & T Committee instituted an I/O Clearinghouse. The function of the Clearinghouse was to provide the Division's membership with access to I/O-relevant but unpublished documents, or those not generally distributed or available to the majority of the membership. While the concept was enthusiastically received and the need genuinely recognized, contributors to the Clearinghouse listings were not sufficient enough for continued inclusion in **TIP**. The Committee feels that this lack of contribution was the result of inappropriate administration in that it did not provide an efficient means for obtaining this information. In order to better ensure that the Clearinghouse serve its objective, we will be providing an easy-to-complete form in the next **TIP** for each of you to complete. Listings will be grouped by subject matter and be periodically offered in **TIP**. Again, we encourage your contribution. It will, in and of itself, determine the success of the I/O Clearinghouse.

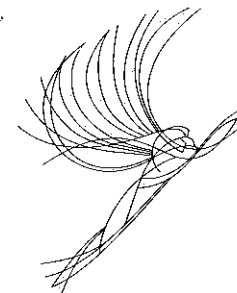
- **OBJECTIVE:** To update the brochure on I/O and OB Graduate Programs.

One of the major contributions of the E & T Committee has been the development of this brochure, which describes over 70 I/O and OB Graduate Programs. Since its last publication date was two years ago, we feel an update is due. This update will be provided in the form of an Addendum and, as is true of the brochure, will be available through the Division Secretary-Treasurer's office. Again we will ask for your participation in contributing to the Addendum by offering revisions to current programs or additions of new ones. Look for a form to complete in the next issue of **TIP**.

As can be noted from the above, the successful accomplishment of the E & T Committee's objectives for 1979-1980 will, in large part, depend on the Division membership's contributions. We look forward to working with you in meeting these goals. Please do not hesitate to convey to any of the Committee's members your ideas, concerns, or special interests. Contact me at **Assessment Designs, Inc., One Purlieu Place, Suite 205, Winter Park, Fla., 32792**.

- (1) The Psychology Department at the University of Illinois at Urbana-Champaign is recruiting an additional staff member in the area of Industrial/Organizational Science to join the faculty Fall Semester, 1980. The rank and salary are open and depend on the experience and qualifications of the applicant. Demonstrated excellence in research and effectiveness as a teacher are more important than specific research area or specialty within the general area of research on behavior of individuals in organizations. This position depends on the allocation of funds. Interested applicants should send a copy of their vita; drafts, preprints, or reprints of several publications; and the names of at least three people who could provide letters of reference to: **Charles L. Hulin, Department of Psychology, University of Illinois, Champaign, IL, 61820**. Additional information may be obtained by writing Professor Hulin or calling him at (217) 333-3798. The closing date for accepting applications will be January 1, 1980. The University of Illinois is an equal opportunity/affirmative action employer.
- (2) The Department of Psychology at Texas A & M University announces an opening for an Industrial/Organizational Psychologist. The position is available for either the Spring 1980 or Fall 1980 semesters. Responsibilities include teaching both graduate and undergraduate I/O Psychology courses, and supervising masters level graduate students. The individual applying for this position should have a strong research background and interest in either personnel and/or organizational psychology. Salary will depend upon qualifications. Contact **Dr. James B. Shaw, Department of Psychology, Texas A & M University, College Station, Texas, 77843** or call 713-845-2554, Ext. 52.
- (3) The Department of Psychology, College of Social Science, Michigan State University, is recruiting an assistant professor of psychology. Candidates with both organizational and more traditional industrial psychology interests are encouraged to apply. Primary consideration will be given to those candidates who can develop a productive program of field research. The position involves teaching both undergraduate and graduate courses in I/O Psychology, and occasionally courses in areas of interest (e.g., introductory psychology, statistics, research methods, etc.). Interested persons contact **Neal Schmitt, Department of Psychology, Snyder Hall, Michigan State University, East Lansing, Michigan 48824**. Michigan State University is an equal opportunity and affirmative action employer and is especially interested in attracting qualified minority and women candidates to these positions.
- (4) The Department of Psychology at Auburn University announces an *immediate opening* for a faculty member with teaching and research interests in industrial/organizational psychology. While we are searching primarily for a beginning Assistant Professor, qualified applicants at other levels may be considered. Applicants should have demonstrated research and teaching competence in *at least* one of the following areas: Personnel Psychology, Organizational Psychology, Applied Social Psychology, Program Evaluation, Psychometrics, Statistics, Human Factors. Candidates with strong quantitative skills and interests in organizational research in applied settings are especially encouraged to apply. Teaching assignments in this tenure-track position will include courses in the I/O Psychology MS and PhD programs, as well as related undergraduate service courses (e.g., general, industrial, social, statistics, psychometrics). The Department of Psychology has 21 full-time faculty members, three of whom are primarily identified with the I/O Program. Auburn University is an Equal Opportunity/Affirmative Action Employer. Send vita and three letters of recommendation to **William I. Sauser, Jr., PhD, Chair, I/O Search Committee, Department of Psychology, Auburn University, Auburn, Alabama 36830**.

- (5) New York University, Department of Psychology, will have a tenure-track vacancy starting September 1980. Candidates should have a Ph.D. in Industrial/Organizational Psychology, plus interests and background in both research and application. Rank and salary commensurate with qualifications. Submit resumes, names of references, and reprints to **Raymond Katzell, Department of Psychology, New York University, Room 550, 6 Washington Place, New York, N.Y. 10003.** N.Y.U. is an equal opportunity/affirmative action employer.
- (6) Industrial/Organizational Psychologist, Ph.D.: Immediate opening for tenure-track faculty member in established I/O program. Rank and salary negotiable. Share teaching responsibilities in graduate level statistics/design, multivariate analysis, and psychometric theory. In addition, teach in area of I/O specialty, teach undergraduate courses, advise students, supervise masters and doctoral theses, and participate in program and departmental development. Candidates must have demonstrated teaching and research competence in some area of I/O psychology. Our preference is to hire at the entry level, but active and highly competent senior persons will be considered and are encouraged to apply. Senior applicants must have other demonstrated competencies commensurate with level, including an active research program. Appointment date: August, 1980. Applicants should send curriculum vitae, letters from at least three references, and a statement of research and teaching interests (new graduates should also send graduate transcript) to **George C. Thornton, III, Chairman, Industrial/Organizational Psychology Section, Department of Psychology, Colorado State University, Fort Collins, Colorado 80523.** Deadline: January 15, 1980. Colorado State University is EEO/Title IX employer. Equal Opportunity Office: 314 Student Services Building.
- (7) *Industrial/Organizational Psychologist.* Purdue University Department of Psychological Sciences has an Assistant Professor position open for fall 1980. Commitment to research is a major requirement; area of specialization is open. Send credentials plus three letters of references to the attention of **Dr. Daniel R. Ilgen, Department of Psychological Sciences, Purdue University, West Lafayette, IN 47907.** Deadline for submission of all materials is January 15, 1980. Purdue University is an Equal Opportunity/Affirmative Action Employer.
- (8) Bowling Green State University, Department of Psychology, is seeking a new or recent Ph.D. for a tenure track position in Industrial/Organizational Psychology. The position entails teaching undergraduate and graduate courses and the direction of graduate student research. Starting date is Fall of 1980. Send curriculum vita, graduate transcripts, and 3 letters of recommendation to **Donald V. DeRosa, Chair, Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43403.** An Affirmative Action Equal Opportunity Employer. Applications must be received by February 15, 1980.



CENTER FOR CREATIVE LEADERSHIP

Conducting practical research into performance appraisal and the nature of managerial work.

Offering innovative training programs in leadership and career development for managers and executives. Topics include decision making, creativity development, utilizing group resources, increasing managerial effectiveness, increasing organizational effectiveness.

For more information, contact Betty Everhart, Center for Creative Leadership, P.O. Drawer P-1, Greensboro, N.C. 27402 (919) 288-7210.

SCIENTIFIC PRODUCTIVITY

The Effectiveness of Research Groups in Six Countries

FRANK M. ANDREWS, Editor

The most comprehensive study to date of the human and material factors that determine the effectiveness with which scientists meet their research goals. The authors of this important book report research sponsored by UNESCO which surveyed members of more than 1,200 different research groups working in a variety of disciplines in settings ranging from universities to government and private research institutes and industry. Systematic samples from six European countries—Austria, Belgium, Finland, Hungary, Poland, and Sweden—are represented in the data.

The authors' innovative conceptual approaches and techniques will be of great interest to organizational psychologists and sociologists. Their substantive findings, which challenge conventional wisdom about strategies for maximizing scientific productivity, will have important implications for all those concerned with science policy planning. *Co-published with UNESCO.*

\$24.95

Cambridge University Press

32 East 57th Street, New York, N.Y. 10022

THE GREAT WALL OF PROTECTION

built by the APA Insurance Trust

Over twenty years ago, the APA Insurance Trust began building a wall of insurance protection to give you, as a member of the APA, complete, comprehensive insurance protection.

Today, the Great Wall of Insurance Protection includes:

LIFE INSURANCE a plan that protects during the years of greatest financial responsibility. Up to \$100,000 of Life Insurance is available.

HEALTH-CARE INSURANCE a comprehensive program that helps defray the rising costs of health care. Can you afford to be without it?

ACCIDENT INSURANCE a plan that gives you 24-hour, world-wide coverage, even on commercial carriers. It can take you around the world.

HOSPITAL INDEMNITY INSURANCE a plan that pays you when you're hospitalized. It helps offset the additional expenses of hospitalization and is a good supplement to your program of medical insurance.

INCOME PROTECTION INSURANCE a plan that provides an income when you are disabled and cannot work — no matter what other benefits are payable. It's the professional edge.

Complete, comprehensive insurance protection from the APA Insurance Trust. A Great Wall of Protection.



Yes, I'd like more information about APA sponsored:
Administrator
APA Insurance Plans
Liberty Mutual Insurance Company
175 Berkeley Street
Boston, Massachusetts 02117

- ☐ Life Insurance
☐ Health-Care Insurance
☐ Accident Insurance
☐ Hospital Indemnity Insurance
☐ Income Protection Insurance

Name _____ Address _____ City _____ State _____ Zip _____

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 2000. This group includes both academics and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, 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, "position available" ads are available at the charge of \$25.00 per position. For information, or for placement of ads or listing of positions, write to **Larry Fogli, Institute of Industrial Relations, University of California, Berkeley, CA 94720.**

ADVERTISING RATES

RATES PER INSERTION	Size of Ad	Number of Insertions	
		One time	Four times
	Two-page spread	\$250	\$180
	Cover	175	135
	One-Page	150	110
	Half Page	100	70

PLATE SIZES	Size of Ad	Vertical		Horizontal
		One Page	Half Page	
	One Page	7½"	4½"	
	Half Page	3½"	4¼"	

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

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

Pass this information on to an author or publisher!