

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

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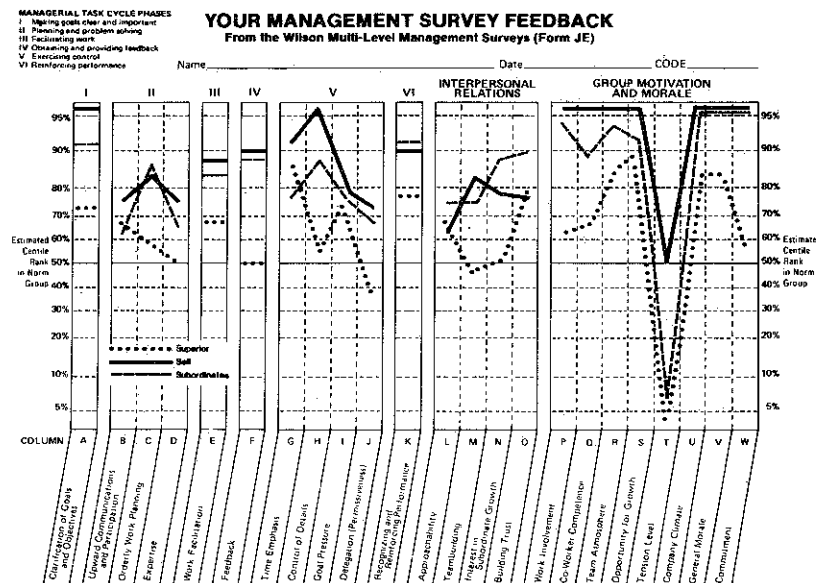
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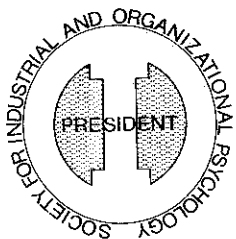
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A Message From Your President

Ben Schneider

What a fantastic time to become President of the Society! We have been challenged by **Milt Hakel** in his Presidential address to ask what in the world are we doing - and we can respond we are doing a great deal - but perhaps we can do more. We are doing a great deal as a Society for each other, we are a growing force within APA to which we contribute healthy alternative perspectives to the frequent blinders worn by health-care providers on the one hand and "pure" scientists on the other, and we are a voice that is increasingly being heard in the business, government, and industrial sectors because our models, theories, and techniques are proving useful in the day-to-day world of work. We could do more by extending our models, techniques, and theories beyond the boundaries of work to include family, school, and leisure in the network of variables we study. In fact our models, techniques, and theories might prove useful to both scholars and practitioners in these fields. A challenge before us, then, is to demonstrate the generalizability of what we think we know to other arenas of behavior - to show what else in the world we are doing. Clearly it is a tribute to what we *do* know and what we *have* accomplished that we can even state the generalizability challenge.

While I have no hard data to prove it, my impression is that this is a fine time to be an I/O Psychologist. There are new I/O Doctoral programs emerging in Psychology Departments, industry and state and local governments are finally regrouping their testing programs, Society members working in industry are being asked to participate in the highest level strategic decisions, and consultants are beating away clients because of the demand.

In addition to these general reasons, it is a great time to be a member of the Society. For details, see the Committee reports inside, but consider the following:

- The Spring Conference planning is in high gear under the able leadership of your President-elect, **Irv Goldstein**.
- The Frontiers series is projecting past **Tim Hall's** *Careers* volume to one on *Productivity*, and one on *Training*, all under the genial general editorship of **Ray Katzell**.
- Our new **TIP** editor, **Paul Muchinsky**, has taken on a task no one envies but one that earns everyone's admiration.

- 175 members are serving on the society's 15 committees and, of the 15 committees, there are 7 new chairs.

- Our Administrative Assistant, **Deborah Evans**, is ensconced at the University of Maryland and is beginning to facilitate Society correspondence and handling orders for the increasingly large number of documents, pamphlets, and video-tapes we make available.

- We had a best-year-ever for the Workshops program in Toronto - hats off to **Stan Silverman** and his troops.

- The diverse and interesting program in Toronto even produced a number of really well-presented sessions. If **Paul Sackett** badgers us enough we might become professional in our presentation style!

- **Jim Sharf's** Membership Committee added 257 new members!

- Our *Ethics Casebook* is essentially completed - after final approval it will be printed and mailed to each Society member. **Rod Lowman** and his Professional Affairs Committee deserve plaudits for this effort.

- Our financial picture at present is quite robust. It is important to remember, however, that the Spring Conference and the Administrative Assistant need to be paid for.

So, you ask, what are the problems? The problems and irritations concern our relationship to APA in general and APA Council in particular. In a nutshell, the basic irritation is the continuing and continuous guild orientation of APA to the (seeming) exclusion of the scientist and the scientist-practitioner.

By guild orientation I mean those behaviors directed toward the specification, documentation, and establishment of APA and some of its Boards and Committees as vehicles for the promotion of Psychology, primarily as a profession (read practitioner). For example, APA Council has now ruled that State Associations and Divisions that fail to garner enough votes to seat a Council Representative each have a "participant/liason" (non-voting) attend Council meetings and have half the expense coverage of Council Reps. to do so. Although voted in as a two-year trial, this decision to seat State Associations is very disturbing; State Associations are guilds.

In addition to this recent action by Council, two other guild-oriented projects always seem to occupy your Executive Committee's efforts - specialization and standards for providers of psychological services. To try and combat the perception that APA is "out to get us" or, at best, merely ignore us, your Executive Committee invited APA staff from the Office of Policy Studies (Sarah Duffy) and the Office of Scientific Affairs (Virginia Holt) to brief us on some of their activities.

Interestingly, those two offices frequently work together at APA, with Policy Studies being more concerned with influencing Federal funding for research and Scientific Affairs being more focused on procedural issues regarding the acquisition and expenditure of the funds obtained. Ms. Holt brought with her the second edition of APA's *Guide to Research Support*, a very useful introduction to Federal, and now Foundation, support for psychological and behavioral research. Ms. Duffy shared some of her Office's work in promoting the value of psychological research - and told us how valuable some of I/O's productivity research has been in demonstrating the literal utility of Psychology to Congress.

It seems important for us to be aware of the diverse nature of APA's efforts for all of its members, so in future messages I will try to share some of these with the Society's membership. If you have opinions on APA that would be relevant to this idea, please let me hear from you.

Your Society, then, is functioning actively in a number of arenas. We seem able to respond to various professional and research challenges and, in our sometimes galumphing way, we are even occasionally effective. Perhaps we really are the I/O other divisions see - Industrious and Organized.

TIPBITS

Ann Howard

This issue is being prepared with some degree of sadness, for it is the last for this Editorial Board. Although my term as Editor was supposed to go through August, 1985, your generosity in electing me Secretary-Treasurer of the Society has meant handing **TIP** over to a new editor three issues early. Beginning with the February issue, **Paul Muchinsky** will head the **TIP** team from Iowa State University.

Before saying goodbye I want to recognize the contributions of those who helped make **TIP** a viable and, I think, exciting newsletter over the last two volume years. **Ed Adams** has done a terrific job as the Business Manager; revenues have gone way up due to Ed's energy and persistence in bringing in ads, position available listings, and new subscribers. If he keeps it up, **TIP** may be in danger of getting out of the red and into the black and we'll have to pay taxes! (As the new Secretary-Treasurer, I appeal to Ed to stop just one ad short of doing that).

The Editorial Board (**Lynn Summers**, **Martin Greller**, **John Hinrichs**, **Jim Sharf**, **Rich Klimoski**, **David Campbell**, and **Randy Dunham**) provided innumerable articles of interest, from industrial policy and selection interviewing to videodiscs. Presidents **Campbell**, **Hakel**, and **Schneider**, APA Council Reps., and Committee chairs have also been great sources of news. And last but not least, many of you readers contributed memorable features as well as notes, news, and commentaries for the **TIPBITS**, Meetings, Calls, and In-Basket columns. **TIP's** success is really dependent on a great many productive and helpful people, of whom I was most appreciative as an Editor.

I also want to acknowledge with tremendous gratitude the contributions of the **TIP** Production Staff here at AT&T. In the past, **TIP** editors resided at universities and had access to inexpensive printing facilities. Since we didn't have that option (it was prior to establishing a Society office at the University of Maryland), the only way we could keep printing costs from emptying the Society's treasury was to do the typesetting ourselves with AT&T computer facilities. The task of supporting this effort fell on the shoulders of **Sharon Solomita** and **Catherine Brunson**.



Catherine Brunson (l.) and Sharon Solomita

Sharon had never dealt with computers before, but as the fastest and most accurate typist I'd ever known, "Sharon of the

flying fingers" was clearly perfect for the job. Although she swore at first that, "The terminal is eating my files!", she was soon in control. Cathy makes no claims to typing proficiency, but as our computer expert, she performed a large number of rescue missions. She also handled projects requiring graphics software, such as developing the Society and **TIP** logos, graphs, the convention program centerfold, and use of unusual typing fonts.

There were many mini-catastrophes as we learned the typesetting game. The software has an untold number of quirks. Bolds and italics don't work the same from issue to issue (others keep altering the software without telling us). In editing **Art MacKinney's** presidential speech for the February, 1983 issue, I inserted a forgotten "a" and the article overran its last page by seven lines! The software assumes every letter is 1/10 inch in size when most are much smaller, which greatly limits setting tabs. This has caused us so much pain in trying to set up tables that we wanted to announce, much like the housekeeper who doesn't do windows, "We don't do tables." Another motto was "When all else fails, cut and paste."

Still Sharon and Cathy persisted, and we knew we were making progress when our computer costs dropped by 1/3. The height of their heroism was reached with the August, 1984 issue, when I was in the hospital for major surgery right at **TIP** time. They brought the galleys to me in the hospital for editing and proofreading, but it fell to Sharon to figure out how to get all the "boxes" properly spaced on the pages. The two of them did the final paste-up of mastheads, dealt with the printer, and handled the mailing without me. As always, **TIP** went out on schedule.

We can't indulge in **TIP** nostalgia without mentioning our printing and mailing disasters. AT&T was still experimenting with the typesetting equipment when we began, and we struggled with fuzzy print and developing microfilm before the good equipment was in place and **TIP** became readable again. We also had a mad cutter with the first issue, who cost us about 1/2 inch on all our margins. Then there was the sobering experience of bleed-through images when we tried to cut costs by using cheap paper.

The bulk mailing brought another shock. We had no concept of what 3000 **TIPs** were until we saw them all over my living room floor. Or how long it would take to seal, label, band, and bag them until we tried it -- all one weekend. [Even when our methods got proficient, it took five people most of one day -- our thanks on this to **Debbie Carlson, Mabel Satrape, Doug Bray, Jim Whalen, Don Gallo, Walt Jordan**, and other stalwart assistants]. Or how heavy 3000 **TIPs** are until Debbie and Mabel tried to push them in a cart up a ramp at the post office in their high-heeled shoes.

In spite of all these experiences, Sharon and Cathy cheerfully thank the Society for the opportunity to expand their skills, which they have applied to other AT&T projects. But the Society really owes them a heartfelt "thanks" for a tremendous effort and obvious success. And don't worry, Paul; we'll let you in on all the pitfalls to avoid. Even so, good luck!

NEWS AND NOTES . . .

Bill Owens was appropriately honored at a retirement dinner during the APA convention in Toronto. About 55 colleagues and friends paid tribute to "Doc" through speeches and the presentation of a commemorative clock. While Bill will be reducing some of his I/O activities, **Paul Sackett** has just added to his. He is the new editor of *Personnel Psychology* and has already begun reviewing newly submitted manuscripts. Said outgoing editor, **Milt Hakel**, "After 11 years as editor, it was time to pass the torch."

Administrative jobs still exert their claims on academic Society members. **Walter Reichman** has been elected Chair of the Psychology Department of Baruch College, CUNY. **Ron Johnson** just began a new position as Associate Dean for Graduate Programs and MBA Director in the College of Business at Virginia Polytechnic Institute and State University.

Other academic movers include **Sam Rabinowitz**, formerly at New York University's College of Business and Public Administration. He is now at Rutgers University at Camden, NJ in the Faculty of Business Studies, where **Peter Weissenberg** claims he will take good care of him. Sam's move "south" from the Big Apple also included grass to walk on and a car to drive--a new lifestyle! NYU also lost **Kevin Murphy** from the Psychology Department. He and **Jan Cleveland** have joined the I/O Psychology program at Colorado State University. This brings the program there to full strength for the first time in several years; the other faculty members are **George Thornton, Jack Hautaluoma**, and **Tom Mitchell**. The I/O program at University of Nebraska at Omaha reached only a short distance to recruit **Robert Henley Woody**; he was already a Professor of Psychology there but they discovered that his interests in such things as law and human resources fit nicely into an I/O context.

Two other members changed their careers in terms of the kinds of organizations where they apply their expertise. **Saul Gellerman** admits he is fulfilling a life-long ambition by returning to academic life after seventeen years as a self-employed management consultant. He is now Dean of the Graduate School of Management at the University of Dallas. **Jeffrey Irving** has just

made the switch from industry to consulting. He left the Washington Post, where he was Personnel Director for the past five years, to become Vice President in the Washington office of Garofolo, Curtiss & Company, a management consulting firm specializing in executive search.

It is good to hear that so many local organizations of I/O practitioners are flourishing. Programs for the New England Society of Applied Psychologists and the Greater Chicago Association of I/O Psychologists are listed in the Meetings section, and a new group, NJ Report, appeals for members in the Calls section. METRO, the Metropolitan New York Association for Applied Psychology, has announced newly elected officers. They include **Linda Cassell Jones** (President), **Ocie Adams** (Vice President), **Paul Faerstein** (Treasurer), **Lynn Braswell** (Secretary), **Mark Mishken** (Placement Coordinator), and **Peter Wentworth** (Associate Placement Coordinator).

Training opportunities also seem to be growing in the field. The California School of Professional Psychology has initiated a Ph.D. program in Organizational Psychology at its Los Angeles campus. Their mission is to develop practitioners who can apply scientific methods and theory to improve organizational innovation and change. They offer typical coursework in organizational behavior, organization development, industrial psychology, quantitative methods, and general psychology but claim to be distinctive in their efforts to integrate internships and skills-oriented courses in the core curriculum. The program provides all students with two years of half-time field placements, courses in systems thinking and long-range planning, and a sequence of several experiential courses in interpersonal, group, and consulting skills development.

As a final bit of news, **Al Glickman** writes of some of his experiences as the Society's representative on the APA Committee for the Protection of Human Participants in Research (CPHPR). His involvement with the committee soon made him aware that little if any research had been done on how psychologists actually make ethics decisions. As a consequence he and two Old Dominion University I/O psychology doctoral students, **Scott Tannenbaum** and **Vickie Greene**, carried out a small simulation study to investigate ethics decisions. They discovered among other things that formal training in ethical issues does make a difference in the cues researchers use in making ethics decisions. Al would welcome any inputs from Society members for the CPHPR.



*Fads
Fashions &
Folderol*

Revisited



I/O PSYCHOLOGY IN THE 80s

By **MARVIN D. DUNNETTE**

Nearly twenty years ago, in September of 1965, I gave an invited address at the annual meeting of the American Psychological Association entitled *Fads, Fashions, and Folderol in Psychology* [See *American Psychologist*, 1966, 21 (4), 343-352]. My purpose at the time was to examine and call attention to the foibles of psychology, to speculate about the major causes of the problems faced by the field at that time, and to suggest some remedies that might help to overcome those problems.

As a backdrop for comparison with my analysis of our field today, let me briefly summarize my 1965 caricature of the state of psychology according to six games being played by the psychologists of the time.

The Pets We Keep - This involved the early and premature commitment to some Great Theory or Great Method. A Pet Theory was usually accompanied by an obsessive effort to *prove* a theory instead of seeking to improve or modify it,

a problem made extreme by the inexplicitness and incurable vagueness with which most theories were stated. Methodologically, the practice was to seek to apply unusually sophisticated means of analysis to data hardly warranting such careful attention. Our favored pets at that time were factor analysis, complex analysis of variance designs, the high honor accorded the concept of statistical significance, and multiple regression analysis. Today we undoubtedly must add causal modeling, path analysis, latent trait analysis, and many more.

The Names We Love - The second game referred to the great amount of energy devoted to the coining of new words and new labels to fit old concepts or to cast new facts outside the ken of a theory that was in serious need of protection.

The Fun We Have - This game had as its underlying theme the compulsion to *forget* the problem because of the fun we were having with our apparatus, our computers, our models, or the simple act of testing statistical null hypotheses.

The Delusions We Suffer - Our most serious game in 1965 was "maintaining delusional systems to support our claims that the things we are doing *really* constitute good science." I noted particularly the tendency to retreat into laboratory studies, where an endless array of internal analyses are no substitute for the acid test of contact with reality.

The Secrets We Keep - A variety of institutionalized practices seem designed to assure that we look better in public than we really are. Among these practices, most of which still prevail today, were a) the difficulty of getting so-called negative results published; b) the relatively high probability that many published results contain clerical and computational errors; c) the continuing reluctance of authors, with the concurrence of some journal editors, to publish means and standard deviations; d) dropping subjects from analyses; e) failure to carry out replications or cross validation studies; f) incomplete descriptions of methodology; and so on.

The Questions We Ask - Finally, I noted that the other games "interact to cause us to lose sight of the essence of the problems that need to be solved and the questions that need answers. The questions that get asked are dictated--all too often--by investigators' pet theories or methods, or by the need to gain 'visibility' among one's colleagues."

The Current State of I/O Psychology

When I set out to capture and develop my view of the *current* state of I/O psychology and to compare it with my nineteen year-old view of *all* of psychology, I felt quite apprehensive. I recognized immediately that I no longer felt the same confidence that I knew everything about everything that I apparently possessed in 1965. Accordingly, as one means of identifying and evaluating how we have done over these years, I solicited commentary from several of the leaders in our field.

With few exceptions, each of my respondents pinpointed *both* failures *and* successes. In my opinion, the bottom line tally of what they had to say gives us

reason for some optimism about our burgeoning field. But first, let me share with you some comments that might suggest that we really have not advanced very much.

The Pessimistic View

In commenting on the general state of our field in both science and practice, Mary Tenopyr, states:

"I still believe that things haven't changed all that much in 20 years. There are new problems I worry about now. One is the technicianization of some I/O psychologists who were not well-educated in the first place. Another is the mindless application of computers. A third is the growing hoard of people in 'organizational development' who seldom identify with true organizational psychology. In short, let's bring science and scientific education back to I/O psychology!"

In a somewhat similar vein, Doug Bray states:

"Our field is still upstaged constantly by products like *In Search of Excellence*. Although such efforts are sloppy, they are engaging, particularly to those in high places in organizations. By comparison, the efforts of the I/O psychologists toiling down in the bowels of the organization are often seen as unimaginative. We don't seem to be able to present the sometimes quite exciting things we do in a way which gives us much play in the media."

And--on current practices in theory building, one of our academic colleagues, Ed Locke, states:

"A major problem I see today is *rationalism* (that is, trying to gain knowledge by deducing everything from a few starting ideas). Its present form can be seen best in one particular journal. To write an article for this journal: Take 25 or so abstract concepts. Never define them. Put them in boxes. Connect them with arrows or a table with multiple cross-classification. Call it a theory. Never give any examples of what you are talking about. In short, it is playing with words or concepts which are totally disconnected from reality."

Several of my respondents commented about the continuing tendency for persons in the field to see unproven nostrums, techniques, and theories of behavior. For example, Mel Sorcher states:

"Another thing that has been a mixed blessing is the proliferation of consultants. Each one is out selling his or her own formula. It is impossible for clients--and even psychologists--to understand what distinguishes one consultant's approach from another. They all sound the same. Or they all sound different. It is hard to tell. The fact is, however, that clients and potential clients use psychological services based more on how they are marketed than the quality of those services. From my side of things, I am often disappointed about the gap between promise and result. We are too quick to commercialize ideas before they have been properly researched."

Similarly, Paul Thayer states that:

"There are too many organizations looking for a quick fix. Unless we teach our students restraint and restrain ourselves, we will continue to be guilty of peddling nostrums without doing an adequate diagnosis. Simply put, as we go into the field to assist people in solving problems, or to do research, we too frequently fail to study the site that we are going to work in. We fail to do an adequate needs assessment, to find out enough about the

environment to see whether or not our solution fits the problem, or whether the setting is an appropriate one to test a particular hypothesis."

Some worry that we are not speaking the language of our clients sufficiently well. For example, Sorcher also states:

"Our failures include the unwillingness or inability to develop a better deskside manner with our clients—managers and employees. Some of us are uncomfortable because we are not really bilingual. We speak the language of the psychologist, but do not understand the language of the manager."

A more common concern is that we are "selling out" too easily to management as suggested, for example, by Ray Katzell, who says:

"We continue to be overwhelmingly oriented to the goals and needs of management, as compared with those of employees, unions, or the public at large. Although those different interests are probably more often congruent than conflicting, they nonetheless often lead in different directions. For example, little attention is devoted by I/O psychologists to the effects of work environments or practices on personal development, mental health, or family relations, in contrast to the attention given to their effects on productivity, turnover, and work attitudes. Consumer psychologists address the needs of marketers, not of consumers. And, in spite of occasional pleas to the contrary, we pretty much ignore the needs and roles of unions."

Thus, you see that much of what my respondents said seems to suggest only a limited advancement. We still suffer from premature theorizing. We may be even more instrument (computer) or technique bound today than we were then. We still see small articles about small things in our journals. In fact, many respondents said that the talk given so long ago could still be repeated and attended to today.

The Optimistic View

But, then—as I've just noted—just about everyone went on to point out the advances we've made, and most ended on a note of optimism. Let me give just a few examples.

Though not entirely optimistic, because he is saying, in effect, that our State-of-the-Art is actually better than it's being practiced, John Flanagan commented as follows:

"My strong impression is that work in the field is far behind our knowledge of what can and should be done. . . It would be an interesting project to study a dozen large industrial and/or organizational groups and see how well they are utilizing what we recognize as the state of the art. Have the techniques and know-how been lost or are we, in fact, really helping organizations to function more efficiently these days?!"

In a similar vein, Paul Thayer commented:

"I think we do know a number of things about the work place today that we did not 20 years ago, and I think more of us are concerned with *both* the individual and the organization today than was true 20 years ago."

A sufficient number of such optimistic comments were made to allow me to pinpoint a number of specific areas in which we seem to be making significant

and hopeful advances. In my review of what my respondents said and in my reading of the literature, I see a dozen such areas.

1. Utility

First, Cronbach's emphasis on utility in personnel decision-making is an extremely important step ahead. The notion of utility is not new today, but it was until recently widely ignored, mostly because it was so easy to be lulled into a sense of contentment by merely computing a correlation coefficient. However, the imperative of providing equal opportunities for employment for all persons has finally made more apparent to organizational psychologists the importance of interpreting personnel decision procedures according to cost concepts—costs related not only to errors of selection but also costs related to the erroneous rejection of potentially successful applicants.

And, with the leadership of such persons as Schmidt, Hunter, Cascio, and Janz, we now have a number of useful approaches for expressing results of selection, training, and motivation research according to the cost/benefit implications for *both* organizations and individuals.

2. Taxonomies of Human Performance

A second crucial advance in our field is found in the work of such people as Fleishman, McCormick, Owens, and their students and colleagues in their programs of research on taxonomies of human performance. These taxonomies represent highly significant breakthroughs because they allow much improved understanding and reliable measurement of job requirements and job-related human performance capabilities.

Such measurement is fundamental to an accurate linking of humans and jobs in complex organizations. The most pervasive source of dissatisfaction expressed by today's work force is that their abilities are not being utilized. In my opinion, appropriate utilization of human abilities at work has been greatly aided by the disciplined thinking and research of taxonomists.

3. Behavioral Improvement

A third advance, receiving greatly increased attention from organizational psychologists, involves behavior improvement methods flowing directly from principles of reinforcement and conditioning. These methods have been used with success in many industrial settings. In particular, the work done by Mel Sorcher on social modeling is of critical importance. Through social modeling methodology, behaviors, not previously in the repertoire of trainees, have been generated, reinforced, and solidified.

4. Job Design

A fourth area of advance had its grounding in the surge of emphasis given to the importance of Work Itself by researchers such as Herzberg and Ford during the late sixties and by methodologies involving job and work design during the seventies.

The special contribution of these techniques has been the emphasis on methods of changing jobs to fit the capabilities, temperaments, and interests of job incumbents. Though widely touted as a means of "motivating employees," job design is probably better viewed as a kind of individualized means of changing jobs so that they match more fully the patterns of abilities possessed by employees. Much of the power of such programs probably resides not just in *What Employees Want To Do* but also in designing jobs that better utilize employee abilities—that is, *What Employees Can Do*.

5. Goals and Intentions

A fifth achievement comes with many different labels—such as *goal setting*, *intentionality*, and the somewhat more ancient *Management By Objectives*. A special appeal of these approaches lies in their conceptual simplicity. It makes unusually good sense that persons should work best when they are focusing on work goals that they accept and intend to accomplish, as emphasized by Ed Locke and his associates.

An important strength of goal setting comes from the behavioral specificity required for establishing and communicating goals. In the process of setting goals, individuals learn what they *are supposed to do* whereas previously the tasks may have been poorly specified and unclear.

6. Fair Employment

A comment by Paul Sparks suggests what I'm sure many may regard as the most significant advance of all. He commented:

"Your new address should include a large section devoted to the impact of fair employment laws and their implementing enforcement regulations. The first effect to be noted would be that of a substantial increase in attention to measurement, particularly in the area of conducting validation studies of tests and other selection devices. Unfortunately, this was *not* due to a great awakening on the part of business and industry to the fact that valid selection procedures lead to increased productivity and profit."

In effect, then, even though organizations and most psychologists were brought kicking and screaming out of the dark ages of pursuing a psychology devoted to white, middle-class males, we have in fact altered our ways. I/O scientists and practitioners recognize to a much greater degree now than previously their obligations to serve all facets of society rather than to serve only a few.

7. Costing Human Behavior

I have already commented about a seventh and most important advance—namely our renewed emphasis and, most important, several new and successful technologies for evaluating in dollar terms the impact of improvements we have made in selection, motivation, and training.

8. Validity Generalization

An obvious eighth milestone is the work done by Schmidt, Hunter, and their colleagues on validity generalization. They have, in my opinion, shown very

conclusively that the doctrine of situational specificity is greatly weakened if not dead. Their work constitutes an extremely significant step ahead in our effort to understand human work performance implications and meanings of many of the traits that differential psychologists have been measuring for years. So far, their work has been focused mostly on cognitive traits and on global measures of work success. But they have developed an important methodology that will allow us to penetrate many more facets of trait/job performance linkages in the years ahead.

9. Meta Analysis

It should come as no surprise to you that I am overjoyed that we are finally placing heavy emphasis in our field on methods of estimating and measuring the effect sizes of our research results. This is an important and hopeful advance, suggesting that we may finally be seeing the weakening of our worship of testing the null hypothesis and of our ages long practice of accumulating a mountain of statistically significant but trivial research results.

Frank Landy also expresses great enthusiasm as well as a note of caution for this development. He states:

"The really good news is meta-analysis. Work done years ago can now turn out to be more valuable in aggregation than it ever was in isolation. We do, however, need soon to address the issue of judgment in meta-analytic techniques. If we don't, then we may simply have an extension of the 'whose ox is being gored' paradigm rather than a methodological breakthrough."

10. Theories

A tenth note of hope for the future is suggested by Miner's recent analysis of thirty-two I/O theories. He rated each theory according to usefulness and validity. The aspect of his work that I find hopeful is that he actually concluded that *four* of our theories were *both* useful *and* valid.

It may seem, at first, that four out of thirty-two is not such a good hit rate. That may well be, but that is not the basis of my hopefulness. I believe that analyses such as Miner's affords us the opportunity to learn more about our good and our bad theories. It will be meaningful to contrast these four useful and valid theories with the five he identified as poor in *both* usefulness and validity.

The net effect is that we may be on the threshold of developing a theory of I/O theories. Finally, after years of struggling in a weak theory environment, we may be opening the gates toward identifying and developing *stronger* theories to drive our science and our research forward.

11. Real Problems

An eleventh reason for optimism is related somewhat to what I've just said. There seems to be a modest but increasing tendency for both I/O scientists and practitioners to be relying less on theory development and less on strict adherence to methodological niceties and instead to be emphasizing the

importance of choosing more meaningful problems to work on with a special focusing upon real problems from the real world.

Vroom stated this view nicely at the 1983 APA convention:

"Organizational psychology has not yet reached the stage of development in which its main research directions originate logically from theoretical concerns. If not informed by a heavy input of concrete organizational problems, there is risk that research will focus on trivialities. I am not arguing... for abandoning theoretical pursuits but rather for letting much of theoretical development be controlled by real organizational problems. Continued development of organizational psychology as a science hinges less on methodological rigor or theoretical purity than on having at least one foot in the real world."

Similarly, Allen Kraut states:

"The most important mental shift required is to *start with real problems* rather than pet theories or preferred research methods. In my environment, the reward system encourages solving real problems, and while this may not advance science (from an academic's view) it also avoids a lot of silliness."

The Gestalt

Aside from the particular advances that I've just discussed, other broader and equally important changes have occurred. These changes reflect more of the total Gestalt of the field and are not easily subjected to the type of analysis that I have been laboring with.

The Gestalt is well-described in the response I received from my friend and former teacher, Kenneth Clark. I should like to close by quoting at some length from his letter.

"Applied Psychology is alive and well in Academe.

The heroes of yesterday's psychology tended to be those who ran rats, watched primates, collected data on college sophomores, or ran mathematical analyses. Today is much different. I/O psychology is respected in academe, and in many places, it attracts the best graduate students. The notion that only laboratory studies could be considered *basic* and that applied psychology is somehow not to be respected has almost vanished...

We have learned to analyze problems with a better awareness of the need to accommodate methods to the problem to be solved. Curiously, this change is viewed by some as a reduction in rigor. It is, but the rigor we lost was that associated with morbidity. This advance is most readily noticed in I/O psychology and in the work of psychologists evaluating social programs. The need to recognize that the purposes of non-psychologists must be taken into account whenever psychologists do work in real settings has forced a re-thinking of our methods...

We have some of the smartest and most work-oriented of professionals in the country in I/O psychology. We have learned how to attract the attention of the rich and powerful. We have proved our usefulness. We have an enormous cadre of new talent in our graduate students and young Ph.D.s. We have fewer hang-ups and fewer trappings than most professional groups. So we have the chance to do things right, to learn a lot, and to gain support for our way of doing things.

I am not persuaded by our critics or by our own self-appraisal that we have not tried to do our best under the rules of the game that we are operating. But, how about a few rule changes? More credit for participation in the research of others, less credit for publishing random articles. More goal setting by young investigators, with credit for planning a career being part of the tenure review process. More opportunities for collaboration on common themes. As this list progresses I realize how valuable Division 14 programs have been in precisely these areas.

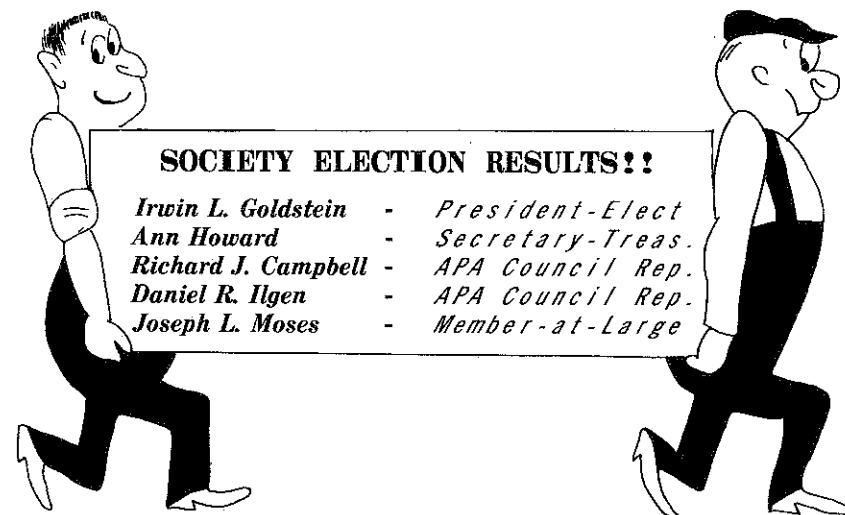
So I conclude by encouraging you to feel pretty good, for, while your previous diagnosis of our illness may still be mostly correct, the organism *has* survived 20 years, is healthier, more respected, and how the child has grown. . ."

To this, I can only say AMEN!

Marvin D. Dunnette is Professor of Psychology at the University of Minnesota, Chairman and Director of Research for Personnel Decisions Research Institute, and Vice Chairman of Personnel Decisions, Inc. This article was adapted from presentations made at the I/O & OB Graduate Student Convention (April, 1984) and the APA Convention (August, 1984). Copies of the complete text, including references, are available from the author (PDRI, 2415 Foshey Tower, Minneapolis, MN 55402).

GRADUATE PROGRAMS SURVEY

A new 1982 *Survey of Graduate Programs in Industrial/Organizational Psychology and Organizational Behavior* is now available. Copies may be obtained from the Administrative Assistant (address on back cover).



APPLYING I/O PSYCHOLOGY CROSS-CULTURALLY

TIP's I/O International series has had a number of articles about practicing I/O psychology in countries outside the United States. For the most part these were written by natives about activities in their own countries [e.g., Switzerland (Feb., 1983), Germany (May, 1983), Japan (Aug., 1983), and Peru (May, 1984)].

In this issue TIP addresses some of the differences and difficulties in personnel activities when U.S. companies try to operate in foreign countries. Peter Dorfman and Jon Howell take us to Mexico and the Maquiladora industry, while Lynn Summers relates some personnel selection and training experiences in the Middle East.

PRODUCTION SHARING IN THE



MEXICAN MAQUILADORA INDUSTRY

A CHALLENGE FOR I/O PSYCHOLOGY

By **PETER W. DORFMAN** and **JON P. HOWELL**

Production sharing involves international cooperation between two or more countries for the manufacture, assembly, and distribution of a single product. This often involves shipping components of the product from one country to another. For example, transistor parts may be developed and produced in the United States, shipped to Taiwan for subassembly and final assembly, and re-exported to the U.S. for final distribution.

Production sharing is likely to evoke strong emotional feelings among U.S. labor and management personnel, as the recent UAW contract talks illustrate. Manufacturing automobile subassemblies in foreign countries to be used in U.S. cars is antithetical to U.S. labor organizations. However, U.S. business managers feel that sharing production with other countries is an economic

imperative in order to decrease labor costs and keep U.S. industry competitive with other foreign producers.

Peter Drucker, in his 1980 book *Managing in Turbulent Times*, stated that demographic trends in developed and developing countries will make production sharing a dominant mode of international trade and economic integration. In developed countries decreasing birthrates, rising life expectancies, and education levels will create a shortage of young people available and/or willing to work in traditional manufacturing jobs. In contrast, the tremendous population growth in developing countries has resulted in large numbers of people seeking jobs. Japan and the newly industrialized countries of Asia (South Korea, Taiwan, Hong Kong, and Singapore) have all benefitted from production sharing agreements in textiles and consumer electronics*.

Our purpose here is to describe a growing type of cooperative manufacturing effort between Mexico and the U.S. -- the Maquiladora industry (also known as the Maquila or twin plant industry). We will also point out some topic areas in the Maquiladora which are likely to be of interest to I/O researchers and practitioners.

The Maquiladora Industry

The Maquiladoras are U.S. owned production facilities located in Mexico, usually near the U.S. border. Materials are imported from the U.S., assembled into components, and exported to the U.S. for further assembly and distribution. As one example, the RCA plant in Ciudad Juarez imports TV components from the U.S. and assembles over 12,000 TV chassis daily. The product is shipped to a U.S. plant where it is coupled with a TV picture tube and placed in the appropriate cabinet.

Sometimes the Maquiladoras are referred to as the "in-bond" industry, indicating that the equipment, materials, and machinery are placed under a financial bond while in Mexico. The purpose of the financial bond is to insure that "finished" products are not sold in competition with the Mexican market but rather are re-exported to the U.S. or another foreign country. Other countries, including Japan, Spain, Finland and Canada, are also participating in the Maquiladora industry and are exporting their products to the U.S.

The Maquiladora program began in 1965. Before this time there was little enticement for United States companies to share production with Mexico, but several factors changed the situation. First, after the Bracero program ended (stopping legal entry of seasonal agricultural workers to the U.S.), thousands of workers who migrated to the northern cities in Mexico were left unemployed. Thus, unskilled labor was readily available. Second, the Maquiladora industry is partially the result of a liberalization of rules governing plant ownership and duty regulations. Under the Border Industrialization Program decreed by Mexico in 1965, foreign firms can own and operate plants in Mexico under specified conditions. Machinery, equipment, and raw materials to be used in production may be temporarily imported and exported free of the usual duties. Duty is only paid on the value added to the product from processing.

A third factor making production sharing with Mexico more attractive is the high labor costs in the United States. These costs left many companies with two choices: either abandon certain products to be provided by foreign companies who enjoy wage rates well below the U.S. or lower labor costs themselves. The Maquiladora program allows U.S. firms to produce these products with lower labor costs and thus preserves their competitive position relative to foreign producers.

Since the inception of the Maquiladora industry, it has grown rapidly. As of 1984 there are over 600 Maquiladora plants that employ over 190,000 workers. The largest concentration of plants is located in Ciudad Juarez, where there are approximately 140 plants employing over 55,000 workers. Parent firms of the Cd. Juarez plants include such well known U.S. companies as RCA, General Motors, General Electric, Johnson and Johnson, and Ford Motor Company. These companies produce items such as electrical and electronic parts, shoes and clothing, furniture, transportation equipment, toys, and sporting goods.

Manufacturers claim that jobs are being preserved by the Maquiladoras because the U.S. companies involved in them would not remain competitive without the labor savings offered by the arrangement. Although labor rates vary with the constantly fluctuating value of the peso, the prevailing wage (including fringe benefits) within the Maquiladora industry is approximately \$1.00 to \$1.15 per hour. Publications that promote the Maquiladoras also suggest other economic advantages, including the availability and trainability of the labor force, fully developed industrial parks to house the plants, and Mexican managers, many of whom have attended college in the U.S. Productivity and product quality are also said to be as high or higher than comparable U.S. factories.

Mexico, in turn, greatly benefits from the Maquiladora as it urgently needs the jobs created by this industry. Unemployment and underemployment in Mexico are staggering, but over 71,000 new jobs were generated by Maquiladoras between December 1982 and mid-1984. The Maquiladora industry has been said to be Mexico's second largest source of foreign income, after oil.

However, Mexico worries that the Maquiladora program will further tie Mexico to the purse strings of the U.S. Also, in contrast to the cultural similarities between Japan and South Korea, Taiwan, Hong Kong, and Singapore, the lack of cultural similarities between U.S. parent firms and the Mexican workers of the Maquiladoras would lead one to expect possible management problems. This seems to be the case.

Management and Personnel Practices

We recently conducted an interview survey on the management and personnel practices in the Maquiladora industry. Where possible we drew on critical incidents developed from personal interviews with several dozen managers, Mexican and American, in over 20 Maquiladoras in Ciudad Juarez. We were extremely fortunate to have Jesus Bautista, a member of our research

group, who is a Mexican national and has worked in the Maquiladora industry. His interpretive skills and familiarity with the industry and Mexican culture proved invaluable. A longitudinal study of the leadership process and cultural patterns of Maquiladora managers is currently underway. What follows here, however, is a description of several problem areas in the Maquiladora industry where I/O psychologists can have an important impact.

Management and the Socialization Process

The Maquiladoras are typically managed by a small number of Americans who occupy positions at the highest levels of the organization structure. With the start up of a new plant, the plant manager, finance/accounting managers, and several manufacturing supervisors will be American, but the majority of supervisors and all the operators and technicians are Mexican nationals.

The Americans who are placed in the role of managing Mexican nationals typically have little understanding of the Mexican culture. Several U.S. managers indicated that because they assumed that Maquiladora workers were like employees in the U.S., they were blinded to the subtle differences in customs, beliefs, and values of Mexicans. This often resulted in suspicion and distrust, poor communications, lack of cooperation, and potential failure for the U.S. manager.

As others have noted, the question of acculturation and the cultural relativism of many management theories and practices continues to be of major importance to cross-cultural research. In the Maquiladora, normal U.S. management practices are apt to create conflict with existing cultural norms in Mexico. For instance, the issue of worker participation represents a major departure from the traditional Mexican model of the manager as a strong, centralized decision maker. Since delegating important work and asking subordinates for input is often viewed as a sign of weakness in Mexico, one might question the likely success of U.S. management strategies such as Management By Objectives (MBO). Problems also might be expected with job redesign efforts.

Turnover

There is a growing problem of excessive turnover among Maquiladora workers, which seems at first glance to be a paradox. Why would people in a country plagued with high unemployment leave their jobs? The turnover problem is most severe at the operator level; recent surveys indicate the annual rates usually exceed 100%. Turnover among technical and professional employees is also a significant problem, although precise turnover figures for these individuals are difficult to obtain.

What seem to be particularly vexing to Maquiladora management are the "musical maquiladoras", where operators move from factory to factory. Since the pay is usually equal, the fringe benefits and transportation issues (how many bus transfers are needed to reach the plant) play a role in the phenomenon. Transportation is no small problem; most Maquiladora industrial parks in Juarez, for example, are located away from the population center of the

city. Other factors include the nature of the work itself; most jobs are tiresome, repetitive, and boring. Some emigrate to the United States in order to obtain higher paying jobs. Others may object to U.S. management techniques.

To our knowledge, no systematic study has been done to determine which factors are most important in the turnover picture. Furthermore, Maquiladora managers have only recently become concerned with the high turnover rate. No doubt this is due to the past high availability of unskilled labor. This nonchalant attitude toward turnover of direct labor has changed with a decreased labor market combined with increased technological sophistication and training requirements of the workers. Clearly, a cost/benefit analysis of the impact of turnover in the Maquiladora is needed.

High turnover among professionals is also endemic to the Maquiladora. Limited promotion opportunity within a specific Maquila plant combined with the demand for qualified managers among newly opened plants provide a milieu ripe for switching companies. Needless to say, there is a strong need for quality turnover research in this area.

Recruitment and Selection

Until recently the large availability of potential operators resulted in almost no formal recruiting efforts. The situation is not as favorable today, and employers have increased their recruiting efforts to cope with high turnover among operators. More importantly, the relative scarcity of technical personnel presents a significant problem for most Maquiladora plants. Trained and experienced electricians, machinists, and mechanics are difficult to attract and keep. Organizations actively recruit these people; however, it is said that a majority of applicants cannot pass technical employment exams because technical education in Mexico is at a rudimentary level.

Companies are also intensifying their recruiting efforts to attract competent managers. Pay differentials are sometimes used as an enticement, but the potential for promotion seems to be even more important. Managerial "pirating" is common, with the normal feelings of antagonism between companies exacerbated by the close physical proximity among Maquiladora plants.

With regard to selection, the Federal Labor Law in Mexico establishes minimum rights and obligations for both employees and employers, and whenever interpretation of the labor law is in doubt, preferential treatment is given to the workers. However, the absence of effective regulatory agencies modifies the impact of laws governing employee selection. As one example, although the Federal Labor Law is explicit regarding discrimination, Maquiladora firms specify and select employees on almost any personal characteristic or requirement that they believe is appropriate (e.g., sex, height and weight, age, marital status, personality type).

During the selection process, the use of application blanks and interviews is almost universal. Yet any type of question seems to be "fair game" (e.g., worker attitudes toward Unions, birth control practices). Also, work experience will not necessarily carry a positive weight in selection criteria because of the

lack of job standards and/or careful on-the-job training. Clearly, the Maquiladoras would gain from research designed to develop valid predictors of worker performance.

Training

Employee training, not selection, seems to be a cornerstone to operating a successful Maquiladora plant. Organizations are obligated by Mexican law and government policy to provide training to workers. To date, Mexico lacks a sufficient pool of skilled labor to work, maintain, and manage a manufacturing operation, and most Anglo managers believe that skilled workers need additional training to bring the quality of the labor force up to U.S. standards. Companies feel that the skills of workers can be upgraded through training programs, and workers seem eager to learn.

When discussing the training of Mexican nationals who occupy (or will be promoted into) management positions, we must consider training for the "technical" aspects of the job and training for the "people" aspects of the job. Technical training (regarding budgets, operations, procedures) is considered important since many Mexican managers usually do not have the necessary background or experience for their positions. Mexican managers, in short supply, are often promoted earlier than would be the case in the United States, so they may not have mastered the previous job and are often unprepared for the higher level position.

Almost all U.S. managers also commented on the necessity of human relations training for Mexican nationals who occupy managerial positions. Many of the problems described involved communicating with people--both at the same job level and with operators. One example of a communication problem involving supervisors occurred when two managers had an argument and thereafter refused to have any further interaction with each other. More often, communication problems occurred between managers, supervisors, and operators because the Mexican culture still remains very much a "class" system. Supervisors (who are often college graduates) would go to great lengths not to communicate directly with the operators, who were lower in socioeconomic status.

In addition to training needs for the Mexicans, the lack of cross-cultural training for U.S. managers in the Maquiladora is clearly a problem. Almost without exception, the U.S. managers who were interviewed were not given any cultural training before transferring to their new jobs. The absence of such training comes as a surprise since numerous training techniques (e.g., the cultural assimilator) are available.

In summary, it is clear that training is a necessary function and much progress could be achieved in the design, development, and implementation of training programs. Much of the training is on-the-job, with little attention paid to training objectives and less to the evaluation of the success of these programs. On a positive note, the Mexican nationals seem to be very motivated and receptive to training programs.

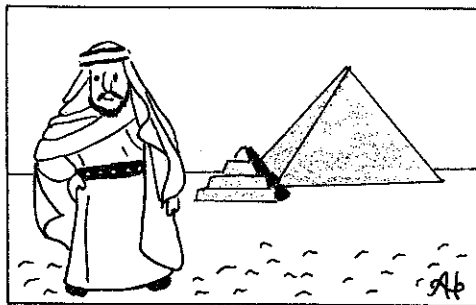
Conclusion

Mexico is the closest developing country to the U.S. and is likely to play a key role in the economic and political future of the Americas. The Mexican Maquiladora industry is an important example of U.S. involvement in international production sharing -- a trend of the future. The Maquiladora industry clearly presents a wealth of opportunities for I/O researchers.

*Kim, D. I. & Kim, K. H. (1984). Transnational production sharing for the United States: The "newly industrialized countries" of Asia. *Pacific Basin Quarterly*, Number 11, Winter/Spring.

Peter W. Dorfman is Associate Professor, Departments of Management and Psychology, and Jon P. Howell is Associate Professor, Department of Management, at New Mexico State University. More details about their studies of the Maquiladoras can be obtained by writing the authors for a copy of their technical report (Box 3DJ, Las Cruces, New Mexico 88003).

WHEN
IN
CAIRO. . .



APPLYING I/O PSYCHOLOGY IN THE MIDDLE EAST

By LYNN S. SUMMERS

One of the facts of life futurists tell us about is that we can no longer think in terms of a national economy. It is now a *Global Economy*. Many companies based in the U.S. do business internationally. Their clients are overseas or they have overseas branches, subsidiaries, franchisees, or parent companies. My organization has franchisees located in the Middle East (and elsewhere). So, I've been involved in "transporting" some training and personnel programs across cultures. Transporting, of course, is not merely a mechanical process. Things, and people, are different "over there." You have to *adaptively* transport.

We became familiar with the standard traveller's tips concerning the Middle East. Most travel guides inform about such things as prayer time, the

status of women, Friday is the weekend, how to decline another cup of coffee, and don't show the sole of your shoe to a friend. These are things you need to know, and businesses are increasingly realizing the need to prepare their people for cross-cultural interactions. Lennie Copland's article, "Training Americans To Do Business Overseas", in the July issue of *Training*, deals with this issue. The August Supplement to *Training* lists consultants and other resources for "cross-cultural skills."

Selection and Training Issues

It becomes a little more complex when you get into the nitty-gritty of how to use a selection program and how to conduct management training. For example, in modifying our personnel selection program for use in the Middle East, we faced these facts of life:

- There are no legal constraints on what can/cannot be asked in an interview.
- Employers have traditionally placed a lot of weight on the applicant's family background. A well known, well connected, wealthy family is used as an indicator that the applicant has integrity and will be committed to the organization.
- All employees in the Arabian Gulf states are imported from elsewhere. Locals consider jobs in our industry (food service/hospitality) and many others as demeaning. Hourly workers are imported from as far away as the Philippines.
- Stereotypes are widely discussed and used. Distinctions are made among Kuwaitis, Egyptians, Saudis, individuals from the Emirates, Iraqis, Sri Lankans, Pakistanis, Lebanese, Palestinians, a multitude of expatriates, and so on. And then there are groups *within* the major political-geographical groupings, such as Saidis, Nubians, bedouin, and so forth. And on *top* of that, there are very real class distinctions. All these distinctions are taken seriously - to the extent that it is not unusual to target a specific nationality as desirable for certain jobs (for example, Lebanese are suited for job A because they are entrepreneurial, Nubians are suited for job B because they have high cleanliness standards).
- Sometimes you'll encounter some very bizarre beliefs that influence an individual's judgment in an employment interview. Example: An interviewer might believe in physiognomy - the art of judging human character from facial features.
- Everything must be translated into Arabic. We all know the back-translation procedure helps you detect and minimize problems in subtle shifts of meaning. But it costs money and takes time. Also - not all applicants speak Arabic.

Dimensions of Cultural Variation

Enough complications. We looked for simplification. We wanted a framework in which to organize and make sense of all this. One scheme we found very helpful was Harry Triandis' dimensions of cultural variation. Look at just a few of them:

Past - Present - Future Orientation

Time is regarded as less important in Mediterranean cultures than in most industrialized cultures. During training sessions, we often have to pressure participants into making time commitments ("we'll finish working on this by 3:00") and time estimates are usually underestimates. We kid our Middle East colleagues about "Egyptian time." They: "I will be back in 5 minutes." We: "Is that Egyptian or American time?"

Getting back to Triandis' dimensions, the Middle East time orientation seems to result from two factors: emphasis on the present (*we* tend to be more future oriented) and an overriding concern for interpersonal relations (*we* tend to be more task-oriented).

Planning is a major management function which is made difficult if the cultural orientation is toward the present. This creates a dilemma. The culture works against planning, but individual managers recognize the need to learn how to do it well. This is a point of frustration for them.

Self Concept

Part of Triandis' self-concept dimension is "potency." This appears to be related to locus of control - one's perceived power to influence events. Now here is where we get entangled with Islam. Going back to the basics you learn from the standard guide book: Islamic religion is inextricably intertwined with absolutely every aspect of everyday life and all of the society's institutions.

"So, Mahmoud, you will have the report ready next Saturday?" "It will be ready, enshallah." Enshallah means: God willing. It accompanies all commitments. It means that Mahmoud will try his best to get the report ready, but if it doesn't happen, it will be as Allah wills.

This can be frustrating because you never know if you *really* have someone's commitment to do something. It becomes a matter of interpersonal trust that develops over time.

What the Other Does vs. Who the Other Is

In the U.S., performance is all-important, for the most part, and especially if we contrast our orientation to *other* cultures. In other cultures, *who* the person is (tribe, family background, age, race, religion, social class) is paramount.

Who the Other Is is clearly important in the Middle East. It shows up in the kind of information that employment interviewers prefer to solicit from applicants. It also affects the whole concept of performance appraisal. Appraisals that involve measuring performance against objectives, or that

require managers to describe behavior, run against the grain. It is more natural to talk about *qualities* of an individual than about what the individual achieves and how it is achieved.

Who Is In the In-group

In- and out-groups can be defined by any number of distinctions: family, country, religion, language, politics, and so on. In- and out-grouping is a perceptual process that happens in all cultures. The consequences differ. However, my observations have not been extensive or deep enough to make any profound statements about consequences.

But at a superficial level, the in/out grouping is readily apparent. We have Polish jokes, Italian jokes, black jokes, WASP jokes. Some of them are light-hearted, humorous, and harmless - others are mean, damaging, and suggestive of a pervasive underlying prejudice. Sitting at lunch with a group of our Middle East colleagues, we were entertained one day with a barrage of Saidi jokes. Saidis are from Upper (southern) Egypt. With a few word changes, they are identical to the old Polish jokes.

Classic Moments

As trainers, we have encountered some unique classroom situations in the Middle East. Assuming that no one "back home" would believe us as we recounted these tales over an afterhours beer, we began to document the incidents.

It is not unusual to have interruptions in the middle of a session. We have seen individuals in opposite corners of the meeting room begin to converse with each other while the instructor is making a point. This illustrates the importance of interpersonal relations and how differently we look at the sensitivity/consideration dimension.

On another occasion, again while the instructor was working through an important point, there was a knock on the door. Immediately, the door opened and a waiter entered with a small tray. He walked over to one of the workshop participants and ceremoniously served him a cup of Turkish coffee. They exchanged pleasantries in Arabic. Meanwhile, the instructor, being a typical forge-ahead, blot-out-the-distractions American, struggled to keep the teaching point on track, to keep a straight face, and to avoid running into the waiter (who was performing the ceremony about 2 feet to the right).

Once or twice we accidentally let some American colloquialisms slip out. One curious workshop participant asked us during a break, "What ees zees 'BS' you talk about?" We tried to explain it delicately. "It's what you say to someone when they are not being straightforward with you," and so on. After three or four minutes of listening to indirect definitions, his face brightened and he blurted, "Oh, you mean 'bool sheet'!"

And the list goes on . . .

The classic moments make life interesting and ensure that the international experience is not forgotten. I'm sure anyone who has done training or

consulting cross-culturally can attest to that. It is an incredible self-development activity. If you could take it all and distill it down to two fundamental (i.e., meaningless) principles of cross-cultural behavior, those principles would be:

1. people are different
2. we 're all alike.

With that bit of wisdom, I urge you to read Triandis' article, "Dimensions of Cultural Variation as Parameters of Organizational Theories" in *International Studies of Management and Organization* (Winter 1982/83, Volume 12, 139-169). He does a much better job of defining the dimensions than I. And welcome to the Global Economy!

Lynn S. Summers is Vice-President of Training and Management Development for Hardee's Food Systems, Inc. in Rocky Mount, NC and a member of TIP's editorial board.

Journal of Occupational Psychology

An international journal of industrial and organizational psychology

Editor: David Guest, Department of Industrial Relations, London School of Economics and Political Science

The journal encourages submissions from authors worldwide of papers which describe and interpret important research into people at work—vocational and personnel psychology, human factors and engineering psychology and behavioural aspects of industrial relations.

Contents of Volume 57, Part 2

Nicola Cherry. Nervous strain, anxiety and symptoms amongst 32-year-old men at work in Britain
P. G. Klandermans. Mobilization and participation in trade union action: An expectancy-value approach

Peter B. Smith. The effectiveness of Japanese styles of management: A review and critique
David P. Boyd. Type A behaviour, financial performance and organizational growth in small business firms

Elizabeth M. Stafford, Paul R. Jackson & Michael Banks. An empirical study of occupational families in the youth labour market

M. Susan Taylor & Janet A. Snizek. The college recruitment interview: Topical content and applicant reactions

Janet Wingrove, Richard Glendinning & Peter Herriot. Graduate pre-selection: A research role

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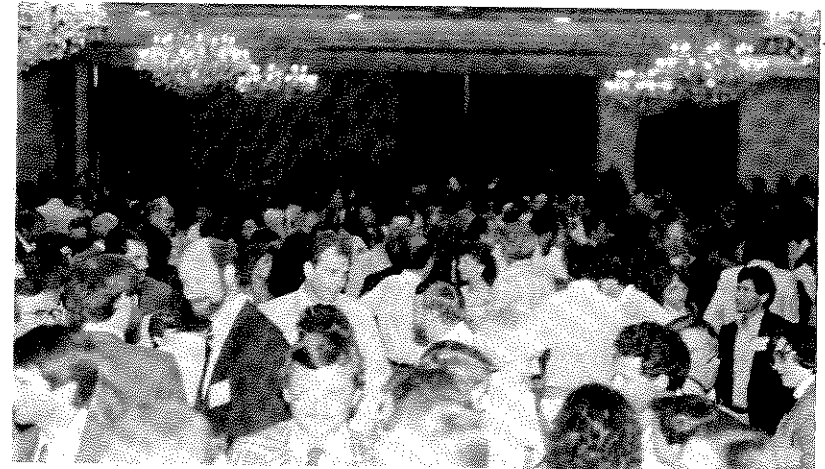
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1984 CONVENTION



Toronto's needle (r.) and crisp, clear days welcomed APA conventioners August 24-28.



At the Society's annual social hour (above) there were I/O psychologists as far as the eye could see.

Some demonstrated against animal researchers, but I/O types had their own protest buttons.

I GOT
VG
 FROM
 FRANK
 SCHMIDT

Measles may spread, but Validity Generalizes



WORKSHOPS



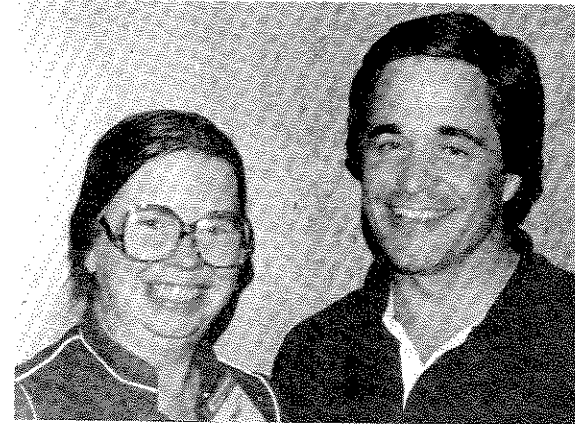
The Society's workshops were once again a profitable venture and an opportunity for developing skills and knowledge. Dick Ritchie (top l.), Treasurer, and Stan Silverman (top r.), Chair of the Continuing Education and Workshop Committee, were delighted with the response. Mel Sorcher (below) was poised to diagram and project as he led a workshop on the psychologist's role in succession planning.

PROGRAM

The Program Committee, chaired by Paul Sackett, made extra efforts to improve presentation quality as well as to encourage an innovative program. Their work was cut out for them when 50% of the submissions had to do with performance appraisal or meta-analysis. They considered (but rejected) two all-day sessions:

- A Meta-Analysis of Performance Appraisal
- A Performance Appraisal of Meta-Analysis

PASSING OF THE TORCH



Gini Boehm (l.) and Milt Hakel (c.) are a relaxed Secretary-Treasurer and President as they prepare to give up their responsibilities at the Outgoing Executive Committee Meeting. Ben Schneider (r.) seems apprehensive as the burdens of Presidential responsibility are placed on his shoulders.

Milt's Presidential address, entitled "What in the World Are We Doing?" was a multi-media presentation of over 200 slides, accompanied by Pablo Casals on cello. I/O psychologists were featured from Walter Dill Scott to us today along with Milt's home town, nuclear holocaust, art, racism. . . you just had to be there *experiencing* it to truly appreciate it.

HONORS

The Society for Industrial and Organizational Psychology, Inc. elected:

NEW FELLOWS:

Steven J. Carroll, Jr.
Paul M. Muchinsky

The American Board of Professional Psychology announced:

NEW DIPLOMATE:

Milton D. Hakel

AWARDS



The Society has two high honors for outstanding achievements, one for scientific contributions and the other for professional practice. In spite of relatively low female representation among Society members (13% but growing rapidly), this year both of the top honors went to well-deserving women. Mary Tenopyr (l.) won the Professional Practice Award and Pat Smith (r.) the Distinguished Scientific Contribution Award. Each was presented a cash prize of \$500 and will be invited to speak to next year's APA convention.

DISTINGUISHED SCIENTIFIC CONTRIBUTION AWARD

Winner: Patricia Cain Smith

Pat Smith's theoretical and empirical work has had a major impact on two topic areas central to I/O – job satisfaction and performance appraisal. Pat was the senior member of the research team responsible for the Cornell Studies of Job Satisfaction. In 1969 she published *The Measurement of Satisfaction in Work and Retirement*, co-authored by Lorne Kendall and Charles Hulin. This landmark book reported on the ten-year research project which culminated in the Job Descriptive Index, perhaps the most widely used measure of job satisfaction.

In the area of performance appraisal, she and Lorne Kendall introduced Behaviorally Anchored Rating Scales in 1963. This seminal work has produced a long line of valuable research. In addition, these procedures have had continued impact on the practice of I/O Psychology.

Pat has also furthered the science of I/O through the training of graduate students, both at Cornell and Bowling Green Universities, and many of her former students have distinguished themselves in research and practice. Additional accomplishments include an important early I/O text, field experiments on the effects of repetition in tasks, and a chapter on criteria in the I/O Handbook. Clearly, I/O Psychology has benefitted greatly by the scientific contributions of Pat Smith.

PROFESSIONAL PRACTICE AWARD

Winner: Mary L. Tenopyr

By leadership and tireless efforts, Mary Tenopyr has been a major force in the shaping of national and professional policy and standards with respect to the proper role of testing and related practices in personnel selection. She has accomplished this through her influential roles in key professional committees and advisory groups in the public and private sector, through her testimony at hearings, in countless talks to professional groups, and in the dissemination of incisive professional publications.

She has been coeditor of the *Principles for the Validation and Use of Personnel Selection Procedures*, the authoritative professional standard in this field, and is an advisor to the Committee to Develop the *Joint Technical Standards for Educational and Psychological Testing*. As President of our Society, as a member of APA's Board of Professional Affairs, and as a member of the National Academy of Sciences Committee on Ability Testing, she has helped shape the profession of I/O Psychology.

She has been able to exert the necessary influence because she has grounded her positions in sound research which has allowed her to speak authoritatively for the profession. Her significant articles have clarified issues fundamental to the integrity of practice in the field and to its scientific independence from sociopolitical postures. Examples are her article in *Personnel Psychology* entitled "Content-Construct Confusion," her classic article in the *American Psychologist* entitled "The Realities of Employment Testing," and her article in the IRR series entitled, "Issues in Selection, Testing, and the Law."

At AT&T, her research program has developed new approaches in testing, interviewing, use of biodata, counseling, and remediation. Beyond this, her professional contributions have allowed other I/O psychologists to continue and to expand their important contributions to the development of competent and productive workforces.

EDWIN E. GHISELLI AWARD FOR RESEARCH DESIGN

Winners: Max H. Bazerman and Henry S. Farber

Max Bazerman and Henry Farber, both of MIT, proposed research that uses various behavioral decision theory techniques to examine conventional versus final offer arbitration. Subjects will be professional arbitrators, judges, and non-experts. Questions that will be answered include: Do arbitrators chill the bargaining process in conventional arbitration by simply splitting the difference of the offers of each side? Do the processes used vary under the two procedures? What weights are attached to various facts in the arbitration case? Under final offer, do arbitrators select the offer closest to their notion of the appropriate award, regardless of the offers made by each side?

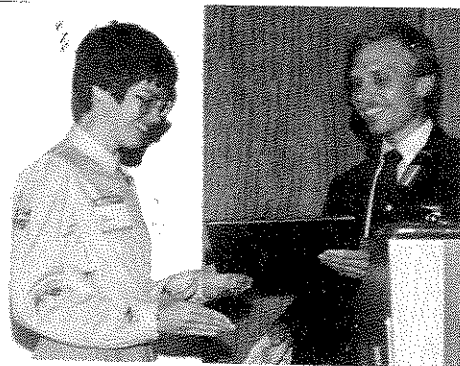
This proposal is currently under review at the National Science Foundation. The Award carried a \$500 cash prize and the opportunity to present the proposal at the 1985 APA convention.

Honorable Mention: Terry A. Beehr

Terry Beehr of Central Michigan University proposed a three-year longitudinal design to study the causes of the decision to retire and the effects of retirement. Potential predictors of the decision to retire include job characteristics, job and life satisfaction, individual differences, and physical and mental health.

S. RAINS WALLACE DISSERTATION AWARD

Winner: Jill W. Graham



Jill Graham (l.) is shown receiving an award certificate for her dissertation from Bob Billings, Chair of the Scientific Affairs Sub-committee on Awards. She received \$200 toward expenses to attend next year's APA convention and will be given the opportunity to present her dissertation research there.

Now Assistant Professor on the Faculty of Commerce at the University of British Columbia, Jill received her Ph.D. from Northwestern University, where Larry Cummings was her dissertation advisor. Her research, entitled "Principled Organizational Dissent", examined the factors predicting awareness of issues of principle (such as employee theft), predictors of behavioral response to awareness (i.e., blowing the whistle or keeping quiet), and factors related to the consequences of reporting an incident. The data came from a survey of 8587 federal government employees, conducted by the Merit Systems Protection Board. Jill's work was also recognized by the OB Division of the Academy of Management, who awarded her the best paper based on a dissertation at this year's meeting.

Honorable Mention: Susan J. Ashford

Susan received her Ph.D. from Northwestern University, also advised by Larry Cummings. (It was evidently a good year for Larry!) Her research, entitled "The Role of Feedback Seeking in Individual Adaptation Attempts: A Resource Perspective," focused on feedback concerning job performance and chances for advancement. Using path analysis of survey data, she examined the causes of the perceived value of feedback and the frequency of monitoring and inquiring to obtain feedback. Susan is now Assistant Professor at the Amos Tuck School of Business Administration at Dartmouth College.

ROBERT J. WHERRY, SR. AWARD

Winner: Neal Hauenstein



The Robert J. Wherry, Sr. Award is presented to the student offering the best paper to the I/O and OB Graduate Student Convention. The winner of the \$100 prize was Neal Hauenstein (l.) of the University of Akron.

CHICAGO IN '86!

See Page 57

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John R. Hinrichs, Darien, CT	Lyman W. Porter, Irvine, CA
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ASPA Foundation

DUNHILL PERSONNEL SYSTEM RESEARCH GRANT FOR 1985

Dunhill Personnel System, Inc. provides an annual grant of \$5,000 for research in the Human Resource Management field. The grant is made through the ASPA Foundation to a researcher pursuing study in the field. The grant is intended to encourage research leading to the advancement of theory and practice in the broad category of Human Resource Management as it relates to business and industry. The following topics relate to The Hiring Process and are suggested, but not required, for submission of a research grant proposal:

- Analysis of the hiring process in companies of different sizes: Is hiring done by department heads, supervisors, job order placers, personnel departments, etc.?
- Analysis of the total cost of the hiring process: separation, training, replacement, productivity costs.
- Quantifying the costs of hiring: writing of advertisements, placement of advertisements, responses to requests, processing candidates, etc.
- Concern for high turnover among managers.

To be eligible for the grant, the researcher must provide a proposal for the research on a form available from the ASPA Foundation. Please send requests for proposal forms to:

ASPA Foundation
606 N. Washington Street
Alexandria, VA 22314
Attn: Foundation Proposal

To be eligible for the award applicants must submit completed proposals to the ASPA Foundation no later than January 31, 1985. Those applicants accepted as finalists will be notified by May 15, 1985. The winner of the grant will be announced during the annual ASPA National Conference, June 5-7, 1985.

Upon completion of the research, ASPA foundation will be interested in the publication or presentation of material from the study. The grantee must furnish a copy of a completed manuscript to the ASPA Foundation for publication.

Inside this centerfold is an
APPLICATION FOR MEMBERSHIP
in the
Society for Industrial and Organizational Psychology, Inc.

It is meant to be
TORN OUT,
HANDED TO A FRIEND OR ACQUAINTANCE,
POSTED ON A BULLETIN BOARD,
or otherwise circulated to prospective members of the Society.

★ ★ ★ ★ ★ ★ ★ ★ ★

CRITERIA FOR MEMBERSHIP* **Society for Industrial and Organizational Psychology, Inc.** **Division 14 of the American Psychological Association**

Membership in the Society for Industrial and Organizational (I/O) Psychology, Inc. is open to Fellows, Members, and Associates of the American Psychological Association (APA). Applications for status in this division as Member or Associate or as Foreign or Student Affiliates of the Society are handled through the Society Membership Committee. Recommendations for status as Fellow are made through the Fellowship Committee.

Article I, Section 2 of the Society Bylaws describes the Society's purpose as "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services". Examples of such applications include: selection and placement of employees, organization development, employee counseling, career development, conflict resolution, training and development, personnel research, employee motivation, consumer research and product evaluation, and design and optimization of work environments.

The requirements and instructions for application for Associate or Member status or Foreign or Student Affiliate are given below:

Qualifications for Member Status:

1. Members must meet the standards for Members in APA:
 - a. Have a doctoral degree based in part upon a psychological dissertation conferred by a graduate school of recognized standing.
 - b. Be engaged in study or professional work that is primarily psychological in nature.



APPLICATION FOR MEMBERSHIP
SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.
DIVISION 14 OF THE AMERICAN PSYCHOLOGICAL ASSOCIATION

(Please Type)

Name and address

Current ☐ Member Year List memberships in other divisions

APA status & ☐ Associate Year List associate status in other divisions

year elected: ☐ Student affiliate Year List associate status in other divisions

☐ Foreign affiliate Year

Check status in Division 14 for which you are applying: ☐ Member ☐ Associate ☐ Student affiliate ☐ Foreign affiliate

EDUCATIONAL BACKGROUND (Show undergraduate and graduate education)

Institution	Degree	Date	Major area of specialization

Masters thesis title

Advisor(s)

Ph.D. thesis title

Advisor(s)

PUBLICATIONS (List your two most significant publications, if applicable)

Title of Publication	Publication	Date

PROFESSIONAL EXPERIENCE (List present position first and then list earlier positions)

Employer	Title	Supervisor	Dates	
			From	To
1.				
2.				
3.				

DUTIES: On a separate page describe briefly the duties of each job. Identify by the above numbers.

Show any additional information to support your application on the reverse side of this form or a separate page.

I certify the above information is correct. I authorize investigation of all statements contained in this application. I subscribe to and will support the purpose of the Society, "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade associations, and public agencies."

..... Date

..... Signature of Applicant

2. a. Must be engaged in *professional activities*, as demonstrated by research, teaching, and/or practice, *related to the purpose of the Society* as stated in Article I, Section 2 of the Bylaws. Such activities may be performed in a variety of settings, such as private business or industry, educational institution, consulting firm, government agency, public service foundation, or self. There must be at least one year of full-time service in these activities.

b. It would be helpful to the Membership Committee if *individuals who did not receive a Ph.D. in I/O psychology, or the equivalent thereof* (e.g., Ph.D. in organizational behavior from a business school), supported their statement that they are engaged in professional activities related to the purpose of the Division by *submitting one of the following*: (a) two articles published in I/O related journals, (b) two letters of recommendation written by current members of the Society for I/O Psychology, (c) name of I/O related courses taught, or (d) copies of unpublished research or evaluation reports in the I/O area.

3. Applications must be approved by both the Membership Committee and the Executive Committee of the Society for Industrial and Organizational Psychology, Inc.

Qualifications for Associate Status:

1. Associates must meet the standards for Associates in APA:

a. The person must have completed two years of graduate work in psychology at a recognized graduate school.

b. The person must have a *Master's degree* in psychology (or related area) from a recognized graduate school and, in addition, must have completed *one full year* of professional work in psychology.

2. *Presently* must be engaged *primarily* in professional or graduate work related to the purpose of the Society as stated in Article I, Section 2 of the Bylaws.

Qualifications for Student Affiliate Status:

Must be students presently engaged primarily in formal study related to the purpose of the Society as stated in Article I, Section 2 of the Bylaws.

Qualifications for Foreign Affiliate Status:

Must be Foreign Affiliates of APA.

*From Society Bylaws



PROFILE: Irwin L. Goldstein

So how did an experimental psychologist get to be President of the Society for Industrial and Organizational Psychology, Inc.? Pause a minute and read the story of Irv Goldstein, your new President-Elect.

Irv actually began studying industrial psychology as an undergraduate at City College of New York. After earning a B.B.A. in 1959, he opted for graduate work in industrial psychology and received an offer from New York University to study with Ray Katzell. However, his advisors at City College counseled that "the best thing a New York City boy can do is to get out of town and broaden his education." They advised going to the University of Maryland instead, which he did. The only problem was, at that time the University of Maryland didn't have a graduate program in industrial psychology!



Irwin L. Goldstein

Not one to be easily discouraged, Irv studied with Nancy Anderson and received his Ph.D. in applied experimental psychology. He moved on to Ohio State University in 1963 as an Assistant Professor in the Psychology Department; here he teamed up with Bill Howell, with whom he later wrote a book on engineering psychology. Jim Naylor and Bob Wherry were also on the faculty at that time, and Irv began to learn basic industrial psychology and make a career shift back to his first chosen field.

By this time Jack Bartlett was developing an industrial psychology program at Maryland, and he invited Irv back to add an engineering psychology component. Irv agreed to return, which he did in 1966, but stated at the outset that his interests were shifting away from technological to organizational aspects. Irv's first few students at Maryland received their degrees in

engineering psychology, but he began moving into more traditional I/O psychology, particularly training.

Irv's numerous publications also indicate shifting emphases in his career. His early journal articles often described experimental studies, beginning in 1962 with "Perceptual Factors in Eating Behavior in Chicks" and continuing with such topics as human vigilance and interpreting dental radiographs. By the mid-1970s his publications had begun to catch up with his new interests, and his well-used text *Training: Program Development and Evaluation* was published by Brooks/Cole in 1974. (It is presently under revision and should be re-issued in 1985.) Many other publications, papers and presentations have appeared since, especially on the topics of training and needs assessment. Irv is a Fellow of our Society as well as of the Society of Engineering Psychology.

Irv has also aided the written contributions of others. He is currently the Associate Editor of both the *Journal of Applied Psychology* and the *Human Factors Journal* and previously served on the editorial boards of the *Journal of Motor Behavior* and *Organizational Behavior and Human Performance*. He is now engaged in a five-year term on the editorial board of the Society's *Frontiers of Industrial and Organizational Psychology*.

As Irv's career turned away from strictly applied experimental psychology and toward more classical industrial psychology, he also began to move from the laboratory to the field setting. He has tackled projects such as needs assessment, job analysis, test validation, performance appraisal, and training in a variety of organizations, both in the public sector (e.g., U.S. Federal Trade Commission, Drug Enforcement Agency, local police departments) and private (e.g., Miller Brewing Co., Giant Food, Seafarers International Union). Irv can often be found working on assignments related to court actions, either as an adversarial witness (for plaintiff or defendant) or to implement a personnel program as the result of a court decision. At the same time that he's helping the organization with their problems, he tries to collect research data on issues that are of interest to him. Frequent collaborators have been Jack Bartlett, Erich Prien, and Ben Schneider.

Irv has also managed to gain quite a bit of administrative experience in his career. It began when Jack Bartlett, then Chair of the Psychology Department at the University of Maryland, asked Irv to be the Director of Graduate Studies in Psychology and Assistant Chairman, a post he held from 1968 to 1981. Irv himself then advanced to Chair of the Psychology Department. He accepted a one year's assignment as Acting Dean for Graduate Studies and Research (9/83-7/84), but upon discovering that

permanently accepting the job would put him on a track to College President (a track which he saw as an endless series of meetings and no time for research or writing), he happily returned to being Chair of the Psychology Department. Along the way to administrative power he served on some 23 committees, councils, and task forces.

His administrative positions and professional involvement don't leave much time at present for outside activities. In the past he enjoyed coaching youth soccer for over a decade (including coaching both his son and daughter on county teams) and he was very active in his Synagogue, including being President and on its Board of Directors for the first 10 years of its existence.

Irv's energy and expressiveness are well matched by his wife, Micki. After postponing her career for childrearing, she blossomed into acting as well as higher education, completing a Bachelor's program at the University of Maryland in art history and studio art. She is now just a few credits away from being state certified in Special Education and will soon offer elementary school students a diversity of talent, including drawing, painting, and acting.

Their son Harold has a scientific bent, and after one post-high school year in Israel in an experiential and educational program, he is now in his first year of an honors program at the University of Michigan. So far he thinks he'd like to major in psychology. His sister Beth seems to have taken both scientific and artistic interests from her parents. Now in her last year of high school, she enjoys computer graphics and architectural design and is investigating undergraduate programs in architecture.

Irv's contributions to the Society have been impactful; during his term as Member-at-Large to the Executive Committee (1980-83) he played a major role in getting us incorporated, and he is now directing our efforts to put on a Midyear Conference. When asked about his forthcoming term as the Society's president, Irv said, "I am really honored by it. I find that not only are the people in the Society interested in important things for the field and helping the field move forward, but they are just wonderful people besides. Knowing that the Midyear Conference is coming, the Frontier series is coming, the success of our Innovations in Methodology Conference -- it gives me a sense of awe to approach the responsibility of the Presidency with such exciting things happening."

Surely it would be difficult for the Society to have a much more enthusiastic President than the ebullient Irv Goldstein.

PRINCIPLES FOR THE VALIDATION AND USE OF PERSONNEL SELECTION PROCEDURES

SECOND EDITION

Division 14's Executive Committee has adopted the *Principles for the Validation and Use of Personnel Selection Procedures (second edition)* as the official statement of the Division concerning procedures for validation research and personnel selection. Bill Owens and Mary Tenopyr were co-chairs responsible for this edition; an advisory panel of 24 experts participated in the revising and updating of the 1975 Principles. The purpose of this new edition is to specify principles of good practice in the choice, development, and evaluation of personnel selection procedures.

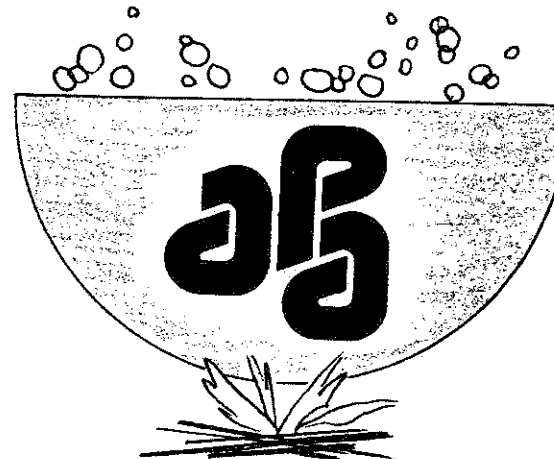
Copies can be obtained from the Administrative Assistant (address on back cover). The price schedule is: \$4.00 each for 1-9 copies, \$2.50 each for 10-49 copies, and \$2.00 each for 50 copies and up. Make checks out to the **Society for I/O Psychology**.

META-ANALYSIS COMPUTER PROGRAMS

Write: MAME SOFTWARE
PO BOX 227
ARLINGTON, VA 22210

Or Call: (703) 243-6720

TROUBLES BREWING AT



As Ben Schneider noted in his President's Message, all is not at peace in APA. Here Bob Guion relates significant events at the APA Council meeting at the annual convention. Milt Hakel then provides some brief historical background and describes current related actions of the Executive Committee.

REPORT FROM APA COUNCIL

By **ROBERT M. GUION**

The Council of Representatives met twice during the APA meetings, a full day before the convention and a half day on Sunday. Members of this Society have little reason to be pleased with Council actions.

A large part of the first day was spent in *not* meeting officially, primarily because of two court cases in which APA is a party. One of these involves the National Register of Health Service Providers, the other peer review. These issues are of little interest to this Society, but they are of great interest to the health-care providers, who have very heavy representation on Council. They could have very great interest to us as APA members, however, since possible liability to the Association could reach \$30 million dollars. On advice of counsel, it was deemed important that Council *not* discuss matters related to these cases.

It did discuss finances. In what has become almost a tradition, APA financial planning follows a three-year cycle with dues raised once every three years; this was the year. The bad news is that a dues increase of \$21.00 was approved. The good news is that, if you subscribe to two or more APA journals, you will get a \$5 journal credit, cutting the net increase to \$16.

Debate over the increase highlighted the basic division within APA. One representative argued that APA dues are still much smaller than those of "other professional societies." Another argued that they were already higher than those of most of the "other scientific societies." The split between those who see APA as a professional guild and those who see it as a learned society was pronounced, not only on the matter of dues but on most other issues before Council.

For example, two new divisions were approved; both will result in further representation for those who see APA as a means of promoting professional and social action issues: a Division of Family Psychology and a "Society for the Psychological Study of Lesbian and Gay Issues: A Division of the American Psychological Association." The family psychology group was approved by a large margin, partly on the basis of fair play (it had very nearly achieved division status at the time a moratorium on divisions was declared three years ago; the moratorium was lifted last January). The division on lesbians and gays was admitted with a smaller margin, the voting pretty much following party lines.

A further illustration is that Council approved a proposal to seat more voting representatives from any of the 50 state associations without Council representation. Currently, state associations, like divisions, must get a large enough share of the vote allocations to have a representative, and those who cannot get such a share can enter into coalitions with others to get one. This does not change, so far as voting membership on Council is concerned. What does change, however, is that for the next two years, a non-voting delegate will be seated at Council tables for every state that does not have a voting delegate. The non-voting people will have the same rights to contribute to debate as those who vote -- they will have a substantial voice for state issues, most of which are concerned with health service provision. Your representatives opposed this, partly in the belief that, at the end of two years, these will become voting members of Council, making the imbalance even greater than it is.

We therefore have called for reactivation of the Reorganization of APA question; a Task Force is to be created and is to present a proposal to Council by January, 1986. The crystal balls do not tell us whether such proposals will fare any better in the coming year than they have in the past.

WHAT IN THE WORLD ARE THEY DOING?

By MILTON D. HAKEL

Several years ago Jack Bartlett complained about "them" under the title "I'm Mad as Hell and I'm Not Going to Take It Anymore" (TIP, Feb., 1979, p. 26). Now it's my turn.

The Health-Care-Practitioner-dominated Council of Representatives had just taken a major action which epitomizes the problems that the Commission on Organization sought to solve three years ago. Unfortunately, the Commission's recommendations were tabled. Since then, the HCP's have been chipping away piecemeal, so no one has noticed or, at least, no one has done anything about it. In Toronto, however, the Council voted to seat representatives from every State Association not currently seated and to give half the regular expense coverage to those representatives! These "representatives" would not vote, though they *will* speak. It's a safe bet that in a couple of years there will be so much pressure to change the bylaws that they will be given Council votes.

To date *nothing* has come from the work done by the Commission on Organization. Neither the Council of Representatives nor the Board of Directors has addressed the fundamental problems that led to the creation of the Commission in the first place. Only a half-baked version of one recommendation was ever tried--and the Forums trial was abandoned early. Everything else the Commission recommended sits in parliamentary limbo. And the problems have gotten worse.

Here is a short recap of the issues, followed by the Commission's recommendations.

Issues

Dues are high relative to other scientific societies and they are allocated to activities which some of us would prefer to receive no funds. Income generated by some of the journals is used to subsidize other activities or products that we see as unessential or undesirable.

The annual convention is a source of complaints concerning timing, expense, its size and impersonalness, the amount of time allocated to division programs, and inadequacy of the format. The *APA Monitor* is another problem, both for the public image of psychology it conveys and the lack of information about items of interest to researchers and scientists, let alone I/O psychologists. The continuing politicization of APA is another concern,

encompassing organized campaigns for APA president and campaigning for election to the Board of Directors.

Add to all that the huge dues increase coming next January, the approval of two more divisions, the various policy initiatives coming from the Board of Professional Affairs (generic standards, specialty guidelines, specialty recognition, credentialing of graduate programs, etc.), the likely merger or absorption of AAP into APA, and the hundreds of thousands of dollars poured into state association assistance while there has been no comparable Central Office support for divisions; it gives one cause to wonder what in the world are *they* doing?

The Commission's Recommendations

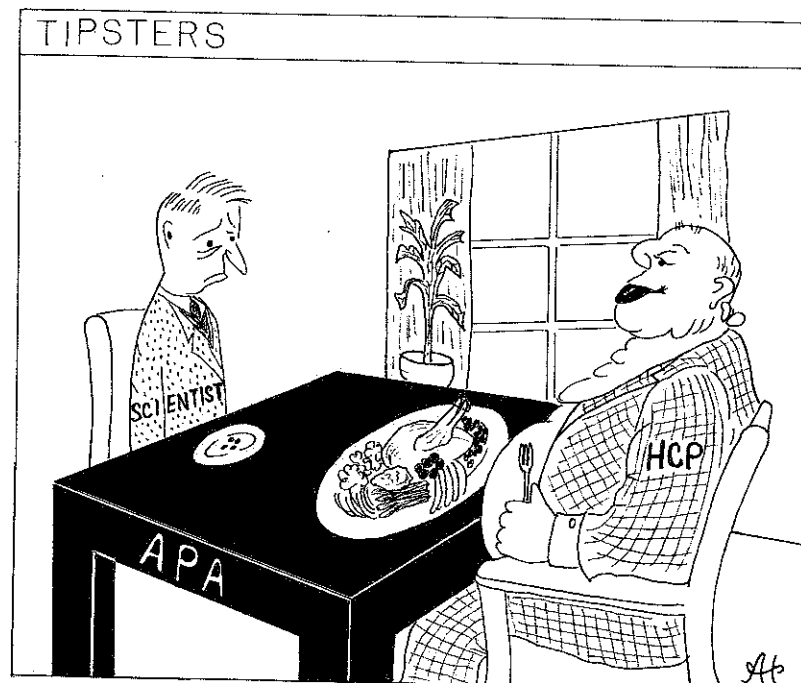
All of these stresses and strains were visible to the Commission on Organization, and it proposed a "section" model for a four-year tryout. The Association would be divided into two sections, one comprised of health care providers (section of professional psychologists) and the other identified with research and teaching interests (section of academic and research psychologists). The plan permitted the creation of up to two additional sections as the need might arise, each one having at least 21% of the seats on the full Council.

Each section would have separate dues structures and each section would elect a semi-autonomous section council. The section councils would meet to consider their own business and to ratify business conducted by the other council(s). These section councils would meet together annually as the full Council of Representatives to conduct business of interest to the association as a whole. Thus, this plan preserved desirable features of an "assembly" model while at the same time avoiding other undesirable features ("ghettoization").

Each division would indicate the section(s) in which its representatives would serve. Members of the sections would take turns nominating candidates for the APA president, insuring that every N years an APA president would be chosen from one's section. The Board of Directors would be senatorial, with each section electing a fixed number of directors to serve along with three at-large members. Finally, each section would gain greater control over the convention program and the possibility of a sectioned convention or even separate conventions would be likely.

What Now?

Assuming that this plan could be taken off of the table and given a fair trial, it just might succeed at easing some of the pain of continuing in APA. But the pain is worsening, and it is due to the short-sighted and graceless way in which the HCP's who dominate the Council and the Board have exercised their will. Their packing the Council is too much, and we're not going to take it anymore.



In response to the Council's vote to seat all state associations, the Society's Executive Committee has authorized 1) a review of the 1945 merger agreement which brought us from the American Association for Applied Psychology into APA (though this might not provide any leverage), and 2) consultation with other divisions known for their scientist-practitioner, research, and academic interests. We will be assessing whether there is a critical mass for forming a section, either inside APA or outside of it.

The Council authorized a Task Force on Organization to review proposals and to report back by January, 1986. I have little

confidence that the Task Force's work will be given a better reception than the Commission was given. By the time you read this, the Task Force members should have been appointed. We will be able to anticipate a great deal about its eventual recommendations and the HCP's receptivity to them when we see who has been appointed.

The Executive Committee, however, is committed to assuring a strong and vigorous future for the Society. We will be working in the coming months with the Task Force, with other divisions, and on our own to see that the overdue changes come, one way or another. In the meantime, please send your comments and concerns on this issue to any member of the Executive Committee, and watch **TIP** for further developments.

SUPPORT SOUGHT FOR

Edwin E. Ghiselli Award

The **Edwin E. Ghiselli Award**, named after one of the chief proponents of a broad approach to research in I/O Psychology, honors the best research proposal in the field. Each I/O Psychologist should contribute at least \$10.00 to this Award fund, and organizations which employ I/O types need to be asked for contributions. The Ghiselli Award is important because it looks to the future; the award is for proposals, not accomplishments.

Send contributions to the Administrative Assistant (address on back cover). All contributions should be made out to the **Society for I/O Psychology**; a notation of **Ghiselli Fund** should be on the face of the check.

Society Business

Various items of business were conducted at the Annual Business Meeting of the Society on August 25, 1984 at the APA convention. Several Bylaws changes were unanimously approved,

257 persons were granted membership in the Society, and the Society's treasury was reported in excellent shape by outgoing Secretary-Treasurer Virginia Boehm.

AMENDMENTS TO SOCIETY BYLAWS

NOTE: Underlined portions were removed; bracketed portions are new. The Bylaws were last printed in the February, 1983 issue of **TIP** (Vol. 20, No. 2, pp. 67-77). Those wishing a complete copy of the *amended* Bylaws can obtain one from the Society's Administrative Assistant (see back cover).

ARTICLE II - MEMBERSHIP

5. Foreign Affiliates [of APA or students] or Student Affiliates of APA may become Foreign or Student Affiliates of the Society by application to the Membership Committee.

[5d. Foreign Affiliates of the Society must be Foreign Affiliates of APA.]

[5e. Student Affiliates of the Society shall be students presently engaged primarily in formal study related to the purpose of the Society as stated in Article I, Section 2.]

ARTICLE VII - COMMITTEES

[16. The Committee on Long Range Planning shall review the affairs of the Society and other groups and parties and make recommendations to the Executive Committee and the Members concerning ways and means by which the Society's purposes in Article I can be met. The President-Elect and the Members-at-Large of the Executive Committee shall be its members.]

[17. The Committee on State Affairs shall promote the interest of the Society and its Members by concerning itself with matters affecting the practice of psychology as governed by state laws, licensing boards, and as influenced by state psychological associations.]

ARTICLE IX - AMENDMENTS

The Society may adopt such amendments to these Bylaws as have been (a) read at the preceding annual meeting, or (b) mailed to the last known post office address of each member at least two months prior to the vote, or (c) published in [*The Industrial and Organizational Psychologist*] an official journal of the APA at least two months prior to the vote.

NEW SOCIETY MEMBERS

The following Members and Associate Members were accepted into the Society for Industrial and Organizational Psychology, Inc. at the Annual Business Meeting, and the listed Student Affiliates were accepted by the Membership Committee. **TIP** welcomes you and looks forward to hearing from and about you.

MEMBERS

George Alexander
Judy Stein Allen
Lynn Anderson
Robert Ard
Bruce Avolio
Vishwanath Baba
Victoria Bain
Lawrence Barry
Ellen Benjamin
Gary Benjamin
Robert Bies
Herbert Bilick
Charles Bird
Nick Blanchard
Wayne Bolander
Walter Booth
Lynn Braswell
Stephen Briggs
David Brooks
Paul Brown
Mike Burke
David Bush
Camile Calozzo
Peter Cairo
Karen Calhoun
Peter Carnevale
Al Carter
Robert Carter
Maurice Cayer
Courtland Chaney
Georgia Chao
Philip Chase
Margaret Cleek
Jeanette Cleveland
Barry M. Cohen
Stephen Colarelli
Michael V. Collins
John Cope
John Cragun
Timothy De Hann
Douglas Deis
Kenneth DeMeuse
Donna Denning
Norman Dinges
Gregory Dobbins
Linda Doherty
Dennis Doverspike
Louise DuBois
Vitaly Dubrovsky
Beverly Dugan
Elizabeth Edwards
Evelyn Eichel
Morton Elfenbein

Ralph Ettinger
Ellen Fagenson
Arthur Farkas
Dennis Faust
Roy Feldman
Mark Fichman
Louise Fitzgerald
Michael Fitzgerald
Stephen Flamer
Barbara Jane Fleischer
Kevin Ford
Peter Forster
Federic Frank
Rodney Freudenberg
Anne Ayres Gerhart
Deborah Gladstein
William Glick
Andrea Goldberg
Neal Goldsmith
Robert Goldsmith
Gregory Gormanous
Calvin Green
Ester Greenglass
David Grigsby
Phyllis Haight Grummon
Edward Gubman
Rhonda Gutenberg
Peter Haimes
Patrick Handley
Garry Hannah
Murelle Harrison
Rion Hart
Sally Fleming Hartman
Robert Harvey
Janet Havis
Linda Hill
Leaetta Hough-Dunnette
Alison Howie-Day
David Hunt
Margaret Ingate
Sandra Inglis
Robin Inwald
Edmond Israelski
Fredric Jabin
David G. Javitch
William W. Jenkins
Dennis Jones
Kathleen Kappy
Dalia Katilius-Boystun
Daniel Kegan
Jerard Kehoe
John K. Kennedy
Bert King

Miriam Kluger
Patrick Knight
Steven Kozlowski
Terry Lafferty
Daniel Lahner
Dorothy Lang
Selma Laskin
Janina Latack
Robert Laud
Deborah Lauer
Gary Lautenschlager
H. Daniel Lea
Christine Lentz
H. Skipton Leonard
Peter Lifton
Elsa Lopex
R. G. Lucas
Robert Magoon
Michael R. Malone
Richard Margolies
Beth Ann Martin
Sandra Szabo Martin
William Matte
George Matys
Robert Mayer
John McEnery
Mary Pat McEnrue
Joseph Messicci
Marcia Miceli
Dennis Michael
Terry W. Mitchell
Donald Moretti
Michael Mumford
Jean O'Brien
Dennis O'Hara
Francis O'Mara
Cal Oltrogge
Charles Parsons
Jose Peiro
Richard Petronio
Marlin Potash
Robert Reber
Philip Reidford
Gary Richetto
Shanna Richman
Terry Riley
Alain Rondeau
Jack Roose
Joseph Rosse
Sherry Ann Rubinstein
Lori Russell
Lise Saari
David Santisteban

Vida Scarpello
John Schnorr
Alan Schnur
Charles Schultz
Barry Seeskin
Neil Sendelbach
Guy Seymour
Garnet Shaffer
Harry Shallcross
Gregory Sherwood
Elizabeth Slaughter
Morris Spier

Stefanie Prator Spera
Paul Squires
David John Steenbergen
Judy Stein
Edward Tamsen
Thomas Li-Ping Tang
Jack Thaw
Bettye Thompson
Mostafa Torki
Kathleen van Hoover
John Veres
Raymond Waldkoetter

Dennis Warmke
Jack Warner
John Washbush
David Weckler
Peter Wentworth
Ladd Wheeler
John White
Stephen Whitney
Martin Wikoff
John E. Wilson
Andris Ziemelis
Barry Ziering

ASSOCIATE MEMBERS

Teresa Amabile
John Bailey
Jay Brinegar
Marcella Callimassias
Pamela Chalovich
William Chatlos
Steven Cronshaw
Rita Dee-Burnett
Janice Dolejsi
Katharine Esty
Suzanne Fund
Steven Gordon
Sharon Green-MacLane
Gary Lee Hutto
William Jordan

Steven Keener
Paul Kessler
Jean Powell Kirnan
Tim Kop
Terence La Du
Philip Lichtenfels
David Lundberg
William Martin
Miguel Martinez-Lugo
Frances Mason
Charles McDonald
Richard McKillip
Kathryn McNutt
Paul Meunier
Marshall Orr
Ron Pannone

Roy Gates Perham
Rosemaire Pfluger
John Pinto
Anthony Roig
Ted Rosen
Alexandra Saba
David Saltzman
Thomas Snider-Lotz
Vanessa Sparanese
Carla Stramler
Lois Tetrick
mJohn Weiner
Dale Wissman
Steven Wroten
John Younker
Antoinette Yovanni

STUDENT AFFILIATES

Elizabeth Berney
Brian Bienn
Janet Blunt
Kenneth Carson
Debora Clough
Roger Cole
Nancy Crays
Steven Currall
James Rickard Day
Margaret Durr
Elaine Eisenman
Elisabeth Evensen
Ronald Festa
Mickey Fisher
Lee Friedman

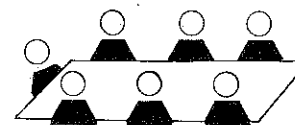
Steven Frieman
Betty Habler
David Hahn
Evelyn Hendrix
Joseph Hilke
Jeffrey S. Hornsby
Donna M. Lamberti
Luanne Parker Laurents
Gail Lorber
Mark LoVerde
Antonia Darlene Martin
Susan Anne Myers
Sherry McGowen Nelson
James Nimmer
Pamela Perrewe

Belle Rose Ragins
Anthony Roig
Ann Marie Ryan
Gary Schatz
Susan Schechtman
David Schlocker
William Siverman
Kenneth Sircy
Nancy Spiegel
Linda Streit
Ann Elizabeth Talton
Mary Anne Taylor
David Topper
Ronald Waln
Karen Weinberg

APA DIVISION 14 FINANCIAL STATEMENT (As of August 31, 1984)

Division Account	Current Year 1983-84	1982-83	1981-82	1980-81	1979-80
Income					
Dues and Assessments	\$52,596	\$27,323	\$27,620	\$22,901	\$14,349
TIP	\$44,002*	\$29,416	\$28,153	\$24,548	\$18,593
Advertising	6,695	2,332	2,813	2,020	3,119
Subscriptions	{4,765}	{1,562}			
Principles Sales	{1,930}	{2,770}			
Other Publications	2,883	2,083	4,649	11,375	147
Interest	9,639	2,296	-	2	212
Workshop Donation	999**	135	-	-	2,000
Refunds	-	-	-	-	43
Total Income:	\$64,218	\$36,262	\$35,615	\$37,945	\$24,114
Expenses					
Printing & Mailing	\$ 4,507	\$ 2,029	\$ 2,009	\$ 1,243	\$ 2,131
TIP	13,967	13,604	11,344	11,752	9,899
Principles	295	134	15,820	3,181	-
Supplies & Telephone	-	-	-	-	-
Meetings	16,013	10,732	12,469	14,344	12,576
Travel	1,863	3,049	3,351	-	-
Convention	-	612	293	-	-
Legal Services	-	4,492	-	-	-
Awards	3,200	849	-	507	733
Dues	575	350	-	250	100
Contributions	300	300	400	500	295
Fees	-	50	-	50	150
Insurance	40	40	80	-	40
Admin. Services	939	-	-	-	-
Total Expenses:	\$42,044	\$36,304	\$30,896	\$31,817	\$25,924

Note: Balance as of July 31 for 1982-83 year, as of June 30 for earlier years.
 *As of 3/31/84 ** As of 6/15/84



Committees

A new fiscal year means a different slate of new and continuing committee chairs; see the back cover for names and telephone numbers. Committee members were still being finalized at this writing and will be announced in the February issue.

Midyear Conference

< > Irwin L. Goldstein

FIRST MIDYEAR CONFERENCE-"CHICAGO IN '86"

The Society of Industrial and Organizational Psychology, Inc. officially signed a contract with the Chicago Marriott for 1986. The dates of the first midyear conference are Thursday, April 10th and Friday, April 11th. In addition, a full schedule of workshops and other special events are planned for Wednesday, April 9th.

A number of advantages sold the Society on the Chicago Marriott, including its lovely North Michigan address, which is within easy walking distance of many shops and restaurants. The hotel size is such that most of it will be filled by I/O psychologists attending the meeting. Perhaps the strongest advantage is the meeting room set-up. All meeting rooms are located on two adjacent floors connected by escalators. The rooms can be varied in size depending on our needs. Also, there is informal meeting space with soft chairs throughout the floors holding the conference rooms. Finally, we received a sizeable discount off the room rate such that if the meeting were held in 1984, the rate would be \$77 for singles and \$89 for doubles. Our contract guarantees that the maximum rate increase until 1986 cannot exceed a total of 15% for the two-year period.

You can probably tell that we are very excited about our first annual meeting. Our committee chairs have begun to work on planning the entire process, from registration to workshops to special events to programs. Rich Klimoski is chair of the program committee, Stan Silverman is chair of the workshop committee, Ron Johnson is chair of registration, and Bill Macey is chair of local arrangements. We will soon be asking persons to serve on these committees. Interested individuals as well as anyone with

suggestions about the conference should contact **Irv Goldstein, Department of Psychology, University of Maryland, College Park, MD., phone: 301 454-6103.**

SEE YOU IN CHICAGO IN '86!

Testing Issues

< > **William A. Owens**

The November 1983 issue of **TIP** contained a report on the status of the Joint Technical Standards up to and including Draft 3. During January, 1984 Mel Novick's committee met to review and evaluate the accumulated comments and reactions to Draft 3 and to produce a hopefully final Draft 4. According to Dr. Novick Draft 4 differed from the third in a number of important regards, including (1) There is much greater recognition of the need for the exercise of professional judgment, particularly in the area of test use; (2) The document is much shorter in size and in the number of standards; (3) The document is now written at a technical level that will facilitate its use by a much wider constituency; (4) The document has been divided into three parts covering test instrumentation, test use, and administrative procedures; (5) The document is less prescriptive in specifying how individual standards may be met; (6) the range of applicability of individual standards has been more carefully delineated; (7) the definitions of primary, secondary, and conditional standards have been clarified; and (8) a glossary has been provided.

In general, all parties have seemed much happier with the fourth draft than with its predecessors. The Society's Ad Hoc Committee on Testing Issues responded to the draft under extreme time pressures, not helped by snow closing the airport on the eve of the scheduled meeting date! Nevertheless a number of suggested changes were incorporated into the relevant pages of the manuscript. It is difficult to characterize the changes suggested since they were quite diffuse, but they were evident in: (1) the treatment of differential prediction; (2) many definitions from the glossary, including perhaps most importantly that of job analysis; (3) the treatment of validity generalization; (4) the statement regarding rater qualifications; and (5) some requirements regarding the use of the standard error of measurement and the definition of the standard error of estimate.

The Executive committee of the Society endorsed the report of the Ad Hoc Committee on Testing Issues and so indicated in a letter to Dr. Novick on April 13. This was followed on June 23 by a statement from the Ad Hoc Committee of APA Council indicating that they found progress satisfactory and anticipated that a final

draft might be forthcoming in time to permit a vote by the full Council at its January, 1985 meeting.

Members of the Ad Hoc Committee on Testing Issues had been proceeding on the assumption that our duties would be discharged and our committee disbanded with the approval of our response to Draft 4 by the Executive Committee. Clearly, however, there are issues arising more or less continuously in the testing arena on which the Society should either take a position or express a point of view.

Our objective during the forthcoming year will be to examine such issues and to express such views as may seem appropriate. To do this effectively we will need the help of the members in notifying us of matters of concern, since we will otherwise almost certainly be unaware of some.

Awards

< > **Milton D. Hakel**

This year the Society is trying something different in the handling of four of the awards which we make: Wallace, Ghiselli, Scientific Contribution, and Professional Contribution. Specifically, an Awards Committee has been created for a one-year tryout to centralize the evaluation activity, giving both the Scientific Affairs and Professional Affairs Committees a better chance to pursue their main objectives. The Awards Committee will be divided into four sub-committees, one for each of the awards, so no member will have an unduly heavy share of the evaluation task.

The deadline for nominations and entries is January 15, 1985. Further information on these awards can be obtained from **Milt Hakel, Department of Psychology, 404C West Seventeenth Avenue, Columbus, OH 43210, phone: 614 422-3746.** The Awards Committee will also administer the Wherry Award for the best paper at the Graduate Student Conference and assist in nominations for various APA awards.

Program

< > **Paul R. Sackett**

1985 Convention: Call for Proposals

Ask anyone who was there: we had an outstanding convention in Toronto. A beautiful city, unbeatable weather, good restaurants, a large turnout, and a fine program; it'll be tough to top. But we'll try; it's time to start thinking ahead to the 1985 convention in Los Angeles. Let me first express my gratitude to all of the

members of the Program Committee for their role in making the convention a success. Particular thanks go to the members of the program planning subcommittee: Susan Jackson, Morgan McCall, and Paul Wernimont.

The Program Committee was particularly gratified at the response to our campaign to improve presentation quality and visual aids at the convention. Many Society members commented that on the whole, presentation quality was better than at previous conventions; we detected far fewer illegible overheads than in the past. We thank the presenters for their conscientiousness in this area; your efforts did not go unnoticed. The Program Committee will work hard to insure that this trend continues this next year.

Review procedures

Each proposal submitted will be reviewed by 3 members of the Program Committee; written feedback will be provided to all submitters. A program planning subcommittee, consisting of Cris Banks, Jim Breauagh, Bob Burnaska, Morgan McCall, and myself will use input from the reviewers to plan and organize the program.

Criteria for evaluation

Papers submitted will be evaluated on the following criteria: (1) General interest: to what extent is the topic of interest to a substantial proportion of the Division membership? (2) Technical adequacy: to what extent does the paper measure up to contemporary technical and professional standards? (3) Innovativeness: to what extent is new knowledge presented or existing knowledge integrated in a novel fashion? (4) Suitability for poster presentation: can the paper be meaningfully presented within the confines of the poster session format?

For symposia, panel discussions, debates, and other multi-presenter sessions, preference will be given to submissions meeting two additional criteria. The first is integration: we are looking for submissions which form a coherent whole. Presentation formats which emphasize interdependence among presentations will be well received. The second is diversity of viewpoints: sessions which bring together presenters with different and/or opposing views on an issue tend to stimulate further discussion, thought, and research.

Submission procedures

Many submitters find themselves confused by the APA call for papers. What follows are some important pieces of information about submission procedures:

1. APA distinguishes between two types of submissions: presentations and programs. Different submission procedures are used for each. "Presentations" refers to individual papers; "programs" refers to symposia, debates, panel discussions, and other such sessions involving multiple presenters. Please be sure that you use the appropriate cover sheet for your submission: the APA call for papers includes both sheets.

2. Individual papers (or "presentations", as APA calls them) receive blind review. Therefore, when you submit 5 copies of your paper, do not include the traditional title sheet. The first page should include the title of the paper and the abstract, not the names of the authors. Note that all papers accepted will be presented in poster session format; Division 14 has no paper-reading sessions.

3. Multi-presenter programs, such as symposia or debates, do not receive blind review. In evaluating the proposal, it is clearly important to know who the participants in a proposed debate will be. The APA call for programs requests 5 copies of a summary of each participant's presentation: please prepare 5 copies of a complete document which includes the list of participants (with addresses, affiliations, and presentation titles, as requested in the APA call) and each participant's summary. Please limit the number of presenters to no more than 5, including discussants, as sessions with more participants have been exceeding their time allocation.

4. Individual papers must represent completed work. We do not accept papers which include statements like "data collection is in progress; results will be ready by the convention"

5. Papers which significantly exceed the 1800 word limit will be returned unreviewed. This is done out of fairness to authors; it's difficult to compare one author's 8-page summary with another's 25-page paper. We'll use 10 pages of text as an upper bound (double spaced, one inch margins, elite type).

6. Finally, late submissions will be returned unreviewed. This isn't done out of malice; we're simply on an extremely tight timeline. Within 24 hours of the deadline, papers have been sent out for review. APA imposes these deadlines since scheduling events for 44 divisions and typesetting and printing a 300-page convention program by early summer requires considerable lead time. The deadline for receiving submissions hasn't been set by APA at the time of this writing. It will be around January 20; consult the Call for Programs for the exact date. Let me emphasize that the January deadline refers to a deadline for receipt of your submission, not a date by which material must be postmarked.

The official APA call for programs will be sent out around December 1. Submissions, inquiries, and suggestions should be directed to **Paul R. Sackett, Department of Psychology, University of Illinois at Chicago, Box 4348, Chicago, Illinois 60680, phone: 312 996-3031**. Note that private delivery services, such as Federal Express, cannot deliver to a post office box; if you're not using the U.S. mail, substitute **Behavior Sciences Building, 1057 W. Harrison St.** for the box number in the above address.

Continuing Education and Workshop

< > **Richard J. Ritchie**

Division 14 Workshops have provided our members with a unique opportunity to sharpen their skills. Over the years the workshops have been the best place for I/O psychologists to keep up-to-date with advances in our field. Planning has begun for next year's workshops in Los Angeles.

To help make sure that the workshops continue to meet the needs of the members, I would like to hear from you about any suggestions you have for workshop topics or presenters. Please drop me a note (**48 West Springtown Road, Long Valley, New Jersey 07853**) or call me (**201 740-3369**) with any ideas.

Last year we were fortunate enough, thanks to Hughes Aircraft Company, to videotape Wayne Cascio's workshop on utility analysis. This videotape is now available for rental. One condition of rental is that the tape can only be used for educational purposes. The renter may not use the tape for any commercial purpose. Acceptable uses include showing the tape to college or university classes and individual viewing of the tape. Continuing Education Credits can be given to those people who view the tape, pass a multiple-choice exam, and pay a small additional fee. Information on rental is available from the Society's Administrative Assistant (see back cover).

Education and Training

< > **Eugene F. Stone**

Report by Daniel R. Ilgen (1983-1984 Chair) and Eugene F. Stone (1984-1985 Chair)

During the 1983-1984 period, the Education and Training Committee devoted attention to a number of projects, two of which should be of interest to members of the society. The first

was the preparation of a report dealing with methods used by graduate programs to develop students' consulting skills. Comments solicited from such programs suggested three major training strategies/methods: formal course preparation, a practicum, and accompanying faculty members on consulting projects. A brief report is available that (a) describes the use of these strategies/methods in the context of specific training programs, and (b) reports on the frequency with which such methods are used in a small sample of I/O and OB doctoral programs. For a copy of the report, write **Eugene F. Stone, Department of Psychology, Virginia Polytechnic Institute and State University, Blacksburg, Virginia 24061**.

The second project dealt with by the Committee was the development of a system for aiding schools interested in developing graduate level training programs in industrial/organizational psychology. For years, about the only support the Committee could offer such programs was to provide copies of the latest version of the *Guidelines for Education and Training at the Doctoral Level in Industrial/Organizational Psychology*. Taking a more proactive stance, the Committee completed initial work on the design of a system that will provide interested academic institutions with not only copies of the *Guidelines*, but also with the services of an E & T Committee-affiliated consultant.

In the 1984-1985 period, the E & T Committee will deal with two major projects. The first of these is the further development of the system for assisting schools in the development of I/O doctoral programs. A key element in the successful operation of the system will be a corps of volunteers who will serve as consultants to institutions that request assistance from the E & T Committee. Consequently, the Committee invites individuals who would be willing to serve as consultants to contact **Eugene F. Stone: write or telephone (703 961-6581)**.

The second major project of the Committee will be to explore issues connected with (a) the use of I/O or OB doctoral students in organizational consulting, and (b) the role of such consulting activities in doctoral level training programs. A report that considers these issues should be available in the Fall of 1985.

Scientific Affairs

< > **Robert S. Billings**

The Scientific Affairs Committee will be working on ways to enhance the linkages between practitioners and academics in the interest of research. The committee will explore the issues that

inhibit collaboration (e.g., conflict between theory-derived and action research models, different reward systems for practitioners vs. academics). Next we will survey the types of linkages that currently exist (e.g., advisory boards for I/O and OB programs, adjunct appointments, sabbatics for practitioners, government and industry summer programs for faculty). Finally we will explore ways to facilitate connections (e.g., a mechanism to communicate interest and resources, case studies of successful collaborations, symposia or workshops on these issues at the APA convention or the Midyear Conference).

The committee would welcome any comments or suggestions. Contact **Bob Billings** at the **Psychology Department, Ohio State University, 404C West Seventeenth Avenue, Columbus, Ohio 43210**, phone: 614 422-8115.

Professional Affairs

< > Manuel London

The Professional Affairs Committee is anticipating some exciting activities this year. The Ethics Casebook, prepared under the direction of Rod Lowman, the previous committee chair, is now in its final revision and hopefully will be distributed to Society members soon. Additional copies will be for sale from the Society office. This document is a set of cases on practices in personnel and organizational psychology. Each case begins with a statement of the problem and continues with a discussion of applicable policies from APA's *Ethical Principles of Psychologists*, an interpretation of the policy principles in light of the major questions posed by the case, and educative ramifications. The original cases were suggested by many Society members. The casebook should be useful in training I/O psychologists and for the professional development of practicing psychologists.

The committee will be reviewing several documents being prepared by APA relevant to professional practice. One is the *Standards for Providers of Psychological Services* (now in its seventh draft). Another is an early draft of a document on principles for a specialization in psychology. This document deals with what constitutes proficiency in psychology and what is required for an area to be designated a new specialty in psychology. A crucial question is whether APA should have a formal policy of specialization.

We plan to initiate several major projects which will be the initial elements of a broad examination of professional practice in I/O psychology. One project is a study of consulting activities of Society members. We want to answer questions such as the

following: What types of consulting projects are I/O psychologists doing these days? What types of projects are full-time consultants doing? How about academics who consult? How do people get established as consultants? The answers to these questions will have implications for training and professional practice in our field.

The second project is a study of applications of scientific advances in I/O psychology. We will begin by canvassing practitioners to uncover completed and on-going research which is not, and may never be, published. This will help bridge the gap between science and practice by informing the Society about scientific advances from the field. Another element of the project will be an examination of the extent to which our published scientific findings are being applied. A pertinent question is what professional needs are not being addressed by the scientific side of the house.

Another related project on the drawing board is to look at the impact of I/O psychologists on personnel policies in organizations. Who makes important decisions, such as executive succession policies and plans, and what professional knowledge is brought to bear in making these decisions?

State Affairs

< > Ronald G. Downey

The State Affairs Committee is concerned with activities and events at the state level (also local and regional) which impact upon and influence I/O psychology. Most of these activities are of a legal and regulatory nature but also include professional groups of I/O-interested individuals. The committee is charged with being aware of, influencing, and reporting these activities to the membership.

In the first few years of our existence we have focused upon the development of a roster of state contacts which help us to be current in our knowledge of events at the state level (see **TIP**, May 1982). It is our plan to develop a direct link to the State Boards in the 50 states and the District of Columbia through the Board Secretaries. This will enable us both to more rapidly receive information and to be called upon by the boards as a source of information and judgment on issues of importance to I/O psychology. We will still need and continue to use the state and regional contacts to keep us informed of events and to interpret these events.

While it is clear that many in the I/O community do not favor the certification/licensing of I/O psychologists, the majority of states have rules and regulations that require I/O psychologists to

conform to these rules and regulations. It has been the experience of this committee that attempts to alter the rules can most effectively be handled at the local level. The committee therefore calls upon the membership to get involved at the **STATE** level. This could be by joining state associations, being appointed to state boards, serving on evaluation committees, etc. When I/O psychologists have taken this step, they have been welcomed, had an impact on the regulatory process, and have represented I/O in state issues.

While I have tended to dwell upon certification and licensing issues, there are a host of other issues which can and do affect I/O psychology. Testing, teaching, consulting activities, interstate work, etc., have all been issues which have and can receive attention from state regulatory bodies. It is equally important that I/O psychology, and the body of knowledge it represents, be active in public debate and regulation attempts concerning these issues. Once again I urge you to become active at the state and regional level in influencing the process.

Finally, I must point out that while it may appear that many of us in the academic and business sphere are, at the present time, exempt or insulated from many of these events, the future will be somewhat different for our students and/or proteges. As the number of Industrial/Organizational Psychologists in independent practice increases, it is my expectation that these problems will only increase. It is therefore important for us to develop the necessary procedures and methods for influencing the direction of future events.

External Affairs

< > Marshall Sashkin

Six subcommittees have been formed, each representing a charge to the External Affairs Committee:

1. **Recruitment/Speakers** - To recruit undergraduates into the graduate study of I/O psychology, we need speakers on campuses to raise awareness of I/O psychology as a career. Our special focus is on the small college (which is not likely to have any I/O faculty) and minority colleges.

2. **APA Monitoring** - We'll keep track of what APA and its many organs are doing as these activities affect the Society.

3. **Inter-Society Relations** - The Society should be developing positive and productive relationships with other professional groups (e.g., ASTD, ASPA, AMA) that have related functions or interests.

4. **International Relations** - The charge is similar to that above at the international level. This would include various international

associations, such as the International Association of Applied Psychology, as well as national applied (I/O) societies.

5. **Technical Assistance** - The Society made a significant public contribution in developing an assessment center for selecting school superintendents for the National Association of Secondary School Principals. We wish to follow up this successful technical assistance project with one or more new projects. Two have been suggested. One would be to find ways to provide technical I/O assistance to small businesses that need such aid but, typically, cannot afford consultants. A second concerns strategies for improving teaching effectiveness in the public schools through application of I/O knowledge, including improved selection tests and methods, certification and recertification examinations, assessment centers for selection, identification of master teachers and dissemination of their skills, etc. Both of these projects require coordination with formally constituted groups to support them, such as the Small Business Administration, the National Education Association, a large local school district, or a regional Chamber of Commerce.

6. **Non-Academic Publications** - The committee is interested in bringing knowledge of important I/O findings to the attention of a broader public, including non-academic I/O practitioners. One strategy is to "translate" especially significant technical articles that appear in academic outlets into "normal" English and publish such intelligible reviews in various non-academic outlets, ranging from practitioner journals (e.g., *Personnel Journal*, *Training and Development Journal*) to airline magazines. A special focus will be on developing a strategy for influencing publication in *Psychology Today* of relevant I/O articles.

Membership

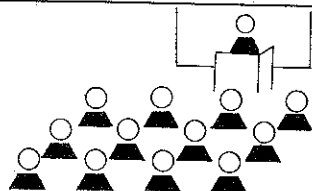
< > James C. Sharf

Last year's committee solicited over 2000 psychologists on behalf of the Society and received applications from 355 individuals. Of these, 257 were recommended for membership in the Society, resulting in a selection ratio of 72%.

The goal of this year's Membership Committee will be to follow-up individually with those likely candidates already targeted by last year's committee *as well as candidates identified by each of you*. It is our objective to add at least 250 new members to the Society. To meet this objective the Membership Committee would be most appreciative if each of you would see that the application centerfold in this issue of **TIP** is given to a likely candidate.

Meetings

Past and Future



Human Resource Planning Society Conference March 3-6, 1985

The Human Resource Planning Society will hold its eighth annual conference in San Diego at the new Hotel Intercontinental. The conference theme this year is "Adding Value: The Accountability of Human Resources to Impact Business Results." Special features will include a panel of Chief Executive Officers from major firms discussing business issues followed by discussions with senior human resource executives regarding the impact on their human resource plans. There will also be company presentations displaying particular components of their human resource planning processes, as well as topical workshops in such areas as linking human resource planning with business planning, career management, organization design, and human resource management in times of turbulent growth versus stagnation, etc.

The conference is open to members of HRPS. Members receive the quarterly journal *Human Resource Planning*, participate in workshops (e.g., succession planning, performance planning, organization design, personnel forecasting models, etc.), and benefit from HRPS research programs. I/O psychologists can join by contacting **Donna LaScalla, HRPS, P.O. Box 2553, Grand Central Station, New York, NY 10163, phone: 212 490-6387.**

I/O & OB Graduate Student Convention April 12-14, 1984

The psychology graduate students of the University of Akron will host the Sixth Annual Industrial-Organizational Psychology and Organizational Behavior graduate student convention. The convention is designed to provide graduate students in I/O psychology, organizational behavior, business, management, and related fields with a forum in which to exchange ideas and information in a supportive environment. Guest speakers,

workshops, and graduate student paper presentations will be featured.

Deadline for the submission of graduate student papers is January 7, 1985. For further information, contact **David Day, Eric Neumann, or Sherry Hoy, Department of Psychology, Simmons Hall, University of Akron, Akron, Ohio 44325, phone: 216 375-7280.**

Occupational Analysts Workshop May 1-3, 1985

The USAF Occupational Measurement Center will host a workshop of occupational analysts in San Antonio, Texas. The purpose of the workshop is to bring together individuals from many backgrounds and environments to discuss areas of common interest (e.g., improvements in data automation methodology, enhancing response timeliness and quality) and to provide a forum for discussion of new approaches to occupational analysis. The anticipated variety of representatives making presentations should result in discussions leading to a valuable exchange of innovative ideas and topics of interest. The last workshop by this group had about 100 participants, approximately half from universities or private firms, and including representatives from West Germany, Australia, and Canada.

The registration fee for the workshop is \$25 per person and includes dinner. For more information contact **Jimmy L. Mitchell, Lt. Col., USAF, Chief, USAF Airman Analysis Section, USAF Occupational Measurement Center (ATC), Randolph Air Force Base, TX 78150-5001, phone: 512 652-5811.**

OD Workshop and World Congress June, 1985

Donald W. Cole, a registered OD consultant, has been asked by the Polish Academy of Sciences to help organize a workshop in Poland June 10-14, 1985 on "How Organization Development Could Help The Polish Economy." Organizational psychologists who would like to be part of that workshop should send name, address, telephone number, date and place of birth, and country of citizenship to Cole at the address below.

The 5th Organization Development World Congress will be held the week following the workshop (June 18-22, 1985) at a 17th century castle in Zeist, The Netherlands. Further details and the

Call for Papers can be obtained from **Dr. Donald W. Cole, The Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026, phone: 216 461-4333.**

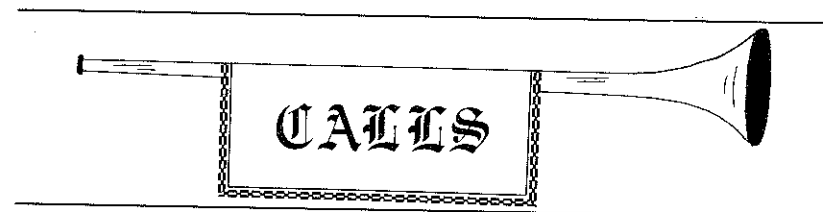
New England Society of Applied Psychologists (NESAP), 1984-85 Program

NESAP is a nonprofit professional society for applied psychologists and other behavioral scientists for continued education and the advancement of the field. Each monthly meeting highlights one topic of current interest and a speaker to review and discuss practical issues. September and October featured John Lilly on "Indiana Jones and the Search for New Management Consulting Models" and Cynthia Frey on "Applied Psychology in the Practice of Marketing".

Future meetings will present Herbert Kelman on "A Team-building Approach to Consulting on International Conflict Resolution" (November), Len Hirsch on "Politics of Organizational Consultation" (January), Susanne Rehault on "EAP: State of the Art" (February), Dick Campbell on "The AT&T Divestiture - Impact on the People" (March), Leonard Zaichkowsky on "Transitions from Professional Sports to Life After" (April), and John Weeks on "Acquiring Venture Capital for an Applied Psychology Business Enterprise" (May). Those interested in further information should contact **Lew Stern, Ph.D., NESAP Executive Council, The Foxboro Company, Department 182, Foxboro, MA 02035, phone: 617 549-6822.**

Greater Chicago Association of Industrial/Organizational Psychologists, 1984-85 Program

The Greater Chicago Association of Industrial/Organizational Psychologists meets monthly in the Sears Tower. September and October already brought Laurie Larwood and Irv Goldstein as speakers, and December through May will offer Frank Malinowski, Judy Komacki, Ray Johnson, and Joel Moses. For more information contact **Robert M. Heller, Ph.D., Sibson & Company, Inc., 101 N. Wacker Dr., Suite 705, Chicago, IL 60606, phone: 312 580-7770.**



NJ Report Seeks Members, Speakers

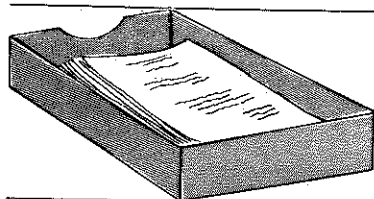
A new association for our profession, NJ Report (New Jersey Regional Exchange of Personnel and Organizational Research and Technology), is now emerging through the interests of a small but growing group of personnel and organizational researchers in the New Jersey geographical area. Based at Rutgers University in Central New Jersey, the association hopes to draw from the concentration of academic and industrial researchers along the New York-Philadelphia Corridor.

The association is being created in the belief that it may fulfill several important professional objectives, such as providing: a) a forum for the exchange of research findings and technological innovations among researchers in this region of the country through a series of invited presentations and moderated discussions; b) opportunities for more local and immediate research support and collaboration through networking and special interest subgrouping; and c) a political action basis for communicating positions on relevant issues at state and national levels of government and other professional bodies (e.g., APA, the Academy of Management). An additional educational function may be fulfilled through the inclusion of students enrolled in I/O and OB graduate training programs.

We are now in the process of planning for the '84-85 year. Division 14 members interested in becoming involved with NJ Report either as members or speakers should contact **Terry W. Mitchell, Department of Psychology, Tillett Hall, Kilmer Campus, Rutgers--The State University, New Brunswick, NJ 08903, phone: 201 932-2185.**

WRITING A BOOK?

Your publisher can spread the news in **TIP**. Contact the Business Manager, **Ed Adams, TIP, P.O. Box 292, Middlebush, NJ 08873 (212 605-7683).**



In - Basket

Is Research Necessary In Practice?

To The Editor:

For over three decades, I have been designing solutions to problems in organizations by combining principles obtained from basic research in the social sciences. People have been trained in devising such solutions. The results have been very encouraging. Several universities in the United States and Canada, on hearing of my work, have extended invitations to spend time there as Visiting Professor. At many others, I have lectured on Social Technology, the discipline that we have created.

These occasions have provided ample opportunity to meet with industrial and organizational psychologists as well as to discuss the problems of the professions. These experiences have, over the years, led to increasing uneasiness on my part to the effect that there seemed to be a gradual shift in emphasis from problem solving to research. At several of these universities, in the Graduate School of Business, I often expressed to I/O professors my concern. Too much of the work being done was related to research as to "why" and not enough work was being done on "how to." I was invariably given the answer that it was expected that students, exposed to say, Organizational Psychology, would somehow be able to use the material on later being exposed to specific problems. I could not very well see how the student could eventually perform such a feat if the professor did not himself know how or show the way. Subsequent events clarified this for me.

While I was Visiting Professor at a University, I received one day a call from the President of a medium sized firm asking if I could help him with a specific problem. Curious as to why he had called me, a new arrival and therefore, rather unknown in the area, he replied: "Prof. X told me to contact you." Prof. X is a rather well known OB in the Department. I went to thank Prof. X for recommending me for such an interesting and remunerative consulting job. He replied that it was he who had to thank me for taking such a troublesome problem off his hands. What had happened was that the client did not want general theories nor someone who told them they had to do research. He wanted a specific immediate solution. Not only Prof. X but the whole Department felt that I was the only one who could do that.

I have read the May 1984 TIP carefully and notice that virtually every article deplores the lack of recognition of I/O psychologists. They also indirectly point to the reason for this lack of recognition. Allow me first to point to the lack of recognition statements:

- p. 9 "...why don't more people appreciate our accomplishments?"
- p.18 "...those who have spent years researching...are left on the sidelines..."
- p.18 "...it was frustrating to learn that productivity policy setters are not paying much attention to our work."
- p.21 I/O psychologists play second fiddle in windowless offices.

- p.11 Only 10% preferred Masters or Ph.D.'s without experience, although 55% preferred Masters *with* experience.
- p.14 It is to be noted that those consulted strongly recommended *applied* training.

Now let me deal with the reasons for this lack of recognition. The clue lies in a statement by the President when on p. 4 on asking what makes the society so great, he ends with: "It's the common vision of research..." Other statements:

- p.18 "Those who have spent years *researching*..."
- p.11 (cited above as to preference of those with experience). Apparently it was the experience part that was valued rather than what was taught at the university.
- p.14 Strongly recommended applied training.

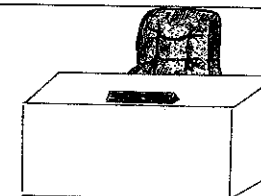
These and other statements, plus many experiences such as that anecdote related above, tell us that the real world out there does not care for theory or research. What is badly needed is concrete solutions to problems. Those who merely think in terms of research will not be able to provide answers to what is needed.

On p. 21, an erroneous inference is drawn. This helps to highlight my stand. It is said that doctors and lawyers get paid high fees because their achievements can be measured in terms of dollars. This is incorrect. Those professionals are well paid because they perform useful work. No doctor or lawyer dreams of telling a client with a specific problem that he has to do research.

Jacobo A. Varela
Montevideo, Uruguay
July 21, 1984

Positions Available

Ed Adams



1) Assistant Professor of Industrial/Organizational Psychology. The University of Akron has a tenure track position opening, beginning September 1985, with heavy emphasis on graduate teaching and research productivity. Interests in information processing, organizational theory, and group or organizational processes will be given preference, but highly qualified applicants in other areas of I/O will also be considered. The successful applicant will join an established I/O program and will be expected to develop her or his own research program. Starting salary is competitive, benefits are excellent, and the research and teaching facilities are excellent. Send letter of application together with vita and three letters of recommendation to: **Robert G. Lord, Chairman, I/O Search Committee, Department of Psychology, The University of Akron, Akron, Ohio 44325**, by January 15, 1985. Applicants must complete all requirements for a Ph.D. in psychology by September 1985. The University of Akron is an Equal Opportunity/Affirmative Action Employer.

TRAINERS/ CONSULTANTS

DDI, U.S.A.'s leading management consulting and HRD/training firm is seeking trainers/consultants to deliver "train-the-trainer" workshops and provide consulting support to clients. Openings in Pittsburgh, Los Angeles, Chicago, Tampa, New York, and Toronto.

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Benjamin Bendetti
Personnel Director
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P.O. Box 13379
Pittsburgh, PA 15243

ee/mfh

2) Research Associate. The Center for Creative Leadership is looking for a recent Ph.D. in I/O Psychology, Organizational Behavior, Organizational Theory or a related field to fill an entry level position in the Research Division. Candidates should have balanced quantitative and qualitative skills, background in one or more content areas directly related to research on managers and executives, and commitment to seeing research applied. Experience working with executives is a plus. Research facilities and opportunities are excellent; salary is negotiable and competitive. Send a letter of application (including salary requirements), resume, writing sample, and list of references to: **Dr. Morgan W. McCall, Jr., Director of Research, Center for Creative Leadership, P.O. Box P-1, Greensboro, NC 27402.** This position is available immediately, but we will consider later start dates. The Center is an Affirmative Action/Equal Opportunity Employer.

3) Industrial/Organizational Position. Department of Psychology at Kansas State University will have a tenure track opening at the beginning Assistant Professor level, effective August 21, 1985. Applicants should be able to develop a strong research program and make equally strong teaching contributions to an established I/O M.S. and Ph.D. program. Also desirable is ability and interest in teaching other courses such as psychology of women, human factors, or general psychology. KSU program now staffed by 3 I/O psychologists with an additional 16 faculty in the department. Closing date for applications Feb. 1, 1985. Include vita, statement of interests, and arrange for three letters of recommendation. Write to: **E. J. Phares, Head, Department of Psychology, Kansas State University, Manhattan, KS 66506. Phone: 913 532-6850.** An Equal Opportunity/Affirmative Action Employer.

SURVEY DIRECTOR

Prestige, rapid growth International consulting firm seeks highly qualified individual to assume responsibility for managing client engagements. ISR specializes in employee and management attitude surveys for world-class multinational companies. A Survey Director manages all aspects of the survey process, from client-specific questionnaire design through to final report presentation and monitoring of follow-up. Approximately 50% travel is required.

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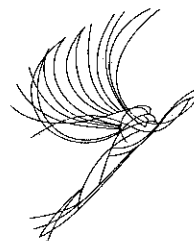
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4) Assistant Professor of Social Psychology. The University of Utah is looking for an individual to join five Social Psychology faculty in a department which also offers specializations in developmental, clinical, applied, experimental, and physiological, as well as a variety of sub-specialties (e.g., health, environmental). We prefer someone whose theory-based research is in organizational and/or health psychologies, but outstanding applicants in other areas of Social Psychology will be considered. Ph.D. with demonstrated teaching and research skills required. Salary is competitive; facilities and students are excellent. There are many local opportunities for community involvement and applied research. The state-supported University enrolls 23,000 students and provides strong support for its graduate programs, faculty research, and its on-campus medical school and hospital. Campus location at the foot of the Wasatch mountains is within minutes of ballet, symphony, skiing, fishing, etc. Send vita, description of current research program, selected reprints, and three letters of recommendation to: **Dr. Carol M. Werner, Department of Psychology, University of Utah, Salt Lake City, Utah 84112** by January 4, 1985. Please enclose two stamped, self-addressed envelopes so that we can acknowledge your materials most efficiently. Applications after January 4 may be considered if appropriate candidates have not applied by the deadline. Optimal starting date is September, 1985. The University of Utah is an Affirmative Action/Equal Opportunity Employer.

5) Industrial/Organizational Psychologist. The Department of Psychology within the Purdue School of Science at Indiana University-Purdue University at Indianapolis is accepting application for an Assistant Professor (tenure track) position to begin August, 1985. An individual is sought whose primary research and teaching interests are in the areas of organizational behavior, organizational theory, or performance appraisal, although other specializations within Industrial and Organizational Psychology will be considered. Priority will be given to candidates with potential to develop a program of research. In addition, candidates should have an interest in taking an active role in the M.S. Program in Industrial/Organizational Psychology. IUPUI is a dynamic, urban university with over 23,000 students; The Department of Psychology has 25 full-time faculty, over 250 undergraduate majors, a Ph.D. in Rehabilitation Psychology and in other areas on an individualized basis, and other M.S. Programs in Rehabilitation and Applied Social Psychology. Indianapolis, as the center for business and government in the state, offers a wide variety of research and training sites. Submit vita, research and teaching interests, and three letters of reference to: **Dr. John T. Hazer, Chairperson, Department of Psychology, IUPUI, P.O. Box 647, Indianapolis, IN 46223**. Evaluation of applications will begin March 1, 1985, but applications will be considered until the position is filled. IUPUI is an Equal Opportunity/Affirmative Action Employer.

6) Human Resource Management. The Department of Management, University of Houston invites applications for one tenure track Assistant Professor position beginning in the Fall, 1985. Candidates should have completed or be very near completion of D.B.A. or Ph.D. in Business or Industrial/Organizational Psychology. Primary teaching responsibilities will involve personnel management and industrial relations courses at both the graduate and undergraduate levels. Candidates must also be committed to the development of a productive research career. Additional duties will include the supervision of doctoral student research and significant curriculum development in an expanding Human Resource Management program. Salary is competitive. Send vita and the names of at least three references to: **James S. Phillips, Search Committee, Department of Management, University of Houston-University Park, 336 McElhinney Bldg., Houston, Texas 77004**. Application deadline: February 15, 1985. The University of Houston is an Equal Opportunity/Affirmative Action Employer.



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Nominations and applications should be submitted to Mr. Thomas I. Storrs, Chairman, Presidential Search Committee, Center for Creative Leadership, P.O. Box P-1, Greensboro, NC 27402.

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7) Industrial/Organizational Psychologist. One tenure track position beginning Fall, 1985 in the Department of Psychology, University of Maryland for an established scholar at any level, preferably the Associate or Full Professor level. Salary is open and competitive. Preference for personnel selection/performance measurement person who is capable of contributing significantly to the teaching of department-wide quantitative courses. The Industrial/Organizational faculty are committed to high quality research and an instructional program which emphasizes breadth of content, theories, and methods in I/O Psychology. Strong emphasis will be given to applicants who conduct research in organizational settings and who are capable of integrating research and teaching by working with research teams that include graduate students. All faculty teach graduate and undergraduate courses and are expected to supervise graduate student research. The University of Maryland actively subscribes to a policy of equal educational and employment opportunities. Women and minorities are encouraged to apply. Applicants are invited to send vitae and at least three letters of reference to: **Benjamin Schneider, Chair, I/O Search Committee, Psychology Department, University of Maryland, College Park, MD 20742.** For best consideration, application materials should be received by December 1, 1984.

8) Regional Directors-Strategic Management/Organizational Effectiveness. The continuing growth and expansion of our Strategic Management/Organizational Effectiveness services for corporate clients have resulted in regional positions in our Atlanta, Chicago, Dallas, Los Angeles, and New York divisions. The primary accountability of the position is to market Strategic Management/Organizational Effectiveness services and build a regional business. The successful candidate will preferably possess a graduate degree, have solid quantitative, organization and market diagnostic skills and experience (e.g., attitude surveys, climate analysis, organization development, market research and planning). Candidates must have a history of demonstrated business development success. These positions offer above average compensation, incentives tied to performance, visibility, and career opportunities. Interested candidates are invited to forward a resume, including residence preference and salary history to: **R.M., Hay Associates, 229 S. 18th Street, Philadelphia, PA 19103.**

9) Industrial/Organizational Psychologist. Tenure track position commencing September, 1985; salary at the beginning Assistant Professor level, pending budgetary approval. Preference will be given to applicants with an interest in organizational psychology, Ph.D., evidence of research productivity, and teaching ability required. Candidates should send vita, three letters of recommendation, and a graduate transcript by November 15, 1984 to: **Frank J. Landy, Box 60, 417 Moore Building, Psychology Department, Penn State University, University Park, PA 16802.** Penn State is an Affirmative Action/Equal Opportunity Employer.

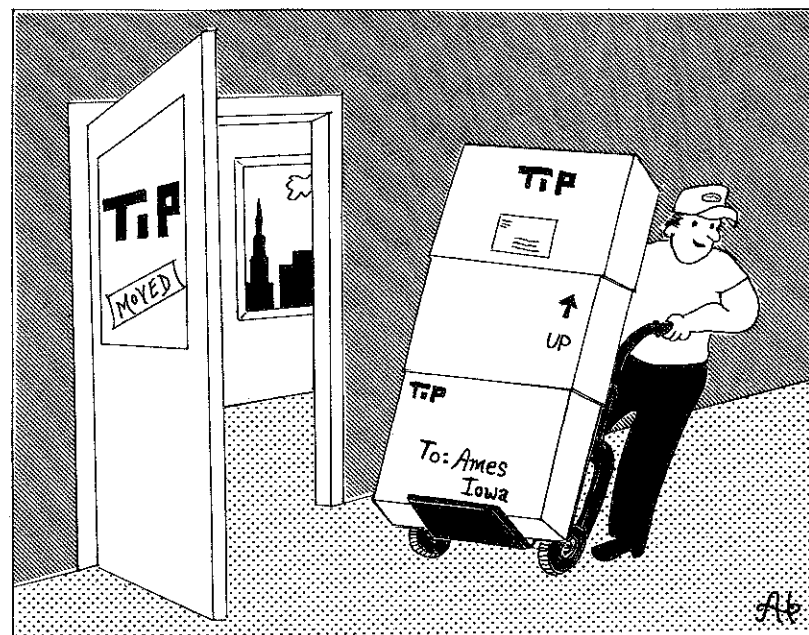
10) Assistant Professor. Stanford University, Graduate School of Business invites applications for a position as Assistant Professor of Organizational Behavior, effective September, 1985. We are seeking candidates with basic research interests in the fields of social and/or cognitive psychology. Candidates must have or be completing a Ph.D., and must have skills in and an aptitude for scholarly research and graduate level teaching. Applications should be received by December 15, 1984, and should include resume, thesis proposal or abstract, transcript of grades from universities attended, names and addresses of three references, copies of any research papers or publications. Send application materials to: **Associate Dean for Academic Affairs, Graduate School of Business, Stanford University, Stanford, California 94305.** Stanford University is an Equal Opportunity/Affirmative Action Employer and welcomes applications from ethnic minorities and women.

11) Industrial/Organizational Psychologists. Two tenure track positions, one assistant and one associate professor, starting in September, 1985. Active research interests are mandatory; consulting interests are desirable. In addition to teaching doctoral and undergraduate courses in general I/O areas, contributions to the program in measurement and research methods and/or computer applications would be desirable. Applications including a curriculum vita, representative reprints, and four letters of recommendation should be sent to: **Dr. Bradford N. Bunnell, Chair, I/O Search Committee, Department of Psychology, University of Georgia, Athens, GA 30602.** Deadline for applications is December 1, 1984, or until the positions are filled. The University of Georgia is an Affirmative Action/Equal Opportunity Employer.

Edward F. Adams is District Manager - Research of Management Employment and Accessions to Entry Level Management at American Telephone and Telegraph Company and is TIP's Business Manager.

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Contact the Business Manager to advertise in TIP. Ed Adams, TIP, P.O. Box 292, Middlebush, NJ 08873 (212 605-7683).



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The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2400 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 3200 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$30.00 per position. For information or placement of ads, write to **Ed Adams, Business Manager, TIP, P.O. Box 292, Middlebush, NJ 08873.**

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One Page	7 1/4"	4 1/4"
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