

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

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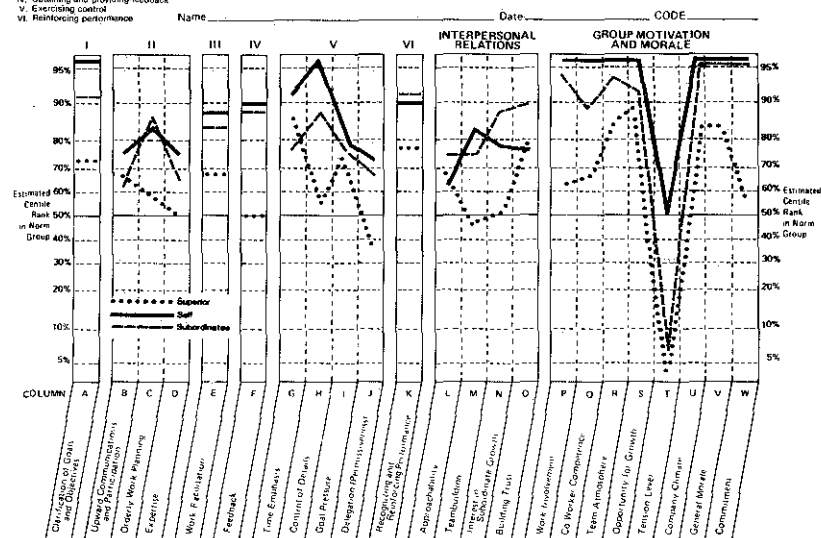
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FEATURES

	Page
Local I/O Associations by Martin Greller	11
Content Validity III by C. J. Cranny	14
Practicing I/O Psychology at a Component in a Large Company by Gary Kissler	16
Department of Humor—QUACK: Quantified Alphabetic Classification Key by Paul M. Muchinsky	26
Thirty-One Reasons to Disparage Research Productivity: A Humorous (?) Look at Performance Appraisal by the Numbers by Arnon E. Reichers	30
Crossword Puzzle by Ray Henson	32
Four More Years at the Equal Employment Opportunity Commission by Ted Rosen	39

DEPARTMENTS

Editor's Column by Paul M. Muchinsky	5
President's Message by Benjamin Schneider	6
Behavioral and Social Science Excluded from Corporate Tax Credit for R & D by Deborah A. Kelly	9
Profile: Spotlight on Ann Howard	34
TIP-BITS by Paul M. Muchinsky	36
Committees	40
Nomination Form for Committee Appointment	43
External Affairs Committee Report	45
Professional Affairs Committee Report	46
Long Range Planning Committee Report	48
Meetings	50
Calls	52
Positions Available	55

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Editor's Column

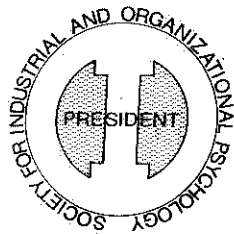
Paul M. Muchinsky



This is my inaugural issue of **TIP** as editor, the first of twelve issues. I have developed a number of goals for **TIP** that I plan to implement over the next three years. My overall objective is to make **TIP** the premier divisional newsletter of **APA** and a showpiece for our profession. Specifically I will try to institute three changes in **TIP**. First, I plan to make **TIP** more of a newsletter and less of a mini-journal. I will emphasize the informative and entertaining, and leave scholarship to the journal editors. Second, I will add a dimension of humor to **TIP** which I feel has been lacking. While I realize we have different tastes for humor, I believe we all would benefit from laughing at ourselves occasionally. Third, I will try to increase the amount of news and participation by and about Division 14 members. There are about 2400 members in our society, and I will seek greater representation of them.

As you have already noticed, there are also some structural changes to **TIP**. First, **TIP** has a new cover design, and each issue will be printed in a different color. If you are familiar with the color format of the *Academy of Management Journal*, **TIP** will look something like that. Second, **TIP** is now perfect bound (i.e., it has a spine) instead of saddle stitched. Third, I have elected to use gloss enamel paper as is used for most high quality commercial magazines. I feel these changes enhance the appearance of **TIP**, and I hope you approve.

Working with me are nine members of the editorial board. They are: Ken Alvares, Dan Feldman, Martin Greller, John Hinrichs, Sandra Marshall, Larry Peters, Ted Rosen, Jim Sharf, and Lynn Summers. Collectively we will try to be of the greatest service to our readers. I personally welcome any comments or ideas you have about **TIP**. Throughout this issue and all future issues you will find invitations for reader participation. I hope you take advantage of them. If a newsletter doesn't serve its readers, it serves no one. I look forward to working with you in the years ahead.



President's Message

Benjamin Schneider

Will events determine the Society's future? Of course, events *always* determine future behavior. The critical issue is: Can the Society help determine the events that will determine the future of the Society? Your Executive Committee is going to try, but to succeed we need your help.

The events we are trying to influence, and for which we need your help, exist in the Federal and State governments as well as within APA.

In the *Federal* sector, there exist a number of actual and potential attempts to further decrease the influence of the behavioral and social sciences on critical decisions:

1. *Investment Tax Credits*—At the present time, any organization that increases its investments in R & D for technology/productivity may take a tax credit of 25% *except for R & D in the behavioral and social sciences which are explicitly excluded*. In 1985 investment tax credit legislation will come up for reevaluation. It is very important for us, as a field, to make sure our efforts in productivity R & D research are treated like other R & D investments. All Society members in Business and Industry need to bring this issue to the attention of their companies and *everyone* needs to write their Senators and Congresspersons expressing the importance of this tax credit for productivity improvement in the U.S. Elsewhere in **TIP** a summary of the issue by Deborah Kelly (of A.P.A.) is reproduced.

2. *Funds for Research*—The current administration attempted to completely gut behavioral and social science funding for research, not only at NSF (which received most of the publicity). While moderate success in restoring some lost funding can be noted, now is not the time to be sanguine. Recent data show that in the past four years support for social and behavioral research has declined from 4.9 percent to 3.6 percent of the basic research budget (*Science*, 30 Nov. 1984, p. 1052). It is critical that support for *all* behavioral and social sciences be enhanced; tacit support of prejudice against any one subdiscipline can come back to bite us. Obviously, given current OMB projections, the situation could get even worse.

3. It has been brought to our attention that for the past year or so the

White House has been exploring the establishment of a new personnel system. This new system would be for scientific/technical personnel only and it would be independent of the current Civil Service system. The goal of the new system is flexibility, especially regarding pay and other incentives for scientists.

I bring this to your attention because it is a potentially interesting innovation and because *it will include only* persons in the "mathematical, computer, physical, biological or other natural sciences or one of the engineering sciences such as chemical, electrical or mechanical engineering. . . ." Don't you love it?

4. Ted Rosen has written a note elsewhere in **TIP** that everyone concerned with the *Uniform Guidelines* should read. It has been alleged that Clarence Thomas (Clair, EEOC) is not only interested in revising the *Guidelines* but to make sure APA's input to the *Guidelines* will be cut off! Both the Society and APA are monitoring this issue.

On the topic of testing, Bill Owens' *ad hoc* Testing Committee (which thought it was out of business once the *Standards for Educational and Psychological Testing* had been completed) has been active in helping the Nuclear Regulatory Commission understand ways I/O Psychologists can contribute to their unique challenges. Bill also reports that the latest draft of the *Standards* will very likely be approved by the Board of Directors at their Winter meeting.

At the *State* level, you-all just need to get out there and get involved! Your State Affairs Committee simply cannot stay on top of what is going on in every state. We need you as our sensors and only by getting on State Boards will we really be in the know.

We are talking fundamental power and politics here. It is irrelevant whether you *want* to be licensed, or whether you *receive* third party payments, or if you wish all of this licensing and State Board "stuff" would just go away. All this "stuff" is here to stay and it will affect us all. If we don't start influencing events more, we may have no one to blame but ourselves.

Set some specific, difficult, but attainable goals: (1) Find out when your State Board meets and who the President of your State Association is; (2) join your State Association; (3) go to 3 State-related activities in the next 12 months.

At *A.P.A.* we're really talking depression time. Your Executive Committee is becoming increasingly concerned about attempts by various Boards and Committees, especially the Board of Professional Affairs, to turn Scientific Psychology into Professional Psychology. In brief, there is a very significant move towards standardization and control of Psychology *at the graduate school level* such that the academic freedom and autonomy so fundamental to scientific progress could be squelched.

What is really frightening (and I mean *frightening*) is that the Board of Directors of APA and the President-elect of APA (Logan Wright) appear headed in similar directions. For example, a subcommittee of the Board of Directors concerned with professional education has prepared a document, accepted by the Board, that recommends such items as:

1. "Create, standardize, and control, through certification and registration, labels and/or titles associated with . . . professional psychology."
2. Move "towards a national standard of licensure eligibility which requires graduation from an accredited doctoral program in psychology."
3. "Create a national organization on the exclusive function of which is to administer a system of training program accreditation and professional registration/certification for psychology. . . ."

Logan Wright has adopted national accreditation of graduate programs as something he wishes to promote during his Presidency. He has already made presentations to APA's Education and Training (E & T) Board and the Committee on State Licensing (COSL); they indicate that he has a very hard-line position on the issue.

What is frightening is that these are just two items in a web of APA reports/position papers/policy statements promoting health care practice and professionalization as the reason for the existence of APA, State licensing boards, and graduate departments of psychology. So, your Executive Committee has before it not only the Board of Directors position statement noted above, Logan Wright's position, and COSL Guidelines but a proposed policy statement on "Specialization in Psychology," and another policy statement on "Standards for Providers of Psychological Services" requiring our comment. The latter two documents are in their seventh draft and, when passed by Council, will likely be adopted by the States. When that happens we will all be affected: scientific Psychology will become professional psychology, and Divisions, APA, and State Boards will supposedly live happily ever after with graduate programs turning out a carefully controlled product (sounds like Frank Perdue's chickens*).

What can be done to influence events?

1. Write your Senators and Congresspersons letters that explicitly note some of our accomplishments in technology and productivity enhancement through research. Some relevant topics include:
 - human-computer interaction research
 - decision-making research
 - personnel selection research
 - creativity research

In your letters you need to focus on how corporate funding of basic behavioral and social science R & D has paid off.

2. Get involved in your State Association.
3. If you are in an academic setting, begin discussions in your Department about academic freedom, the meaning of autonomy and so forth. You may not be aware yet how much your State Board is influencing your Ph.D. program—look into it and you'll get nervous. When you get upset, as you should, do the following:
 - Write the Board of Directors
 - Write Michael Pallak (Executive Director of APA)
 - Write Logan Wright (at APA)
 - Get your *University* interested in any infringements on your Department's academic freedom. Remember, we are into power politics so go to it.

Your Executive Committee is increasing its coordination with other Divisions of APA in exploring ways of influencing events. In the past, our coalitions with others have proved influential. We are redoubling our efforts in this direction to open up alternatives for our future so that we can influence it.

Behavioral and Social Science Excluded From Corporate Tax Credit for R & D

Deborah A. Kelly, A.P.A.

In 1981, Congress passed the Economic Recovery Tax Act (ERTA), a major tax bill intended to stimulate industrial research and development as a means to increase productivity and promote economic growth. Included in this law was a 25% tax credit available to corporations that increased spending for R & D costs above the average for the previous three years. The law excluded behavioral and social science research from the areas of basic research spending for which a firm could claim a tax credit.

The R & D tax credit is set to expire at the end of 1985. Two bills were introduced during this past session of Congress which would have made the tax credit permanent, as well as create additional incentives for corporate investment in research and development. Both bills would have extended the tax credit to cover corporate payments to universities and other qualified non-profit tax-exempt organizations, and would also have included a tax deduction for corporations donating scientific and technical equipment to universities. Once again, however, behavioral and social science research was specifically excluded from this proposed legislation. These two bills died with the end of the Congressional session, but will most certainly be reintroduced next year, since the expiration date of the credit is set at December of 1985.

*For those not on the East coast, Perdue is *the* chicken man.

APA has strongly urged Congress to drop the exclusion of social science research from the tax credit legislation. This has been an uphill battle, primarily because the tax credit is seen by Congress as a "high tech" incentive, with no role for behavioral or social science research. This issue presents a good example of the inadequate recognition by Congress of the fact that behavioral and social science research holds enormous promise for increasing productivity and promoting economic growth. Congress has consistently overlooked the tremendous contributions to productivity made through psychological research in such areas as increasing employee job satisfaction and motivation, as well as employee efficiency. APA presented the case for including behavioral and social science research in the tax credit in testimony before the House of Representatives Ways and Means Committee in August, using examples of psychology's efforts in this area from the fields of Human Factors Engineering, Robotics, and Artificial Intelligence.

The tax credit for research and development will continue to be an important issue in Congress next year, and the significance of behavioral and social science research to increasing innovation and productivity will continue to be an important issue for years to come. The timing is right for behavioral scientists to make a strong case for the "human factors" components of technological development.

APA's Office of National Policy Studies is preparing for next year's battle over the tax credit's social science exclusion. If you have examples from your own research that would assist the NPS staff in informing Members of Congress about the important contributions of behavioral and social science research to increasing productivity, please contact Deborah Kelly at the Office of National Policy Studies, American Psychological Association, 1200 17th Street, N.W., Washington, DC 20036, (202) 955-7742.

Larry Peters is attempting to identify Psychology Departments which offer a formal major or concentration in I/O Psychology at the undergraduate level. His goal is to summarize the curricula and other relevant characteristics as an aid to academic departments which are considering developing or changing an undergraduate I/O program. Please contact Larry directly by sending complete descriptive information about your undergraduate I/O program, to include information about required internships and placement programs. **Send information to Lawrence H. Peters, Department of Management, Southern Illinois University, Carbondale, IL 62901 (phone number: 618-453-3307).**

Local I/O Associations

Martin Greller

I/O psychologists cannot live by the Society for Industrial/Organizational Psychology alone. For the last half century members have been gathering in local groups. This article takes a brief look at some of these.

The local associations serve a different function than the national. It can get lonely in the places I/O psychologists work. Not that we spend lots of time on mountain tops (those are sports psychologists), but frequently one is the only psychologist in an organization or department, often working with a functional title such as marketing, personnel, or research.

The local associations provide a monthly opportunity to confirm that there are other people in the same boat. While the balance differs from group to group, they all provide opportunities for socializing, professional development, swapping job information, and no small measure of eating and drinking.

Membership requirements generally are less rigid than those of the Society. While the categories of membership may differ, each of the local associations invites people with a professional interest in the field to join (e.g., some of the members have to use I/O psychology in their work even though they may not have been formally trained in the field). In consequence, the organizations are unambiguous in their applied orientation.

The organizations do differ. To give a feel for those differences a few of the well established associations are described below. By no means are these all of the local associations. While preparing this article I learned of new (at least to me) organizations in San Diego, San Francisco, and Arizona. Several groups are not listed because their officers took an early Christmas vacation.

The Metropolitan New York Association for Applied Psychology (known by those who cannot get through the name without at least one typo as "METRO") is the grand-daddy, having been established in 1939. With approximately 700 members it is also the largest of the local associations. The members come from a cross section of the applied psychology fields, with a clear orientation to business. Thus, one might find a clinician specializing in assessments or executive stress chatting with a market researcher. Meetings are held at 5:30 p.m. nine months of the year and feature a speaker talking on an applied topic. The meeting is followed by a cash bar. Non-members are welcomed, but are asked to pay a fee at the door. METRO also prints a listing of job openings which

is sent with the monthly mailing. For further information contact Lynn Braswell at Citibank (212 559-0097).

The Personnel Testing Council of Southern California is the next oldest of the associations to be described. It also has an abbreviation, PTC/SC. No one can really say when this group began. It evolved out of informal meetings. They began to formalize when they could no longer figure the lunch bill on the back of one envelope. (That's my interpretation.) PTC/SC is about 200 strong, a size maintained through their definition of membership. Again, all those who are working in the field are welcome both to the meetings and as members. But, PTC/SC defines its field as personnel research and its application. The lunch meetings focus on an area of personnel research. The Council is very active. They offer two major conferences each year on issues in the field. For example, this fall they sponsored a conference on performance measurement. A committee identifies topics of interest and arranges brown bag lunches to discuss research projects or problems. PTC/SC also distributes employment information. More information is available from David Friedland at 213 553-6195.

PTC/MW (initials are big in this field) covers the metropolitan Washington, DC area. The Washington group was established in response to the increasing demand for the application of I/O skills in the area. Similar to PTC/SC the focus is on personnel research, with a heavy emphasis on selection. Because of the location, there is more attention to the public sector than in the other local associations. There is also an effort to keep members apprised of public policy issues through an information clearing house and updates in the monthly newsletter. A predictable group, they meet the second Wednesday of the month at Hogates for lunch. Visitors are welcome, but you need to let them know you're coming (call Tanya 703 235-9388).

When you hear of a friend being transferred to Houston, you can rest assured he won't be alone. HAIOP (Houston Area I/O Psychologists) have banded together. This is a group which provides members opportunities to learn from each other. They have made a special effort to insure that industry, consulting and academia are represented. The regular meetings (the first Monday of the month) begin at 4:00 p.m. with a "forum for idea exchange" where members who have an interest in the announced topic learn from each other's experiences. After a cash bar and business meeting (those are separate), there is a formal program with a speaker. HAIOP has grown to 150 members. The contact here is Vicki Vandaveer of Shell Oil (713 241-1113).

Returning to the east coast, there is the New England Society for Applied Psychology. The Society serves a range of applied psychology interests. Many of the members are consultants, some associated with uni-

versities in the area. The Boston area has many local associations for psychologists of all scientific persuasions, but there was no place for a psychologist to go to share experiences regarding industry or consulting. The Society shows its insight into human behavior by beginning its monthly meeting with a social hour running from 6:45 to 7:15 followed by a business meeting and guest speaker. For more information call David Cirillo of Wang (617 265-0238).

Each of these groups welcomes people. For many either new to the geographic area or new to the field it is a way of gaining one's bearings. Participation in the local associations provides frequent, personal opportunities to share with others in the field. It is a chance to contribute to colleagues. In a profession that is too often "mail order" (e.g., manuscripts are sent, journals received, old friends visited by letter) the local associations are a key element in the network that keeps the whole thing human.

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

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Content Validity III

C. J. Cranny

On November 15 and 16, the I-O Psychology Program at Bowling Green State University hosted a conference on content validity in Bowling Green, Ohio. There were about 100 participants, most of whom were Division 14 members. The conference consisted of one and one-half days of invited presentations by ten speakers, and discussion by nearly everyone—especially Frank Landy, who was a consistent winner of the “first hand in the air award.”

The opening presentation was given by Bob Guion on the ABC's of Validity. He pleaded eloquently for keeping our statistical and psychometric concepts sorted out, and expanded his argument that there is no such thing as content validity. Dick Barrett followed with a discussion of Content Validity and the Law, including standards for job descriptions, items and tests. Bill Ruch argued that ranking procedures are more defensible from a psychometric perspective than are absolute cut scores.

David Rose, of the Justice Department's Civil Rights Division, was featured as the lunch speaker on Thursday, November 15. He predicted less reliance on simple numbers in court remedies, with a resulting increased emphasis on test validity and fairness. He also expressed the view that content validity strategies are often used too broadly, in inappropriate situations.

Thursday afternoon discussions were largely concerned with job analysis. Chuck Lawshe offered a Practitioner's Thoughts on Job Analysis. Chuck has been a key participant in all three content validity conferences at Bowling Green, and his presentation was once again a highlight of the conference. David Jones talked about Examining the Job Relatedness of Selection Procedures Under Legal Challenge, further expanding an emerging conference theme of concern with the broader topic of forms of evidence of job relatedness. Erich Prien concluded the day's presentations (but not the discussion) by discussing research designs for content validity strategies.

Friday's presentations began with Keith Pyburn, of McCalla, Thompson, Pyburn, and Ridley, New Orleans. Keith's discussion of the economics of content validity and of the roles of lawyer and psychologist elicited lively discussion and comments. Paul Sackett, in his comments on Assessment Centers and Content Validity: Some Neglected Issues, stressed the need to evaluate the content of responses as well as the content of stimuli, and returned to evidence relevant to the question of appropriate validation strategies for assessment centers. Mary Tenopyr,

after comments on statutory and on Bob Guion's well-known modesty, presented herself as the “Mark Anthony of measurement” saying, “So Let it Be with Content Validity.” She called for a clear statement of purpose in developing a validation strategy and the use of only those techniques appropriate to that purpose. Bob Guion summarized the conference and added his own insightful comments.

Discussion was lively throughout the conference, with rest breaks between speakers usually being abandoned in favor of more talk. Most questions and issues still remain, of course, but the discussion suggested that consensus may be possible on many. The question of cut points versus ranking clearly remains an issue, as does the question of the proper role of the subject matter expert in test construction.

Content Validity III seemed successful in terms of its immediate benefit to the participants. The ultimate success will depend on the extent to which the conference results in increased attention to resolving remaining issues and reforming abuses in the area.

Contact Joe Cranny at the Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43403, for information on obtaining copies of the conference proceedings.

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 Secretary-Treasurer (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 payable to the **Society for I/O Psychology**.

Practicing I/O Psychology at a Component in a Large Company

Gary Kissler

Editor's Note: At the 1984 APA Convention Gary Kissler spoke at a symposium on I/O psychologists employed in industry. He was asked to speak from the perspective of being the only I/O psychologist in the company. Dr. Kissler works for the General Electric Lighting Business Group in Cleveland, Ohio. I found his talk to be particularly revealing, and felt it was deserving of a wider audience. I am grateful to Dr. Kissler for allowing **TIP** to reproduce his presentation.

INTERNAL CONSULTING

Multiple Roles:

Let me begin by talking about internal consulting. I really do believe that internal consulting is a whole different animal. I am surprised at how many people fail to recognize the differences between internal and external consulting.

If you have not read Peter Block's book titled "*Flawless Consulting*" I would urge you to do so. It contains some excellent advice on what it takes to be a successful consultant. Peter discusses three possible roles for a consultant:

1. The Expert
2. The Pair of Hands
3. The Collaborator

We all should be familiar with the "Expert" role. You are called in to validate tests or develop a performance appraisal or survey employee attitudes. You are the expert and if something goes wrong—it's *your* fault. The "Pair of Hands" role is filled when the clients don't have the time, willingness, or whatever to do the work themselves. You may have an advanced degree but you could wind up doing mind-numbing clerical work in such a role. The "Collaborator" role is the most difficult to pull off because it requires that both you and the client share responsibility for the work and its success/failure.

However, I have one problem with this three-way split. The message is that the best position to be in is that of collaborator. Yet many human

resource professionals find being considered a "pair of hands" is a step up from where they are now—**IGNORED**. It's the old saw about where you stand depending on where you sit. Many internal consultants say being a "pair of hands" may be the only way they can prove themselves to be competent, dependable, responsive, supportive, cooperative, and trustworthy—all qualities the client will weigh before entering into anything even resembling a collaborative arrangement.

Fixing Things No One Believes Are Broken:

Internal consultants are often viewed as the folks who go around fixing things no one else believes are broken. One of my colleagues put it this way, "For psychoanalysis to work, you have to pay for it. . . ." Internal consultants rarely "bill out" their time to other organizational components. Many clients come to think of internal consultants as worth every penny they pay for them.

Contrast the internal and external consultant's initial contacts with a client. The external consultant receives a phone call from a client "in pain" and the consultant is wanted *NOW*. There are few questions about who the consultant is, what universities were attended, etc. The internal consultants tend to make the contact and are therefore in a position of having to "sell" themselves as well as their services. They have to *prove* they are "experts" even though they aren't from out of town. . .

Contingencies:

I have always been bemused at the fact that lists of employee "wants" include money as number 6 or 7, yet people seem to act as though it's number 1. Despite the protests to the contrary, I don't believe the internal consultant is very willing to put his or her *sole* paycheck in jeopardy. Compare this to an external consultant with 10 income sources and more to be had. Even if you moderate this obvious oversimplification, the point still holds. Risk-taking is dealt a serious blow among internal consultants.

Time Perspective:

There is the old consulting joke that goes something like this—

MANAGER TO CONSULTANTS: What time is it?

CONSULTANT #1: What time would *you* like it to be?

CONSULTANT #2: Let me see your watch and I'll tell you.

CONSULTANT #3: If you knew the time, what would it be?

Time perspectives differ sharply for internal versus external consultants. Here are observations:

O Internal consultants can afford to take a somewhat longer view

of things. Their projects can often be planned several months and even several years out. External consultants arrive with their "meter running" and are usually expected to produce quick results.

- Internal consultants have to "live" with what they create. Someone said you should not raise more dust than you can settle. Things can get mighty dusty for internal consultants. Managers often complain about wondering "who was that masked man" after the external consultant is paid and long gone.
- Sort of the flip-side of the last point is that internal consultants are in a good position to "tweak" a system that gets a little out of whack. External consultants are often frustrated at having to peer in from the outside as some of their work careens wildly out of control.

THE DR. LONE RANGER SYNDROME

Employee as Psychologist or Vice Versa:

A funny thing seems to happen to us as we approach the age of 30. We begin to shift our perspectives. We stop thinking of ourselves as psychologists who happen to be employed somewhere. We begin to think of ourselves as employees who happen to be psychologists by training. Our organizational knowledge approaches, and often exceeds, our technical knowledge. At that point, we become very valuable to the organization. Until this occurs, however, the following things happen:

- We integrate ourselves very poorly into the organization. We continue to see our worth, our existence, and our contributions as separate from the rest of the functions. We don't go out of our way to explain our activities to these functions or to find out how we may help one another.
- We market ourselves poorly. Most of my colleagues indicate that they were never prepared in graduate school to do this well. When we do try to market ourselves, we wind up appearing to offer products instead of services.
- By "products" I mean that we come to be known as the person who does surveys or the individual who validates tests, and so forth. We are not viewed as people who can offer behavioral science solutions to business problems. Thus we come to be viewed as a hybrid with a narrow focus.
- We also keep an arm's length from other people through the use of our academic titles and through heavy reliance on technical jargon. The irony in all this is that we seem to be trying to main-

tain an independence from the very organization that we need to help us grow and to recognize our contributions!

At the APA convention in Anaheim, California in 1983, Gary Kaufman presented a fascinating account of "What Causes Trouble: From Graduate School to Applied Settings." [The presentation was printed in *TIP*, February 1984, Pp. 24-30] Gary describes some experiences he has had in helping new Ph.D. psychologists leave the academic womb and experience what many of us now call "The Big Chill." I am going to return to this topic later but you should read his account. All of us could benefit from his insights.

I/O Research on the Inside:

Some time ago I came across a cartoon that did a nice job of expressing my frustrations in the area of I/O research published in our technical journals. The cartoon shows a little gnome-like figure with a droopy cone-shaped hat and curled-toe shoes. The gnome is shown carrying two steaming pots attached to opposite ends of a board balanced across the gnome's shoulders. The cartoon caption reads:

Before the invention of eruptions, molten lava had to be carried down mountainsides manually and thrown on sleeping villagers. This took a lot of time.

Simple Statistics. . . :

Several years ago I was working as a statistical consultant in a computer center. A fellow came in and wrote on my blackboard the phrase, "Simple theories demand simple statistics." The point here is that many of us were trained to use statistical methods that go far beyond real world needs. We should stop feeling guilty about this! Frankly, I look at the statistical acrobatics required to be published in places like *JAP*, *OBHP*, etc. and wonder who's kidding whom? I never met a variance-covariance matrix I really liked. . .

Simple Designs. . . :

Somewhat similarly, a colleague said to me that simple designs save administrative time. What's being said here is that the problems we tend to face can be addressed without complex designs. I am amazed that some of my academic siblings actually expect organizations to put up with the same constraints used in an experimental setting. Sure it can happen, but let's get serious here. Such research in these worlds is infrequent at best—and to think otherwise is being terribly optimistic.

Why Do I/O Research on the Inside?

Here comes the crux of this whole area. Research conducted inside organizations is done to meet the organization's needs. That may mean offering input to managerial decision-making, or helping to predict the outcome of some future decision, or something along these lines.

As hard as this may be for people to take, the main purpose, is *not* to advance I/O psychology as a science. If that *happens*, fine. But it is treated as welcomed fallout, often serendipitous. I, for one, find this perfectly acceptable. In fact, I think Hugo Munsterberg would have been proud to see us provide this service in our applied settings.

For those purists who have not lost consciousness by this time, I would add this: People who really have a need for our knowledge don't read our stuff. Cederblom, Pence, and Johnson published an article in the May 1984 *TIP* titled "Making I/O Psychology Useful: The Personnel Administrator's View." Basically, they found that human resource professionals *rarely* read *anything* published in our journals. Let me quote from their concluding paragraph:

... (I)f I/O psychology is really committed to the application and practice of psychology as a profession, as the scientist/practitioner model implies, then efforts must be increased to communicate with the "consumers" of our work. If we continue to focus our attention only on communicating with our colleagues who read "scientific" journals, and if we only attend conferences with other "scientists," the general public's perceived value or worth of I/O psychology is likely to suffer.

At the 1984 APA convention in Toronto, I couldn't help but be reminded of this. At a meeting where utility analysis was being discussed, one person on the dais was a Canadian plant manager. He said he had good news and bad news for us. The good news was that utility analysis was a very valuable tool for managers. The bad news was that few would ever know it. He said we don't do a good job of promoting our work. Sound familiar? Incidentally, Martin Greller had an article in that same *TIP* titled "Can I/O Psychology be a more Productive Participant in the National Productivity Debate?" He cites all the good work we do and asks, "... (H)ow come people are not listening?" He goes on to answer:

Perhaps it has to do with the way we talk; not so much our jargon as the failure to use concepts familiar to the prospective audience.

I wouldn't be too quick to dismiss the jargon-related deafness. So we are left with this. An academic peer review of our work will examine our theoretical base, the thoroughness of our literature review, our statistical

and psychometric agility, and our adherence to publication guidelines. Having met these criteria, we would find our work published and unread by those who could apply it.

What Causes Problems—Revisited:

At the risk of diluting Gary Kaufman's fine article, I would like to add a few problems that my colleagues and I have run into ourselves, while being assimilated into our organizations:

- O Not keeping support functions informed or involved.

We pretend they don't matter that much and that they really don't have a need [or right] to know what we are doing. I think some of this reflects elitism and some reflects our own insecurity. We *do* think we're smarter than they are. We usually aren't.

- O Not knowing when to back off.

We are so happy when someone finally asks for our help that we don't know when to shut up. We insist on holding center stage long after the value of our input has faded. We're busy taking a second bow when the world is waiting for the second act.

- O "Vulcans Never Bluff"

For Star Trek fans, these are some of Spock's immortal words. No, Vulcans never bluff, but we sure do. We fly right by the seat of our pants but cloak all this in arcane jargon and pseudo-sophistication of methods/techniques. The only problem is that, once you're discovered, it is terribly difficult to reestablish your credibility.

- O Poor managerial presentations.

Really an astounding phenomenon. People with advanced degrees seem to believe that they have some sort of innate gift for verbal communication. Quite the contrary. I have found presentations by I/O psychologists to be:

- long winded discussion of minutia.
- filled to the brim with psychobabble.
- marked by poor delivery, diction, etc.
- distracted by the speaker's inappropriate dress and deportment.

- O "The One-Armed Psychologist Joke"

The CEO read about I/O psychology and asked the VP of Human Resources to bring him the best psychologist in the field so he could be given a job in the organization. After much searching, the top psychologist was brought in and the CEO decided against the individual. The VP was asked to find the second best psychologist. The search turned up this person but the

CEO said no again. This whole scene was repeated a third time. Finally, the VP said to the CEO, "Why don't you tell me what you're looking for?" The CEO replied, "Well, I guess I'm looking for a one-armed psychologist." The VP was aghast and sputtered back, "But, why?!" The CEO answered, "Well, every time I asked the psychologists how our business problems would be tackled, the reply was: 'On the one hand I'd do it this way but on the other hand. . .'"

O Ignorance of business and its objectives.

It is one of the biggest problems facing I/O psychologists. We simply are unaware of or insensitive to the problems facing managers. One young psychologist asked how she could better prepare herself in this area. I told her to learn how to read a balance sheet. I wasn't kidding either. If we understand how managers are being measured, we will have better insight into their behavior. Until they are convinced that we know, appreciate, and can help them solve their problems, our numbers will remain small and relatively unused.

PERSONAL OBSERVATIONS:

Compensation/Performance Appraisal Systems:

A very interesting thing can happen in organizations where a "pay for performance" philosophy exists. I have found that the performance appraisal system can be driven by the compensation system instead of the other way around. How? Easy.

The manager is asked to produce a salary plan for his or her employees for the next calendar year. Since salary increases are linked to performance, the manager must estimate what each person's performance level will be in the coming year. Assume that one employee's performance skyrockets. Now the proposed pay increase does not match the actual performance. What happens?

The manager may be told that there is no more money available for additions to the planned salary increase. Or, the manager is faced with a demand for substantial documentation about the individual's performance. The result is that the person's performance rating is unchanged. Performance has now been defined in terms of available money or bureaucratic inertia instead of actual behavior on the job.

Assessment Centers:

We need to be honest about assessment centers. They are the Cadillac of selection devices. They are valid. They are also costly and impractical in many organizations. Our managers need to know this before they

begin to use up valuable resources. In reality, it may not be cost-effective to select people this way. I personally directed an assessment center that required eight people to fly from eight different locations to meet for about half a day. In some key selections this is justified. In most others I don't believe it is. We must be more creative in our selection approaches.

Where Do We Belong?

This next thought came after reviewing all the difficulties we seem to have upon entering organizations. It was supported by the Cederblom et al. material on who *doesn't* read our published work. Further, I tried to think of another human resource function that has to beg for recognition, collaboration, and opportunities to make a contribution:

Industrial/Organizational psychology as a function [or an I/O psychologist as an individual contributor] is an anachronism. In Toffler's "Third Wave" society, this is an example of overspecialization.

I would like to suggest some alternate roles for us to consider:

O External Human Resource Expert—

This is what I see external consultants doing now. They bring their special skills to the business setting and few question their "role" or why they are there. Their "temporariness" gives them much license.

O Integrated Contributor in a Human Resource Function—

This would be an opportunity for us to bring behavioral science applications to bear upon problems that occur in a specific human resource function. Actually, this is close to what we already do. Think about it. Training and development. Compensation. Labor relations. Recruiting and selection. Communication. Succession planning and organizational design. This is us!

I'm proposing that we make a deeper commitment to one of these functional areas, bring our special skills to bear, and then—if desired—rotate across several functional assignments. I am convinced that our credibility would be enhanced and our contributions to the organization would be magnified.

O Head of a Human Resource organization—

Consider this. You are heading up such an organization and you have at least one person with a behavioral science background in each of your major functions. In Toffler's words, you have the makings for a "matrix adhocracy" when special problems arise requiring a coordinated, albeit temporary, behavioral science input.

Ah, but there *are* caveats. Psychologists are trained to think in probabilistic terms. Functional positions often require deterministic solutions. Or, as one of our colleagues put it:

I tried this and came back dissatisfied. I no longer was allowed to be an architect. Instead I found much of my decision-making to be systems-driven.

Another used this analogy. A manager, hired as a librarian, would dream of neatly filled shelves. A psychologist, hired as a librarian, would dream of empty shelves. We will have to deal with our own cognitive dissonance if we are to survive and succeed.

Of course the position of I/O psychologist, as a specialist in an organization, will be around for quite some time. The statistics indicate that our number will remain about what it is now and that the percent being hired into businesses on a full-time basis may nudge up a bit. However, another colleague pointed out that one's impact will not be gauged in terms of technical competence:

"My power is based on personal influence. Clients view me as authentic, unique, clear, and trustworthy. My key to survival is to have personal impact. My influence is based on how I behave."

Recommended Topics for Discussions With Managers:

It occurred to me that I have run into a number of problems over the years while holding discussions with managers. My colleagues have had the same difficulties. Therefore, I have drawn from my own experiences and have created a list of topics that can get you into trouble and other topics that are relatively safe:

The No-No's

Latent-Trait Theory
Eigenvalues
Hyperspace
Cattell's Scree Test
Degrees of Freedom
Research on Interviewing
Research on Herzberg
Any Schmidt/Hunter Appendix
Self-Actualization
Sociotechnical Holistic Systems

The Okay Stuff

ROI, ROS, ROA
Direct/Indirect Labor Costs
Material/Machine Efficiency
SKU's
Strategic Planning
Cost-Savings Programs
Market Share
Vertical Integration
Internal Politics
Contact Sports

Final Words. . .

Here are a few "truisms" that I have found that help guide me:

1. IT'S EASIER TO GET FORGIVENESS THAN APPROVAL.

Take a risk! We must recognize that few screw-ups are irrevocable. And most lead to even better ideas.

2. WHEN THE GOING GETS TOUGH, EVERYONE LEAVES.

There's always a point when you must realize that you can drive even your biggest supporters away by 'over-championing' something.

3. EXPERIENCE ENABLES YOU TO RECOGNIZE A MISTAKE WHEN YOU'VE MADE IT AGAIN.

It's imperative that you keep your sense of humor. Appearing fallible has its advantages at times. . .

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 Secretary-Treasurer (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.

Department of Humor

QUACK: Quantified Alphabetic Classification Key

Paul M. Muchinsky*

Since time immemorial mankind has sought to achieve a sense of peace or congruity with its environment. The eternal search for this matching mechanism has produced a cornucopia of vexation and frustration. Case studies abound of individuals who don't "fit" with their occupations, spouses, business partners, roommates, or siblings. As industrial-organizational psychologists who are concerned with matching people to jobs, the search for this elusive congruity to the world of work has taken us into a myriad of dead ends, blind alleys, and (for you suburban dwellers) cul-de-sacs. As our collection of false positives grows like beads on a string we continue to search in vain for the utopian algorithm that would once-and-for-all slot each and every one of us into our proper niche. Well readers, search no more. As a public service and professional courtesy, **TIP** will now reveal the secret of person/job congruence—and for free!

What we are faced with is two sets of variables, a list of job titles and a list of people's names. The problem is who goes to what job, the traditional classification problem. Actually the mechanism for determining who goes where has been laying before us for ages. We were just too dense to see it. Here is how it works. As in any algebraic expression, we want to equate (as with an equals sign) one quantity to another. But how do you equate two sets of words, one representing a person's name and the other a job? *Voila!* All you have to do is quantify each letter using the serial position of the letter in the alphabet, as $A = 1$, $B = 2$, $C = 3$, . . . , $Z = 26$. Names and titles are just strings of letters, so to quantify a word all you have to do is sum the point values of the letters, as the name "Alice" would be: $1 + 12 + 9 + 3 + 5 = 30$. The process is repeated for the job side of the equation, as a "cook" would be: $3 + 15 + 15 + 11 = 44$. You probably can figure out the rest by yourself. In case you can't, you would quantify each person's full name, quantify each job, and then match each person with the job having an equal point total. Accordingly, the name given to this matching method is the "Quantified Alphabetic Classification Key," or by its acronym shall it

*I am indebted to my graduate student, Debbie Wells, who spent countless hours on this inane project.

be known, QUACK. What could be simpler? All you have to know is the QUACK value of each letter in the alphabet and know how to add, and you've got the solution to one of the world's thorniest problems.

I know what you're thinking. I can almost hear you through the pages. You're saying, "Sure Paul, its based on air-tight logic, its parsimonious, and in general it sucks the breath out of my lungs with its ingenuity, but can you show me some evidence?" Okay, you skeptics, try this one on for size. We all know that there were three founding fathers of I/O psychology: Hugo Münsterberg, Walter Dill Scott, and Frederick W. Taylor. If QUACK were pure bunk, what would the Bayesians among you say the odds were of all three men having the *identical* QUACK? Give me your posterior odds folks, because each man has a QUACK of 193! Did you actually think it was luck or something that brought these three men together in the primordial days of our discipline?

Alright, now that I've cast aside the last vestiges of any lingering doubts about QUACKery, let's get down to business. If the proof of the pudding lies in the eating thereof, the proof of any classification method lies in the goodness of the jobs assigned, right? Here is what I did. I went to the *Dictionary of Occupational Titles* and pulled out a sample of jobs, real jobs. Then I QUACKed them. I also developed a list of people to be QUACKed. My original list included only I/O psychologists, but I feared possible sample bias (you know, restriction in range and homogeneity). So I expanded the list to include celebrities, politicians, artists, musicians, athletes—in short, the whole RIASEC from R to C. This analysis reveals what the ideal job would have been for all these people had they been fortunate enough to be QUACKed earlier in life. Remember, these are real people and real jobs, not some computer simulation. The score in parenthesis next to each pair is their QUACK.

Person	Job
(89) Julia Child	lard bleacher
(135) Charles Darwin	almond huller
(111) John Campbell	lag screwer
(112) Calvin Klein	bottle gager
(141) Sigmund Freud	redeye gunner
(126) Frank Schmidt	snuff blender
(147) Mario Andretti	soft crab shedder
(150) Queen Elizabeth	pump erector
(169) Gloria Vanderbilt	blow-off worker
(131) Sheldon Zedeck	fur plucker
(180) Marvin Dunnette	still operator
(115) Jack Nicklaus	fish egg packer
(181) Billy Jean King	worm picker

(127) Paul Thayer	belly builder
(101) Lucille Ball	goat herder
(135) Jimmy Carter	tripe cooker
(120) Gloria Steinem	globe mounter
(120) Milton Hakel	game bird farmer
(153) Rev. Billy Graham	hogshead hooper
(143) Walter Mondale	bird cage assembler
(98) Ann Howard	bone picker
(89) Halston	box bender
(153) Albert Einstein	rubber tester
(171) Gypsy Rose Lee	horse exerciser
(132) Virginia Boehm	cheese cutter
(141) Barbara Walters	green meat grader
(106) Frank Landy	jet wiper
(120) Paul Newman	fur blower
(145) Arthur Fiedler	V-belt skiver
(181) Sandra Day O'Connor	banana room cutter
(178) Irwin Goldstein	amphibian crew member
(154) Auguste Rodin	cotton ball bagger
(171) Lawrence Olivier	putty glazer
(98) Bob M. Guion	<i>JAP</i> editor
(138) Aretha Franklin	bordereau clerk
(119) Aristotle	canary breeder
(186) Paul M. Muchinsky	hooker inspector

An impressive list, wouldn't you say? What's that—you want evidence of both convergent and discriminant validity? All you have to do is ask. For convergent validity, Bob Guion is indeed the editor of *JAP* as QUACK says he should be. And just look at the man—a ruddy complexion, a smile on his face, a twinkle in his eye—life couldn't be better. For discriminant validity all you have to do is look at me. According to my QUACK I should be inspecting hookers, but no, I'm stuck being editor of a newsletter, and suffering from everything from writer's cramp to halitosis. Yes Virginia, there is a symmetry, order, and balance to this world, and all you have to do is QUACK.

But the uses of QUACK don't end here. In addition to person-environment congruence, you can also QUACK to get person-to-person congruence. For example, let's say you want to open a consulting partnership with another I/O psychologist. Looking for that special someone is no problem when you know how to QUACK, as Marshall Sashkin and Lyle Schoenfeldt, a pair of 165s, would make an ideal team. Now let's say these partners decide they want to hire a celebrity-type person to serve in a PR function, sort of a front person to open a few doors, help meet

some potential new clients, etc. The selection process is easy if you can QUACK, as a quick scan of the candidates reveals the compatibility of Hercule Poirot, one of Agatha Christie's detectives, as another 165. You could readily identify rock singer Boy George as a poor choice because he QUACKs in at only 99. Soviet writer and dissident Aleksandr Solzhenitsyn, possessor of a palate-popping QUACK of 271 would, of course, be out of the question.

Although it may defy belief to ask so much of one method, the QUACK also has developmental implications. Let's say the family name is "Westmorland" (a QUACK of 144), and they want their child to grow up to be an "I/O psychologist" (a QUACK of 192). The question of selecting a first name for the child becomes a breeze, as the parents now know the first name must QUACK out at 48 to yield a total QUACK of 192. Therefore, if it's a boy he should be "James," or a girl "Ellen," while "Sedgwick" and "Bambi" would not do.

I believe I have made my point regarding QUACKery. Just like some of those kitchen novelties you see advertised on television, there is virtually no end to the uses of QUACK. In the months and years ahead I expect to see the journal pages filled with QUACK studies. And as most of you set about re-routing your own lives to be QUACKy with your world, remember, you read about it first right here in **TIP**.

One of the joys of my occupation is to work with students who have bright, creative minds. However, some are more creative than bright. I recently gave a test in which I asked the students to define some terms and concepts in I/O psychology. The following are two memorable definitions:

Coefficient of Determination (R^2)—A coefficient which tells you how much motivation, drive, and determination a person has.

Doctrine of Just Wages—A compensation doctrine which doesn't deal with fringe benefits or market conditions, just wages.

PMM

Thirty-One Reasons to Disparage Research Productivity: A Humorous (?) Look at Performance Appraisal by the Numbers

Arnon E. Reichers

The following list can be used when discussing colleagues' vita sheets, especially for salary decisions, hiring decisions and promotion and tenure review. Parties to these decisions can simply refer to the reason *number*, thus minimizing the time spent in discussion.

ANY PUBLICATION CAN BE DISPARAGED IF:

- | | |
|---|--|
| 1. it is co-authored | (can't the author publish alone?) |
| 2. it is sole-authored | (author can't work as part of a team) |
| 3. it is in a practitioner journal | (author can't get into the academic journals) |
| 4. it is in an academic journal | (author can't write for a practitioner audience) |
| 5. it is not in a "good" journal | (should have left it in the filing cabinet) |
| 6. it is in an "obscure" journal | (means "I don't read this journal") |
| 7. it is from a dissertation | (because it's really the committee's work) |
| 8. it is <i>not</i> from a dissertation | (the dissertation must have been lousy) |
| 9. it is work done several years ago | (what has the author done lately?) |
| 10. it is work done recently | (what did the author do during the first few years?) |
| 11. it is work done at a previous institution | (that doesn't count around here) |
| 12. it is a book chapter | (not refereed) |
| 13. it is a book | (just a bunch of chapters) |
| 14. it is a book of readings | (not <i>really</i> a book) |

- | | |
|--|---|
| 15. it is an empirical piece | (the author is just a number-cruncher) |
| 16. it is a think piece | (the author can't do empirical work) |
| 17. it is a presentation at a conference | (it is not in the proceedings) |
| 18. it is a proceedings piece | (it is easy to get into the proceedings) |
| 19. it is a tech report | (not <i>really</i> a publication) |
| 20. it is programmatic research | (too repetitious, not broad enough) |
| 21. it is eclectic research | (not programmatic enough) |
| 22. it is one of many publications | (but, is the author a good teacher?) |
| 23. it is one of few publications | (the author is not a productive researcher) |
| 24. it is a lab study | (not realistic) |
| 25. it is a field study | (lacks experimental control) |
| 26. it employs qualitative methods | (the author doesn't understand statistics) |
| 27. it is a methods piece | (it lacks content; see #15) |
| 28. it is a literature review | (doesn't the author know how to do a meta-analysis?) |
| 29. it is a meta-analysis | (trendy; too easy) |
| 30. it is grant-supported research | (there should be more than this to show for all that money) |
| 31. it is non-funded research | (wasn't the author able to get a grant?) |

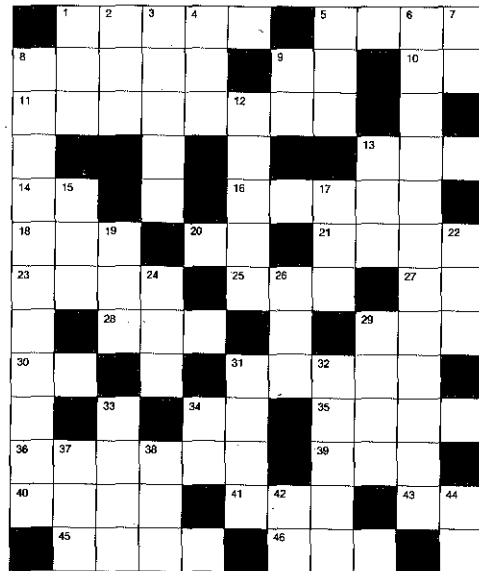
SELF-STUDY GUIDELINES FOR ACADEMIA

If you are in the process of planning a major program review or even a very focused evaluation of some aspect of your program, you might find H. R. Kell's *Self-Study Processes: A Guide for Post-secondary Institutions* useful. Published for the American Council on Education by the MacMillan Publishing Company, this handbook includes guidance for departmental and programmatic self-study and accreditation, including a listing of other information, instruments, and services available for self-studies.

CROSSWORD

PUZZLE

Ray Henson
DOUBLE POSSESSIVES



ACROSS

1. 1/2 of androgyny
5. One set of totals in a cross-tab
8. Regression statistics
9. _____ Cooder, pop musician
11. Where is _____?
13. Tolkien creature
14. Doctor _____, Bond nemesis
16. _____ plume
18. Frequently used select. procedure
20. Exists
21. Type of stat. package
23. Govt. agency familiar to many of us
25. Kendall's own
27. Porter, Lawler et al.'s st.
28. Another name for the partial rank correlation coefficient
29. What Humpty Dumpty and Little Miss Muffet did
30. Degree for a Psych. Major
31. With 36, across, psychologist's flashes
34. Self-help group for the obese
35. Type of guy who may finish last
36. See 31 across
39. Former dictator
40. Locus; place
41. Broadway or lecture hit sign
43. Subfield of I/O
45. Buy low, _____ high

46. What some companies are

DOWN

1. Source of grants
2. Major testing org.
3. Many executives
4. Equal, identical (prefix)
5. Type of bread
6. Psychologist's watch
7. RR stop
8. Psychologist's catch
9. Co-author of *Social Psychology of Organizations* (Initials)
12. Type of valid.
13. Computer specialty
15. Sample size in a case study
17. A leading I/O univ.
19. What many high *n Ach* executives strive to reach
22. Test produced by 2 down
24. Greek letter or square
26. Our organization's initials
29. Went for a base
31. A teacher's grade
32. One setting for an I/O psychologist
33. Better _____ than never
34. Indication of assent or approval
37. These come in circles
38. Stat. for Cronbach, Kuder et al.
42. Smallest st.
44. A title for us, sometimes

See answer on page 59.

Human Resource Management

A Series

Consulting Editor, Richard W. Beatty

1 Federal Regulation of Personnel and Human Resource Management

James Ledvinka, University of Georgia

By helping the reader understand *why* regulations are the way they are, this book also helps the future or current manager to adjust to regulatory changes. It brings order to what appears to be the chaotic nightmare of federal regulation by defining the process of regulation, and then shows how this model applies to equal employment, job safety, pensions, and benefits.

5 1/2 x 8 1/4, 274 pp., paperback, 1982

2 Costing Human Resources: The Financial Impact of Behavior in Organizations

Wayne F. Cascio, University of Colorado — Denver

This enlightening book is the first of its kind to bring together the various measurement systems that have been developed to estimate the cost/benefits of such factors as absenteeism, turnover, smoking, employee attitudes, valid selection procedures, and training programs; and help the manager translate these systems into effective action. Key topics that are must reading for the serious manager to be.

5 1/2 x 8 1/4, 244 pp., paperback, 1982

3 Compensation Theory and Practice

Marc J. Wallace, Jr., University of Kentucky
Charles H. Fay, University of Kentucky

Both the line manager and the compensation specialist must be familiar with compensation theory and practice in order to make effective compensation decisions. This authoritative book analyzes the developments in compensation over the past ten years and shows the reader how specific practices make sense in light of theory and research.

5 1/2 x 8 1/4, 282 pp., paperback, 1983

4 Performance Appraisal

H. John Bernardin, Florida Atlantic University
Richard W. Beatty, University of Colorado at Boulder

This book provides a review of current research, methodologies, and uses of performance appraisal; and enables the reader to acquire important skills for designing and implementing effective performance appraisal systems.

5 1/2 x 8 1/4, 403 pp., paperback, 1984

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PROFILE: Spotlight on Ann Howard

The preceding issue marked the end of a most successful term as Editor of **TIP** for Ann Howard, a term shortened by her election as Secretary-Treasurer of the Society. During Ann's editorship **TIP** moved aggressively ahead in its search for feature articles, increased its coverage of international I/O psychology, and improved its format and typography. **TIP** became widely recognized as one of the very best Divisional newsletters.



Ann Howard, 1984

Ann has now served the Society for seven years, starting with a two-year stint on the Workshop Committee. She was then named to the Professional Affairs Committee. After one year, she became Chair of the Committee, a post she held for two years. During this period she carried out an extremely useful analysis of the APA Directory survey, leading to the report "Who Are the I/O Psychologists?" Then, with Rod Lowman, a member of the Committee, she developed a position paper "Should I/O Psychologists be Licensed?" soon to be published in the *American Psychologist*. Ann's editorship of **TIP** began with the November, 1982 issue. She was elected Secretary/Treasurer of the Society in 1984 and is the first person ever to tackle two of the Society's most demanding jobs, **TIP** Editor and Secretary/Treasurer.

Ann has found all her Society assignments more complex than they at first appeared. Professional Affairs plunged her into the problem of licensing, a controversial area in which Society members have strongly held and often conflicting opinions. **TIP** editorship involved not only the search for articles and revising them, but expansion into the graphic arts and photography, publication itself, and sorting and mailing by zip codes. The Society's Secretary/Treasurer is by no means concerned only with internal affairs of the Society, but is a main point of contact with the rest of psychology and the public. Daily letters and phone calls re-

quest, among other things, assistance in the choice of a graduate school, help with a term paper, information for newspaper stories, and advice on how to switch overnight to an I/O career from one in Experimental, Educational, or Clinical Psychology!

Ann's Ph.D. is from the University of Maryland. Her dissertation advisor was the late Jack Bartlett, and she also had the advantage of training, advice, and counsel from Ben Schneider, Irv Goldstein, and Peter Dachler. It was probably inevitable that Ann would wind up at AT&T once her paper "An Assessment of Assessment Centers" was published. (It has since been reprinted in two different books of readings.) The article resulted from a term paper for which Ann picked the subject after hearing an APA symposium on assessment centers. Ann joined Doug Bray's Management Selection and Development Section at AT&T in August of 1975 and reported to Don Grant until his retirement in 1976. She was promoted in 1977 and is now Division Manager—Human Resources Studies.

Ann's major responsibilities at AT&T have been in administration and data analysis of the Management Progress Study and the Management Continuity Study, AT&T's two major longitudinal studies of managerial lives. She has developed imaginative new assessment exercises, trained assessors, and directed ten series of assessments over a six-year period. She supervises consultants, interns, and a data analysis staff exploring the voluminous data of the two studies.

Ann has authored and co-authored numerous articles deriving from the AT&T research, and is senior author of a book now in preparation titled *Managerial Lives in Transition: Advancing Age and Changing Times*. She is also preparing for publication a study of college performance and experience as predictors of managerial success, particularly the role of the college major. In 1983 she published, in *Professional Psychology*, an article on the potential of the assessment center method for the evaluation of professional competence, "Work Samples and Simulations in Competency Evaluation."

Ann Howard combines AT&T and University of Maryland experience. Bio-data buffs will be impressed, considering the affiliations of current and past Society Executive Committees. Ann is married to Doug Bray. Movie buffs will understand why he is beginning to feel more and more like Norman Main.

Tip-Bits

Paul M. Muchinsky

Dan Feldman was voted MBA Professor of the Year for the third year in a row at the University of Florida, Graduate School of Business. The firm of Richardson, Bellows, Henry & Company has established a Research Advisory Board consisting of **Bill Owens**, **Frank Schmidt**, **Jim Sharf**, and **Paul Sparks**. Several organizational shifts involving Division 14 members were announced by Rohrer, Hibler, & Replogle. **John Thompson** is now an Executive Vice President, and **Victor Heckler**, **Robert Shaffer**, and **William Ambery** are now regional managers. **Don Campbell** wishes to inform all his friends and colleagues that he is taking his sabbatical (from Bowling Green State University) at the warmer climate provided by Duke University. His wife, **Kathleen**, is also on sabbatical and is teaching at the Fuqua School of Business at Duke. Another person on sabbatical, **Henry Tosi**, is spending it at the Cornell University Graduate School of Business. **Carrie Leana** has joined the faculty at the University of Florida in the Department of Management. **Frank Schmidt** conducted a two-day workshop at the University of Iowa on the practical uses of validity generalization and selection utility methods for personnel managers.

Recipient of this issue's Rona Barrett award for most tipbitable news submitted goes to **Sandra Marshall** of Merrill Lynch who provides us with the following. **Jan Wijting** left Merrill Lynch & Co.'s Corporate Management Resources & Research Division to join Merrill Lynch International where he is Director of Human Resources. **Peter Wentworth** left Merrill Lynch to join PepsiCo as Manager of Management Development. He will report to **Bob Eichinger**, Director of Corporate Human Resources. **Jena Lapointe** left Merrill Lynch to join Anheuser-Busch Co. in St. Louis. It seems Merrill Lynch is bullish on turnover, Sandra. **Derek Wendelken** left Miller Brewing in Milwaukee to join Frito-Lay in Dallas. He will report to **Ken Alvares**. **Linda Bearse** joined Prudential Insurance in Newark, reporting to **Phil Manhardt**. **Laurie Poluson** joined the faculty in the Department of Psychology at New York University, becoming the fourth I/O psychologist in this department along with **Madeline Heilman**, **Rick Quzzo**, and **Jack Kennedy**. **Paul Faerstein** reports that Saatchi and Saatchi, Britain's largest advertising agency, recently bought three management consulting firms that employ a number of Division 14 members: Hay; McBer & Co.; and Yankelovich, Skelly and White. No news yet on what changes are planned, but I'll bet two shillings they'll be announced in a fortnight.

Tim Galbraith has joined Frito-Lay in Dallas in their Human Resources Department. **Bev Dugan** is now with Bell Communications Research after a postdoc at Bowling Green State University. **Bonnie Sandman** has taken a position with Personnel Designs in Detroit. A group of I/O psychologists around the San Francisco area have formed the Bay Area Applied Psychologists (BAAP). **Patrick Shannon** describes BAAP as "a healthy mix of folks from academic and applied settings who get together every month or so for cheap wine and good conversation." Interested parties can learn more by calling **Susan Palmer** at 415-396-6310. **Hal Hendrick** has been appointed chairperson of the International Ergonomics Association's Committee on Scientific and Technical Affairs. He was also reappointed as a member of the IEA Executive Council. **Ed Piccolino** has joined the Goodrich and Sherwood Company as executive vice president and the managing director of the human resources consulting practice. **Thelma Hunt** was honored by the International Personnel Management Association by receiving the Stockberger Achievement Award for contributions in applied research and consulting work in public sector personnel agencies.

PTC/MW, the Personnel Testing Council of Metropolitan Washington, has announced its newly elected executive board: **Murray Mack** (President), **Hannah Hirsh** (Vice President), **Richard Tonowski** (Treasurer), **Marilyn Quaintance** (Secretary), **David Dye** (Recorder), and **Joe Hillary** (Immediate Past President).

Ted Rosen, new TIP editorial board member, recently left the U.S. Office of Personnel Management for private industry. He is now a Senior Associate with CACI, INC.-FEDERAL in Bosslyn, Virginia, engaged in general management consulting.

Bill Grossnickle reports that there is a masters level program with concentration in I/O at East Carolina University, despite its not being listed in the Survey of Graduate Programs. His ECU Psychology Department colleague, **John Cope**, is doing research on seat belt wearing behavior with Burroughs-Wellcome and McDonald's. At one B-W location, seat belt use has been increased from 14% to 62%.

Steve Cohen reports that Assessment Designs Inc., a consulting firm of which he is executive vice president, has been acquired by John Wiley. ADI will continue to grow as a division of Wiley's Wilson Learning subsidiary. Among other projects, ADI is currently working with Wacoal Corp., a Japanese ladies undergarment firm. Wacoal laterally rotates its employees once a year as part of a long-term employee development process used by many Japanese organizations. ADI is developing assessment procedures to assist management in placing people in this annual rotation.

Under the auspices of the Edison Electric Institute's Personnel

Research Task Force, the utility industry has recently validated several test batteries designed to assist in selecting entry level employees. Included among these are tests for clerical and meter reader, power plant maintenance, and first line office and clerical supervisory employees. The industry-wide research has involved several thousand employees spanning some 45 companies. The resultant batteries include both cognitive and biodata measures. This information comes from **Bill Roskind** and **Ken Klein** at Detroit Edison, speaking on behalf of several I/O psychologists working in the utility industry.

Patricia Pedigo joined the IBM Corporate Personnel Research staff at Armonk, NY following completion of her Ph.D. degree at the University of South Florida. **Cal Oltrogge** joined IBM's corporate staff from their Boca Raton facility. **Tom Hollmann** will be leaving his position as Manager of Personnel Research after 11 years at GE. Tom will be starting his own consulting business based in Westport, CT. **Virginia Schein** reports on the formation of an Advisory Board for the Industrial and Organizational Psychology doctoral program at Baruch College. The following are members:

John Sherman
Melvin Sorcher
Jan Wijting
S. William Alper
Mona Siu-Kan Lau
Valentine Appel
Timothy W. Costello
Patricia J. Dyer
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Karen Harrilchak
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Tapas Sen

The Department of Psychological Sciences at Purdue University is attempting to honor one of the leading figures in the development of I/O psychology, **Joe Tiffin**, with the establishment of a graduate scholarship. Contributions to the scholarship fund will be deeply appreciated.

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.

Four More Years at the Equal Employment Opportunity Commission

Ted Rosen

Editor's Note: Following the November 6 general election, the Bureau of National Affairs (BNA) interviewed EEOC Chairman Clarence Thomas. This article is based on that interview, which was first reported in the BNA *Daily Labor Report* on November 15, 1984. **TIP** received advanced permission to write this summary of the interview. A similar report had also been submitted to **TIP** by Jim Sharf.

EEOC Chairman Clarence Thomas characterized the next four years as a time to set forth the Reagan Administration's position on affirmative action. That position favors victim specific remedies and a shift away from quotas and proportional representation in conciliation efforts, as well as court-approved settlements. He was also quick to add that EEOC's enforcement activities will not be slowing down during this term, but that the agency will be speaking with one voice.

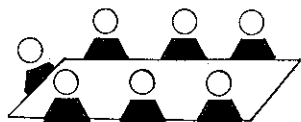
The administration has been consistent in their philosophy on EEO enforcement, that is, (1) "there should be no preferential treatment based solely on class membership;" (2) "relief should be victim specific;" (3) "affirmative action should consist of outreach efforts rather than numerical goals and timetables." However, the Department of Justice, the Department of Labor and the EEOC, the three agencies involved in EEO, have varied in the application of that philosophy. Justice, being one of the administration's most vocal supporters, moved toward applying the new, conservative philosophy to civil rights public sector litigation. On the other hand, Labor and EEOC were more cautious—"and more equivocal"—with political appointees expounding the new philosophy, while careerists continued the traditional approach to enforcing civil rights laws by seeking the same goals and timetables they have always sought via the courts and negotiated settlements.

Perhaps the most important aspect of this interview for testing professionals concerns a revision of the 1978 *Uniform Guidelines on Employee Selection Procedures*. Chairman Thomas noted that the guidelines will most likely be "subject to 'significant changes' . . . adding that he has had 'a lot of concern' about the regulations as they now stand." These changes have been discussed before and the idea is not new to those of us in Washington, D.C.

What was important was the following statement, not attributable to Chairman Thomas: "*Sources* have indicated that one of the major moves in any new proposals will be to *sever the input* the American Psychological Association historically has had in issuing the earlier regulations," emphasis added.

This statement has been noted by testing professionals inside and outside the Federal government, with a very negative response. An inside careerist source said that statement was a surprise to him as well, and while many options for a redirection of EEOC have been on the table for discussion, none have been finalized, nor has the statement concerning the A.P.A. been brought up before.

By the time this article has been published, we might have more information on this statement. In any case, it is important to monitor the situation.



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TIP is interested in publishing tasteful humor in which I/O psychologists can laugh at themselves or their profession. Do you have a favorite professional anecdote, experience, or story that you will be willing to share? *Readers Digest* has a section called "Humor in Uniform"—I would like to start one on "I/O Humor." All submissions will be reviewed for propriety. Donors of published material will receive one complementary copy of my forthcoming autobiography, *Multiple Indiscretion Analysis*. Donors of unpublished material will receive two copies. Send your entries to the Editor of **TIP**.

NOMINATION FORM

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

STANDING COMMITTEES, 1985-86

If you are interested in serving on a Society Committee next year, please complete this form. (Photocopy if you don't want to cut up your **TIP**).

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Education:
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Society Status: _____ Fellow _____ Member _____ Associate

Do you possess the ABPP Diploma? _____ Yes _____ No

Please rank from 1 (greatest) to 3 the standing committees on which you would most like to serve.

() NOTE: Check here if you have no preference for a particular committee.

Committee interests (Please rank in order of preference. Limit your choice to three.)

_____ Education and Training	_____ State Affairs
_____ Membership	_____ Scientific Affairs
_____ Professional Affairs	_____ Continuing Education and Workshop
_____ Program	_____ Testing Issues (Ad Hoc)
_____ Committee on Committees	_____ Fellowship (Fellows only)
_____ Mid-Year Conference (Ad Hoc)	
_____ External Affairs	

If you have previously served on a Society Committee, please list committee(s) and year(s) served.

If you have previously served on an APA Board or Committee, please give the name(s) and the year(s) served.

Please write a brief statement indicating any special qualifications for committee participation which you possess and of which you would like the Committee on Committees to be aware in considering your nomination.

List the names and addresses of two members or Fellows of the Society whom the Committee on Committees may contact to obtain additional information about you.

_____	_____
(Name)	(Address)
_____	_____
(Name)	(Address)

Signed _____ Date _____

NOTE: PLEASE RETURN THIS FORM TO: Dr. John R. Hinrichs
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Darien, CT 06820

External Affairs Committee

Marshall Sashkin, Chair

The goals of the 1984-1985 External Affairs Committee represent a continuation of those developed in August 1984. The six primary aims are each represented by a subcommittee. The major effort of the past year was setting up the subcommittee structure. The goals and subcommittees are as follows:

1. Outreach to undergraduates, to increase awareness of the I/O specialty area and to increase the numbers of graduate students going into I/O. Of special concern is an effort to increase minority students' awareness of and interest in I/O psychology. As an ancillary aim, the Subcommittee on Recruitment/Speakers (Jacobs, Wunder, and Wooton) also aims to provide I/O speakers to any interested group.
2. Tracking APA activities of relevance to the Society, by "keeping an eye" on APA headquarters activities and attempting to monitor actions (of boards and committees) that are or might be of concern to the Society. This is the charge of the Subcommittee on APA Monitoring (Outtz, Sashkin).
3. Developing relationships with other professional organizations. Our past president (Hakel) suggested that we actively attempt to develop positive and productive relations with other professional groups (e.g., ASPA, ASTD). We will identify such organizations, develop a list, and prepare a list of contact or liaison persons. This will be done by the Subcommittee on Inter-Society Relations (Lyness, Rotter, Sashkin), with materials to the Executive Committee by the winter meeting.
4. Developing relationships with international professional organizations in areas relevant to the Society. The aim is essentially the same as the third, but applies internationally instead of to the U.S. This division of labor was set up as a practical matter of work load. The Subcommittee of International Relations is charged with this aim (Bass, Henson).
5. Develop a significant technical assistance project using the earlier NASSP model. The Subcommittee on Technical Assistance (Bassett, Wunder, Outtz) will develop a proposal for a substantial TA project. A variety of alternatives have been suggested. These will be explored and one or more will be recommended to the Executive Committee at its winter meeting.

6. Plan and carry out activities to bring significant I/O knowledge to the attention of the non-academic public (including non-academic I/O practitioners). The Subcommittee on Non-Academic Affairs (Rotter, Walker) will develop contacts (i.e., with media outlets) and sample materials. A special focus will be on getting I/O related articles back into *Psychology Today*, and on placing such articles in major mass media outlets.

Professional Affairs Committee

Manny London, Chair

So far this year the committee has been exploring the feasibility of two new major projects. One deals with linking science and practice and the other focuses on consultant activities. My last report in **TIP** outlined our early thinking in these areas. We now have a better idea of our direction. The committee is divided into two subcommittees to handle these projects. The Science and Practice Subcommittee is coordinated by Andy Imada and includes Hannah Hirsh, Cary Cherniss, and Barry Friedman. The Consultant Activities Subcommittee is coordinated by Tom Hilton and includes Dan Cohen, Ray Hedberg, and Ben Shimberg. Andy and Tom prepared the following reports:

Linking Science and Practice—Andy Imada

This subcommittee plans to examine the science-practitioner linkage and ways of improving this relationship. The Scientific Affairs Committee has overlapping goals and interests in this area. To maximize impact and avoid duplicating our efforts, the project will be a coordinated effort.

One suggestion for the division of labor between the two committees is as follows: The Scientific Affairs Committee could investigate how and what scientific information is being applied. This work would also focus on the kinds of researcher-practitioner relationships that serve scientific concerns. The Professional Affairs Committee could focus on needs that are not currently being met, obstacles, and areas that need scientific application. Potential outcomes of these efforts include the following:

1. Improved mechanisms for practitioner-academic interaction. This would require an understanding of the kinds of linkages that are being used currently, and future linkages that could be mutually beneficial to researchers and practitioners.
2. Discovering what scientific findings are important, what is being

applied, and possible obstacles to application. This may be a catalyst for reassessing how or where scientific information is presented.

3. A needs assessment of scientific information for practitioners.
4. A meeting, along the lines of the methodology conference, where researchers can specify their research capabilities and practitioners can specify their research needs. This event could be used to formulate an overall strategy for marrying both sets of concerns.
5. As a longer term goal, an on-going clearinghouse for practitioners and researchers. In this scenario, the society will serve as a forum for both parties to meet and establish mutually beneficial relationships.

Professional Consulting—Tom Hilton

There is currently very little information available regarding the nature and scope of professional consulting activities among industrial and organizational psychologists. Information about such professional activities is rarely provided to graduate students, and most published material focuses on tangential elements of consulting such as ethical dilemmas, catalogs of settings or tasks involving I/O consultants, or issues relevant to certification, credentialing, specialization, etc.

The proposed project will complement previous information gathered about the topic of I/O consulting. It will provide case descriptions of the “nuts ‘n bolts” of I/O consulting. This would extend to how such individuals were trained, what types of experience they felt prepared them for their careers, the hurdles that must be overcome in establishing a professional practice, the types of traits that proved useful in achieving success as a consultant, and most importantly, the variety of activities in which I/O consultants engage.

The strategy will be to examine I/O consulting activities on a contextual basis rather than to focus on discrete activities. This is because descriptions broken down on the basis of discrete functions or activities can fail to provide an overall perspective of what consultants actually do. A lack of contextual coherence can interfere with development of a useful appreciation of what I/O consulting entails as a profession, and this has implications for both the conduct of the profession as well as how we train individuals to function in nonuniversity-based settings.

Three types of cases will be collected each describing I/O consulting activities in a variety of contexts among (a) psychologists in independent practice, (b) organizationally-based psychologists, and (c) university-based psychologists. The subcommittee would appreciate hearing from members willing to contribute a description of their consulting activities. Those interested should contact Tom Hilton, Naval Health Research Center, P.O. Box 85122, San Diego, CA 92138 (619) 225-7395.

Responding to APA

Turning to other business, the Professional Affairs Committee has responded to two APA draft documents: *The Standards for Providers of Psychological Services* and *Specialization in Psychology: Principles and Procedures*. Hannah Hirsh prepared our reaction to the *Standards* which seemed to conform to Clinical Specialty Guidelines but differed greatly from the I/O Guidelines. Fortunately, all reports from APA are that our recommendations will be incorporated in the revision. Thanks, Hannah!

The *Specialty Principles and Procedures* was an effort to provide a way for APA to formally evaluate, recognize, and monitor specialties in psychology—a task we feel is unnecessary and counterproductive. Our response argued that potential legal and ethical problems were ignored. Further we felt that the process recommended was too costly and cumbersome, and that the idea for recognizing specialties could fragment further psychology as a science and a profession.

For information about the Society's response to these documents or comments about the committee's other projects, contact Manny London, AT&T Communications, Room 5A221, Bedminster, NJ 07921.

Long Range Planning Committee

Sheldon Zedeck

At the August 27, 1984 Executive Committee meeting, LRP was charged with examining the Society's position and role regarding APA's reorganization. The basic reasons for the charge were dissatisfaction with the way in which APA has approached and is currently moving towards reorganization as well as recent actions taken by APA that seem to accelerate the trend towards an APA run by and for Health Care Providers.

Specifically, LRP was charged with four items:

- (1) What other divisions might be interested in joining us in a coordinated effort to get some action;
- (2) Review of copy of the AAAP-APA merger agreement;
- (3) Estimate the cost of going alone or leaving with others;
- (4) Examine the intended and unintended consequences of withdrawal.

To accomplish the task, LRP (Zedeck, Schmitt, Moses, and Goldstein) was augmented by the inclusion of Milt Hakel and Dick Campbell.

Our initial discussions generated a list of issues that reflect our concern with the way in which APA is organized, structured, and oriented. (See

the list at the end of the article.) We have decided, for now, that we will work towards restructuring APA so that it can accommodate change and reflect psychology, in general, and the specialties. We plan on sharing this list with other divisions and using it as a focal point for discussion with them prior to the upcoming Council of Representatives' meeting in Washington, D.C. (January 31, 1985). We have arranged for a meeting with selected Division representatives for the purpose of discussing a plan for restructuring APA so that it accommodates most psychologists. We will report on the views expressed at that meeting in the next issue of **TIP**. In the meantime, if you have any comments regarding the "reorganization issues," drop me a note (Sheldon Zedeck, Department of Psychology, University of California, Berkeley, CA 94720).

APA REORGANIZATION ISSUES

INTERESTS

- (1) WHO SPEAKS FOR PSYCHOLOGY, IN GENERAL, AND FOR YOUR SPECIALITY IN PARTICULAR?
- (2) HIGH DUES
 - high relative to other scientific societies; do we get more?
 - dues allocated to activities in which we are not interested or see as unessential or undesirable.
- (3) REPRESENTATIVENESS OF COUNCIL REPS
 - too big.
 - too many unconcerned and not knowledgeable about issues of relevance to certain segments of APA.

ORGANIZATION

- (4) INCREASING POLITICALIZATION OF APA
 - organized campaigns for APA President and Board of Directors.
 - role in public policy issues.
- (5) APA ORGANIZATION AND STRUCTURE
 - too big and complex.
 - oriented towards Health Care Providers.
 - role of Council vs. Board.
 - seating of state associations.
- (6) PROLIFERATION OF DIVISIONS
 - impact on dues, convention time, voice in APA.
- (7) LARGE ANNUAL CONVENTION
 - timing (when classes begin); expense of attending; allocation of time to divisions; impersonal; inadequate format.

(8) APA-STATE ASSOCIATION RELATIONS

—increasing voice of state associations into APA.

POLICY AND DIRECTION

(9) INTRUSION INTO ACADEMIC AFFAIRS

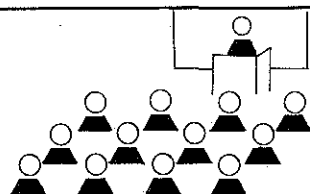
—expansion of certification of programs.

—degree requirements.

(10) EMPHASIS ON RULES AND REGULATIONS

—generic standards; specialty guidelines, credentialing of graduate programs.

Meetings



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, reorganization design, personnel forecasting models, etc.), and benefit from HRPS research programs. I/O psychologists can join by contacting **Donna LaScalla, HRPSA, P.O. Box 2553, Grand Central Station, New York, NY 10163, phone: 212-490-6387.**

ASSOCIATION OF WOMEN IN PSYCHOLOGY

March 8-10, 1985

The tenth national conference of the Association for Women in Psychology is entitled "The Future of Feminism, Challenging Psychology and Society: Research, Theory, and Practice," to be held in New York City. For information and registration materials contact: **Doris Howard, Ph.D., 410 West 24th Street, New York, New York 10011.**

I/O & OB GRADUATE STUDENT CONVENTION

April 12-14, 1985

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 (including Virginia Boehm, Paul Banas, Milt Hakel, Gerald Barrett, Allen Kraut, Benjamin Schneider, Larry Cummings, and Walter Borman), workshops, and graduate student paper presentations will be featured.

For further information contact **David Day, Eric Newmann, 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

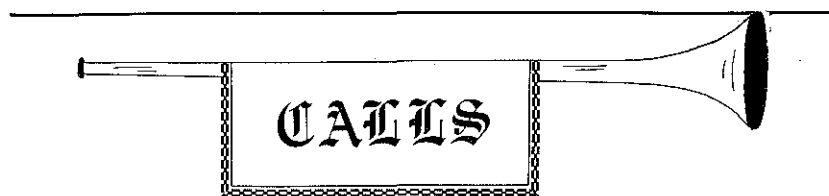
The USAF Occupational Measurement Center will host a workshop of occupational analysts in San Antonio, Texas. The purpose of the workshop is to bring together individuals from many backgrounds and environments to discuss areas of common interest (e.g., improvements in data automation methodology, enhancing 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.**

5th O.D. WORLD CONGRESS

June 18-22, 1985

The fifth Organization Development World Congress will meet in Zeist, The Netherlands. The theme for this World Congress is "Beyond Social Technology: Identifying Trends and Learning from Intercultural Differences." Workshops and paper presentations will be conducted. For further information contact: **Dr. Donald Cole, The O.D. Institute, 11234 Walnut Ridge Road, Chesterland, Ohio 44026, phone 216-461-4333.**



Consulting Psychology Practice Award

The Division of Consulting Psychology calls for nominations for its 1985 Award for excellence in psychological consultation. The \$1,000 Perry L. Rohrer Award, sustained with support from the firm of Rohrer, Hibler, & Replogle, is awarded annually at the APA Convention to psychologists who have demonstrated outstanding achievement in the application of psychological knowledge and skills to assist organizations, public or private, to respond more effectively to human needs.

Past recipients have included Harry Levinson, for helping thousands of managers become more effective leaders; Warren Bennis, for a lifetime of contributions to organizations throughout his distinguished career; and Drs. John Currie, Allen Carter, and George Greaves for their assistance to the city and the people of Atlanta during the wave of child murders which traumatized that city.

Nominees must be APA members, from any field of psychology. Nominations may be submitted by anyone. **Deadline: April 1.** Contact: Kenneth H. Bradt, Ph.D., Chair, Division 13 Practice Awards Committee, 3712 Aster Drive, Sarasota, FL 33583. Telephone: 813-922-2026.

Applications of Utility Analysis and Cost Assessment Procedures

A videotape of Wayne Cascio's 1983 Anaheim Workshop is now available for rental. The objective of the workshop was to develop skills in understanding and applying alternative methods for assessing the costs and benefits of personnel/human resources activities. For more information contact Deborah K. Evans, Department of Psychology, University of Maryland, College Park, Maryland 20742, phone 301-454-5204.

The Second Annual Carolyn Wood Sherif Memorial Lectureship Award

APA Division 35 has established the Carolyn Wood Sherif Memorial Lectureship Award to honor the memory of Carolyn Wood Sherif and to encourage further contributions to feminist psychology. The recipient of the 1985 Award will be announced at that 1985 Division 35 Business Meeting and will deliver the Carolyn Wood Sherif Memorial Lecture at the 1986 APA Annual Convention.

* Award \$300

* Criteria Evidence of excellence in teaching, research and other scholarly activity, mentoring, and professional leadership. Relevant contributions to knowledge include empirical and theoretical work in feminist psychology on

- 1) gender and the sex/gender system;
- 2) social values, attitudes, interaction processes and social change;
- 3) the self system.

Work of an interdisciplinary nature is encouraged.

* Nominations Five copies of the initial letter of nomination should be sent no later than March 1, 1985 to:

Dr. Arnold S. Kahn, Chair
CWS Lectureship Award Committee
American Psychological Association

Organizational Behavior Award

The Organizational Behavior Division of the Academy of Management announces its annual call for nominations for its 1984 "New Concept Award" and "Showcase Study Award." Recipients of the award need not belong to the Academy of Management.

The New Concept Award is given for the most significant contributions to the advancement of theory and/or method in organizational behavior research. The Showcase Study Award is presented to the best empirically-based research publication (involving conceptualization, operationalization, and data analysis) on an issue of importance in organizational behavior.

Each Academy of Management member may nominate one publication for either or both awards, but no member may nominate more than one publication per award. Nominations should be written by letter and include (a) a rationale justifying receipt of the award by the nominee(s), and (b) a full bibliographic citation of the nominated work(s). Self-nominations will not be accepted.

The award winners will be announced at the August 1985 national

Academy meeting in San Diego during the OB Division's business meeting and will be presented a certificate of recognition.

All nominations should be sent to: Lawrence H. Peters, Department of Administrative Sciences, College of Business and Administration, Southern Illinois University-Carbondale, Carbondale, IL 62901. To receive consideration, material must be postmarked no later than March 31, 1985.

Distinguished Teaching in Psychology Award

The American Psychological Foundation has established an annual "Award for Distinguished Teaching in Psychology." Nominations of candidates for the 1985 award are now invited. The award includes a check for \$1,000 and an all expense trip to the APA Convention.

The Committee will consider nominees who fit one or more of the following guideline areas:

1. Demonstrated influence as a teacher of students who became outstanding psychologists;
2. Development of effective teaching methods and/or teaching materials;
3. Engaged in significant research on teaching;
4. Development of innovative curricula and courses;
5. Outstanding performance as a classroom teacher;
6. Being an especially effective trainer of teachers of psychology;
7. Outstanding teaching of advanced research methods and practice in psychology;
8. Responsible for administrative facilitation of outstanding teaching.

Because the award is to be presented at the APA annual Convention in August, 1985, nominations must be sent to the Committee by March 15, 1985. *Renominations are appropriate and will be reviewed without prejudice.* The Committee's decision will be made by June 1, 1985.

A nomination form and a statement of the guidelines and suggestions for documentation are attached. Additional copies of these forms may be obtained by writing to the Chair of the Teaching Award Committee. In order to facilitate communication and the handling of nominations, an individual sponsor should be designated for each nominee.

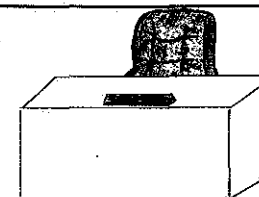
A person may be nominated even though detailed documentation may not be available to the nominator; however, *the nominator should make every effort to provide the necessary supporting information.* In cases where documentation is unavailable, such information will be solicited from the nominee's home department.

Please send inquiries and nominations to:

Chair, APF Teaching Award Committee
c/o Adele Schaefer
1200 Seventeenth Street, N.W.
Washington, D.C. 20036

Positions Available

Ed Adams



Organizational Psychologist. The Massachusetts School of Professional Psychology seeks a doctoral level Organizational Psychologist for a part-time faculty position to include teaching organizational behavior and developing the organizational area. Candidates must have relevant field experience. Begins September 1985. Send resumé, two letters of reference, and written work sample to: **J. Gila Lindsley, Ph.D., MSPP, 785 Centre Street, Newton, MA 02158.** Application deadline of March 5, 1985. MSPP is an Equal Opportunity Employer.

Faculty Positions in 1) Industrial/Organizational Psychology and 2) Social Cognition at Virginia Polytechnic Institute and State University. The Department of Psychology at Virginia Polytechnic Institute and State University is accepting applications for Fall, 1985, tenure track appointments at the Assistant Professor level. There are two openings, one in Industrial/Organizational Psychology, the other in Social Cognition and/or Social/Personality Psychology. Applicants for both positions should a) show promise of developing a theoretically based program of research; b) demonstrate the desire and ability to publish the results of their research; and c) have the capacity to contribute to the intellectual development of undergraduate, masters, and doctoral level students. Virginia Tech is a land-grant university that has an enrollment of 21,000. The Department of Psychology has 27 faculty and offers doctoral training in several psychological specialties. Applicants should submit a vita and letter describing teaching and research interests, and arrange to have three letters of recommendation sent to: **Dr. Joseph A. Sgro, Head, Department of Psychology, Virginia Polytechnic Institute and State University, Blacksburg, Virginia 24601.** To receive full consideration, all materials must be received by February 15, 1985. Virginia Tech is an Equal Opportunity/Affirmative Action Employer.

Industrial/Organizational Psychologist. Metropolitan Life Insurance Company's Research Group has an opening for a new I/O Ph.D. This is

TRAINERS/ CONSULTANTS

DDI, a 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.

Successful candidates will have 5 to 10 years business experience with at least three years in an HRD/training environment. Attractive compensation package includes base salary + bonuses + generous benefits. Send resume and salary requirements to:



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

eeo/mfh

an excellent opportunity for a psychologist who would like the challenge of handling a variety of assignments in an organization that places a premium on application and action. The position is responsible for employee selection research and administration policy, performance appraisal systems, opinion survey management and research, and management consulting on a variety of issues. Qualifications include completed I/O coursework and strong statistical, computer and research evaluation skills. Business writing and oral communication are extremely important; candidates with experience in large organizations, especially at the middle management level, will be given preference. Send your resumé to: **Dr. John Sherman, Human Resources Consulting and Research (Area 7-U), Metropolitan Life, One Madison Avenue, New York, NY 10010.** An Equal Opportunity/Affirmative Action Employer.

Industrial/Organizational Psychologist. The Department of Psychology within the Purdue School of Science at Indiana University-Purdue University at Indianapolis is accepting applications 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 I/O 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 individual basis, and other master'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.

Organizational Research Director. Opinion Research Corporation has a newly-created senior research position requiring a minimum of three years of solid organizational research experience; graduate degree in Industrial/Organizational Psychology or related area preferred. The

individual selected will have primary project responsibilities for the conduct of research in such areas as: employee attitude surveys, turnover evaluation, communication audits, employee benefit and compensation studies, training needs analysis, and selection. Candidates must have a demonstrated ability to design and manage research in several of these areas, including: proposal writing, data analysis, interviewing, questionnaire design, report writing, data feedback and action planning, and client interface. The individual selected must be capable of dealing with senior executives effectively, and must have strong supervisory and training skills. Moderate travel is required. Send detailed resumé with salary history to: **Brian S. Morgan, Vice President, Opinion Research Corporate, N. Harrison Street, Box 183, Princeton, NJ 08542.** An Equal Opportunity Employer.

Industrial/Organizational Psychologists. The Psychology Department of Baruch College/The City University of New York anticipates tenure track openings in September 1985 and invites applicants for Assistant Professors. Ideal candidates should have a Ph.D. in I/O Psychology and substantive research and teaching interests in one or more of the following areas: cognition, personality, consumer behavior and/or applied social psychology. Candidates should also be committed to the development of a productive research career and to excellence in teaching. Responsibilities will include undergraduate and graduate level teaching, student advisement, and thesis sponsorship. The Department offers several undergraduate majors, MBA's, and M.S. and Ph.D. degrees in I/O Psychology. Applications will be accepted until the positions are filled. Send a complete vita, copies of recent research reports or publications, and three letters of recommendation to: **Search Committee, Department of Psychology, Baruch College/CUNY, 17 Lexington Avenue, Box 512, New York, NY 10010.** The City University of New York is an Equal Opportunity/Affirmative Action Employer.

SEVERAL POSITIONS AVAILABLE: **Associate Professor**—of Business Policy and Strategy/Organizational Theory. Ph.D. or D.B.A. Distinguished research and publication record. Ability to teach at undergraduate and graduate level and provide leadership for doctoral program in policy and strategy. **Assistant Professor**—position in Personnel/Human Resource Management. Ph.D. or D.B.A. Teaching responsibilities at both graduate and undergraduate level. Interest in developing and maintaining a productive and influential program of research. **Assistant Professor**—of Purchasing/Materials Management. Ph.D. or

D.B.A. Teaching at all levels; public service. Previous experience in purchasing helpful, interest in developing and maintaining a productive and influential program of research. **Department Chairperson**—responsible for overseeing all facets of the departmental operations. Departmental faculty are in the areas of production/operations management, purchasing/materials management, organizational behavior/personnel, management science, policy/strategy, and information systems. The new chairperson will have research and teaching interests in one or more of these areas. The chairperson reports to the Dean of the College of Business. Chairpersons are appointed for an indefinite period, with reviews at least every five years. The new chairperson will be appointed as professor of Management, with tenure, so applicants must be at full rank or eligible for promotion to full professor. All positions start September 1, 1985. Send resumé to: **Professor Ram Narasimhan, Acting Chairperson, Department of Management, Michigan State University, East Lansing, MI 48824.** MSU is an Affirmative Action/Equal Opportunity Institution.



ADVERTISE IN TIP

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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PLATE SIZES

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