

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

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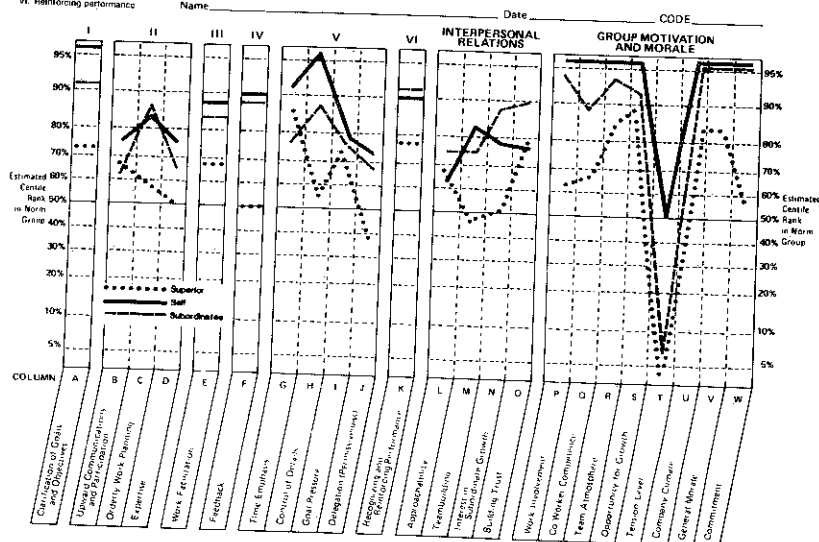
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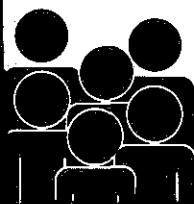
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TIP

The Industrial-
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Vol. 22/No. 4

August, 1985

FEATURES

	Page
Division 14 APA Convention Program	4
Survey Survey: Management and Employee Reactions by John C. Sherman	33
Department of Humor: An I/O Psychologist's Love Letter by Paul M. Muchinsky	36
The New Careerism: Origins, Tenets, and Consequences by Daniel C. Feldman	39
Correspondence Quiz by Jim Scharf	45
Civil Rights Lawyers' Testimony by William L. Robinson and Richard T. Seymour	47
A Devil's Dictionary of Behavioral Science Research Terms by Richard W. Woodman	52
TIP Crossword Puzzle by Ramon M. Henson	86

DEPARTMENTS

President's Message by Benjamin Schneider	27
TIP-BITS by Paul M. Muchinsky	31
Calls	55
Testing Issues Committee Report	62
Committee on Committees Report	62
Professional Affairs Committee Report	63
Fellowship Committee Report	66
Report from Council	67
Education and Training Committee Report	68
Long Range Planning Committee Report	70
External Affairs Committee Report	72
Scientific Affairs Committee Report	73
Membership Committee Report	74
Meetings	77
Positions Available	78

CONVENTION PROGRAM

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.

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Ann Marie Ryan

All sessions are in the Los Angeles Convention Center
unless specified otherwise.

Friday, August 23 - Tuesday, August 27, 1985

This Is Not An Official Program; Only the APA-
Published Program Is Official.

Note: Room assignments for each session are listed under their assigned times. Numbers in parentheses (e.g., 15, 16.1) are topic codes. See the APA program for details.

FRIDAY, AUGUST 23, 1985

8:00-8:50

Room 206

DISCUSSION: THE I/O - OB GRADUATE CONVENTION

Dennis Doverspike, University of Akron, Chair.

Participants:

David Day, University of Akron
Sherry Hoy, University of Akron

9:00-10:50

Room 212A

SYMPOSIUM: MINUS 15 AND COUNTING: I/O PSYCHOLOGY IN THE YEAR 2000

Hannah R. Hirsh, U.S. Office of Personnel Management,
Washington, DC, Chair.

Participants:

Paul W. Thayer, North Carolina State University. T Minus 15 and
Counting (19).

Manuel London, AT&T Communications, Bedminster, NJ. Career
Development Research and Practice (19).

Judith L. Komaki, Purdue University. Toward Freedom and Dignity
(19).

Milton D. Hakel, University of Houston. Come the Millenium (19).

11:00-11:50

Los Angeles Hilton, Petree Room

POSTER SESSION I: PERSONNEL ISSUES

Ralph Alexander, University of Akron, Chair.

Participants:

An Improved Method for Estimating the Standard Deviation of the
Distribution of True Validities (19). Hannah R. Hirsh, U.S. Office of
Personnel Management, Washington, DC.

Development of Dollar Criterion for High Level Sales Jobs (19.3).
Kenneth Pearlman, AT&T, New York, NY

Effect of Mean Predictor Scores on Corrections for Range Restriction
(19.3). Raymond Lee, Navy Personnel Research and Development
Center, San Diego, CA.

Dimension and Exercise Effects on Work Simulation Ratings (19.3).
Anthony T. Dalessio, Steven Woods, Old Dominion University; William
H. Silverman, Rudolph L. Johnson, Jr., Giant Food Inc., Landover,
MD.

Assessment Center Dimensions Across Methods, Managerial Levels
and Scoring Systems (19.1). Edwin C. Shirkey, University of Central
Florida; P. J. Gilbert, University of Chicago.

A Field Study of Job Applicant Interview Perceptions, Alternative

Opportunities, and Demographic Characteristics (19.3). Robert C. Liden, Charles K. Parson, College of Management, Georgia Institute of Technology.

Some Behavioral Consequences of Computerized Interviewing (19.3). Christopher L. Martin, Dennis Nago, College of Management, Georgia Institute of Technology.

Mediation and the "Chilling Effect" of Med-Arb in Simulated Labor-Management Dispute (19.1). Peter J. Carnevale, Marya L. Leatherwood, College of Business Administration, University of Iowa.

Congruence of Cognitive Abilities and Jobs: An Application of Assessment-Classification Model (19.3). Hei-Ki Dong, Yong H. Sung, Steven H. Goldman, The Ball Foundation, Glen Ellyn, IL.

Instructional Techniques and Training Outcomes (10, 19.3). Lee J. Knoczak, University of Missouri; Phillip J. Decker, Dennis L. Dossett, School of Business, University of Missouri.

Issues in the Development of Training Programs for Chinese Managers (19.1). Weining C. Chang, Texas Southern University; Allan P. Jones, University of Houston.

Applicant Pool Composition and Job Perceptions: Impact on Older Workers (19.3). Jeanette N. Cleveland, Andrew Berman, Colorado State University; Ron Festa, Linda Montgomery, City University of New York.

The Effect of Performance Level on Three Job-Analysis Methodologies (19). Patrick R. Conley, University of Illinois-Chicago.

11:00-12:50

Room 212A

SYMPOSIUM: EXECUTIVE DERAILEMENT: A STUDY OF TOP CORPORATE WOMEN

Ann M. Morrison, Center for Creative Leadership, Greensboro, NC, Chair.

Participants:

Randall P. White, Center for Creative Leadership, Greensboro, NC. Success Factors (19).

Ellen Van Velsor, Center for Creative Leadership, Greensboro, NC. Factors Leading to Derailment (19).

Ann R. Morrison, Center for Creative Leadership, Greensboro, NC. Events That Surface Fatal Flaws (19).

Discussants:

Eugene S. Andrews, General Electric Corporation, New York, NY; Christina Banks, University of California-Berkeley.

1:00-1:50

Room 212A

**GHISELLI AWARD PRESENTATION:
ARBITRATOR DECISION MAKING**

Robert S. Billings, Ohio State University, Chair.

Participants:

Max Bazerman, Kellogg Graduate School of Management, Northwestern University.

Henry Farber, Department of Economics, Massachusetts Institute of Technology.

2:00-3:50

Room 212A

**PANEL DISCUSSION: CORPORATE CULTURE—
THE GREAT DEBATE**

Paul Banas, Education and Personnel Research, Ford Motor Company, Detroit, MI, Chair.

Participants:

Craig Lundberg, School of Business Administration, University of California.

Joanne Martin, Graduate School of Business, Stanford University.

Terrence Deal, Department of Educational Leadership, Vanderbilt University.

Ralph Kilmann, Graduate School of Business, University of Pittsburgh.

Discussant:

John Turner, Education and Personnel Research, Ford Motor Company, Dearborn, MI.

4:00-4:50

Room 202

OPEN FORUM: LONG RANGE PLANNING ISSUES

Sheldon Zedeck, University of California-Berkeley, Chair.

4:00-5:50

Biltmore Hotel, Galeria Room

**SYMPOSIUM: CHANGING RACE RELATIONS
IN MANAGEMENT**

Clayton P. Alderfer, Yale University, Chair.

Participants:

Clayton P. Alderfer, Yale University. Theories for Changing Race Relations: A Comparison (19, 13).

Leota M. Tucker, New Hampshire College, Connecticut Campus. A Race Relations Advisory Group: Processes and Products (19, 13).

Charleen J. Alderfer, Southern Connecticut State University. Teaching and Learning Race Relations Competence (19, 13).

Robert C. Tucker, Yale University. Intervention for Upward Mobility: Structure and Outcomes (19, 13).

Discussant:

James J. Jones, University of Delaware.

5:00-8:50 **Los Angeles Hilton, Wilshire D**
DIVISION 14 OUTGOING EXECUTIVE COMMITTEE MEETING
Benjamin Schneider, University of Maryland, Chair.

SATURDAY, AUGUST 24, 1985

8:00-8:50 **Room 207**
WORKSHOP: TEACHING NEGOTIATIONS SKILLS
IN I/O PSYCHOLOGY COURSES
Roy J. Lewicki, Ohio State University, Chair.

Participants:

Leonard Greenhalgh, Amos Tuck School of Business, Dartmouth College.

Jeanne M. Brett, Kellogg Graduate School of Management, Northwestern University.

9:00-10:50 **Room 212A**
PANEL DISCUSSION: MANAGERIAL BEHAVIOR,
PERFORMANCE AND EFFECTIVENESS:
A 15 YEAR RETROSPECTIVE

Paul R. Sackett, University of Illinois-Chicago, Chair.

Participants:

John P. Campbell, University of Minnesota.

Marvin D. Dunnette, University of Minnesota.

Edward E. Lawler, Graduate School of Business Administration, University of Southern California.

Karl E. Weick, College of Business Administration, University of Texas at Austin.

9:00-10:50 **Room 208**
OPEN FORUM: ORGANIZATIONAL SCENARIOS
FOR APA'S FUTURE
Richard J. Campbell, AT&T, New York, NY, Chair.

11:00-11:50 **Room 212A**
PROFESSIONAL PRACTICE AWARD PRESENTATION:
TEST AND TESTIFY: CAN WE PUT AN END TO IT?
Paul Sparks, Serendipity Unlimited, Houston, Texas, Chair.

Participant:

Mary Tenopyr, AT&T, New York, NY.

11:00-12:50 **Room 212A**
SYMPOSIUM: THE PSYCHOLOGY OF TECHNOLOGICAL
INNOVATION AND CHANGE IN THE WORKPLACE

John R. Hinrichs, Management Decision Systems, Darien, CT, Chair.
Participants:

Manuel London and Linda Streit, AT&T Communications, Bedminster, NJ. Managing Technological Innovation and Transition in Organizations (19.1).

Michael Maccoby and John Paul MacDuffie, John F. Kennedy School of Government, Harvard University. Analyzing the Organization Effects of Technological Change: A Conceptual Framework (19.1).

Sara Kiesler and Suzanne Penn Weisband, Carnegie-Mellon University. Managers Talk About New Technology: Symbolic Aspects of Technological Change (19.1).

Yvonne Clearwater, Space Human Factors Group, NASA/Ames Research Group, Moffitt Field, CA. Behavioral Implications of Space Habitability (19.1).

Discussant:

Richard Klimoski, Ohio State University.

12:00-12:50 **Los Angeles Hilton, Petree Room**
POSTER SESSION II: PERFORMANCE APPRAISAL
Phillip Benson, Auburn University, Chair.

Participants:

Organizational Norms for Performance Appraisal (19.3). Sharon L. Green-MacLane, Donna L. Wiley, Department of Management Sciences, California State University at Hayward.

Perceptions of Appraisal Episodes: A Test of Two Structural Models (19.3). Julie M. Staudenmier, Lois E. Tetrick, Wayne State University.

Effects of Rater-ratee Similarity on Performance Ratings (19). Mary D. Zalesny, Michael P. Kirsch, Michigan State University.

A Meta-Analysis of Multitrait-multimethod Studies of Work Performance Ratings (19.3). Terry L. Dickinson, James B. Flynn, Catherine E. Hassett, Scott I. Tannenbaum, Old Dominion University.

Using Real Versus Hypothetical Profiles in Policy Capturing Research (19.3). John M. Orr, University of Illinois-Chicago, Michael Harris, Department of Management, Purdue University.

Effects of Subsequent Performance on Evaluations of Previous Performance (19.3). Kevin R. Murphy, Colorado State University; Barbara Jones, B. Herr, Judy Chen, New York University.

Evaluating the Performance of Paper People (9.3). Kevin R. Murphy, Colorado State University; Barbara Jones, B. Herr, Judy Chen, New York University.

An Exploration of Individuals' Beliefs About Performance Feedback (19.1). Carol D. Watson, Paul Dallas Grubb, Agnes Richie, Graduate School of Management, Rutgers University.

Enhancing the External Validity of Laboratory Performance Appraisal (19.3). Roseanne J. Fotti, Brett A. Cohen, Texas A&M University.

A Meta-Analytic Study of Individual Differences in Rating Validity (19). Michael M. Harris, Krannert Graduate School of Management, Purdue University.

Individual Differences in Seeking and Processing Performance Feedback Information (19.1). David M. Herold, Charles K. Parsons, College of Management, Georgia Institute of Technology.

Invariance of Factorial Validity of Job Performance Scale (19.1). Terri L. Cooper, Security Pacific National Bank, Los Angeles, CA; Chester A. Schriesheim, University of Florida; William B. Michael, University of Southern California.

Shortcuts in Development of Behaviorally Anchored Rating Scales: Retranslation Reconsidered. K. Galen Kroeck, L. Belcher, Florida International University; J. F. Binning, University of Illinois-Bloomington; G. V. Barrett, University of Akron.

1:00-1:50 **Room 212A**

**INVITED ADDRESS: ORGANIZATIONAL PSYCHOLOGY AND
THE PURSUIT OF THE HAPPY/PRODUCTIVE WORKER**

Christina Banks, School of Business Administration,
University of California-Berkeley, Chair.

Participant:

Barry Staw, School of Business Administration, University of California-Berkeley.

2:00-3:50 **Room 212A**

**SYMPOSIUM: A FUTURISTIC LOOK AT
CAREER DEVELOPMENT**

Raymond A. Katzell, New York University, Chair.

Participants:

Stephen A. Stumpf, School of Business Administration, New York University. The Future World of Work (19).

Robert F. Morrison, Navy Personnel & Development Center, San Diego, CA. Implications for Career Choice and Planning (19).

Richard J. Campbell, AT&T, New York, NY. Implications for Career Management in Organizations (19).

Donald E. Super, Savannah, GA. Implications for Leisure (19).
Discussant:

Douglas T. Hall, School of Management, Boston University.

4:00-4:50

Room 212A

DIVISION 14 BUSINESS MEETING

Benjamin Schneider, University of Maryland, Chair.

5:00-5:50

Room 212A

**DIVISION 14 PRESIDENTIAL ADDRESS:
THE PEOPLE MAKE THE PLACE**

Irwin L. Goldstein, University of Maryland, Chair.

Participant:

Benjamin Schneider, University of Maryland.

6:00-8:00

Room 217

DIVISION 14 SOCIAL HOUR

SUNDAY, AUGUST 25, 1985

8:00-8:50

Room 208

SYMPOSIUM: SELECTION-PLACEMENT SYSTEMS

Duncan L. Dieterly, Southern California Edison,
Rosemead, CA, Chair.

Participants:

Louis H. Regal, Management and Personnel Testing, Santa Ana, CA. Executive Selection and Placement System (19.1).

David Friedland, Management Services, Los Angeles, CA. Civil Service Selection System (19.1).

Frank Ofsanko, Southern California Edison, Rosemead, CA. Private Industry Selection Systems (19.1).

Duncan L. Dieterly, Southern California Edison, Rosemead, CA. Military Selection-Placement System (19.1, 26).

9:00-10:50

Room 212A

**SYMPOSIUM: META-ANALYSES OF ALTERNATIVE
PREDICTORS OF JOB PERFORMANCE**

Hannah R. Hirsh, U.S. Office of Personnel Management,
Washington, DC, Chair.

Participants:

Michael A. McDaniel and Frank L. Schmidt, U.S. Office of Personnel Management, Washington, DC. The Validity of Training and Experience Ratings for Personnel Selection (19.3).

Deborah L. Whetzel, Potomac Electric and Power Company, Washington, DC; Michael A. McDaniel and Frank L. Schmidt, U.S. Office of Personnel Management, Washington, DC. The Validity of Employment Interviews: A Review and Meta-analysis (19.3).

Geula Lowenberg, Brad D. Faust, and Glen H. Loschenkohl, University of Wisconsin-Parkside and Kelley A. Conrad, Humber, Mundie & McClary, Milwaukee, Wisconsin. Meta-analyses Demonstrating Validity Generalization of Managerial Assessment Center Dimensions (19.3).

Discussant:

Neal Schmitt, Michigan State University.

10:00-10:50

Room 212B

CONVERSATION HOUR: 1986 ANNUAL REVIEW

CHAPTER AUTHOR: PERSONNEL SELECTION

D. Douglas McKenna, Personnel Decision Research
Institute, Minneapolis, MN

Participant:

Milton D. Hakel, University of Houston.

11:00-12:50

Room 212B

**SYMPOSIUM: TOWARD THEORIES OF
TRAINING EFFECTIVENESS**

James S. Russell, Graduate School of Management,
University of Oregon, Chair.

Participants:

Irwin L. Goldstein, University of Maryland. Organizational Analysis and Evaluation Models (19.3).

Gary P. Latham, Department of Management and Organization, University of Washington. Motivational Variables and Training Effectiveness (19.3).

Kenneth N. Wexley, Department of Management, Michigan State University. Transfer of Learning (19.3).

James S. Russell, Graduate School of Management, University of Oregon. One Theory of Training Effectiveness (19.3).

Discussant:

Paul Thayer, North Carolina State University.

1:00-1:50

Room 212A

**DISTINGUISHED SCIENTIFIC CONTRIBUTION AWARD
PRESENTATION: GLOBAL MEASURES: DO WE NEED THEM?**

Robert Guion, Bowling Green
State University, Chair.

Participant:

Patricia C. Smith, Bowling Green State University.

2:00-2:50

Los Angeles Hilton, Petree Room

**POSTER SESSION III: TURNOVER, LEADERSHIP,
AND WORK ATTITUDES**

Daniel Braunstein, Oakland University, Chair.

Participants:

Turnover Reassessed: A Question of Method & Theory (19). Reginald A. Bruce, University of Michigan.

Time Use, Performance & Organizational Turnover Among Computer Representatives (19, 19.3). Kenneth K. Keber, James P. Campbell, Larry Lapide, Data General Corporation, Westboro, MA.

Reality Shock: What Happens When A New Job Doesn't Match Expectations (19.3, 19.1). Roger A. Dean, School of Commerce, Economics & Politics, Washington & Lee University, Kenneth R. Ferris & Constantine Konstans, Southern Methodist University.

Relative Validity of Alternate Conceptualizations of Perceived Alternatives in Turnover Research (19.3). Rodger W. Griffeth, Graduate School of Management, Kent State University, Peter W. Hom, Arizona State University.

An Experimental Test of the LEADER MATCH Training Program (19.3). Dean E. Frost, Portland State University.

Influences of Leader-Subordinate Similarity on Performance and Pay Decisions (19). Daniel B. Turban, Allan P. Jones, University of Houston-University Park.

Approval Motivation and Social Power as Moderators of Leader Effectiveness (19.1). Harry J. Martin, Department of Management & Labor, Cleveland State University, Karl V. Kovas, HealthAmerica Corporation.

The Work Stress Inventory: Reliability and Concurrent Validity (19). David F. Barone, Glenn R. Caddy, Alan D. Katell, and Frank Roselione, Nova University.

Burnout: Fact or Fiction? A Construct Validation (19.1). Yaacov Ezrahi, Arie Shirom, Department of Labor Studies, Tel Aviv University.

Exploring Determinants of Pay Satisfaction Using Better Mousetraps (19). Ronald A. Ash, Yu-Ling Lee, George F. Dreher, School of Business, University of Kansas.

Inferring Interrespondent Agreement on a Psychological Climate Dimension (19). Sigrid B. Gustafson, Georgia Institute of Technology.

Satisfaction-Performance Revisited: Are Happy Workers Better Workers? (19). Anne S. Tsui, Blair H. Sheppard, Duke University; Jon Hartwick, McGill University.

Stability of the Factor Structure of the Job Descriptive Index (19). Anthony Dalessio, Old Dominion University, Kenneth G. Jung, University of Missouri-St. Louis; Steven M. Johnson, Personnel Designs, Inc., Grosse Point, Michigan.

Development of a Measure of Job Security (19.3). Mary Anne Lahey, Center for Business & Economic Development, Auburn University.

2:00-3:50

Room 212A

SYMPOSIUM: MANAGERIAL NEGOTIATIONS

Max H. Bazerman, Kellogg Graduate School of Management, Northwestern University, Chair.

Participants:

Blair H. Sheppard, Fuqua School of Business, Duke University, Roy J. Lewicki, Ohio State University, David Saunders and John Minton, Duke University. Managerial Dispute Intervention: A Descriptive Analysis (19.1).

Jeanne M. Brett, Kellogg School of Management, Northwestern University and Jorn Rognes, Northwestern University. Interdepartment Negotiations (19.1).

Margaret A. Neale, College of Business Administration, University of Arizona and Gregory B. Northcraft, University of Arizona. Performance Standards and Rewards: The Framing of Managerial Negotiations (19.1).

Elain Yakura and Max H. Bazerman, Sloan School of Management, Massachusetts Institute of Technology. Negotiations in Service Based Economy (19.1).

4:00-4:50

Room 212B

**WALLACE DISSERTATION AWARD PRESENTATION:
DEVELOPMENT AND VALIDATION OF THE WORK CONCERNS
INVENTORY, A MEASURE OF EMPLOYEE WORK GOALS**

John P. Campbell, University of Minnesota, Chair.

Participant:

Loriann Roberson, New York University.

4:00-5:50

Room 212A

**SYMPOSIUM: CRITERION DILEMMAS IN
ORGANIZATION TRANSFORMATION RESEARCH**

Paul A. Banas, Personnel Research Department, Ford Motor Company, Dearborn, MI, Chair.

Participants:

Raymond H. Johnson, Education and Personnel Research Depart-

ment, Ford Motor Co., Dearborn, MI. Criterion Dilemmas in the Use of Survey Data (19.1).

Edward M. Baker, Latin American Automotive Operations, Ford Motor Co., Dearborn, MI. Structural Changes as Indicators of Organization Transformation (19.1).

Karen L. Cornelius and Richard L. Schneider, Body and Assembly Operations, Ford Motor Company, Dearborn, MI. Weak Signals as Critical Incidents (19.1).

Discussant:

Edward E. Lawler, III, Graduate School of Business Administration, University of Southern California.

MONDAY, AUGUST 26, 1985

8:00-8:50

Westin Bonaventure, San Fernando

**PANEL DISCUSSION: EMPLOYEE ASSISTANCE
PROGRAMS (EAP): PSYCHOLOGICAL, ORGANIZATION,
AND PROFESSIONAL CONSIDERATIONS**

Paul Tobias, Malibu, CA, Chair.

Participants:

Jack Steingart, Manager, Human Resources Development, Arco Solar Industries, Los Angeles, CA. Role of the Psychologist in Employee Assistance Programs.

Rogers Wright, SOPS American Psychological Association, Spring Valley, CA. Malpractice and Professional Liability Concerns in Employee Assistance Programs.

Lloyd C. Loomis, Esquire, Senior Counsel, Employee Relations, Atlantic Richfield Co., Los Angeles, CA. Employee Assistance Programs and Their Impact on Arbitration and Litigation Involving Termination of Employment.

Bryan Lawton, Employee Assistance Program, Wells Fargo Bank, San Francisco, CA. A Model Employee Assistance Program.

Jane Harlin, Life Plus, Irvine, CA. Setting-up and Managing Employee Assistance Programs—A Consultant's View.

Discussants:

Richard Rogal, Division of Clinical and Professional Psychology, Beverly Hills, CA, Chair.

Joseph Fabricatore, formerly Kearney: Management Consultants, Los Angeles, CA.

8:00-11:50

Los Angeles Hilton, Assembly West

DIVISION 14 INCOMING EXECUTIVE MEETING

Irwin L. Goldstein, University of Maryland, Chair.

9:00-10:50

Room 212A

**SYMPOSIUM: PROCESSES AFFECTING AGING WORKERS
IN ORGANIZATIONS**

Janet L. Barnes-Farrell, University of Hawaii, Chair.

Participants:

Jeannette N. Cleveland, Colorado State University. Personal and Situational Characteristics in Age Bias: Signs or Samples? (19).

Janet L. Barnes-Farrell, University of Hawaii. Processes Underlying Occupational Age-Typing (19).

Richard D. Arvey and John A. Fossum, Industrial Relations Center, University of Minnesota. Age and Obsolescence: A Review and Discussion (19).

Howard E. Miller, Industrial Relations Center, University of Minnesota. Choice Processes of Workers Approaching Retirement (19).

Discussant:

Benson Rosen, Graduate School of Business Administration, University of North Carolina.

11:00-11:50

Los Angeles Hilton, Petree Room

POSTER SESSION IV: ORGANIZATIONAL BEHAVIOR

Linda C. Jones, Lee-Hecht and Associates,
Stamford, CT, Chair.

Participants:

Goal Strategies, Goal Levels, Self-Efficacy Expectations, Goal Acceptance and Performance: An Integrative Model (19). P. Christopher Earley, Claremont McKenna College.

Goal Setting in the Classroom (19). Arlene J. Fredricks, Deane Finkler, University of Nebraska at Omaha.

Effects of Experience and Social Cues on Task-related Attitudes (19). Robert J. Vance, Michael Gill, Martha Sanders, Thomas Callahan, Ohio State University.

Organizational Information Processing and Task Uncertainty: A Cognitive Process View (19). Alan L. Colquitt, Lois E. Tetrick, Wayne State University.

Effects of Method of Payment on Worker Output and Satisfaction (19.1). Roland B. Guay, Purdue University; John L. Bell, Bell Fibre Products, Inc., Marion, Indiana.

Glory is Not Enough: Career Experiences of Pilots' Wives (19.3). Yoav Vardi, Chava Tovel, Department of Labor Studies, Tel Aviv University.

Predicting Corporate Health Risks Costs (19.1). David C. Munz, St. Louis University-Medical Center.

Personality and Organization Status (19.3). Robert Hogan, Joyce Hogan, University of Tulsa.

Voice Stress Analysis: Use of Telephone Recordings (19.3). Ronald Downey, Ronald F. Waln, Office of Educational Resources, Kansas State University.

Subjective Career Success: A Study of Managers and Support (19.1). Urs E. Gattiker, School of Management, University of Lethbridge.

Balancing Work and Parental Roles (44). Joyce Mardenfeld Herlighy, New York University.

Gender & Workplace Justice Outcomes: A Field Assessment (19). Dan R. Dalton, Graduate School of Business, Indiana University. William D. Todor, Faculty of Management and Human Resources, Ohio State University.

Understanding Latin America's Quality of Work Life: A Proposed Framework (19). Eduardo Salas, Human Factors Division, Naval Training Equipment Center, Orlando, FL; Albert S. Glickman, Old Dominion University.

11:00-12:50

Room 212A

SYMPOSIUM: COMPARATIVE JOB ANALYSIS RESEARCH

Edwin T. Cornelius, College of Business Administration,
University of South Carolina, Chair.

Participants:

Angelo S. DeNisi, College of Business Administration, University of South Carolina. Comparative Research in Job Analysis: Incumbents vs. Naive Rater (19).

Robert J. Harvey, Rice University. A Comparison of Data Analysis Techniques in Job Analysis (19).

Ronald Ash, College of Business Administration, University of Kansas. Comparative Research Implications for Job Analysis in Personnel Selection (19).

Edwin T. Cornelius, College of Business Administration, University of South Carolina. Comparative Research in Job Classification (19).

Discussant:

Walt Tornow, Control Data Business Advisor, Minneapolis, MN.

1:00-1:50

Room 212A

**INVITED ADDRESS: A VIEW OF THE TOP:
30 YEARS OF EXECUTIVE BEHAVIOR RESEARCH**

Marvin D. Dunnette, University of Minnesota, Chair.

Participant:

V. Jon Bentz, Retired, Sears Roebuck and Co., Chicago, IL.

2:00-3:50

Room 212A

**PANEL DISCUSSION: ENHANCING LINKS BETWEEN
RESEARCH AND PRACTICE IN I/O PSYCHOLOGY**

Kevin R. Murphy and Jeanette N. Cleveland,
Colorado State University, Co-Chairs.

Participants:

Robert Billings, Ohio State University.
Hannah R. Hirsh, U.S. Office of Personnel Management,
Washington, DC.
Thomas Hilton, Naval Health Research Center, San Diego, CA
Mark Spool, Marathon Oil Company, Finlay, OH.

4:00-5:50

Room 212A

**SYMPOSIUM: ASSESSMENT CENTER VALIDITY:
RECENT DATA AND CURRENT STATUS**

Robert F. Silzer, Personnel Decision, Inc., Minneapolis, MN, Chair.
Participants:

Robert F. Silzer, Personnel Decisions, Inc., Minneapolis, MN.
Generalization of Assessment Center Validity Across Two Organizations
(19.3).

Alan Wolfson, IBM, Purchase, NY. Assessment Centers Ten Years
Later (19.3).

Ann Howard, AT&T, New York, NY. Assessment Center Validity
After 25 Years (19.3).

Barbara B. Gaugler, Douglas B. Rosenthal, George C. Thornton, III,
Cynthia Bentson, Colorado State University. Meta Analysis of Assess-
ment Center Validities (19.3).

Discussants:

Richard Klimoski, Ohio State University.
Douglas Bray, Development Dimensions, Inc., Tenafly, NJ.

TUESDAY, AUGUST 27, 1985

9:00-10:50

Room 202

**SYMPOSIUM: GOAL SETTING, MOTIVATION, AND
PERFORMANCE: COGNITIVE AND SOCIAL DETERMINANTS**

Ruth Kanfer, University of Minnesota, Chair.

Participants:

Miriam Erez and Revital Arad, Israel Institute of Technology. Partici-
pative Goal-Setting: Motivational, Social and Cognitive Factors (19, 27).

P. Christopher Early, Claremont McKenna College, Polly Wojnaro-
ski, Claremont Graduate School and William Prest, Pitzer College. The
Influence of Training Context and Goals on Performance (19, 27).

Howard Garland and Jane Hannon Adkinson, University of Texas at
Arlington. The Use of Coaching in Raising Goals, Expectancies and Per-
formance (19, 27).

Ruth Kanfer, University of Minnesota. Toward an Effort-Based
Model of Performance Motivation (19, 27).

Vandra L. Huber, University of Utah, and Margaret A. Neale, Uni-
versity of Arizona. Beliefs, Cognitions, Goals: Effects on Performance
and Goal Choice (19, 27).

Discussant:

Gary P. Latham, Department of Management and Organization, Uni-
versity of Washington.

9:00-10:50

Room 211

**SYMPOSIUM: EDISON ELECTRIC INSTITUTE EMPLOYEE
SELECTION TESTING PROJECT: CONSORTIA THAT WORK**

David J. Kleinke, Edison Electric Institute,
Washington, D.C., Chair.

Participants:

David J. Kleinke, Edison Electric Institute, Washington, DC. Organi-
zation of Edison Electric Institute and EEI Testing (19.3).

Frank J. Ofsanko, Southern California Edison, Rosemead, CA. Initi-
ating the Edison Electric Institute Testing Program (19.3).

Jerome T. Trexler, Pennsylvania Power and Light Company, Allen-
town, PA. Edison Electric Institute Project Development (19.3).

D. Edward Ramsey, Jr., Virginia Power, Richmond, VA. Implement-
ing the Edison Electric Institute Testing Projects (19.3).

A. P. Mascitti, Wisconsin Electric Power Company, Milwaukee, WI.
Maintaining and Expanding the Edison Electric Institute Testing Pro-
gram (19.3).

11:00-12:50

Room 202

**SYMPOSIUM: JOB COMPONENT VALIDITY:
JOB REQUIREMENTS ESTIMATES AND VALIDITY
GENERALIZATION COMPARISONS**

Paul R. Jeanneret, Jeanneret & Associates, Inc.,
Houston, TX, Chair.

Participants:

William E. Scott, Jr., Graduate School of Business, Indiana Universi-
ty. Validity Studies by Means of the Position Analysis Questionnaire (19,
19.3).

Robert C. Mecham, Graduate School of Business, Utah State Univer-

sity. Comparative Effectiveness of Situational, Generalized and Job Component Validation Methods (19, 19.3).

Samuel M. McPhail, Jeanneret & Associates, Inc., Houston, TX. Job Component Validity to Derive Predictors and Estimate Performance Relationships (19, 19.3).

Discussants:

Richard D. Arvey, Industrial Relations Center, University of Minnesota.

Paul R. Jeanneret, Jeanneret & Associates, Inc., Houston, TX.

Jack Hunter, Michigan State University.

11:00-12:50

Room 211

**SYMPOSIUM: EMPLOYEE BENEFITS:
NEW MEASUREMENT FRONTIERS AND
APPLICATIONS OF PSYCHOLOGICAL RESEARCH**

William A. Schieman, Opinion Research Corporation, Princeton, NJ, Chair.

Participants:

Randall B. Dunham, Graduate School of Business, University of Wisconsin. The Modeling and Evaluation of Flexible Benefit Plans (19.1).

John Haslinger, Flexible Compensation Services, Peat, Marwick, Mitchell and Company, New York, NY. Applying Social Research to Corporate Decision-making in Employee Benefits (19.1).

John J. Parkington, Opinion Research Corporation, Princeton, NJ. Using Conjoint Analysis for Decision-making (19.1).

Discussant:

Philip K. Kienest, Graduate School of Business, University of Washington.

1:00-2:50

Room 202

SYMPOSIUM: ORGANIZATION WOMEN: FICTION AND FACT

Jerri L. Frantzve, Conoco Inc., Ponca City, OK, Chair.

Participants:

Jonathan E. Smith, University of Central Florida. Women in Management: A Review of Research and Survey Literature (1979-1985) (19.3).

Donna L. Denning, Du Pont Company, Wilmington, DE. Engineering Women Similarities and Contrasts (19.3).

Renie M. McClay, Kraft Inc., Indianapolis, IN. A Personal Perspective From a Female Sales Supervisor (19).

Jerri L. Frantzve, Conoco Inc., Ponca City, OK. Organizational Women: Visible Isolates (19).

Discussant:

Bernard Bass, State University of New York at Binghamton, School of Management.

1:00-2:50

Room 211

**PANEL DISCUSSION: MANAGERIAL JOB ANALYSIS:
APPLICATIONS AND INTEGRATION**

Douglas D. McKenna, Personnel Decisions Research Institute, Minneapolis, MN, Chair.

Participants:

Gerald P. Fisher, Human Resources Research Organization, Alexandria, Virginia and Gerald Kesselman, Lopez and Associates, Port Washington, NY. Using CODAP to Develop a Managerial Task Inventory (19.1, 19.3).

Marshall Sashkin, National Institutes of Education, Seabrook, Maryland. Using Managerial Job Analysis for Performance Appraisal Development (19.1, 19.3).

SESSIONS CO-SPONSORED BY DIVISION 14

Division 14 has agreed to be listed as a co-sponsor of the following sessions. Please consult the Official Program for locations and exact times. Tentative times are listed where available.

Division 1: General Psychology

Applications of Multidimensional Scaling and Related Methods. J. Douglas Carroll, AT&T Bell Laboratories, Murray Hill, NJ (Tuesday, 1:00-2:50)

Conversation Hour; Multidimensional Scaling and Related Methods. J. Douglas Carroll, AT&T Bell Laboratories, Murray Hill, NJ (Tuesday, 3:00-3:50).

Child Care: Qui Bono? Helen Warren Ross, San Diego State University (Friday, 1:00-2:50).

Division 5: Evaluation and Measurement

Empirically-Based Inference: The Case for Resampling or Rerandomization (Saturday, 10:00-11:50).

Developments in Computer-Based Test Interpretation (Tuesday, 2:00-3:50).

Consultative and Self-help Software: For Toying, Testing, Training, or Counseling. Milton F. Shore, National Institute of Mental Health, Silver Spring, MD (Tuesday, 12:00-1:50).

Methodological Issues for Large Scale Validation Analyses (Sunday, 2:00-3:50).

Setting Ability Test Passing Scores. Frank J. Ofsanko, Southern California Edison, Rosemead, CA (Sunday, 10:00-11:50).

Technical and Professional Issues in Computer-Based Testing and Assessment (Tuesday, 2:00-3:50).

Job Performance Measurement: Methodological Challenges. Bert F. Green, Johns Hopkins University.

Division 13: Consulting Psychology

Employee Workforce Reduction: Individual and Corporate Response and Problem Resolution. Erwin S. Stanton, E. S. Stanton and Associates, Wantagh, NY (Friday, 9:00-10:50).

Ethics and Values in Organization Development Consulting. Rodney L. Lowman, Texas State University (Friday, 1:00-2:50).

Ethical Issues in Corporate Consulting Practice. Richard G. Weigel, Rohrer, Hibler & Replogle, Inc., Denver, CO (Friday, 3:00-3:50).

Extending Skills: Consulting and Clinical Psychologists as Savvy Management Consultants. Nancy Marwick DeMuth, Hershey Psychiatric Associates, Hershey, PA; and Brian Yates, American University (Monday, 8:00-8:50).

Strategies for Consulting with Organizations at Various Stages of Development. Mitchell L. Marks, CSPP, Los Angeles, CA (Monday, 1:00-2:50).

Division 20: Adult Development and Aging

Organizational Strategies for Improved Retention and Effectiveness of Geriatric Staff. Jurgis Karuza, Jr., SUNY, Buffalo; and Margaret A. Cleek, UNC-Asheville (Sunday, 9:00-9:50).

Division 29: Psychotherapy

Brief Psychotherapy in Employee Assistance Programs: Doing Therapy in the Company. Howard Kassinove (Monday, 9:00-10:50).

Counseling and Sexual Harrassment Victim: Therapeutic and Organizational Considerations. Helen Remick (Tuesday, 12:00-1:50).

Division 34: Population and Environmental Psychology

Physical Environments in Offices and Factories: Current Research and Future Priorities. Alan Hedge, University of Aston at Birmingham, England (Sunday, 11:00-12:00).

Division 35: Psychology of Women

Perspective on Adaptive Coping Among Black Women in the Workplace. Victoria Jackson Binion, State Department of Mental Health, Detroit, MI (Friday, 9:00-9:50).

Women in Context: Family, Job, Race, Social Roles. Gwendolyn Puryear Keita, Howard University (Saturday, 9:00-9:50).

Sex and Power: The Incidence and Dimensions of Sexual Harassment. Michele A. Paludi, Kent State University (Sunday, 2:00-2:50).

PROGRAM OVERVIEW

FRIDAY, AUGUST 23

8:00-8:50—Coffee Hour: I/O-OB Graduate Convention. Chair: Doverspike. Participants: Day, Hoy. Room 206.

9:00-9:50, 10:00-10:50—Symposium: Minus 15 and Counting: I/O Psychology in the Year 2000. Chair: Hirsh. Participants: Thayer, London, Komaki, Hakel. Room 212A.

11:00-11:50, 12:00-12:50—Symposium: Executive Derailment: A Study of Top Corporate Women. Chair: Morrison. Participants: White, Van Velsor, Morrison. Discussants: Andrews, Banks. Room 212A.

11:00-11:50—Poster Session I: Personnel Issues. Chair: Alexander. LA Hilton, Petree Room.

1:00-1:50—Ghiselli Award Presentation: Arbitrator Decision Making. Chair: Billings. Participants: Bazerman, Farber. Room 212A.

2:00-2:50, 3:00-3:50—Panel Discussion: Corporate Culture—The Great Debate. Chair: Banas. Participants: Lundberg, Martin, Deal, Kilmann. Discussant: Turner. Room 212A.

4:00-4:50, 5:00-5:50—Symposium: Changing Race Relations in Management. Chair: Alderfer. Participants: Alderfer, Tucker. Discussant: Jones. Biltmore Hotel, Galeria Room.

4:00-4:50—Open Forum: Long Range Planning Issues. Chair: Zedeck. Room 202.

5:00-5:50, 6:00-6:50, 7:00-7:50, 8:00—Division 14 Outgoing Executive Committee Meeting. Chair: Schneider. LA Hilton, Wilshire D.

SATURDAY, AUGUST 24

8:00-8:50—Workshop: Teaching Negotiations Skills in I/O Psychology Courses. Chair: Lewicki. Participant: Greenhalgh. Room 207.

9:00-9:50, 10:00-10:50—Panel Discussion: Managerial Behavior, Performance and Effectiveness: A 15 Year Retrospective. Chair: Sackett. Participants: Campbell, Dunnette, Lawler, Weick. Room 212A.

Open Forum: Organizational Scenarios for APA's Future. Chair: Campbell. Room 208.

11:00-11:50—Professional Practice Award Presentation: Test and Testify: Can We Put an End to It? Chair: Sparks. Participant: Tenopyr. Room 212A.

11:00-11:50, 12:00-12:50—Symposium: The Psychology of Technological Innovation and Change in the Workplace. Chair: Hinrichs. Participants: London, Streit, Maccoby, MacDuffie, Kiesler, Weisband, Clearwater. Discussant: Klimoski. Room 212A.

12:00-12:50—Poster Session II: Performance Appraisal. Chair: Benson. LA Hilton, Petree Room.

1:00-1:50—Invited Address: Organizational Psychology and the Pursuit of the Happy/Productive Worker. Chair: Banks. Participant: Staw. Room 212A.

2:00-2:50, 3:00-3:50—Symposium: A Futuristic Look at Career Development. Chair: Katzell. Participants: Stumpf, Morrison, Campbell, Super. Discussant: Hall. Room 212A.

4:00-4:50—Division 14 Business Meeting. Chair: Schneider. Room 212A.

5:00-5:50—Division 14 Presidential Address: The People Make the Place. Chair: Goldstein. Participant: Schneider. Room 212A.

6:00-6:50, 7:00-7:50—Division 14 Social Hour. Room 217.

SUNDAY, AUGUST 25

8:00-8:50—Symposium: Selection—Placement Systems. Chair: Dieterly. Participants: Regal, Friedland, Ofsanko, Dieterly. Room 208.

9:00-9:50, 10:00-10:50—Symposium: Meta—Analyses of Alternative Predictors of Job Performance. Chair: Hirsch. Participants: McDaniel, Schmidt, Whetzel, Lowenberg, Faust, Loschenkohl. Discussant: Schmitt. Room 212A.

10:00-10:50—Conversation Hour: 1986 Annual Review Chapter Author: Personnel Selection. Chair: McKenna. Participant: Hakel. Room 212B.

11:00-11:50, 12:00-12:50—Symposium: Toward Theories of Training Effectiveness. Chair: Russell. Participants: Goldstein, Latham, Wesley, Russell. Discussant: Thayer. Room 212B.

1:00-1:50—Distinguished Scientific Contribution Award Presentation: Global Measures: Do We Need Them? Chair: Guion. Participant: Smith. Room 212A.

2:00-2:50—Poster Session III: Turnover, Leadership, and Work Attitudes. Chair: Braunstein. LA Hilton, Petree Room.

2:00-2:50, 3:00-3:50—Symposium: Managerial Negotiations. Chair:

Bazerman. Participants: Sheppard, Lewicki, Saunder, Minton, Brett, Rognes, Neale, Northcraft, Yakura, Bazerman. Room 212A.

4:00-4:50—Wallace Dissertation Award Presentation: Development and Validation of Work Concerns Inventory, A Measure of Employee Work Goals. Chair: Campbell. Participant: Roberson. Room 212B.

4:00-4:50, 5:00-5:50—Symposium: Criterion Dilemmas in Organization Transformation Research. Chair: Banas. Participants: Johnson, Baker, Cornelius, Schneider. Discussant: Lawler. Room 212A.

MONDAY, AUGUST 26

8:00-8:50, 9:00-9:50, 10:00-10:50, 11:00-11:50—Division 14 Incoming Executive Committee Meeting. Chair: Goldstein. LA Hilton, Assembly West.

8:00-8:50—Panel Discussion: Employee Assistance Programs (EAP): Psychological, Organization, & Professional Considerations. Chair: Tobias. Participants: Steingart, Wright, Loomis, Lawton, Harlin. Discussants: Rogal, Fabricator. Westin Bonaventure, San Fernando.

9:00-9:50, 10:00-10:50—Symposium: Processes Affecting Aging Workers in Organizations. Chair: Barnes-Farrell. Participants: Cleveland, Barnes-Farrell, Miller. Discussant: Rosen. Room 212A.

11:00-11:50, 12:00-12:50—Symposium: Comparative Job Analysis Research. Chair: Cornelius. Participants: DeNisi, Harvey, Cornelius. Discussant: Tornow. Room 212A.

11:00-11:50—Poster Session IV: Organizational Behavior. Chair: Jones. LA Hilton, Petree Room.

1:00-1:50—Invited Address: A View of the Top: 30 Years of Executive Behavior Research. Chair: Dunnette. Participant: Bentz. Room 212A.

2:00-2:50, 3:00-3:50—Panel Discussion: Enhancing Links Between Research and Practice in I/O Psychology. Co-chairs: Murphy & Cleveland. Participants: Billings, Hirsh, Hilton, Spool. Room 212A.

4:00-4:50, 5:00-5:50—Symposium: Assessment Center Validity: Recent Data and Current Status. Chair: Silzer. Participants: Zilzer, Wolfson, Howard, Gaugler, Rosenthal, Thornton, Bentson. Discussants: Klimoski, Bray. Room 212A.

TUESDAY, AUGUST 27

9:00-9:50, 10:00-10:50—Symposium: Goal Setting: Motivation and Performance: Cognitive and Social Determinants. Chair: Kanfer. Partici-

pants: Erez, Arad, Early, Wojnaroski, Garland, Adkinson, Kanfer, Huber, Neale. Discussant: Latham. Room 202.

Symposium: Edison Electric Institute Employee Selection Testing Project: Consortia That Work. Chair: Kleinke. Participants: Kleinke, Ofsanko, Trexler, Ramsey, Mascitti. Room 211.

11:00-11:50, 12:00-12:50—Symposium: Job Component Validity: Job Requirements Estimates and Validity Generalization Comparisons. Chair: Jeanneret. Participants: Scott, Mecham, McPhail. Discussants: Arvey, Jeanneret, Hunter. Room 202.

Symposium: Employee Benefits: New Measurement Frontiers and Applications of Psychological Research. Chair: Schiemann. Participants: Durham, Haslinger, Parkington. Discussant: Kienest. Room 211.

1:00-1:50, 2:00-2:50—Symposium: Organization Women: Fiction and Fact. Chair: Frantzve. Participants: Smith, Denning, McClay, Frantzve. Discussant: Bass. Room 202.

Panel Discussion: Managerial Job Analysis: Applications and Integration. Chair: McKenna. Participants: Fisher, Kesselman, Sashkin. Bemis. Room 211.

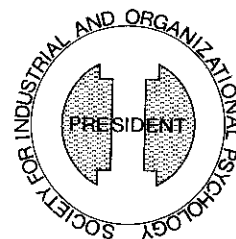
ATTENTION

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY DOCTORAL STUDENTS and FACULTY OF DOCTORAL STUDENTS

Begin planning now!!!

Division 14 will sponsor a Consortium for Doctoral Students in Industrial/Organizational Psychology on the day preceding the 1986 Annual APA Convention in Washington, D.C.

Watch for details in future issues of **TIP**



President's Message

Benjamin Schneider
August, 1985

It is difficult to believe that when you read this my term of office as President of your Society will be just about over. It certainly has been an interesting year!

I was once told that when you write something, if you use the word "interesting," you should explain what you mean. The content of my message this time is an explanation of why the year has been interesting.

I have always felt that one of the luckiest decisions I ever made was to go into I/O Psychology. This is not because I love my work so much (which I do), nor because I was going to become rich (which I have not; but I never claim pauperism either), but because of the wonderful people in the field. When I speak to my graduate students about I/O, one of the topics will always be the people. I have found my colleagues to be thoughtful, creative, risk-taking, organized, hardworking and kind. Everything that has happened for me and to me this year has substantiated this impression. From the 175 committee members and chairs to the 30 or so members who serve (without much recognition from anyone) on APA boards and committees, from our liaisons (who also serve with no formal recognition of their efforts) to APA boards and committees where we have no member sitting to our Administrative Secretary, and from LRP to our Council Reps, all that is good and earnest in people has helped make our Society a human organization. It is a human organization because it has people in it who are involved and concerned for the profession and the people in it.

Can you believe it? You-all even wrote to me if you were not on a committee! You shared your thoughts about APA and the Society, about the APA Insurance Trust and BPA (Board of Professional Affairs), and even sent complimentary letters about our new **TIP**. All in all, between the people on all of the various Society and APA committees, the Executive Committee, and the membership, this has been a year filled with the people of our discipline—and that has been interesting.

A second interesting facet of the year was my experience in dealing with and getting to know APA, its Boards and Committees and the Headquarters Staff. I must say I was very naive about all of the things

this collection of people does for us and all other APA members. Oh, I know I have been hard on them in my various messages and letters but I think they understand that that is our role. As a small part of APA (less than 5% of the total APA membership), the only way to make our voice heard is to yell loud, frequently, and with clarity. My point here is not to berate anyone but to note that APA struggles with a host of issues of potential direct and indirect effect on us. From lobbying in the hallowed halls of Congress to protecting researchers from attack by animal rights fanatics, and from concern for polygraph testing to publicizing Psychology's significant contributions to human welfare, APA is our window on the rest of the world of psychology and society.

I guess what was most interesting to me was the dedication and hard work of the APA headquarters staff. These people must deal with a tremendous amount of ambiguity and uncertainty because they are continuously buffeted by conflicting and unclear demands. For example, Division 14 does not want certification of graduate programs but Division 42 (Independent Practitioners) does; how can these conflicting demands be met? Or, BPA feels the need to specify the content of a doctoral program in psychology so a lot of quacks are not out there harming people while BSA (Board of Scientific Affairs) sees such specification as a plague on the progress of the science. Who gets to work with and try to resolve these competing demands on a day to day basis? Headquarters staff. And who handles the mailing lists, membership rolls, journal publications, liaison with other disciplines, and so on? APA headquarters staff. APA is a very big operation and, given the huge number of conflicting demands made on it, we are fortunate APA has the staff it has. I know they have been very helpful to me—and this has been very interesting.

A third source of interest to me was the balance in our Society. I thought I appreciated our Scientist-Practitioner philosophy before I became President but being President has brought home to me what this really means. And what it really means is that in our Society we have some built-in mechanisms for keeping each other challenged; challenged to do good work, to share it with each other, and to accept alternative perspectives on the work. In other words, I think the wonder of us is that we are willing to stand up to each other and value each others' perspective on what is important. What this buys us, I think, is perspective on the world of work. By this I mean that no one of us seems to be so dumb as to think we have *the* answer; we know and understand that from an alternative perspective, whether theoretical or practical, another answer may be equally useful and good. Any science or practice characterized by such openness can only be powerful; a profession characterized by both is terrific—and interesting.

A fourth source of wonder and interest to me was how effective an organized minority can be in achieving change and, in general, having an impact. Here I refer back to my statistic that we are only about 5% of APA's membership. How much impact can you have if you are only 5%? It turns out we can have an enormous, and very useful effect; useful not only for the Society but for APA as a whole. Let me cite a few examples.

1. The Standards for Providers of Psychological Services—Since 1977 APA's Committee on Professional Practice (COPP), a committee of the Board of Professional Affairs (BPA), has been attempting to produce a new revision of the original (1974) Standards. The Society has been very unhappy with the Standards ever since they were first prepared because they deal primarily with health-care provider problems and issues. In other words, when a Standard is presented, the interpretation of what the Standard means is invariably tied to HCP issues. The Standards themselves are probably okay since they represent a kind of motherhood and apple pie set of aspirations for the practice of Psychology. We, and some other groups (School Psychology, in particular) have forced seven or eight versions of the revision by making cogent critiques of each. Our critiques have focused on legal and practical issues affecting practicing I/O Psychologists. Recently, Manny London (Chair of our Professional Affairs Committee) and I were invited to BPA's June meeting and, lo and behold, BPA will recommend to the Board of Directors and the Council of Representatives that the interpretations be dropped; that the Standards be a listing of standards! Manny and I were stunned. And then we were stunned again when BPA told us that APA's proposals for model licensing laws in the states would state that I/O types who provide consultation to organizations (as compared to individuals) and I/O types who are employed by an organization would not have to be licensed! Now, whether all of this will actually come to pass we don't know; that we could accomplish this in the face of overwhelming odds is at least interesting!
2. Nominations for APA offices—In just the past few months three of our most valuable members have been nominated for APA-wide offices: Milt Hakel for President of APA; Kitty Katzell for Recording Secretary of APA; and Paul Thayer for the APA Board of Directors. The odds on such success being merely due to chance are prohibitive so I put *p* at less than .000000001. How could Society members have been so honored in such great numbers? I think it may be similar in origin to why we hold so many Chairships in departments of Psychology despite our small numbers; others see us as hardworking, balanced in our perspective, and able to represent both the science and the practice of Psychology. As I noted in an earlier message, I-O stands for Industrious and Organized in the minds of many.

Before you run out of patience in reading my message, let me conclude. What I've tried to share with you is some of the enthusiasm I feel for who we are, how we function and what we are able to accomplish. When I look to the future of our Society I am actually in awe: Our own conference, our own book series, our own code of ethics, a revision of our own principles regarding test validation—we not only do professional work in our science and practice but we *are* a profession. We have all the trappings of a profession and we act like professionals—and that is surely interesting!

There's no tactful way to fire

by Adela Oliver, Ph.D.
President
Oliver Human Resource Consultants, Inc.

The words "you're fired" may be the two most difficult words an executive ever has to utter. So many officers find ways to avoid their responsibility by euphemizing.

It's only human to want to avoid unpleasantness.

But the shock the employee suffers far exceeds what the manager experiences.

Consider these true examples of veiled and extremely harmful communication:

- "Have you ever considered starting a new career?"
- "Wouldn't you be happier in a different environment?"
- "I'm not happy with the reports you've been submitting and they're not improving."

These remarks frequently appear out of the blue. No performance appraisals have ever been given, or if they have, they've been couched in language so unclear that the employee really hasn't understood the trouble he or she has been in.

And these "hints" from management can go on for months before firing occurs.

The management of Oliver Human Resource Consultants respectfully suggests that managers who don't know how to counsel or fire employees properly, take some time out of their busy schedules to work with their Human Resource executives and learn how.

Oliver Human Resource Consultants is an executive outplacement and organization development consulting firm based in New York.



Oliver Human Resource Consultants, Inc.
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TIP-BITS

Paul M. Muchinsky

A good year for Division 14 members at Georgia Tech: **Jerry Day** has been named Dean of the College of Management; **Chuck Parsons** was promoted to associate professor; and **David Herold** was promoted to full professor. **Steve Johnson** has joined the staff at Personnel Designs, Inc., in Grosse Pointe, Michigan. **Don Cole** represented Psychologists for Social Responsibility on the 40th Anniversary Journey for Peace that went to the Soviet Union, and he addressed the Soviet and American War Veterans at a banquet in Stalingrad. Any Division 14 members who are interested in doing peace research with the Soviets and who want to participate in a World Peace Congress to be held in Moscow in October of 1987 should call Don (216-461-4333). **Ann Howard** has accepted an invitation to serve as a Distinguished Research Fellow at the School of Business Administration of the University of Connecticut commencing with the 1985-86 academic year. **Walter Borman** will be a visiting professor in the Department of Psychology at Ohio State University during the autumn and winter quarters of 1985.

The Goodrich and Sherwood Company announced that **Larry Sands** has joined the firm as a senior vice president and director of staff development, and **Bob Laud** has become an executive vice president and managing director of its Human Resource Management Consulting and Outplacement Counseling Practices. George Mason University announced that **Evelyn Hendrix** became the first recipient of the university's practitioner-oriented Psy. D. program with a concentration in I/O psychology. **Fred Fiedler** presented the Bicentennial Lecture at the University of Georgia in March. The California State University at San Bernardino announced the formation of a new Master of Arts degree with a concentration in I/O psychology. **John Proctor** has become the Vice President and Director of Advanced Programs for B-K Dynamics of Rockville, Maryland. **Jack Feldman** was named the new chairman of the Department of Management at the University of Texas at Arlington. **Ed Fleishman** reports he is busy at work reviewing plans for the International Congress of Applied Psychology to be held in Jerusalem, Israel, in July of 1986. Ed notes the plans for the I/O program look especially exciting. **Mary Van Sell** has joined the OB group at Oakland University in Rochester, Michigan. The group now consists of **Dan Braunstein**, **Liz Barclay**, **Beth Frederick**, **Paul Kingstrom**, **Howard Schwartz**, and **Floyd**

Willoughby. Paul and Howard were both recently promoted to associate professor. **Jim McBride** has joined The Psychological Corporation as Director of Computer-Based Testing, and **Steve Sellman** was recently appointed Director for Accession Policy in the Office of Secretary of Defense. **Larry Peters** is joining the Department of Management at Texas Christian University. **Roseanne Fotti** is leaving Texas A & M University to join the psychology department at VPI. **Howard Garland** of the University of Texas at Arlington will spend the 1985-86 year on leave at the University of Illinois. **Max Bazerman** will be joining the faculty at Northwestern University.

Mel Sorcher has a new book coming out, *Predicting Executive Success*, published by Wiley. It's about the grooming and selection of senior executives and CEOs. The book is an expansion of a Division 14 workshop Mel conducted. **Joe Montgomery** has joined the Houston office of the management consulting firm of Jeanneret & Associates. **Steve Colarelli** has left consulting to join the psychology faculty at Central Michigan University.

Tony Rucci has been promoted to the Director of Management Planning of the American Hospital Supply Corporation. **Ed Piccolino** announced the merger of Piccolino Associates, Inc., and Meredith, Lederer Associates, Inc., to form the Personnel Corporation of America. **Terry Mitchell** is leaving academia to assume a position as project manager for LIMRA in Hartford. **Simcha Ronen** will conduct a seven-week study mission in Japan and other southeast-Asia locations this summer. His mission is part of NYU's efforts to enhance the mutual understanding of the business and economic systems of Japan and America. **Cal Oltrogge** has been promoted to a senior personnel research associate of IBM. **Bill Johnson** and **Amy Aaronson** have also assumed new research staff positions with IBM. **Bob Billings** will be a visiting professor of organizational behavior this fall semester in the Graduate School of Business Administration at Washington University in St. Louis. The Dallas/Fort Worth Organizational Psychology Group's (D/FWOPG) 1985 officers are **Rod Lowman**, President; **Earl Weed**, Treasurer/Secretary; **Dave Finley**, **Janet Havis**, **Dory Johnson**, and **Chuck Raben**, Executive Committee members. The New Jersey Regional Exchange of Personnel and Organization Research and Technology (NJ REPORT) announced that **Joe McCune** was elected to chair the group, and has an executive committee composed of **Jack Aiello**, **Dick Draper**, **Sarot Parasuraman**, **Naomi Rotter**, and **Donna Thompson**.

That's all the news for this issue. Based upon **TIP-BITS** it seems we are a most successful and upwardly mobile group of people. Congratulations to you all, and a personal thanks from me for sharing the news through **TIP-BITS**. In particular I would like to thank **Larry Peters** for being my

most fecund **Tipster** for this issue. As for me, after piecing together this column, I'm POOPED (President Of Overworked Psychology EDitors). Cute, heh?

Survey Survey: Management and Employee Reactions

John C. Sherman
Metropolitan Life and Affiliated Companies

Are opinion surveys really worthwhile? Judging from Andy Neiner's article in the May, 1985 issue of **TIP**, many of our customers are skeptical. Half of my first three years at Met Life were spent in a philosophical tug-of-war with top management on the good vs. bad effects a survey can have. This article describes what the I/O group at Met did right and reactions to the good things we did. It's one of those little success stories that keeps us from moving on to other lines of work or early retirement.

We had been conducting surveys since the early seventies and by the mid-seventies the demand had grown to five or so major surveys per year. That's when senior management noticed what we were doing and asked why. Many other questions were raised. They were the usual questions—the kinds of questions cited in Andy Neiner's article: Won't the survey create problems by raising issues that hadn't bothered many employees before? Will it *really* tell management anything they didn't already know? Won't employees falsify their answers to get what they want (e.g., higher compensation) or because they're afraid to be honest about their manager's failings? Won't it cost the company more than it gains to address problems that are raised?

What tipped the scale in favor of doing surveys can be viewed as either our persuasive efforts and persistence or luck. We got agreement to conduct a demonstration in what was considered a "model" office—good management, top efficiency, etc.—and the results were dismal. Appetite whetted, the CEO "requested" that we survey the whole company in 1979 (approximately 60 major department/locations—"we" were a staff of six).

Our main concern, aside from the administrative problem of doing sixty surveys in six months, was follow-up. When the results come back to the Senior Officer in charge (OIC) of a major location/department,

what happens? How could we ensure that the process wouldn't end with a report to the OIC? The main thing we did right was to set up a good feedback and action planning process. It's features are:

1. **Local Management Responsibility** for addressing employee concerns, since most problems are local (usually at the unit level) and to create ownership of the process. The action planning process is bottom-up; this eliminates the question "What do these survey results mean?" Management doesn't have to spend hours speculating about alternative interpretations of the data. They don't agonize over the "truth." They simply ask employees "What did you mean when you said . . . ?"

2. **Feedback:**

General Feedback from the OIC—A brief overview for all employees in a location, presented by the OIC. This demonstrates top management's involvement and responsiveness to employee concerns.

Unit Reports—The immediate manager of a section (the smallest organizational unit in our company), in which at least six people respond to the survey, receives a computer report. This report compares their unit's results to those of the overall location/department.

Unit Meetings—10-20 people from a unit meet for 2-4 hours; led by the unit's immediate manager. The unit's results are fed back and reasons for concerns are discussed. Specific action plans to address problems are developed; as much as possible, they reflect employee suggestions, but the manager has the final say. Plans are reviewed by the next level of management.

3. **Survey Utilization Workshop** for all first-level managers who conduct unit level feedback and action planning discussions. A full day, the workshop focuses on modeling non-defensiveness and encouraging specific input from employees on solutions to problems. Half-day workshops are held with senior managers and officers on their role in the process (support and follow-up).

This was a true workshop—we acted more as facilitators than teachers. We created a local support network, and demonstrated that the primary resources for coping with survey feedback already existed among the management team.

4. **Executive Officer Reports**—To the executive, from each location/department OIC, on how problems have been addressed. This ensures continued involvement and support at top management levels.
5. **On-going Follow-up**—Results of actions are monitored by the unit manager and plans are fine-tuned, if necessary.

During the second half of 1979 we administered the surveys, wrote executive summaries and trained about 2,000 supervisors, managers and officers in feedback and action planning techniques. During this time we felt like a small band of knights in shining armor—helping our line managers cope with sensitive issues and moving the company out of the middle ages (enlightenment through survey feedback). But did everything really go as well as we believed? Were there any skeletons lurking in the closet? We were too close to the process to know.

Our Survey Survey (We Ain't 'Fraid of No Ghosts)

In June, 1980, we did a follow-up survey to find out what our management and non-management people thought about the survey process. We

asked all managers responsible for unit feedback and a 10% random sample of employees who attended feedback meetings what they thought.* Here's what they said.

1. **The Survey Was Worthwhile**—85% of management and 80% of "employees" (non-management) said so. More than 9 out of 10 felt the survey should be repeated on at least a 3-year cycle.
2. **It Was Accurate**—9 out of 10 employees said their concerns were brought out by the survey process, 84% said the "real" causes of dissatisfaction were discussed in their feedback meeting.
3. **It Was Useful**—Half of the managers said it told them things they didn't already know and 9 out of 10 felt the feedback meeting was worthwhile. Seven out of ten employees said steps had been or would be taken to correct the problems identified by the survey (this result exceeded our wildest fantasies).
4. **Bad Things Didn't Happen**—97% of the managers said the survey didn't generate bad feelings between them and their employees (over half of the employees said relationships with their supervisor were better; only 4% said they were worse. Also, contrary to our expectations, half of the employees and one-third of the managers said the survey had a positive impact on productivity!) 83% of the managers said employees offered constructive criticism and suggested better ways of doing things; 72% said the benefits of the survey outweighed the cost of solving the problems it identified.
5. **Higher Management Support**—85% of the managers felt we had prepared them for their role in feedback and action-planning and 81% said they got the support they needed from their management. 80% said higher management had or would use the results to make improvements.

It was a good year and a half; the I/O knights had struck a blow for surveys and paved the way for some other good things we knew the company needed. We haven't deluded ourselves into believing we can save the company every time we take on a corporate dragon and we haven't always "done it right," even in the survey program. But it can be done and we hope this little success story offers more comfort to our colleagues in other lands in need of a knight's services.

*Our response rate was about 80%; 1452 managers and 1180 nonsupervisory employees.

Department of Humor

An I/O Psychologist's Love Letter

Paul M. Muchinsky

Abstract

This love letter conveys the depth and breadth of my affection for you. In particular, the need to maintain the conjoint properties of sustained passion and mutual fidelity in our relationship are explored. Recent evidence suggestive of departures from these twin virtues is delineated, and admonitions are made to return to formerly agreed upon codes of behavior. Implications for both the theory and practice of love are discussed.

My Darling Iota,

Although it has now been almost six months since we last shared a meaningful encounter, my passion for you remains significant and robust. As long as we remain apart every octant of my heart anguishes over this most unfavorable situation. In the depths of my slumber I fantasize about your ogives, and once again I long to be normalized. Which brings me to the rationale of this letter. I keep hearing reports that you are field testing other people during my absence. Not only that, but who these people are would gag a reject file.

First, I heard you went out with Omega. That creep! Omega can't decide which side of the fence to be on. Some say Omega is skewed to the right, while others say Omega is skewed to the left. Do you want to know what I think? I think Omega is bimodal! And to top it off, I've heard it said that Omega has leptokurtic tendencies. I trust whatever pleasure you may have derived from Omega is attributable to a fleeting Hawthorne effect.

Next, right before I left I introduced you to five of my associates. I subsequently heard that you have validated four of them. What is this, your idea of the 80% rule? While I admit that I told you these were stimulating people, I didn't think you would take it upon yourself to personally test my judgments. This sounds like a case of double-cross validation to me. I can

only hope you will regard all these people as false positives in the sea of candidates for your affection, and that only I remain as the one true positive. Set your predictor cutoff at the 95th percentile! Jack your criterion cutoff to the highest elevation! I remain confident ($p < .05$) that only I will meet your most exacting standards. Nevertheless, I'd appreciate it if you would cease and desist in your affirmative action recruiting efforts. Let them remain true negatives all! With me as your base rate, no selection ratio (however small) could possibly result in finding someone of any greater utility than I. While I'm sure that all comparisons to me will result in overwhelming contrast effects, your repeated designs to increase the applicant pool are having an adverse impact on me. My overall life satisfaction declines a full standard deviation when I think about what critical incidents you may be collecting.

I know, dear Iota, how selected lower order needs are now taking precedence in your life. My fulfillment progression is currently being frustrated as well. Although it has been six months since we last crossed lags, I have resisted the temptation to become homoscedastic. I trust you have as well. Don't become entranced by the off-diagonal elements, for over many trials they will leave you with nothing more than residual variance. We must remain true to that day when we once again will form a horizontal dyad.

I sit here at the coffee shop gazing into my coffee, unable to decide between the cinnamon roll and the pecan roll. I am a victim of roll conflict. Like my breakfast, life is full of choices and decisions. We must decide which outcomes have transient valences and which have high temporal stability. While I realize it is sometimes difficult to focus upon distal needs when we are continually tempted by short-term goal attainment, so too the sweet roll is rarely satisfying for very long. So the next time you are enticed by immediate gratification, institute a multiple hurdle system and see how each applicant falls by the wayside for lack of needed KSAs.

I will call you Sunday afternoon. I have been trying to call you every evening for the past two weeks but have been unable to

reach you. I guess you must be working late at the office a lot recently. While I respect your involvement and commitment, I find my meager variable ratio schedule of phone conversations with you leads to low morale. Until our path coefficients cross, I remain,

Your Loving Lambda

P.S. If you wish to call me, don't call on Saturday night. I'm going over to the Omicron twins apartment to check out their latent traits.

Suggested Reading

Brown, F. *The art of making love*. New York: Passion Press, 1981.

Davila, O. *How my heart longs for thee!* San Francisco: Romance Publishers, 1976.

Equal Employment Opportunity Commission. Adoption by four agencies of uniform guidelines on employee selection procedures. *Federal Register*, 1978, 43, 38290-38309.



The New Careerism: Origins, Tenets, and Consequences

Daniel C. Feldman

Over the past twenty years, our ideas about careers and career success have changed substantially. A generation ago, most managers, academics, and professionals expected to spend their entire careers in one organization. While people viewed the organizations they worked for as having a great deal of control over their lives, they also assumed a certain beneficence on the part of their employers. In the long run, an organization would take care of its own. Solid, competent work would be rewarded; if politics became a major issue at the highest reaches of the organization, at least it was not a daily hinderance for everybody.

Today, most managers, academics, and professionals no longer assume they will spend their whole lives in one organization. They neither assume the organization has unilateral control over their careers, nor that the organization will take care of its employees in a paternalistic fashion. There is a pronounced "me-first" careerism in the managerial, academic, and professional community. If organizations are no longer responsible for seeing to their employees' best interests, then employees have to learn to help themselves. If the future within an organization is uncertain, then it follows that individuals should get the most out of organizations as they can and move on.

After twenty years of the new careerism, it is time to critically examine its origins, its specific recommendations to employees, and its consequences for individuals and organizations alike.

Origins of the New Careerism

The genesis of the new careerism has both economic and cultural roots. Starting particularly with the recession of 1973, white collar workers were laid off in poor economic times. They became seen as excess fat that could easily be cut when needed. In addition, even highly-educated professionals are no longer implicitly guaranteed lifetime work security. Today, if these workers begin to lose their drive or talent, they are no longer shunted off to less critical assignments; they are simply fired. Organizations are less willing to carry "dead wood" to retirement. Thus, if organizations can be arbitrary and capricious in letting their employees go, then employees can be cavalier in leaving their employers. The popular saying, "Let's do it to them before they do it to us," becomes the appropriate credo.

Much more importantly, however, the new careerism is also a reaction against the "organization man" syndrome of the 1940's and 1950's. In his classic critique of corporate life in America, William H. Whyte attacked the lack of control executives and managers were exerting on their own careers. In the organizations Whyte described in 1957, career success was largely determined by willingness to conform to organizational values and expectations, both at work and at home. Corporations valued individuals who were willing to get along by going along:¹

["The Organization Men"] are all, as they say, in the same boat. But where is the boat going? No one seems to have the faintest idea; nor, for that matter, do they see much point in even raising the question. Once people liked to think, at least, that they were in control of their destinies, but few of the younger organization people cherish such notions. Most see themselves as objects more acted upon than acting—and their future, therefore, determined as much by the system as by themselves."

The concern with "the organization man" syndrome is not irrelevant even today. As Lewicki suggests in his article "Organizational Seduction," organizations still try to seduce employees to comply with over-taxing workloads and undesirable job changes that compromise their own self-interest. When a talented employee starts thinking of leaving an organization to obtain a more attractive outside position, an organization will try to dissuade the individual through guilt ("You owe us after all we have done for you"), pride ("Your talents are unique and irreplaceable"), and fear ("Because your talents are unique to this organization, you would be unlikely to succeed anywhere else"). Organizations will also provide employees with a "plush" environment (PLentiful, Unlimited, Supply of Hygienes) that will leave the employees convinced that things are much rougher elsewhere.²

However, as much as organizations try to seduce employees to become "organization men," the risk of organizational seduction is much less for this generation than for the preceding generation. Today's managers have seen how little organizational loyalty profited their parents. In a perceptive article on this subject, Ellen Goodman notes that the workaholic heart attack victim has become a negative role-model for a whole generation of children. We tell ourselves we won't make the same mistakes as our parents did. Where our parents had responsibilities, we want opportunities; where our parents were "locked in," we want options.³ It is not coincidental that Arthur Miller's *Death of a Salesman*,

the 1950's drama about a loyal organization worker being turned out to pasture and humiliated in front of his sons, is experiencing a renaissance on Broadway today.

Tenets of the New Careerism

The new careerism has been promulgated in a variety of books, articles, and seminars (for instance: Richard Bolles, *What Color is My Parachute?*; John Molloy, *Dress for Success*; Michael Maccoby, *The Gamesman*; Michael Korda, *Power!*). Two aspects of the new careerism have received the most attention: (a) advice about job choices and job changes; (b) advice about gaining power and looking successful.

In a *Business Week* article entitled "Plotting a Route to the Top," the advice about job choices and job changes can be summarized succinctly: Keep moving.⁴ Some specific suggestions *Business Week* offers:

1. "In choosing an industry, look at its growth curve."
2. "A big corporation is probably a better entry vehicle than a small one. (Just the fact that you have put in time with a big company will dress up your resume.)"
3. "Stay mobile. In your 20's and early 30's, you are expected to move around."
4. "Get a job description of the guy you're working for and learn what he has to do so you're prepared to do his job."
5. "Three or four years in any one area is probably all you should allow yourself."
6. "The mobile manager considers himself to be a professional who hires himself out to a corporation for an indefinite period of time. Professionalism has replaced employeeism."

The advice about gaining power and looking successful consists of eclectic strategies for dealing with one's boss and managing one's image in the corporation. Korda, for instance, advises his readers that: (a) it is OK to recognize that honesty is not always the best policy (provided you don't go around saying so); (b) it's OK to be Machiavellian (if you can get away with it); (c) it's OK to undermine your boss and replace him (provided you never express anything but respect and loyalty for him while you're doing it).

Interested readers of books on business image will learn about power colors (grey and maroon), avoiding the 4 P's (plaids, polyesters, pleats, and pointed collars), the correct way to stand (arms hanging down, feet apart in a military fashion), and the correct facial expression (let positive feelings show, but reveal negative ones selectively). Creating business images, in fact, is now a thriving industry itself; the 1985 *Directory of Per-*

¹Whyte, William H., Jr. *The organization man*. New York: Anchor Books, 1957, p. 437.

²Lewicki, Roy J. Organizational seduction: Building commitment to organizations. *Organizational Dynamics*, 1981, 10, 5-22.

³Goodman, Ellen. *At large*. New York: Random House, 1983, 10-12.

⁴*Business Week*, October 12, 1974.

sonal Image Consultants lists 256 firms, with annual sales estimated at \$20 million.⁵

What all these "how to" books share in common is the following advice: Being good enough is not good enough. To be successful, the professional has to look like a winner, not just be a winner. In fact, organizations have further fueled the new careerism among professionals by starting to pay for "market value" as opposed to "value added." If professionals can go into the market and obtain a higher salary, organizations are likely to match the salary. Equally competent professionals who do not constantly test the market are not equally rewarded. The message becomes clear: looking good to the outside world is a better strategy than being good in the inside world.

Consequences of the New Careerism

Certainly, the original reasoning behind the new careerism was logical, and in many ways, well-meaning. Since organizations could not be counted on to be honorable towards their employees, individuals had to be made aware of strategies to deal with this threat. Indeed, the new careerism has had some positive results.

One positive consequence of the new careerism is better feedback. Professionals now seek out more frequent appraisals from their employers, and engage in more critical self-analysis as well. A second positive consequence of the new careerism is more self-assertiveness about career progressions. Employees are more aggressive today in letting their organizations know what their career goals and expectations are, and are more adamant in refusing transfers and promotions that subvert those goals. Thirdly, the new careerists are more conscious of buffering their personal lives from their work lives. They do not feel the same internal pressure as their predecessors did to live in the right suburbs, marry the "right type" of spouse, and ignore the needs and demands of their families.

However, the consequences of this new careerism have not been uniformly positive, either for the individuals who pursue it or for the organizations where it prospers. Consider some of the unintended negative consequences of this careerism.⁶

1. **Anticipatory dissatisfaction.** Typically, industrial/organizational psychologists have focused on aspects of the job itself (e.g., pay, working conditions, the work group) as sources of job dissatisfaction. Today, workers may be dissatisfied with their jobs even if all the conventional

⁵Time, April 8, 1985, p. 56.

⁶Staw, Barry M., and Feldman, Daniel C. Thinking of jobs as careers. Working Paper, Northwestern University Graduate School of Management, 1979.

factors are positive because their jobs may not be optimal for launching their next career move.

2. **Lack of job involvement and organizational commitment.** Careerist managers, academics, and professionals are much less likely to be job involved and committed to their organizations. Why make investments in the current job or organization when the name of the game is to keep moving? As Goodman suggests, the career-oriented professional works carefully at his job—but always has a resume out.⁷

3. **Increased turnover.** Needless to say, turnover for careerist employees is high. Not only do they leave because they are more dissatisfied (see #1 and #2 above), but also because leaving looks good on the resume. The "ticket-punching" mentality is observed, for instance, in a *Fortune* interview of a new MBA. In response to a question about his career plans, the young manager responded: "I'm not going to stay with this job just because I like it."

4. **Inauthentic interpersonal relationships.** Concomitant with lack of job involvement and organizational commitment is an increase in purely instrumental interpersonal relationships. Managers make little investment in getting to know their subordinates, subordinates make little effort to know their supervisors, and coworkers do not exert much energy getting to know each other. Independent of rank, everybody makes the same assumption: they won't be working with each other long enough to bother getting to know each other as people. In addition, purely instrumental relationships make it easier to be covert in one's own career strategy. If we define our colleagues as people to whom we have commitments, then we won't constantly be job-searching or job-hunting—or at least we won't be doing so on the sly. If we define our relationships with colleagues as purely instrumental, we can give them no quarter and owe them no explanations.

5. **Self-absorption.** Another unintended consequence of the new careerism is self-absorption. When managers are careerist, they are much more likely to become self-centered. All organizational events are interpreted personally; little, if any, attention is given to the impact events have on others or the organization as a whole. In a parody issue of the "typical" American newspaper, *National Lampoon* used the headline; "Tornado Hits Hawaii, Disrupts Vacation of Dacronians." Unfortunately, too many careerist professionals suffer from the same type of myopia when dealing with organizational crises.

6. **Lower organizational effectiveness.** Unfortunately, the new careerism can also lead to lower organizational effectiveness. In part, this is because careerist professionals may be spending too much time

⁷Goodman, *op. cit.*

searching for other jobs or too much energy creating the images of success. Secondly, implicit in the new careerism is the "home run strategy": make the big play, and move on. Too often, both commitment to long-term goals and day-to-day conscientiousness are ignored or undervalued.

7. **Unethical behavior.** A final unintended consequence of careerism is an increase in unethical behavior. If we define as ethical any behavior which advances our own career (as Korda does), then many behaviors that in other contexts are seen as unethical now become permissible; knifing one's boss; becoming close to someone we're trying to overpower; not telling subordinates where they truly stand.

Conclusion

There is no question that individuals need to be more attuned to managing their own careers than they were twenty years ago. Yet, we have gotten to the point where we are accepting in ourselves, and in others, a careerist mentality that is destroying the fabric of organization life. Perhaps the pendulum needs to swing back a little: I count first, but at least you count second.

In the long-run, the new careerism lowers the standards of excellence and sense of integrity of organizations. For years, organizations have assumed that as each individual pursued his or her own ends, the greater overall good of the organization would be maximized as well. However, as Christopher Lasch notes in *The Culture of Narcissism*, we have moved from the era of "the invisible hand" to the "glad hand."⁸ Winning images are now more important than competence; Dale Carnegie is more admired than Andrew Carnegie. Over time, this de-coupling of competence and success will necessarily mean lower standards of individual and organizational performance.

For individuals, too, the new careerism is demeaning and demoralizing in the long-run. At some point, the new careerist is forced to confront the following issue:⁹ Where is the line between being locked in and frozen out? When does the option tender who has everything in potential realize he holds nothing in the palm of his hand? With no real commitments and no real investments, professionals will feel no real sense of accomplishment and no real sense of self-worth. Moreover, no amount of repression can keep managers from coming to terms with the ethical distinction between climbing the ladder of success and machete-ing a path to the top.¹⁰ As Hillel wisely noted: "If I am not for myself, who will be for me? But if I am only for myself, what am I?"

⁸Lasch, Christopher. *The culture of narcissism*. New York: Warner Books, 1979.

⁹Goodman, Ellen. *Close to home*. New York: Fawcett Crest Books, 1979, 28-30.

¹⁰Goodman, 1983, *op. cit.*

Correspondence Quiz

Jim Sharf

Read the excerpts from the following four letters and answer the multiple choice item at the end.

Letter 1

TO: Clay Smith, Acting Chairman, EEOC

FROM: Charles Hulin, Chair, APA Committee on Psychological Tests and Assessment

DATE: March 19, 1981

"We recommend that preliminary steps be taken to revise the *Uniform Guidelines* to reflect the current body of empirical knowledge, recent theoretical developments, and the revised test *Standards* of the American Educational Research Association, the American Psychological Association, and the National Council on Measurement in Education. Although these revised test *Standards* are not yet available, if revision of the *Uniform Guidelines* were to begin now, we would expect that the new *Standards* would be available in time to be incorporated into the revised *Uniform Guidelines*. This Committee stands ready to assist in the revision or to review and comment on technical aspects of revisions of the *Uniform Guidelines* when they are available."

Letter 2

TO: Clay Smith, Acting Chairman, EEOC

FROM: Vic Vroom, President, Division 14

DATE: April 13, 1981

"The Executive Committee of Division 14 passed the following resolution at its January 30-31 (1981) meetings:

Be it resolved: The Executive Committee of the Division of Industrial/Organizational Psychology (Division 14) of The American Psychological Association recommends that the Federal Government's *Uniform Guidelines on Employee Selection Procedures* be opened for updating and revision consistent with current research knowledge and professional standards.

Letter 3

TO: Clarence Thomas, Chair, EEOC

FROM: Douglas Jackson, Chair, APA Committee on
Psychological Tests and Assessment
Michael Pallak, APA Executive Officer

DATE: April 19, 1985

"We understand that the present *Uniform Guidelines on Employee Selection Procedures* are being reviewed, with an eye to possible revision. The latest version of the *Standards for Educational and Psychological Testing*, which will be published in June of 1985, will be useful in your work. The Committee on Psychological Tests and Assessment believes that although these *Test Standards* could help to clarify the present EEOC guidelines, the two documents are not in conflict. Therefore, we see no compelling reason for revising the EEOC *Guidelines* on technical grounds. However, if a revision is undertaken, we request the opportunity to provide consultation and advice on the scientific and technical aspects of the EEOC guidelines."

Letter 4

TO: Clarence Thomas, Chair, EEOC

FROM: Michael Pallak, Executive Officer, APA

DATE: May 31, 1985

"I am writing you based on my previous letter of April 19th regarding potential revisions of the *Uniform Guidelines on Employee Selection Procedures*. In reviewing that letter, I would like to point out that the American Psychological Association has no official position on whether the *Guidelines* should be revised as of this time. Indeed, there are members of the Association on both sides of the question of revision."

Answer the following question:

What has changed between the writing of letters 1 and 4?

- _____ The scientific credibility of the APA Committee on Psychological Tests and Assessment;
- _____ The APA *Standards* have been revised to conform with the *Uniform Guidelines*;
- _____ APA has been diagnosed as having "organizational schizophrenia."

The Subcommittee on Employment Opportunities The House Committee on Education and Labor December 14, 1984

Testimony of the Lawyers' Committee for Civil Rights under Law on Recent Efforts of the Administration to Alter the Effect of Title VII of the Civil Rights Act of 1964

William L. Robinson¹
and
Richard T. Seymour²

The Administration's Challenge to the Griggs Rule and to the Uniform Guidelines

For some years, the officials of the U.S. Office of Personnel Management ("OPM") responsible for developing the government's job tests have been pushing a new theory called "validity generalization." Based entirely on reviews of the published results of large numbers of validation studies, without any check of such studies to determine whether the studies reviewed had been performed in accordance with professional standards, and largely ignoring the likelihood that developers do not publicize their failures, they have concluded that the validity of tests is not limited to the particular jobs for which studies have been done, or to the particular situations in which the tests were used, and that the findings of validity are not even limited to the tests that were studied. The two main proponents of the theory are Dr. Frank Schmidt of OPM and Dr. John Hunter of Michigan State University. Writing in the October 1981 issue of *American Psychologist*, they stated:

Professionally developed cognitive ability tests¹ are valid predictors of performance on the job and in training for all jobs . . . in all settings. . . .

(Citations omitted.) Footnote 1, added by the editors, states:

The cognitive ability tests referred to throughout this manuscript are professional-

Editor's Note: This paper was submitted to TIP by Jim Sharf.

¹Director, Lawyers' Committee for Civil Rights Under Law, 1400 "Eye" Street N.W., Suite 400, Washington, D.C. 20005.

²Director, Employment Discrimination Project of the Lawyers' Committee for Civil Rights Under Law.

ly developed, objective tests of verbal ability, quantitative ability, mechanical comprehension, spatial ability, and inductive and deductive reasoning that are widely used in personnel selection in industry and government.

—The Editors

If this “validity generalization” approach is accepted, there would be no more need for any employer to perform any study of the validity of a test which operates to exclude minorities or women at a disproportionately high rate. Validity would always be presumed, and it would necessarily follow that *no employer could ever lose a testing case*.

We are concerned that the Department of Labor’s U.S. Employment Service—which provides the funds for State Employment Services and develops tests for their use in deciding which applicants for referrals to employers should be classified as qualified to perform particular types of jobs—may be considering adoption of the “validity generalization” approach in its development of tests. While its validation studies have been of poor quality in the past, it might not even make a stab at performing such studies in the future. If the Department of Labor’s Office of Contract Compliance Programs follows suit, the present standards applicable to government contractors would dissolve.

Moreover, changes in the Uniform Guidelines along the path proposed by Drs. Schmidt and Hunter would create enormous confusion in the courts. Literally thousands of plaintiffs and employers would then have to litigate the question whether the changes are consistent with Title VII, whether the new standards or the old standards should be applied, and even whether the courts should try to develop their own standards. Over several years, some scores of cases would go up to the courts of appeals, and a handful of cases may have to go up to the Supreme Court, before the litigants and the courts would know definitely what the standard will be. In the meantime, enforcement of the law would suffer while the enormously expensive and time-consuming process of judicial clarification took place. During all this confusion, employers would also be deciding upon future selection procedures without any clear idea whether the procedures will ultimately be held lawful or not, and minorities and women will be harmed by the inevitable misjudgments.

This is no idle speculation. The Administrative Office of the U.S. Courts reports that more than 9,000 new fair employment lawsuits are being in court every year. Many of these cases are settled, or are resolved within a couple of years by the courts’ application of the present clear standards. Let the government throw doubt on these standards, however, and employers are likely to take their chances in litigation instead of accepting reasonable settlements, and are likely to appeal the trial courts’ rulings against them.

Until now, the EEOC has been a firm bulwark against any notion that

validity would simply be presumed. However, the Commission has recently decided to undertake a review of the Uniform Guidelines. The scope of the review suggests strongly that what the agency actually has in mind is a number of drastic limitations, including scrapping of the Guidelines, limiting them to unskilled jobs, their replacement by discriminatory purpose standard, or the adoption of the validity generalization approach. A copy of the agenda for the review . . . expressly questions the holdings of *Griggs*.

Attachment B to this testimony is the text of an interview with Clarence Thomas, chairman of the EEOC with the Bureau of National Affairs’ *Daily Labor Reporter* (see **TIP**, 22(2), 39–40). The interview ran in the November 15, 1984 issue. In it, Chairman Thomas stated that the Uniform Guidelines were likely to be changed, that “one of the major roles in any new proposal will be to sever the input the American Psychological Association historically has had in issuing the earlier regulations.” It is hard to understand why professional standards should be severed from the definition of a “professionally developed ability test,” the phrase used in the language of 703(h).

He also stated that he favored the elimination of remedies involving goals and timetables which he, curiously, thought difficult to monitor,³ in favor of relief he thought would be more effective:

“We’re talking about things we can monitor,” he said. “Like taking action against those who were responsible. We’re going to start pushing in court for remedies against those individuals. For example, remove the head of the personnel office. Bring in new people. Actual changes.”³

Attachment C to this testimony is a copy of the December 3, 1984 article in the *New York Times*, making clear that the Administration is also challenging the use of statistical evidence in proving that selection procedures have a disparate impact, or in proving the existence of subjective discrimination. The courts have relied heavily on such evidence, and it is important to note that a finding of disparate impact has, in the words of Judge Friendly of the U.S. Court of Appeals for the Second Circuit, only a “limited office”:⁴

³The abandonment of goals and timetables, and the insistence that no relief be accorded anyone who is not individually proven to be a victim of discrimination, ignores the essential fact that discriminatory employers do not discriminate because they want to exclude one or two particular blacks, Hispanics, or women, but because they want to exclude *all* such people or, failing that, as many as they think they can get away with excluding. Where the resolution of a case has taken years, many of the individual victims will no longer be available for the entry-level jobs at issue. To bar relief benefitting the groups formerly excluded means, in a very real sense, that the discriminatory employer has prevailed.

⁴Such a “remedy” would not redress the harm done to any victim of discrimination, and there would be no guarantee that the replacement would be any better. Just as funda-

We must not forget the limited office of the finding that black and Hispanic candidates did significantly worse in the examination than others. That does not at all decide the case; it simply places on the defendants a burden of justification which they should not be unwilling to assume.

It is hard to understand how any plaintiff could prove that a test or other selection standard disproportionately excludes members of minority groups or women unless one counts the applicants and the selections. Chairman Thomas' approach would make it hard ever to get to the point at which an employer would have to justify its practices.

The thrust of the statements of OPM, Civil Rights Commission, and EEOC officials in the *Times* article is that selection procedures such as tests are presumptively valid, and that any requirements that employers demonstrate the job-relatedness of their selection standards somehow stand in the way of "merit" selection. The wild claims of some OPM officials that national productivity had declined because of employers' need to look at job-relatedness are all part of the same challenge to *Griggs*, and of the same insistence on proof of discriminatory purpose.

Finally, Attachment D to this testimony is a copy of a Washington *Post* article appearing on December 4, 1984. In it, Chairman Thomas states that he thinks *Griggs* "has been overextended and over-applied." Again, the statement tries to back up the claim of a nonexistent program by an example of a situation which simply does not arise under current law: that of an employer which did not have many black engineers because few blacks have engineering degrees, and which is assertedly at risk under the *Griggs* standard.⁵

It has become regrettably clear from OPM's positions and from these statements that the administration is preparing to engage in a wholesale assault on the *Griggs* standard and on the Uniform Guidelines, and that it seeks to immunize everything but intentional discrimination.

mentally, Title VII makes no provision for such relief. Even if a change in the statute made it available, due process would require that any supervisor or official potentially at risk be made a party to the litigation, with his or her own right to counsel, to resist settlement, to appeal, and so forth. In the usual case, it would not be possible to identify at the beginning the officials who might at the end be found individually responsible for discrimination. Does one then make *all* management officials personal defendants in the lawsuit, each with his or her own lawyer? Would a class action with a defendant class of supervisors and officials have to be used in large cases?

If such an approach were used in testing cases, what would be the remedy? A suit to recover the testing consultant's fee? The firing of the manager who passed on the consultant's recommendations? The firing of each person who approved them, going up the chain of command?

⁵*Vulcan Society of N. Y. City Fire Dept. v. Civil Service Commission*, 490 F.2d 387, 393 (2nd Cir., 1973).

In conclusions, we believe that these efforts of administration officials defy the intent of Congress in enacting Title VII of the Civil Rights Act of 1964 and in amending the law in 1972, are unlikely to succeed in the long term but *are* likely to create enormous practical problems in the short term. It is a tragedy that the energy and resources of the government are being diverted into these barren channels instead of being spent in more effective enforcement of the law.⁶ The governmental agencies charged with enforcement of the fair employment laws are not carrying the brunt of the enforcement workload, as Congress intended, but only a small portion of the burden.⁷ It is time for them to stop pursuing baseless theories and buckle down to the serious business of enforcement.

⁶Such an employer would never have been at risk under such facts, because it has long been accepted by the courts that the proper yardstick by which to judge the performance of an employer is the percentage of blacks among the qualified applicants, or in the qualified labor force. Thus, for example, The Supreme Court held in *Hazelwood School District v. United States*, 433 U.S. 299, 308 n. 13 (1977):

When special qualifications are required to fill particular jobs, comparisons to the general population (rather than to the smaller group of individuals who possess the necessary qualifications) may have little probative value.

In that case, a school district's employment of black teachers had to be compared with the percentage of blacks among teachers in the labor force.

⁷See the testimony of the Lawyers' Committee on the subject of the EEOC's litigation performance, given to this Subcommittee on October 28, 1983. We urged that the EEOC filed too few cases, that the charge processing system tended to reduce the scope of charges and blind the Commission to information charging parties may have about systemic discrimination, and that the separation of enforcement responsibility into an administrative side in charge of investigation and conciliation, and a litigation side in charge of court enforcement, was a serious impediment to any improvement. We believe that these criticisms are equally valid today.

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.

A Devil's Dictionary of Behavioral Science Research Terms*

*With apologies to Ambrose Bierce

Richard W. Woodman

Writing around the turn of the century, Ambrose Bierce remarked that "to apologize is to lay the foundation for a future of fense." In that spirit, to those who may perceive the following as imperfectly respectful of the seriousness of our endeavors, an apology is offered in advance.

It is hoped that these definitions contain just enough truth to make us uncomfortable. Not taking ourselves too seriously helps to retain a sense of perspective, reminds us of the fallibility always present in human endeavors, and thus may serve to strengthen our sometimes feeble attempts at science.

EVALUATION RESEARCH—Research conducted in an organization having a surplus of cash. Acceptance of the findings is dependent upon the congruence between the reality and the dream.

EXPERIMENTER EFFECTS—All the effects in an experiment.

EX POST FACTO DESIGN—A research design growing out of a consulting contract.

FIELD EXPERIMENT—An experiment which should have been done in the laboratory.

HOMOGENEITY OF VARIANCE—An assumption commonly made, frequently violated, and never tested. It does not seem to matter.

HYPOTHESIS—A prediction based on theory formulated after an experiment is performed designed to account for the ludicrous series of events which have taken place.

LABORATORY EXPERIMENT—An experiment more appropriately suited for field research.

LEVEL OF SIGNIFICANCE—An imaginary dividing line between causal effects and chance. The level of significance serves as a guide for the experimenter in terms of how many replications must be performed before chance falls his or her way.

LINEAR MODEL—An assumption concerning the nature of reality applied unquestioningly to every relationship as though God had determined that truth must always run in straight lines.

MANIPULATION CHECK—A handy device which allows the researcher to dispose of data from subjects who stubbornly refuse to conform to the experimenter's perception of reality.

METHODOLOGICALLY UNSOUND—Using methodology with which I am unfamiliar.

NON-EQUIVALENT CONTROL GROUP—A control group.

NULL HYPOTHESIS—The type of hypothesis used by a pessimist.

ONE-SHOT CASE STUDY—The scientific equivalent of the four-leaf clover, from which it is concluded all clover possesses four leaves and is sometimes green.

PARTICIPANT OBSERVATION—A method of gathering data somewhat analogous in degree of objectivity to taking notes while playing outside linebacker.

PLACEBO—The sugar pill of research, often used to discourage a mysterious Mr. Hawthorne from making an untimely appearance. In the South, pronounced place-bo.

POSTTEST—A measurement made too late.

PRETEST—A measurement made too early.

QUASI-EXPERIMENTAL DESIGN—Experimental design.

RANDOMIZATION—The assignment of subjects to conditions in an experiment according to some preconceived plan. Randomness like chastity is more often claimed than maintained.

RELIABLE—Sometimes capable of giving the same results.

REPEATED MEASURES—Placing the dice in the cup for another throw.

REPLICATION—Lightning striking twice in the same place. Replication is a particularly hazardous undertaking for the fledgling experimenter due to the undesirable consequences of failing to reproduce the results of a well-known colleague.

REVIEWER'S NOTE—A rejection slip based upon literature and theories in vogue during the period the reviewer was studying for his or her Ph.D.

SAMPLE—A unique collection of subjects having virtually no chance of being representative of the population from which it was drawn. This shortcoming is trivial and is generally ignored.

STATISTICAL ANALYSIS—Mysterious, sometimes bizarre, manipulations performed upon the collected data of an experiment in order to obscure the fact that the results have no generalizable meaning for humanity. Commonly, computers are used, lending an additional air of unreality to the proceedings.

SUBJECT—Mankind's equivalent of the white rat. A victim of science.

TESTS OF SIGNIFICANCE—A ritual performed by worshippers of a Deity known as the "God of Significant Differences." The failure of this illustrious Personage to appear in the results of an experiment, even after painstaking observance of the proper rites, has been known to occasion attacks of acute temptation.

UNOBTRUSIVE MEASURES—Experimental techniques of unclear origin having something to do with worn tiles. Observing madam in her bath without bringing forth screams.

VALIDITY—There are many types of validity. The distinctions among them are boring. Suffice it to say validity issues may be summarized as being chiefly remarkable for the unfair, unrealistic constraints which they place upon the creativity and imagination of the researcher.

VOLUNTEER SUBJECT—A college sophomore who, of his or her own free will, is allowed to choose between participating in an experiment or failing a course.

As reprinted from the *Academy of Management Review*, 1979, 4, 93-94.

Journal of Occupational Psychology

Special issue on 'Psychology and Industrial Relations'

Papers are invited for a special issue of the Journal, to be published in late 1986. Contributions are welcomed on any psychological aspect of industrial relations, in particular on psychology and trade unionism, intergroup relations, commitment and mobilization, public opinion, discrimination, and the role of law. Review articles will also be welcomed.

The special issue will be edited by joint guest editors, Dr John Kelly (London School of Economics) and Dr Jean Hartley (Warwick University).

Four copies of submissions should be sent to John Kelly at the London School of Economics, Houghton Street, London WC2A 2AE.

Submissions should arrive no later than 31 October 1985.

The *Journal of Occupational Psychology* is edited by Dr David Guest. ISSN 0305-8107 Volume 58 (1985), price £41.00 (US\$ 79.50) is available from:

The British Psychological Society

The Distribution Centre, Blackhorse Road, Letchworth, Herts SG6 1HN, UK.



Corporate Advice at Baruch

Virginia E. Schein and Linda Iorizzo

April 25, 1985 marked the third meeting of the Corporate Advisory Board of the Industrial-Organizational Psychology doctoral subprogram at Baruch College of the City University of New York. At this point we feel **TIP** readers would be interested in the progress of our board as well as its already realized positive consequences. Additionally, we feel this board, being the first of its kind, serves as a model for other similar doctoral programs.

The Corporate Advisory Board was formed in the Spring of 1984. Its main goal was then and is now—to facilitate student understanding of how an organization actually functions through contacts with organizational psychologists and practitioners in industry and through input from these individuals related to necessary courses, internships, specialized training areas, research thrusts, etc. Our board members have been very enthusiastic and contributory. Specifically, as a result of our second meeting, board members suggested the formation of "task forces" aimed at increasing board member participation in student research and exposure to organizations.

Three task forces have been formed—related to organizational technology, culture, and research. The focus of the Task Force on Technology is the study of the impact of technology on the organization—i.e., in the form of training technology, hardware technology, the impact of technology on organizational structure, telecommunications, and new technology in the organizational development area. Dr. Donald M. Levine is the chairperson of this committee which is composed of several other faculty, students and board members. The Task Force on Culture is concerned with the assessment of the culture variable defined through the language, norms, behaviors, etc., manifested in the organization. This task force hopes to select specific culture variables for study, approach an organization, and collect data. The development of a new device for assessing culture has been discussed. Dr. Walter Reichman is the chairperson of this ten member committee. The Task Force on

Research has data from one of the organizations represented on the board and will be analyzing data related to turnover. Dr. Roger Millsap is the chairperson of this committee.

Faculty and student response to the formation of the board and task forces has been very favorable. The faculty are delighted with the cooperation and interchange with the I/O practitioners in industry. Some course suggestions have already been implemented. Our twice-yearly meetings are a social success as well as productive. Participation has been excellent. Students have expressed that the board in general and task forces in specific are of great value. Specifically, both afford the opportunity to meet and work with practitioners in industry before they are advanced enough for, and in addition to, internships. The task forces are often the students' first introduction to industry and will clearly be an aid when applying for and working in jobs such as internships. We highly recommend the formation of such a board for similar programs. In a field which professes to follow the scientist-practitioner model, such a Corporate Advisory Board should be a part of training.

"Chicago in April 86"

Irwin L. Goldstein

Look for the message on our buttons at the American Psychological Association Meetings in Los Angeles. We are getting ready for our first annual SIOP meeting in Chicago in April, 1986. As hard as it is to believe, it is less than a year away to our first annual meeting. The actual dates of the meeting are April 10-11, 1986 with a workshop program on April 9. The meetings will take place at the Chicago Marriott which is designed perfectly for meetings and lots of social interaction. Program plans already include a plenary speaker, luncheon and luncheon speaker, small group meetings by reservation, debates, topic groups, and other special events.

A number of hard working committees are spending a considerable amount of time designing this first annual event. Stan Silverman will chair the annual conference committee for 1986 with Bill Macey, chair of local arrangements; Rich Klimoski, chair of the program committee; Ron Johnson, chair of registration and Ken Wexley, chair of workshops. Ben Schneider and I also serve as members of the annual conference committee. Please feel free to contact any of us concerning any questions you may have. We expect to have calls for program out this summer (before you read this article). Registration and workshop information will be out this fall. Please register early. Since this is our first meeting, it will be very helpful for us to determine, as early as possible, how many

persons will be coming. While we are working toward our first annual meeting, plans are already underway for the second and third meetings. The second meeting (1987) will take place in Atlanta at the Hyatt Regency on April 2nd and 3rd with workshops scheduled on April 1. We are working on Boston for the third meeting for 1988. For now, remember "Chicago in April 86."

OFFICE OF NAVAL RESEARCH YOUNG INVESTIGATOR PROGRAM

The Office of Naval Research has announced a new program to identify and support young scientists and engineers who show exceptional promise for doing creative research. The objectives of this program are to attract to naval research outstanding young university faculty members and to encourage their teaching and research careers.

Proposals should fall within the broad scope of naval research interests as described in the ONR brochure, *Guide to the Programs*, which can be obtained by writing to the Office of Naval Research, Code 400, 800 North Quincy Street, Arlington, VA 22217-5000.

Eligible individuals are U.S. citizens holding tenure-track positions at U.S. universities and colleges who received their graduate degrees (Ph.D. or equivalent) on or after January 1, 1980. In fiscal year 1985, ONR will make 12 awards of no less than \$50,000 per year for three years with the possibility of greater support through matching funding. The deadline for receipt of proposals is *August 30, 1985*. Applications received after that date will be considered for funding in fiscal year 1986. The complete announcement describing this program can be obtained from the **Office of Naval Research, Code 400R, 800 N. Quincy Street, Arlington, VA 22217-5000, or call Debbie Hughes, 202/696-4108.**

SUMMARY OF I/O & OB GRADUATE STUDENT CONFERENCE

The Sixth Annual I/O & OB Graduate Student Conference, held in Akron, Ohio, was hosted by The University of Akron's I/O program in collaboration with Kent State University's OB program.

The 1985 Conference was a very successful event. It was truly a national Conference, with student paper presentations from I/O and OB programs from California to Vermont and many places in between. Key-note addresses were delivered by Milt Hakel and Ben Schneider, and workshops were presented by Virginia Boehm, Allen Kraut, Paul Banas, Dick Schneider, Herb Peters, and Gerald Barrett, Ralph Alexander, and Dennis Doverspike. Wally Borman, Larry Cummings, and Ben Schneider participated in a panel discussion concerning the issues and problems involved with scientific research. Their candid comments were well received by the graduate student audience.

The winners of the Wherry Award (Best I/O paper) and the OB paper award will be chosen by the Steering Committee in the near future. These papers will be presented at the APA Convention and the Meeting of the National Academy of Management, respectively.

Any schools interested in hosting the Eighth Annual Conference (in 1987) should send a request for information and application to **David Day or Sherry Hoy, Department of Psychology, Simmons Hall, The University of Akron, Akron, OH 44325, or phone (216) 375-7280**. The deadline for submitting applications is October 1, 1985.

BIBLIOGRAPHY

John Bernardin and Wayne Cascio have updated their annotated bibliography on court cases relevant to employment decisions. The 218 page volume of annotations for 1980-1984 is available for \$12.00. Your check should be made out to Florida Atlantic University.

Send your request to **John Bernardin, Director of Research, College of Business and Public Administration, Florida Atlantic University, Boca Raton, FL 33431**.

SOCIETY OF PSYCHOLOGISTS IN MANAGEMENT FORMED

The Society of Psychologists in Management (SPIM) was formed recently by a group of psychologists from across the United States interested in and involved with management and administration. The newly formed Society held an organizational meeting in Tampa on March 8-9, 1985. The meeting was hosted by Dr. Anthony Broskowski of Northside Community Mental Health Center of Tampa and was Chaired by Dr. Richard Kilburg of the American Psychological Association. A number of other psychologists have served on an organizational committee as stated in its draft By-Laws. The purpose of SPIM is to facilitate the growth, development, and interaction of psychologists who work as managers or are interested in management by: (1) Promoting the advancement of management as a profession for psychologists and the involvement of psychologists in management as an important career path in psychology; (2) Improving the practice of management as implemented by psychologists; (3) Supporting the career advancement of such psychologists by providing professional development activities, information dissemination and exchange, education and training, and knowledge of employment opportunities; and (4) Conducting meetings through which such psychologists can meet each other.

An initial meeting of those interested in forming SPIM was held in Toronto in conjunction with the 1984 APA Convention. At the Convention, a symposium was organized which provided a discussion of issues that are covered in the October 1984 special issue of *Professional*

Psychology: Research and Practice entitled "Psychologists in Management." As a result of these activities, a charter membership group of approximately 75 psychologists have indicated their interest in becoming part of SPIM.

It is intended that SPIM will become a special interest group of APA, not seek status as a new APA Division. The new members of SPIM represent nearly all of the APA's Divisions and include practicing managers from universities, consulting firms, human services agencies, industry and professional societies. For membership information please contact:

Arthur MacKinney, PhD
University of Missouri/St. Louis
St. Louis, Missouri 63121
(314) 553-5372

Mini-Conference Report

Larry Peters

Imagine this: You receive an invitation to attend a "meeting." When you arrive, you find yourself in an 8000 square foot turn-of-the-century mansion on a bluff high above the Susquehanna River. Where are you? Obviously, you're attending a mini-conference on work facilitators and inhibitors hosted by Ben Schneider and David Schoorman of the University of Maryland. Class will show!

The conference, sponsored by the Office of Naval Research as part of our hosts' on-going contract on this topic, was held on June 2-4 at the Donaldson-Brown Center, the University of Maryland's conference facility. The size and elegance of the mansion conjured up visions of Tara and eighteenth century high society.

The purposes of the conference were to (a) present and receive feedback on the current status of the research effort on work facilitation and inhibition done by the Maryland group, and (b) bring together persons with differing perspectives to present their current work and ideas about this topic. Three sessions were organized around the themes of conceptual issues, measurement issues, and leadership/management issues. Each session included extended discussion, and the retreat atmosphere allowed these discussions to continue throughout the day and, in some cases, even into the evening.

Panelists and topics were:

I. Conceptual Issues:

Rick Guzzo—The nature of facilitators and inhibitors of effective

task performance (with Barbara Jones)

Steve Kerr—Some characteristics and consequences of organizational reward systems

David Schoorman—Grappling with work facilitation: An evolving approach to understanding unit effectiveness (with Ben Schneider)

II. Measurement Issues:

Larry Peters—Measuring work obstacles: Procedures, issues and implications (with Ed O'Connor)

Ann Moeller—Development, reliability, and validity of the work facilitation diagnostic: Operationalization of Katz and Kahn's subsystem model of unit effectiveness (with Ben Schneider and Elizabeth Berney)

Karlene Roberts & Steve Sloan—An aggregation problem and organizational effectiveness

III. Leadership/Management Issues:

Bob Kaplan—The protean nature of the general managers job: How far can we go with a theory of effectiveness?

Dan Schecter—Facilitating work effectiveness through leadership and management (with Anne Moeller, David Schoorman, and Ben Schneider)

Joel Moses—Managing ambiguity to facilitate effectiveness

The presentations reflected divergent perspectives, resulting in treating the topic matter across agent versus event, work facilitation versus work inhibition, person versus unit level of analysis, and qualitative versus quantitative research strategy lines. The papers will be organized into a book of readings, with a concluding and integrating chapter by Schneider and Schoorman. Until published, individual papers are available from the authors.

WORKSHOP ON INTEGRATIVE BARGAINING AT APA CONVENTION

Jeanne Brett, Max Bazerman, and Roy Lewicki will conduct a special workshop on Saturday, August 24, at the APA convention. The purpose of the workshop will be to demonstrate how negotiation skills may be integrated into the teaching of I/O Psychology and Organizational Behavior. The project upon which this workshop is based was sponsored by the National Institute for Dispute Resolution, an organization interested in educating future lawyers and business professionals on alternatives to litigation in dispute resolution. If you are unable to attend the workshop but are interested in the materials, please write to Roy. His address is **112 Hagerty Hall, Graduate Business Programs and Continuing Education, Ohio State University, Columbus, Ohio 43210-1309.**

ANNOUNCING A 1985 APA POSTER SESSION APPLIED EXPERIMENTAL RESEARCH IN THE MILITARY

PRESENTATIONS INCLUDE:

Relationships among Psychological Well-Being, Cohesion, and Attitudes Toward the U.S. Army in a Sample of COHORT and Traditional Army Units,
Kathryn Knudson, Ed Van Vranken and Richard Oldakowski.

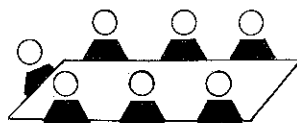
Effects of Field-Of-View, Target Resolution and Engine Dynamics on Formation Flight Performance in a Flight Simulator,
Elizabeth Lambert and Dennis Wightman.

The United Tri-Service Cognitive Performance Assessment Battery (UTC-PAB): The Battery,
Dennis L. Reeves, C.A. Shingledecker, D.R. Thorne, K.P. Wilson, C.E. Englund and F.W. Hegge.

and others.

Mark your schedule! Sponsored by Division 21, Division of Applied Experimental and Engineering Psychologists, and Division 19, Military Psychology.

**8:00 A.M. SATURDAY, AUGUST 24,
LOS ANGELES CONVENTION CENTER**



Committees

Testing Issues Report

Bill Owens, Chair

The ad hoc committee on testing issues is embarked on a revision of the "Principles for the Validation and Use of Personnel Selection Procedures (2nd ed)." Critical comments from Division 14 members are most welcome. Please be specific and give a complete reference.

William A. Owens
IBR Graduate Studies
The University of Georgia
Athens, GA 30602

Committee on Committees

John Hinrichs, Chair

The Committee on Committees is actively processing self-nominations to Division 14 committee membership and again invites interested members to volunteer. Last year we were able to involve most all who volunteered, and we hope to be able to do so again.

One of the strengths of the Society for Industrial and Organizational Psychology is the involvement and hard work of our many committee members. We're particularly interested in encouraging the active involvement of qualified women and minorities on Division 14 committees. All members of the Society will find it rewarding to be a participant.

To volunteer, call or write:

John R. Hinrichs
Management Decision Systems, Inc.
777 Boston Post Road
Darien, CT 06820
(203) 655-4414

Or, use the form included in the February, 1985 **TIP**.

Professional Affairs Committee

Manny London, Chair

I'm pleased to report that we have been making progress . . . slow but steady. Two major projects are underway. Both stem from Ben Schneider's charge to investigate the role of the I/O psychologist as consultant. Tom Hilton is spearheading a subcommittee on the nature and scope of consulting activities. This project was described in the last committee report and in the last issue of **TIP**. The second project, headed by Barry Friedman, is new. However, it dovetails with the first project. As described below, Barry and his crew are examining I/O consultants' perceptions of trends which will affect their role in the future.

The subcommittee Andy Imada was heading is now defunct. You may recall that Andy's goal was to examine the science-practitioner linkage and ways of improving this relationship. Since the Scientific Affairs Committee has overlapping goals and interests in this area and the efforts seemed to be more duplicative than we originally thought they would be, we decided to concentrate our efforts on the Consultant Roles project Barry Friedman is now directing.

Finally, we are continuing our role in responding to requests from APA's Board of Professional Affairs. The issue of the *Standards for Providers of Psychological Services* is still with us, and recently we have been giving some attention to the proposed revision of the *Specialty Guidelines for I/O Psychology*.

These issues are described in more detail below.

"MEGATRENDS" in Consulting

Barry Friedman and his subcommittee (Cary Cherniss, Hannah Hirsh, and Andy Imada) provided the following report:

The Professional Affairs Committee has initiated a study to better understand trends that will impact the effectiveness of I/O psychologists in the next five years. The objectives of the study are to determine what knowledge, skills and abilities will be needed by I/O consultants, describe managerial and organizational trends that are important for I/O effectiveness, and make recommendations regarding training and continuing education for I/O consultants. Several consultants are now being interviewed in depth to ascertain the above. It is expected that the findings will help to better position I/O consultants to be more effective in the 1990s.

Barry informed me that as of early May the subcommittee had interviewed five consultants, two of whom are principals in large firms and three of whom are independent consultants or are members of small firms. Of course, the results of the interviews are preliminary and the subcommittee plans to continue with the interviews. At this point, Barry

thought that readers of **TIP** would be interested in the general themes emerging from the interviews. There are two:

- (1) Changes in technology and management philosophy about organization design (e.g., the size of corporate staffs) are changing the employment outlook. Organizational downsizing, for example, has meant early retirement and mid-career changes for many people.
- (2) Corporations are giving increased emphasis to return on investment because of increasing competition.

These trends have several consequences for I/O psychologists.

—I/O consultants need to understand disciplines other than I/O psychology. Relevant generic skills needing development include the ability to observe, diagnose, and solve problems. Being aware of other disciplines, the I/O psychologist must know when to refer a client to a consultant in another discipline if the problem is beyond the psychologist's competence. One interviewee saw this as an ethical matter.

—I/O psychologists must improve their ability to deal with business issues. For instance, they must know how to read and use a balance sheet. More specifically, I/O psychologists need to develop better ways to assess the productivity of their own actions and interventions.

—Given the changes people will face, I/O psychologists need to have better ways to help people deal with change.

—More attention will have to be given to the interface between business plans and human resource strategies. Increased emphasis will be placed on being sure that human resource planning and succession planning match business purposes.

Once again, these are general trends. They have appeared in the literature before, although I don't think we have addressed their implications for consultants in our field as directly as Barry and his group intend to do. Also, Barry said that there were many specific issues that he would include in a more extensive report.

The Role of I/O Consultants

Tom Hilton's subcommittee (Dan Cohen, Ray Hedberg, and Ben Shimberg) is steaming along full speed ahead. Their goal is to generate cases written by consultants covering how they were trained, what types of experiences they felt prepared them for their careers, the hurdles they overcame in establishing a professional practice, the traits that proved useful in achieving success as a consultant, and most importantly, the variety of activities in which they engage. The subcommittee plans to tap psychologists in independent practice, organizationally based psycholo-

gists, and university based psychologists. At present, nine cases have been commissioned. Rough drafts of two have been completed. In addition, Tom wrote one describing his own experiences as an internal consultant as a prototype. **TIP** readers interested in contributing a case about their own experiences should contact Tom Hilton, Navy Health Research Center, P.O. Box 85122, San Diego, CA 92138.

Taken together, the results of the two subcommittee studies should make a nice package. A summary report will be published in an upcoming issue of **TIP**.

Professional Standards and Specialty Guidelines

Lyle Schoenfeldt, a member of APA's Committee on Professional Standards, asked us how we felt about a revision of the *I/O Specialty Guidelines in I/O Psychology*. The Society's Executive Committee and the Professional Affairs Committee agree that the *Specialty Guidelines* should not be revised, especially if the goal is to bring them in line with APA's *Standards for Providers*. You may recall that the goal of revising the *Standards* was to bring them in line with the *Specialty Guidelines*. Now that the *Standards* are so clinically oriented, they are not a good foundation for the *I/O Guidelines*. Consequently, our tactic is to argue for leaving well enough alone by not changing the *Guidelines* to conform to the *Standards*.

While we agree with this point of view and see the danger of opening the *Guidelines* to revision, we believe that the *Guidelines* could use clarification and refinement in many ways. Hannah Hirsh and I independently prepared specific comments on the *Guidelines* which we sent to Lyle in case he is forced to revise them. Nevertheless, a letter expressing our "official" view was sent to Lyle. Our hope, and this is probably naive, is that the *Guidelines* will be revised to take into account our suggestions for revision, but not to bring them in line with the clinically oriented *Standards*. Anyone having comments on the *Specialty Guidelines*, *Standards for Providers*, or other Professional Affairs issues should write to **Manny London, AT&T Communications, Room 4414G2, 295 N. Maple Avenue, Basking Ridge, NJ 07920**.

Fellowship Committee Report

Tim Hall, Chair

The objective of the Fellowship Committee this year was to put forward 10 to 12 strong candidates to APA.

In an attempt to generate high quality nominations, a list of current Division 14 members was circulated to all Division 14 Fellows with a Call for Nominations (and for Nominators). Numerous names were proposed, several by more than one person, and there was considerable enthusiasm on the part of several Fellows to serve as nominators. A total of 50 fellows participated, either as nominators or sponsors.

One pleasant problem we had was that we kept running out of sets of nomination materials and had to put in several rush orders to APA for additional sets. As a result, we had to be somewhat flexible on the original deadline.

However, members of the committee came through beautifully and returned their rating forms on very short notice. They had been warned that this might be necessary, and they apparently had set aside the time, during the hectic holiday season. They also did an excellent job of providing detailed comments on the pros and cons of each case for documentation in the final report to APA.

The net result of this activity was a total of 19 completed nominations. The process of circulating the membership list helped nominators identify some members who everyone assumed already fellows and should have been fellows long ago.

The Committee's original recommendations were discussed at the winter Division 14 Executive Committee meeting. Thirteen were endorsed at that time, and 3 were remanded to the Committee for further consideration. At the May meeting of the Executive Committee one of the remanded candidates was endorsed, bringing our total number of recommended candidates to 14.

Attention Fellows: Please start thinking about good candidates for the coming year. The Fellowship Committee looks forward to a continuation of this high level of nominating activity. Only through the active involvement of all of you can the society continue to be successful in identifying and supporting so many high-quality nominees. Thanks so much for the magnificent job you all did this year!

Finally, I would like to thank the 1984-85 Fellowship Committee for an excellent job of reviewing a large volume of material under some tight deadlines, with no prodding whatsoever: Jeanne Brett, Allen Kraut, Ed Locke, Bill Mobley, Jerry Niven, and Frank Smith.

Report from Council

Robert M. Guion

The allocation of votes for Council confirms that we are a minority. Of 105 Council seats, 64 (61%) are for reps from the health care divisions and state associations. Other applied divisions (14, 15, 19, 21, and 23) have 10, including our 5, and basic experimental or theoretical divisions have 17 more; representation of these reasonably kindred divisions is just over 25% of the total.

Given these odds, it is remarkable that so little went wrong at the February session of Council. Discussion and action on the "Standards for Providers of Psychological Services," a perennial thorn for us, was withdrawn from the agenda because an independently obtained legal opinion held that it placed APA and individual members at legal risk. The reprieve will probably not last long, but it is interesting to note that the outside legal opinion was sought by the representative from California, not by one from a "kindred" division! Whatever cheer this brings is somewhat offset by the half-hour discussion on the recognition of specialities. No action was taken or contemplated, but the purposes of issuing such a document are both confused and threatening, apparently including licensure, advertising, testimony as expert witnesses, program accreditation, etc. Two matters of specific interest to clinical psychologists will occupy their attention and warrant our watching for implications. One is the problem of the insanity defense. The other is a real hot potato stemming from the situation in psychotherapy when a client makes threats against another person. How does the ethical principle of confidentiality weigh against the ethical principle of warning people who are at risk? Both problems have been referred to committees for monitoring and reporting to Council later.

The action most relevant to our members is that the *Joint Technical Standards* have now been approved, virtually without objection (including from us), and will probably be out by some time this summer. (Both AERA and NCME had already approved them.) Some other actions of interest: (a) public policy resolutions must now be accompanied with information that shows their relevance to psychology—a weak action but an improvement, (b) *Psychological Documents* was killed, and (c) a resolution was passed promoting free exchange of nonclassified scientific information. Discussion of interest, but no action yet, centered on possible convention changes. Like reorganization, no radical change in convention structure seems very likely.

Most Council actions concerned organizational issues, but not the big

issue of overall reorganization. Perhaps the most important news from Council is that the Task Force on the Structure of APA has been named (Laurie Eyde and Lyman Porter are on it) and that a rumored request for a time extension did not appear! (By Mary Tenopyr's motion in August, that Task Force is to complete its work and report next January.) But most of the Council actions concerned minor organizational matters: (a) relationships of reps to the APA boards and committees (no change except that reps have a choice rather than an assignment for monitoring specific ones), (b) two new committees were established (Committee on Ethnic Minority Human Resources Development and another on psychology and handicaps), (c) a motion to remove the required hiatus for a Council rep before possible re-election was referred to the Task Force, (d) another referral asked the Task Force to consider ways to maximize use of elected reps on boards and committees, and (e) it affirmed the policy that APA mailing lists are not to be made available for campaigning for office, including divisional offices. The most important organizational issue is what one of our number calls "fractions for factions"—the idea that minorities should be assured representation on Council. This requires a by-laws change; a similar proposal was defeated by the membership last year. Since many members of Council attributed the defeat to a strong "con" statement, much debate centered on the writing of pro and con statements to accompany proposed by-laws changes submitted to APA members.

Education and Training Committee

Eugene Stone, Chair

The Education and Training Committee and its four subcommittees continued work on four major projects. Activities of the subcommittees were as follows:

The Doctoral Program Aid Subcommittee (J. Aiello, H. Douglass, S. Jackson, and E. Levine [Chair], and J. Terborg) prepared a draft version of a report outlining the directions that are to be taken in setting up a system to advise schools interested in (a) developing doctoral-level training programs in I/O psychology, and/or (b) establishing training programs designed to "retread" individuals who have doctoral degrees in areas other than I/O. A final version of this report should be available in August of this year. In the interim, schools that need assistance in setting up a new doctoral program in I/O Psychology or developing a re-treading program should contact Eugene F. Stone, Department of Psychology, Virginia Tech, Blacksburg, VA 24061.

The Students in Consulting Subcommittee (L. Buffardi, M. Cooper [Chair], and D. Groner) prepared a draft version of a report that considers issues connected with the use of doctoral students in the consulting work of faculty members. A final version of this report should be available in August of this year.

The Doctoral Consortium Subcommittee (R. Alexander [Chair], D. Davis, and S. Jackson) developed a proposal for a doctoral consortium at the annual meeting of the American Psychological Association. The same proposal was approved at the May 1985 meeting of the Society's Executive Committee.

The first Consortium for Doctoral Students in Industrial and Organizational Psychology is scheduled for 1986. Present plans are for it to be held on the day before the start of the annual meeting of the American Psychological Association. Activities will include two concurrent morning sessions, a luncheon, two concurrent afternoon sessions, and a cocktail party. Registration will be limited to approximately 60 doctoral students. For further details, contact Ralph Alexander, Department of Psychology, University of Akron, Akron, OH 44325.

The Survey Updating Subcommittee (R. Alexander, and E. Stone [Chair]) continued work on the updating effort. As part of this effort, a questionnaire was prepared to collect information that will be used to update the *Survey of Graduate Training Programs in Industrial/Organizational Psychology and Organizational Behavior*. The questionnaire was mailed to the heads of approximately 200 graduate programs in I/O Psychology and Organizational Behavior. The subcommittee anticipates having typed copy for the updated Survey by August or September. This should allow for the publication of the second edition of the *Survey of Graduate Training Programs in Industrial/Organizational Psychology and Organizational Behavior* by December of this year. Once prepared, copies will be available, free of charge, from the Society's Administrative Assistant, Ms. Deborah K. Evans, Department of Psychology, University of Maryland, College Park, MD 20742.

Finally, note that a booklet entitled *Guidelines for Education and Training at the Doctoral Level in Industrial/Organizational Psychology* is available, free of charge, from the Society's Administrative Assistant. The booklet lists 21 areas in which Industrial and Organizational Psychologists should manifest competence, details the content of each such area, and suggests strategies that can be used in developing competence in these areas. The booklet should prove useful to program heads, department heads, and others concerned with curriculum planning. To obtain copies of the booklet, write the Society's Administrative Assistant.

Long Range Planning Committee

Sheldon Zedeck, Chair

The Long Range Planning Committee has been busy planning and suggesting change. Milt Hakel's candidacy for APA's presidency caused us to put on hold our activities for APA reorganization and, so instead, we focused on the Society's reorganization. Over the last few years, we have grown in size (membership) and in the number of activities in which we have become involved. We are becoming a more independent organization and one that is providing its membership with programs and benefits (e.g., midyear conference and Frontier Series) that are common to organizations much larger than ours. Internally, our structure has grown such that increased coordination is needed. Consequently, LRP proposed to Executive Committee (at its May meeting) that we reorganize; Executive Committee was supportive and we are now drawing up by-laws changes to present to the membership for your approval. The reorganization (which attempts to keep constant the current number on Executive Committee) is as follows:

(1) There will be three coordinators who will have responsibility for facilitating networking among relevant committees and for reporting on integrating the work of these committees to the President. The junior member-at-large will have responsibility for coordinating the committees that deal with soliciting new members and working for rewarding our current members—the Awards, Fellowship, and Membership Committees. The member-at-large with the next most seniority will coordinate the committees that produce “products” for the Society—Continuing Education and Workshop, Program, Frontiers Series, Mid-year Conference, and TIP Committees. Finally, the senior member-at-large will have responsibility for coordinating the committees that are designed to promote and increase our discipline both in the scientific and professional realms—Professional Affairs, External Affairs, Scientific Affairs, State Affairs, and Education and Training Committees. These assignments for the members-at-large do *not* require by-laws changes; they only require more work from those in the position!

(2) By-laws changes are required, however, to create as standing committees some of the committees mentioned above. Specifically, we need to create Mid-year Conference and Frontiers Series committees. The Frontiers Series committee (now chaired by Ray Katzell) will be responsible for developing and carrying out the exciting new series on cutting edge developments in our field (Jossey-Bass will publish it). The Mid-year Conference committee will be responsible for organizing the mid-

year conference, making the arrangements, taking care of registration, and carrying out the Program and Workshops.

(3) Another suggested by-laws change is to formally increase the size of LRP (but without increasing the size of Executive Committee). Currently, LRP is composed of the three members-at-large and the President-Elect. To take advantage of the experience and knowledge accumulated by the Past-President, we recommend that this office become an official part of the LRP.

(4) While we are increasing responsibilities, we also recommend that the President-Elect be responsible for working with the APA organization, in particular insuring that the Society is represented and has liaisons with APA's Boards and Committees. This task should provide a valuable learning experience for the President-Elect while he/she waits to assume the Presidency.

(5) All of the above accomplishes change without an increase in size. But, we were not totally successful in this goal. A by-laws change that we are recommending is that the Secretary-Treasurer position be split into two positions—Secretary and Financial Officer. The work has obviously increased for the secretary and as we embark on new ventures we need more financial planning and forecasting. Thus, the Secretary position will be responsible for issuing calls and notices of Executive Committee meetings, of nominations, and of other necessary Society business; also will be responsible for maintaining records of all members of the Society and of documents that pertain to Society business (an archivist); maintain liaison with APA's Executive Secretary; and be contact person with Society members and those who want information about the Society. The Financial Officer will have custody of all Society funds and authorize disbursements; will be responsible for maintaining financial statements and records; will interact with LRP for the purpose of financial planning. The Financial Officer and President will be ex-officio members of LRP.

Official by-laws changes will be presented at the Outgoing Executive Committee meeting in August. If approved by Executive Committee, the membership will be asked to vote on the changes. If you have any comments, write or call me.

A final activity reported on to the Executive Committee is the appointment of an ad hoc committee on Innovations/Applications Frontiers (Shelly Zedeck, Marv Dunnette, and Mel Sorcher). This committee is working on an endeavor that hopefully will be as successful as the Innovations in Methodology Conference of the recent past.

Any comments on the above or other issues are welcomed by your LRP (Shelly Zedeck, Neal Schmitt, Joel Moses, and Irv Goldstein). Visit us at the Open Forum on Friday, August 23, 1985, 4-5 PM (LA Convention Center, Room 202).

External Affairs

Ramon Henson

Ray Henson and Bernie Bass, members of the International Relations Subcommittee (External Affairs) have compiled a list of names of psychologists representing psychological associations overseas who have responded positively to an invitation to develop closer linkages with Division 14. While specific future activities are still to be worked out, Ray and Bernie are initiating a newsletter exchange and will be updating us from time to time on I/O-related developments in these countries.

The contact persons and their respective organizations are: Edgar Karlsen (Norwegian Psychological Association), Ph. Genor (Bulgarian Psychological Society), Xu Lian-Cang (Chinese Psychological Society), Peter Weissenberg (International Association of Applied Psychology), Jae-Ho Cha (Korean Psychological Association), Wataru Masada (Japanese Psychological Association), Victor Catano (Canadian Psychological Association), Hector Betancourt (Interamerican Society of Psychology), Colin Newman (British Psychological Society), Anna Miren Gonzalez-Intal (Philippine Psychological Association), Z. Sardi (Israel Psychological Association), Joe MacAree (Psychological Society of Ireland), Lajos Bartha (Hungarian Psychological Association), Michel Rousson (Swiss Psychological Association), P. L. Koopman (Netherlands Psychological Association), Orlando Ballen (Colombian Federation of Psychology), Uwe Kleinbeck (German Society of Psychology), Wojciech Daniecki (Polish Psychological Association), J. H. K. Inkson (New Zealand Psychological Society), M. Durojaiye (Nigerian Psychological Association), and Arrigo Angelini (Brazilian Psychological Association).

Please contact Ray or Bernie directly if you have any suggestions for developing more productive and closer relationships with our international counterparts.

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Scientific Affairs

Linkup

Bob Billings, Chair

This new feature is being offered by the Scientific Affairs Committee as part of our on-going goal of encouraging research connections between those of us in academia and those of us in industry, government, or consulting. "Linkup" will be a place for Society members to state their research interests, needs, and opportunities.

Members in academic settings can submit a brief summary of research they wish to conduct and describe their needs, which might be met by industry-based colleagues. Those needs might involve a specific type of setting or organization, access to a sample, an existing data set, logistical support, and so forth. Graduate students seeking field sites or data sets for thesis or dissertations are encouraged to place a listing.

Members in non-academic settings can describe research opportunities that are available to colleagues in academia. These opportunities might involve data sets, access to subjects, an up-coming organizational change, or other resources under the organization's control. This type of listing might present a specific research question or a general topic area of interest.

The goal of "Linkup" is to encourage collaboration resulting in published research. This feature is not intended for academics or consultants to advertise their services or for organizations to obtain free counseling or solicit for paid services.

Those who place listings may want people to contact them directly. If so, include name, address, and/or phone number, depending upon how you want to be contacted. Another option is to place a "blind" listing. If, for whatever reason, you don't want to be contacted directly by interested parties, the Scientific Affairs Chair will be listed as the contact and responses will be forwarded to you.

The Scientific Affairs Chair will coordinate this feature. Listings are due 15 days before the **TIP** deadline. (See the front of **TIP** for those dates.) For the November issue, get your listings to me (by mail or phone) by September 1. My address and phone are under #3, below.

Now for some "real" listings:

1. Bob Morrison is soliciting interest in two projects which his group would like to conduct. The first involves the development of measures of career systems structure. A possible analogue might be Pugh's works on

organizational structure. The result might help an organization establish how concrete or ambiguous it should be in the design of its career systems.

2. The second project is to develop a methodology to handle large data bases of multiple cohort, repeated measures with a large number of subgroups. The data include various measures in the career development area. If you are interested in either project, contact **Bob Morrison, Navy Personnel Research and Development Center, San Diego, 92152-6800.**

3. The third listing is my own. I'm beginning a line of research on problem identification. I'd like to develop measures of problem schema—managers' conceptual representation of organizational problems. Do managers conceive of problems as causal connections among causes, symptoms, consequences, and solutions? Are the content and structure of problem schema related to experience, function, the availability of solutions, etc. Do managers identify problems more readily when they have well-developed problem schema? I'd like to hear from organizational-based psychologists who would like to collaborate on research in this area and who could facilitate access to middle and top management. **Bob Billings, Psychology Department, Ohio State University, 404C W. 17th Ave., Columbus, OH 43210. (614) 422-8115.**

Finally, I want to thank John Hinrichs for the name "Linkup"; every profession needs a good phrase-maker.

This feature will appear in every issue of **TIP**, provided there are listings. Let us hear from you.

Membership Committee

Jim Sharf, Chair

The following people are recommended for the designated status in The Society:

Associate

Peter Bycio	Neil W. Smith	Carol Spain
Michael Minter	Daniel Woomer	Jane E. Allen
Steve Urbanek	Win Chesney	Rebecca L. Helms
Jane Corrigan	Dorsey W. Edwards	Marcia Schiller
Leonard Morgenbesser	Laurence M. Childs	Jack S. Leon
Mary Weltin	Ketty Ocasio-Garcia	Gerald L. Gamache
John Cullen	Steven F. Cronshaw	Michael Pendergrass

Student

Orly Ben-Yoav	Ingbeng Teh	Elizabeth Evensen
Cynthia Lee	Seth Zimmer	Curtiss Hansen
Georgia Green	Gloria Castaneda	Douglas McCormick
Todd Silverhart	Carl Dolmetsch	Jeffrey Schippmann
James A. Johnson, Jr.	Vickie Greene	Peter Shur
Karyll Shaw	Catherine Johnson	Debra Weiler
Rebecca L. Bell	Carla Mitchell	Kathryn Collins
Michael Coovert	Mary Beth Smith	Mark D. Lerman
Debra Fisher	David Wagner	Susan Reece
Jaci Jarrett-Masztal	Norma Zwillinger	R. David Waugh
Karen McGannon	Salvatore Cesare	David Dye
Monte Smalley	Rony Rinat	Kenneth M. York
Steven M. Lyon	Bryan Kesterson	Fred Mael
Pamela C. Waits		

Foreign Affiliate

Federico Leon

Member

Steven Ashworth	Karol Wasylyshyn	Milton Matz
Linda Bearse	Randall White	Peter K. Olinski
Edward Del Gaizo	Richard P. Atkins	Michael K. Schmidt
Robert Heneman	Robert Boice	David A. Waldman
Lichia Saner-Yiu	Alan D. Davidson	Rick D. Bauman
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Arthur Schwartz	Jenny Steinmetz	Richard J. Peper
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Paul Babiak	Nealia S. Bruning	Retha V. Wellons
Richaard Camp	Gary de Mik	Larry D. Eldridge
Patrick Hauenstein	Ira Kaplan	Gary E. Jusela
Ellen Papper	Duane Lakin	Joyce E. Russell
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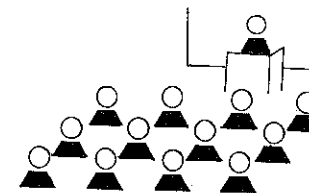
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<p>3 Compensation Theory and Practice <i>Marc J. Wallace, Jr., University of Kentucky</i> <i>Charles H. Fay, University of Kentucky</i> Both the line manager and the compensation specialist must be familiar with compensation theory and practice in 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. 5½ x 8¼, 282 pp., paperback, 1983</p>	<p>4 Performance Appraisal <i>H. John Bernardin, Florida Atlantic University</i> <i>Richard W. Beatty, University of Colorado at Boulder</i> 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. 5½ x 8¼, 403 pp., paperback, 1984</p>

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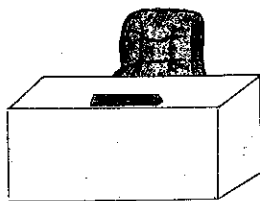
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For information contact Secretariat, 21st International Congress of Applied Psychology, P.O. Box 500006, Tel Aviv 61502 Israel; or Lila Reisman, Kenness International Inc., One Park Avenue, New York, NY 10016 — (800) 235-6400 or (212) 684-2010.

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Industrial/Organizational Psychologist. The Department of Psychology within the Purdue School of Science at Indiana University-Purdue University at Indianapolis is accepting application for an Assistant Professor (Tenure Track) position to begin **January 1** or **August 15, 1986**. An individual is sought whose primary research and teaching interests are in the areas of Organizational Behavior, Organizational Theory, or Performance Appraisal, although other specializations within Industrial and Organizational Psychology will be considered. Priority will be given to candidates with potential to develop a program of research. In addition, candidates should have an interest in taking an active role in the M.S. program in Industrial/Organizational Psychology. IUPUI is a dynamic, urban university with over 23,000 students; The Department of Psychology has 25 full-time faculty, over 250 undergraduate majors, a Ph.D. in Rehabilitation Psychology and in other areas on an individualized basis, and other M.S. programs in Rehabilitation and Applied

Social Psychology. Indianapolis, as the center for business and government in the state, offers a wide variety of research and training sites. Submit vita, research and teaching interests, and three letters of reference to: **Dr. John T. Hazer, Chairperson, Department of Psychology, IUPUI, P.O. Box 647, KB54, Indianapolis, IN 46223**. Evaluation of applications will begin **October 1, 1985**, but applications will be considered until the position is filled. IUPUI is an Equal Opportunity/Affirmative Action Employer.

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Faculty Position. The Department of Psychology at the University of Michigan announces an Associate or Full Professor position in Organizational Psychology. Duties include teaching and research in any of a range of organizational topics including the design of jobs, work environments, organizational dynamics and change, and interorganizational behavior. This position may include directing the Doctoral Program in Organizational Psychology and/or may involve a collateral appointment at the Institute for Social Research, University of Michigan. Eligibility is limited to those with a Ph.D. and whose research is relevant to organizational psychology or sociology. Applicants should have at

least six years of post-Ph.D. research experience with a record of significant theoretical and methodological accomplishments. **Send a vita and references to Organizational Program Search Committee, University of Michigan, Institute for Social Research, Room 2263, P.O. Box 1248, Ann Arbor, Michigan 48106-1248.** The University of Michigan is an Equal Opportunity/Affirmative Action Employer.

Faculty Position. The Department of Psychology at the Ohio State University seeks to fill a senior position in the I/O Psychology area starting in the 1986-1987 academic year. While the rank and compensation offered will be related to a person's qualifications, we expect to be able to make the appointment at the full professor level. The area is seeking someone who has demonstrated interest and achievement in any sub-specialty of I/O Psychology. The successful candidate would be expected to be involved in teaching at the advanced undergraduate and graduate levels, to supervise graduate students and to participate in an active program of research. Applicants should send a Curriculum Vita and a cover letter noting their current scholarly interests and plans, along with the names of three persons who could serve as referees, to: **Dr. Richard Klimoski, Chairman, Search Committee, Department of Psychology, The Ohio State University, 404C West 17th Avenue, Columbus, Ohio 43210.** To receive full consideration these materials should be posted no later than November 30, 1985.

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Research Psychologists. The Navy Personnel Research and Development Center in San Diego (NPRDC) has immediate openings for **Industrial/Organizational Psychologists** who will be responsible for the development of job performance criteria that can be used in the validation of selection and classification data, promotion decision factors, training program content, etc. To measure job performance, new and existing techniques, such as hands-on testing, job knowledge tests, performance ratings, and turnover indices, will be developed and evaluated. Jobs of current interest involve military electronics and mechanical systems maintenance and radar and sonar display operation and interpretation. The work will be conducted as part of a multi-project effort and will involve some travel. The ideal candidates should have a Ph.D. in I/O Psychology with a primary emphasis in criterion design/development; tests and measurement/psychometrics; job analysis; and technical writing. **Salary Range:** \$26,381 to \$31,619 (GS-11/12), depending on education and experience. **Phone (619) 225-6911, Dr. Robert F. Morrison,** for

additional information regarding these I/O Psychologist openings. Other positions under recruitment are in the specialty areas of Experimental, Personnel/Industrial, Social, Educational, Measurement and Evaluation, and Human Engineering Psychology. Grade levels are: GS-9, starting at \$21,804; GS-11, \$26,381; and GS-12, \$31,619. All positions are in Federal Civil Service; U.S. Citizenship is required. Send resumé or letter expressing interest to: **Special Examining Unit, Office of Personnel Management, Navy Personnel Research and Development Center (Code OOB), San Diego, CA 92152-6800.**

Faculty Positions in (1) Human Factors-Cognitive or (2) Industrial-Organizational Psychology. The Department of Psychology at George Mason University is accepting applications for a Fall 1986 tenure track appointment. Strong candidates at all ranks are encouraged to apply. For the human factors cognitive position a specialization in human-computer interaction or artificial intelligence is preferred. For the I/O position, a specialization in organizational behavior is preferred, although strong candidates in selection or training will be considered. The successful candidate will teach at undergraduate and doctoral levels and is expected to establish/continue research in specialty area and supervise doctoral students on dissertation and practicum. George Mason University is the regional state university in Northern Virginia and is located in the metropolitan Washington, D.C. area. Many funding agencies, high tech companies and corporate headquarters are nearby. The Psychology Department has 27 full-time faculty. Applicants should send a vita and three letters of recommendation by November 15, 1985 to: **Dr. Louis Buffardi, I/O Coordinator, Department of Psychology, George Mason University, Fairfax, VA 22030.** An Equal Opportunity/Affirmative Action Employer.

Faculty Position: Auburn University invites applications for a faculty position in I/O psychology, to begin in the Fall of 1986. Rank is open. Individuals qualified for appointment at the levels of advanced associate or full professor are particularly encouraged to apply. Depending on previous experience and interests, the successful candidate may also be offered the position of Director of the graduate program in I/O psychology. Area of specialization within I/O psychology is open, but applicants are expected to demonstrate a strong commitment to scholarly research and teaching in psychology. Previous experience of obtaining federal or other comparable grants for scholarly research is particularly desirable.

Auburn University is a state land-grant university in east-central Alabama with an enrollment of approximately 19,000 students. The psychology department has 23 full-time faculty members, and offers the Ph.D. in I/O, experimental, and clinical psychology.

Applicants should forward a vita, reprints, and have three letters of recommendation sent to **Philip M. Lewis, I/O Search Committee, Department of Psychology, Auburn University, AL 36849-3501.** Auburn University is an equal opportunity employer; women and minority group members are especially encouraged to apply.

Industrial/Organizational Psychologist. The Department of Psychology at Wayne State University anticipates a tenure track opening for Fall, 1986 (or possibly earlier). Ph.D. degree in Industrial/Organizational Psychology required. We are more interested in qualifications and/or potential of the applicant than in specific areas of research interest or specialization. Rank and salary are dependent upon experience and qualifications of the applicant. Candidates are expected to teach both graduate and undergraduate students, supervise Ph.D. candidates. Applicants should send vita, letter describing research and teaching interests, and three letters of reference to: **Alan R. Bass, Department of Psychology, Wayne State University, Detroit, MI 48202.** *An Equal Opportunity/Affirmative Action Employer.*

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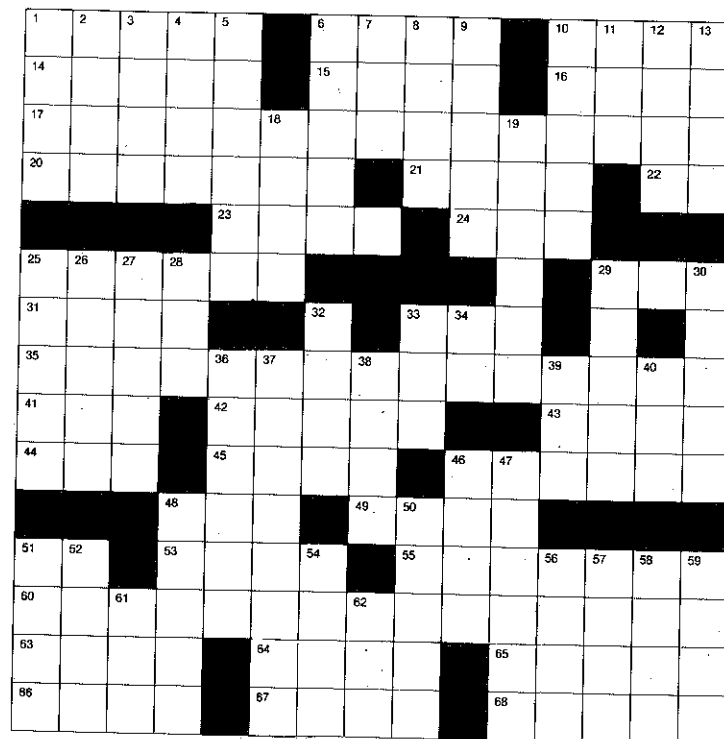
1. Fowler opus, with "The"
6. Svg. or Chkg.
10. Chances of winning a lottery?
14. Italian love
15. Anagram for roam
16. Wheel support
17. A dependent variable
20. Chinese or Filipino, for example
21. Mirror
22. Sq. root of the variance
23. Arab chieftain
24. Summer product
25. Safe
29. Where an OB Ph.D. graduates from
31. Cookie mogul
33. Meadow
35. One way to measure 17 across

41. Chemical suffix
42. To provide for, as a chair
43. Reed instrument
44. What Owens and Ryun did
45. Fitzgerald technique
46. Spirited horses
48. Dined
49. Lucas' Han
51. A continent (abbr.)
53. He thought, therefore he was
55. Charming
60. Independent variable, historically?
63. Opp. of pro
64. J. D. Salinger character
65. A worker of the future?
66. Type of attire
67. What it is when it's not ajar
68. Authority; assurance

DOWN

1. Goya subject
2. Andy's partner
3. Mongolian desert
4. Stellar bear
5. Two _____, sports car feature
6. Ceasar's friends
7. Bill, informally
8. A place for Pierre to relax
9. Region
10. Performed a delaying tactic
11. Sixty-one, to Claudius
12. Many labor groups?
13. Improve
18. Panel study variable
19. Chinese or alphabet, for short
25. Cavalry sword
26. Fluid injection, to the nervous?
27. Leonard or Steve
28. Where we are, for short
29. Sphere
30. Coyer these, to be sure
32. Word with baking or fountain
33. Order's partner
34. Printer's half-measure
36. A bosom buddy?
37. Enraged
38. Decays
39. Garden tool
40. Stewart or Serling
46. Small opening
47. Copy machine liquids
48. Bandleader Shaw
50. What many a renter aspires to be
51. Shadowbox
52. Florentian river
54. Manuel's this
56. Greek walk
57. _____ the way (an after-thought)
58. Mine, in Mexico
59. External, prefix
61. New York betting org.
62. Latin primer word

See answer on page 38.



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

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