

TIP

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AN OFFER TO SUPPORT RESEARCH

This invitation is open to colleagues in academia, industry, government, or ?. The aim is to improve measured productivity and the quality of working life through survey feedback, coaching, and training.

Background

My Survey of Management Practices (SMP) and **Survey of Sales Relations (SSR)** discriminate between high and low performers when assessed by attainment of administrative goals, factory production, or sales. Survey assessments are by selves, superiors, subordinates, customers, or prospects as appropriate.

We have also shown that the quality of working life as measured by the **Survey of Group Motivation and Morale**, is heavily dependent on managerial skills as measured by the **Survey of Management Practices**.

And, we have demonstrated that managers' profiles, can be raised significantly in as short a time as five weeks.

The **Survey of Management Practices** assesses skills such as **Clarification of goals, Coaching, Control**, etc. and interpersonal relations such as **Teambuilding**, (fifteen dimensions). The **Survey of Group Motivation and Morale** assesses attitudes toward the organization, one's work-mates, and the work (eight dimensions). Both have been translated into French, German, Italian, Polish, Portuguese, and Spanish.

The **Survey of Sales Relations** assesses **Professionalism, Identification of needs, Presenting benefits, Asking for the order**, etc. (ten dimensions). It is adapted for insurance, financial services, technical service organizations, etc.

I have also developed a six-module management training program based on research with the surveys. It utilizes hands-on drills, role play modeling, and on-the-job exercises.

The Research Objective

The goal is to tie the ends together: to show that not only do the surveys discriminate and help produce perceived change; but that we can improve concrete measures of productivity and the quality of working life through an integrated program of individual and group feedback, coaching, and training.

I will support experiments involving experimental and control groups, with objective measures made before and after treatment. Performance measures may be sales, administrative, production, or any other concrete assessments. If sales or service, we can use both the management (SMP) and relations (SSR) instruments to treat the entire system from the customer to top functional management. We have had good results at both levels.

The Offer

I will provide at least partial support in the form of materials, data processing, etc. as needed. If your situation is purely academic, as for a graduate thesis, you can count on full support. If you are in an organization or are a consultant, let's talk. Please call or write for supporting data.

Clark L. Wilson, Ph.D.
Fellow, Division 14

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SOCIETY PUBLISHES NEW INFORMATION BROCHURE

THE SCIENCE AND PRACTICE OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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



Enclosed with your **TIP** this month is a new brochure that provides information about the field of I-O Psychology and the Society which supports it. Called **The Science and Practice of Industrial and Organizational Psychology**, it offers some basic facts about the field important for clients, students, and the general public.

In a section geared to clients, the typical approach of an I-O psychologist is described as well as support he or she will need from an organization. Some tips on evaluating a psychologist's experience and credentials are also provided. Students are given advice on graduate study in the field and prospects for employment.

For those generally interested in the field, typical job titles for I-O psychologists are offered as well as functional areas where they apply their skills. The role of the Society is

presented along with some of its activities.

The Science and Practice of Industrial and Organizational Psychology was developed by Ann Howard, Jim Sharf, and Ben Schneider, with helpful advice from the 1984-85 Executive Committee. It replaces two previous brochures, **A Career in Industrial Organizational Psychology** and **The Industrial Organizational Psychologist**.

Additional copies of the brochure are available from the Society's Administrative Assistant (address on back cover). Single copies are free, and multiple copies are available for a small charge.

TIP

The Industrial- Organizational Psychologist

Vol. 23/No. 3

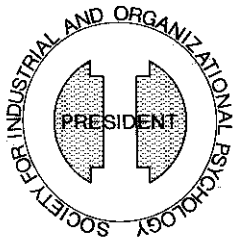
May, 1986

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A Message From Your President

Irv Goldstein
May, 1986

In my last message, I wrote about many of the events and people that make participating in SIOP such an exhilarating and wonderful experience. Today, my message will be more sobering in that I will try to address some of the critical issues facing our society as a division of the American Psychological Association. As some of you know, this is a time when there is a growing strain between the goals of our Society and the interests of large segments of the membership of the American Psychological Association. The issues are very complex and I am not sure that any one of us understands all of the main effects. I am quite sure that no one understands all of the interactions. On the other hand, we must begin to reflect on the future that we now face as a society.

From one perspective, it is important for us to understand and appreciate the large number of excellent services provided for us as members of the American Psychological Association. It is all too convenient to criticize APA as too big and too unconcerned. What we tend to forget are the number of services provided by APA which we would have to provide ourselves if we were not members of the association. I could complete this entire message by referring to the efforts of APA which are generally not well known by the membership of Division 14 (excluding such familiar services as our research journals). For example, since I have become president of Division 14, I have had at least 5 serious queries concerning ethical violations by our members. Those inquiries do not include ethics questions which have been sent directly to APA. In any case, I was only too happy to inform the persons who inquired that we did not have our own Ethics Committee because APA provides the service. I should also note that providing that service not only involves considerable time on the part of the Ethics Committee and its staff but also includes very expensive legal advice. Of course, that is only one example. Thus, APA also provides extensive lobbying efforts on our behalf for the support of psychological research. This involves representation in front of relevant congressional committees and also includes sponsoring forums where policy makers and researchers can meet and discuss issues

affecting our discipline. I have just finished nominating several members of Division 14 to serve on a panel to discuss future funding support. No one should underestimate the importance of Psychology speaking with one voice and, of course, many of our members have commented on the potential tragic implications for the development of our science if Psychology were to split into many small parts.

This all leads to the question: What is the problem? Why is Irv even bothering to spend time and space discussing this issue and why is the blood pressure of most Executive Committee members at an all time high? That is somewhat harder to explain but a good place to start, if you still have your copy, is with the March, 1986 edition of the *APA Monitor*. On the front page of that issue is an article describing the fact that APA now has a differential dues assessment structure that requires additional dues of \$50 per member for persons who are health care providers and licensed as psychologists. Although we are not sure that our friends in the health services area recognize it, our representatives to APA Council supported that differential dues assessment. Before we all get excited, it is important to note that persons, such as I/O psychologists, who are not providing health care services are exempt from this extra payment. Thus, the important issue becomes why is this extra payment considered necessary for health service providers?

The answer to that question is addressed in a well written article on the second page of the *APA Monitor*. Here, the problems of health service providers and their battles with the American Medical Association and psychiatrists are carefully explained. The article notes the emergence of health maintenance organizations (known as HMOs) and the fact that psychologists have systematically been excluded from participation in HMOs. Since HMOs and other similar organizations promise to be the wave of the future, the actual existence of psychologists as health service providers is in jeopardy. The response of the health service providers is rather predictable. They are doing all they can to get into positions where they can affect the policy decisions governing their future. They also feel that a great need for designing a structure of licensing, accreditation, training, etc. which signifies that they are a unified discipline. The view is that the more the requirements for education and practice are standardized, the easier it is to establish a unified profession. The goal is to force health service organizations and other service organizations to permit the use of the services of psychologists as health providers. Note that an important key is being eligible for third party payments from health insurance companies. It is clear that if psychologists are not able to maintain their eligibility, or if they are locked out of HMOs, then patients will utilize the services of other health professionals such as psychiatrists because the visits are paid for by insurance. Many of us are sympathetic

to the problems of health service providers and agree that patients should have the opportunity of choosing psychologists as their mental health care provider.

The problem is that in their desire to strengthen their position, health care providers have become less and less interested in the problems that they are creating for the rest of us. In the past, this has resulted in various disagreements on standards of practice and training. Now, with their profession and practice being threatened, health service providers are pursuing one item after another through various APA committees. The most serious recent event is a new definition of practice which is so broad that it includes many types of psychologists including us. As part of the definition, it is stated that all persons who practice psychology must be licensed and that in order to be licensed you must graduate from an accredited program. The fact that Division 14 has been against the accrediting of I/O graduate programs is totally ignored. Interestingly, at the same time this is happening, another APA committee is at work deciding whether to extend accreditation to other disciplines such as I/O psychology. If this definition of practice becomes part of the licensing law, and if I/O psychologists must be licensed, then the only way they will be eligible is if I/O graduate programs agree to APA's accrediting system.

However, the rules of accreditation have all sorts of requirements which don't fit us. Philosophically, we have agreed that there are many ways to train I/O psychologists and that diversity in background and training was one of the healthiest aspects of our discipline. That view is stated in our Guidelines For Education and Training. Accreditation systems have entirely the opposite point of view with many stated requirements. In addition, accreditation systems have standards related to the number of faculty and where the program must be housed. Thus, a program must be housed in a Psychology Department in order to be eligible for accreditation. This means the program at Yale's School of Organization and Management would not be eligible nor would Carnegie Mellon's program nor would the University of California at Berkeley be large enough, etc. We, of course, are fighting this definition of practice and its relationship to licensing and accreditation. However, the health care providers are large in number and are very concerned. Thus, many of them are not interested in our problems.

Another good example of what is facing us is that the APA Council of Representatives (which overwhelmingly represents the interests of health care providers) approved the seating of representatives (without giving them a vote) from all unrepresented states. These representatives are also overwhelmingly health care providers. We have protested this as a violation of the rules of order and even APA recognizes that there may be a problem of dual representation. However, after almost a year, we still

have not been able to get the Board of Directors to make a decision about this problem. This gives health service providers an even larger voice in this critical decision making body and who knows when these extra representatives might even be given a vote.

I hope this enumeration of issues gives you some idea of the type of problems facing us. Please understand these are only examples. However, all of these issues affect our future as I/O psychologists. As a final illustration of the importance of these issues, one state is attempting to pass a new licensing law governing what health care psychologists are allowed to do. In this case, one activity they have reserved for themselves is individual assessment. If that law passes as presented, I/O psychologists would not legally be allowed to perform individual management assessment.

What is the solution? I don't have an answer but I do know that it is important for all of us to become as knowledgeable as possible about these issues so that we can recognize the problems and lobby for alternatives to protect us. We have worked strongly for a reorganization of APA which will allow us to have separate societies as a part of APA. Our hope is that such an approach would allow the health care providers to work to resolve their problems without feeling they have to impose their structure on us. Milt Hakel has forcefully stated such a position in a number of editorials that you have had the chance to read. We have just learned that Milt has again been nominated to run for President of APA. The other four persons running are health care providers. It is critical that Milt have your support so that the membership of APA knows where we stand. These are very difficult days. Our future may also be at stake. Please let us hear from you. We will be discussing these issues and various alternatives at many future meetings and we need your input.

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

OHRC VIEWPOINT:

The fired executive as consumer

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

A remarkable change is sweeping the outplacement industry. Increasingly, American companies are giving fired executives the choice of outplacement firm from a small but well-researched list of suppliers. And these executives are giving outplacement firms a careful going over before signing up.

Terminated managers have become shoppers; they are applying a consumer's mentality to picking outplacement services and, while some may disagree, all parties benefit.

The corporations that give their people a part in the outplacement decision may well find a faster rate of re-employment among former executives. And a higher sense of satisfaction about the company. The executive feels more confident knowing that he or she had a hand in the selection and believes that his or her future is in good hands.

And outplacement firms are having to reach for higher levels of excellence. Those that may have shortchanged their clients, even slightly, on counselor time and quality, secretarial help, psychological testing and commitment to seeing executives re-situated in new positions quickly; are cleaning up their acts.

We, at Oliver Human Resource Consultants, tip our hat to the companies who are bringing fired executives into the outplacement selection process. Their wise and insightful choice is helping raise the standard of outplacement in this country.

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



Oliver Human Resource Consultants, Inc.
1290 Avenue of the Americas, NYC10104
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The 34th Annual

INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY WORKSHOPS*

**Presented as part of the annual convention of
The American Psychological Association**

Thursday, August 21, 1986

Washington D.C.

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*Society for Industrial & Organizational Psychology, Inc. is approved by the American Psychological Association to offer continuing education for psychologists. APA approval is limited to organizations and does not necessarily imply endorsement of individual offerings. This workshop is offered for seven (7) hours of continuing education credit.

WORKSHOP SCHEDULE

Thursday, August 21, 1986

Washington, D.C.

Registration	8:15 a.m.- 9:00 a.m.
Morning Sessions	9:00 a.m.-12:30 p.m.
Lunch	12:30 p.m.- 1:30 p.m.
Afternoon Sessions	1:30 p.m.- 5:00 p.m.
Reception	5:30 p.m.- 7:30 p.m.

Section I	CONFRONTING THE COMPLEXITY OF MANAGERIAL STRESS: ASSESSMENT-BASED RESEARCH AND CREATIVE INTERVENTION STRATEGIES Kerry A. Bunker
Section II	MANAGING TRAUMATIC ORGANIZATIONAL CHANGE Joseph Bevan and George H. Labovitz
Section III	NEGOTIATION AND DISPUTE RESOLUTION Roy J. Lewicki and Leonard Greenhalgh
Section IV	CROSS-CULTURAL PERSPECTIVES OF LEADERSHIP AND EMPLOYEE MOTIVATION Simcha Ronen
Section V	UTILITY ANALYSIS FOR EMPLOYEE MOVEMENT DECISIONS: A BOTTOM-LINE APPROACH TO PLANNING AND EVALUATING PERSONNEL PROGRAMS John W. Boudreau
Section VI	EFFECTIVELY SUPERVISING OTHERS: DOCUMENTED DAY-TO-DAY INTERACTIONS Judith L. Komaki
Section VII	STIMULATING ORGANIZATIONAL CREATIVITY Stanley S. Gyskiewicz and Teresa Amabile
Section VIII	IMPROVING THE SELECTION INTERVIEW Stanley B. Silverman
Section IX	BUILDING EEO LEGAL DEFENSIBILITY INTO SELECTION AND ASSESSMENT PROCEDURES David M. Morris, Marilyn K. Quaintance, and Max H. McDaniel
Section X	DESIGNING AND LEADING SELF-MANAGING TEAMS J. Richard Hackman

SECTION I (Full Day) CONFRONTING THE COMPLEXITY OF MANAGERIAL STRESS: ASSESSMENT-BASED RESEARCH AND CREATIVE INTERVENTION STRATEGIES

Kerry A. Bunker
AT&T

Stress remains one of the most popular and yet mismanaged issues confronting I/O practitioners, physicians, employee assistance counselors, and corporate executives. Ongoing medical research continues to uncover startling new linkages between positive and negative life stress and such outcomes as psychological well-being, health risk, performance, and total-life adjustment. In their haste to resolve the stress crises, both organizations and professionals have been guilty of grasping for quick and simple solutions to a problem that is fraught with complexity and contaminated by individual differences. This workshop will focus on the outcomes of a long-term organizational research and intervention effort that has attempted to unravel some of these complexities and to implement the results.

During the first part of the workshop, the leader will review the comprehensive assessment-based research strategy he has utilized to integrate such data as work and nonwork stressors, coping styles, defense mechanisms, manifestations, support systems, and overall adjustment. Participants will be given hands-on experience at assessing the complex components of stress both in their own lives and in the lives of sample cases.

Later, the workshop will focus on developing an understanding of the research findings and on exploring creative strategies for applying these results. The leader will discuss the key characteristics of effective and ineffective copers and their implications for developing and implementing meaningful awareness and change programs. Particular attention will be focused on a recent research and intervention program directed at understanding and working with the unique stress problems confronted by the managerial woman. Participants will be given the opportunity to experience, practice, and discuss the techniques suggested for understanding the total-life stress and for addressing its implications with both short- and long-term intervention efforts.

Kerry A. Bunker is District Manager of Management Continuity Research and Programs at AT&T. He is involved with a wide variety of management identification and development activities at AT&T and has directed the Managerial Stress Research and Development Project since 1978. He earned his Ph.D. at the University of South Florida.

Coordinator: **Patricia R. Pedigo**, IBM Corporation

SECTION II (Half Day) MANAGING TRAUMATIC ORGANIZATIONAL CHANGE

Joseph Bevan
Richardson-Vicks, Inc.

George H. Labovitz
Boston University

This workshop focuses on traumatic organizational change. We will explore the impact on organizational goals, systems, structures, and people caused by such traumatic events as divestiture and takeover, explosive growth, downsizing, new technologies, and redirection.

We will examine successful management of change through practical and real examples. Special attention will be paid to one major case which will provide a model of a successful change strategy.

We will discuss the multiple role of the human resource specialists during periods of change, not only serving as a mitigator of negative impacts, but also serving as an integrator and facilitator toward constructive proactive change.

Joseph Bevan is the Vice President of Personnel Operations for Richardson-Vicks, Inc., a consumer packaged goods company that markets health and personal care products. He is a graduate of Emory University and has attended the Program for Management Development at Harvard.

Dr. Bevan has spent his entire business career as a Human Resource generalist reporting to senior-line executives. During his long tenure with Richardson-Vicks, Inc., he has managed the Human Resources function in five different operating companies including a substantial involvement in their international business. Over the years his work has been particularly directed toward the areas of Organization Planning and Development and Group Dynamics. The Richardson-Vicks Company has undergone major changes in recent years and in 1985 was merged into Procter & Gamble.

George H. Labovitz is Professor of Organizational Behavior at Boston University School of Management. He is also President of Organizational Dynamics, Inc., a management consulting and training company with offices in major cities in the U.S. as well as Europe.

He earned his Ph.D. in Organizational Psychology from Ohio State University. He has conducted organizational studies in industry, government, and healthcare and has published numerous articles in his field. Organizations his firm has consulted for include U.S. Government Agencies, AT&T, ITT, Gillette, General Electric, and Procter & Gamble, as well as a number of healthcare organizations.

Coordinator: **Melvin Sorcher**, Richardson-Vicks, Inc.

SECTION III (Half Day) NEGOTIATION AND DISPUTE RESOLUTION

Roy J. Lewicki
The Ohio State University

Leonard Greenhalgh
Dartmouth College

There is ample research evidence to confirm that managers spend a great deal of their time negotiating and handling disputes. Personnel and human resource managers are no exception to this fact; among their duties, they must negotiate budgets, implement procedures and policies, enforce workrules and investigate charges of workrule violations, secure compliance to state and federal regulations, bargain with unions, and gain cooperation among employee groups.

This workshop will focus on techniques that can be used to help managers negotiate and resolve disputes. Primarily featured will be training modules that have been developed by workshop leaders (with Jeanne Brett of Northwestern and Deborah Kolb of Simmons) to train managers in negotiation and dispute resolution skills in schools of business and law. These materials were developed under the auspices of the National Institute of Dispute Resolution and have been tested in many classrooms during the 1985-86 year. In addition, new materials will be made available, and general strategies for effective training in negotiation and dispute resolution will be discussed.

Roy J. Lewicki is Associate Dean of Graduate Business Programs and Continuing Education at the College of Administrative Sciences, The Ohio State University. He is the author of several books on negotiation and articles on the effective teaching of negotiation skills and has designed many executive seminars in this area.

Leonard Greenhalgh is Associate Professor of Business Administration at the Amos Tuck School of Business, Dartmouth College. He has authored numerous articles on negotiation and has taught many academic courses and executive seminars in this area.

Coordinator: **Tove H. Hammer**, Cornell University

SECTION IV (Half Day) CROSS-CULTURAL PERSPECTIVES OF LEADERSHIP AND EMPLOYEE MOTIVATION

Simcha Ronen
New York University

The increasing prominence of Multi-National Companies (MNCs) and the proliferation of cross-national business ventures in the last two decades have intensified the practical necessity for understanding management behavior and personnel practices in other countries.

I/O psychologists have recently increased their involvement in empirical research on the applicability of various theoretical models cross-culturally and the similarity and differences of employee attitudes and behaviors cross-culturally.

This workshop will review and evaluate the available knowledge in two main areas: leadership and employee motivation. It will emphasize the cultural antecedents of employee attitudes and behavior with reference to models developed in the Western world. Drawing examples from various countries, we shall employ a cross-cultural comparative approach to focus in depth on a few selected dimensions in the area of leadership and motivation.

This approach should interest and benefit both academicians and practitioners dealing with personnel practices, training plans, and organizational development programs.

The following questions will be dealt with in the workshop:

1. In what ways are managerial styles congruent with cultural settings?
2. Are motivational models developed in the West universal?
3. Considering the convergent and divergent forces influencing managerial approaches, what can be said about similarity and dissimilarity of employee work goals cross-culturally?
4. Can managerial styles and human resource practices, which are successful in one culture, be transferred to another?
5. In what ways can the knowledge of employee values and their cultural settings improve our negotiations and interpersonal dealings?

Simcha Ronen is a Professor at New York University's Graduate School of Business Administration and is spending his sabbatical year at Tel Aviv University in Israel. He is the author of a 1986 Wiley book titled "Comparative and Multinational Management."

Coordinator: **Paul M. Connolly**, Management Decisions Systems

SECTION V (Half Day) UTILITY ANALYSIS FOR EMPLOYEE MOVEMENT DECISIONS: A BOTTOM-LINE APPROACH TO PLANNING AND EVALUATING PERSONNEL PROGRAMS

John W. Boudreau
NYSSILR-Cornell University

Utility analysis models are becoming increasingly-used tools for planning and evaluating external employee selection programs (affecting the pattern of employee movement into organizations). Recently, the principles of these models have been extended to encompass recruitment activities that precede selection, employee movement out of the organization (e.g., layoffs, turnover), and employee movement within the organization (e.g., promotions, transfers). The resulting models offer an explicit cost-benefit framework for integrating planning and evaluation activities related to employee movement. The objectives of this workshop are to acquaint participants with the employee movement utility

framework and to discuss how this framework can be used to assist in the planning and evaluation of actual organizational program decisions.

The workshop will include a nontechnical summary of employee movement utility principles, a detailed example demonstrating how micro-computer technology can be used to study the consequences of employee movement programs, and a discussion of methods for applying/using these models even when information is incomplete and/or uncertain.

The workshop is intended for those responsible for developing, evaluating, and planning employee movement programs (e.g., selection, promotion, layoff, turnover). Familiarity with selection utility concepts will be helpful. Participants are encouraged to bring with them a description of an employee movement decision issue as the basis for questions and discussion.

John Boudreau received his Ph.D. in Human Resource Management and Industrial Relations from the Krannert Graduate School of Management at Purdue University. He is Assistant Professor of Personnel and Human Resource Studies at the Industrial and Labor Relations School of Cornell University. Professor Boudreau has published several articles (including a *Journal of Applied Psychology* Monograph) on employee movement utility analysis. He is currently conducting field research and consulting on employee movement decisions with several Fortune 500 organizations.

Coordinator: **Ronald A. Ash**, University of Kansas

SECTION VI (Half Day) EFFECTIVELY SUPERVISING OTHERS: DOCUMENTED DAY-TO-DAY INTERACTIONS

Judith L. Komaki
Purdue University

Ever wondered what managers really should do to effectively motivate their subordinates? Despite longstanding interest in this vital topic, data are sparse.

This workshop highlights recent findings showing what effective managers actually do during their everyday interactions. After intensively observing managers in action on many occasions, it was found that both the effective and marginal managers spent most of their time in the same way: discussing the work, giving instructions. The major differences were that the effective managers spent significantly more time: 1) **MONITORING PERFORMANCE**: Collecting information about performance (e.g., scanning claims, attending subordinates' meetings), and 2) **PROVIDING PERFORMANCE CONSEQUENCES**: Indicating knowledge of performance (e.g., "OK," while looking over production records). Furthermore, the effective managers monitored performance a special way: By *directly sampling* performance (e.g., observing/examining work) rather than relying on self-report or secondary sources.

This workshop takes these implication-rich findings and suggests ways that I/O psychologists can help managers improve their formal *and* informal interactions and their day-to-day performance appraisal efforts. The goals of the workshop are that participants 1) distinguish the two critical behavioral categories of Performance Monitoring and Consequences, 2) note their rationale, *and* 3) demonstrate them in specially-designed simulated work situations. The simulations provide a basis for practice and a self-assessment of supervisory effectiveness; they can also be used as a vehicle to train others. The leader will discuss the theory and the evidence, and illustrate how managers with a wide range of supervisory styles can enact these categories. Readings will be required prior to the workshop.

The workshop is designed for the I/O psychologist employed in business, industry, government, or educational settings.

Judith L. Komaki (University of Illinois, 1970) is an Associate Professor of Psychology at Purdue University. Currently, she is spending her sabbatical year at the University of Maryland. A Fellow of Division 14, Dr. Komaki has actively conducted research and consulted in the areas of work motivation and leadership.

Coordinator: **Mirian Graddick**, AT&T

SECTION VII (Half Day) STIMULATING ORGANIZATIONAL INNOVATION

Stanley S. Gryskiewicz
Center for Creative Leadership

Teresa Amabile
Brandeis University

Individual departments and corporations are increasingly faced with creatively managing the people and products of their organizations. The more effective organizations are those which appropriately assess their internal culture and resources. With this information they effectively mobilize their people and maximize their use of the creative resources which leads to organizational innovation.

The workshop will review the methodology for completely and accurately describing the environment for innovation. It focuses upon those factors which either stimulate or inhibit risk taking, creativity, and successful innovation in corporate environments. Four major classes of factors will be addressed which cross personal and environmental dimensions. These four factors are:

- Environmental Stimulants to Creativity
- Environmental Obstacles to Creativity
- Favorable Personal Qualities
- Unfavorable Personal Qualities

Stanley S. Gryskiewicz is Director of the Creativity Development Division at the Center for Creative Leadership. He earned a Ph.D. in occupational psychology from the University of London, Birbeck College, and is the principal organizer and developer of creativity training programs at the Center. In addition to organizing the Center's research programs in creativity, he has been active in creativity training in the United States, Europe, and Latin America for the past fifteen years.

Teresa Amabile is Research Assistant at the Center for Creative Leadership and Associate Professor of Psychology at Brandeis University. She earned her Ph.D. in psychology from Stanford University in 1977. Her ten years of research on creativity have led to a theory of creativity, a number of methods for assessing creativity, and a set of prescriptions for maintaining and stimulating creativity. She is author of *The Social Psychology of Creativity*.

Coordinator: **Wayne R. McCullough**, IBM Corporation

SECTION VIII (Half Day) IMPROVING THE SELECTION INTERVIEW

Stanley B. Silverman
University of Akron

This workshop will be centered on the various issues that can lead to the improvement of the selection interview. The participants will experience a shortened version of an interview training process used by several major organizations to teach managers and human resource personnel how to use the interview effectively as a selection tool. During the workshop, the participants will:

1. View job candidates on videotape, rate them, discuss their rating, and examine the degree to which they are prone to making judgment errors which often result in poor hiring decisions;
2. Discuss techniques which can be used to reduce judgment errors in the employment interview, as well as in the performance appraisal;
3. Discuss the validity problems inherent in the interview as well as various types of questions such as situational and simulation questions.

Extensive use of videotapes, exercises, and group discussions will be made. The workshop is intended for practitioners and researchers in I/O psychology who are interested in finding ways to improve the interview process.

Stanley B. Silverman is currently Assistant Professor at The University of Akron and a managing partner with Human Resource Decisions (HRD). Stan has been actively involved in consulting and personnel research for many large organizations in the areas of training and management development, selection, performance appraisal, and attitude surveys. He is Chair of the Society's Annual Conference Committee for the 1986 Chicago and 1987 Atlanta meetings. Stan is currently writing a chapter on performance appraisal and training for the upcoming ASPA/BNA handbook series entitled *Organizational Development and Training*.

Coordinator: **Vincent F. Caimano**, Hughes Aircraft Company

SECTION IX (Half Day) **BUILDING EEO LEGAL DEFENSIBILITY INTO** **SELECTION AND ASSESSMENT PROCEDURES**

David M. Morris
Marilyn K. Quaintance
Max H. McDaniel
Morris & McDaniel, Inc.

Today's employee and applicant populations are becoming increasingly litigious under the provisions of federal and state executive orders and EEO (Equal Employment Opportunity) legislation. As a result corporations find themselves having to justify or postvalidate selection and assessment procedures. Appropriate attention in the design and implementation phases of selection and assessment will help to ensure a winning position.

The workshop will address implications of EEO case law, Uniform Guidelines, and the updated Division 14 Principles which practitioners must consider when developing and implementing personnel selection and assessment procedures.

The program will focus on ways practitioners can build legal defensibility into their methodology as they develop and implement assessment procedures. An update of important case law will be covered in addition to:

- A Review of Uniform Guidelines and Update of *Division 14 Principles*,
- The Use of Cut-Off Scores In Assessment Centers,
- Establishing Age-Related Factors as a Minimum Requirement for Jobs and Performance Appraisal Systems.

David M. Morris is Vice President of Morris & McDaniel, Inc., a human resources consulting firm. He is a practicing industrial psychologist and an attorney and has had considerable practical and comprehensive experience in personnel work. On a number of occasions he has served as an expert witness in EEO cases.

Marilyn K. Quaintance is Regional Director of Morris & McDaniel, Inc. As a practicing industrial psychologist she was involved in the development of the *Uniform Guidelines on Selection Procedures* and has conducted many seminars on related topics. She is currently involved in large-scale testing and assessment center projects.

Max H. McDaniel is President of Morris & McDaniel, Inc. As a practicing industrial psychologist he has extensive experience in a wide variety of personnel projects. He is particularly experienced in Title VII litigation including case preparation and expert witness testimony.

Coordinator: **Susan N. Palmer**, Wells Fargo Bank

SECTION X (Half Day) **DESIGNING AND LEADING SELF-MANAGING TEAMS**

J. Richard Hackman
Harvard University

Organizations increasingly are turning to member self-management (as opposed to top-down management direction) as a strategy for orienting work behavior, controlling it, and securing member commitment to collective objectives. This workshop examines the conditions required for effective use of self-management in work organizations with special emphasis on the design and leadership of self-managing teams.

Prior to the workshop, participants will read a chapter by the workshop leader that attempts to summarize existing knowledge about the psychology of self-management. The first half of the workshop will be spent in discussion, clarifying theoretical issues raised in the chapter and drawing out specific implications of the material for different types of self-managing teams (e.g., teams of production workers vs. management task forces vs. teams that provide direct services to others). In the second half of the workshop, participants will work in small groups using a guide to implementation provided by the leader to apply the material to the design and leadership of one or more self-managing teams with which they are personally involved (or that they might be about to create or study). The workshop will end with a brief discussion of the lessons learned and with the generation of a list of conceptual and managerial issues deserving of further study.

J. Richard Hackman is a professor in the Department of Psychology and Social Relations at Harvard University and in the organizational behavior group at the Harvard Business School. He has been conducting research on organizational self-management and on group effectiveness for several years.

Coordinator: **Morgan W. McCall, Jr.**, Center for Creative Leadership

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Department of Humor

**“The Three Little Pigs” As Reviewed by
an I/O Psychologist**

Paul M. Muchinsky

Once upon a time three little pigs lived with their mother. One day mother pig said it was time for them to go out on their own. So they did. Each little pig went on his way to build a house and seek his fortune.

The first little pig decided to build his house of straw. That wouldn't take long and the little pig would have more time to play.

The second little pig built his house of sticks. That was easy, too, and he had lots of time to play.

The third little pig decided to build his house of bricks. It took him a long time and was a lot of hard work. The other pigs laughed at him because they were all finished building their houses and had lots of time to play. They thought their brother was silly to put so much work into it. He told them they would be sorry someday for being so lazy.

One day the big bad wolf came to the first little pig's house made of straw.

Wolf: “Little pig, little pig, let me in.”

Pig: “Not by the hair on my chinny-chin-chin.”

Wolf: “Then I'll huff and I'll puff and I'll blow your house down.” And he did. He huffed and he puffed and he blew the house down. The little pig ran to his brother's house made of sticks. The wolf came to the house and said,

Wolf: “Little pigs, little pigs, let me in.”

Pigs: “Not by the hair of our chinny-chin-chins.”

Wolf: “Then I'll huff and I'll puff and I'll blow your house down.” And he did. He huffed and he puffed and he blew the house down.

The little pigs ran to their brother's house made of bricks. The wolf came to the house and said,

Wolf: “Little pigs, little pigs, let me in.”

Pigs: “Not by the hair of our chinny-chin-chins.”

Wolf: “Then I'll huff and I'll puff and I'll blow your house down.” So the wolf huffed and puffed and he huffed and he puffed, but he couldn't blow the house down.

The three pigs quickly built a fire in the fireplace and put a giant pot of water on the fire to boil. Then they said loud enough for the wolf to hear them, “I sure hope he doesn't try to come down the chimney to get us. We'd be in big trouble for sure.”

The wolf thought this was a great idea, so he climbed up on the roof and slid down the chimney into the pot of boiling water. The little pigs dropped the heavy iron lid on the pot and that was the end of the big, bad wolf.

While this manuscript is replete with matters of substantive importance, there are a number of major conceptual limitations and methodological flaws which render it suspect.

First the substantive issues:

1. The author fails to fully address significant issues of a developmental nature regarding the early life history experiences of the pigs. We are told the pigs lived with their mother. What effects can we hypothesize are attributable to being raised by a single parent? Were the parents separated, is the mother widowed, or are the three offspring bastards as well as pigs? These issues warrant added explication. Furthermore, the author is being quite presumptuous to assert the pigs left home to "seek their fortunes." Mankind is motivated by more than the desire to accumulate wealth. I'm sure the same is true of pigdom. See Herzberg (1959) for an explanation of why money is not a motivator.

2. I find the attributions of why the pigs built their houses of different kinds of construction material to be speculative, at best. Rather than the reason of increased time for the pursuit of leisure satisfaction, perhaps economic factors played a role in the decision process. Straw and sticks are less costly than brick, and we have no evidence as to the equivalent economic bearing of the three pigs. Additionally, to grant pigs the power of introspection is unwarranted on the basis of the data. On what basis does the author surmise the two pigs felt their brother was "silly?" Perhaps they simply felt (albeit incorrectly) that cost/benefit factors gainsayed the use of brick. I feel the author must be more careful to avoid making unjustified attributions and unwarranted interpretations.

3. It is not at all clear why the wolf elected to dismantle the pig's houses through the rapid expulsion of air. Selective application of a wrecking bar, bulldozer, or even carefully situated dynamite would have been more plausible and at least as effective. There is also no justification for the mindless banter between the pigs and the wolf prior to commission of the assault on the domiciles. Reporting them serves no purpose other than to pad the manuscript. Inclusion of alleged conversations between study participants is typically contrary to APA publication standards. Furthermore, the inclusion of arcane terminology serves only to confuse the reader. For example, what is a "chinny-chin-chin," and how does it differ from a "chinny-chin" or even a "chin," for that matter?

4. I have a problem understanding one issue which occurred at the third pig's house. That is, what precisely was the cause of the wolf's demise? If the wolf supposedly died of hyperthermia (i.e., he was cooked), there is no way a large pot of water would have reached more than a tepid temperature given the short amount of time the pot was on the fire before the wolf's vertical entrance. Alternatively, if the cause of death was drowning, there would have been no need to heat the water at all, thus negating the role of having a fire in the fireplace. This issue needs to be clarified. Furthermore, given the treatment afforded the wolf

by the pigs, to assuage potential ethical concerns I feel the author should clearly state the status of the research vis-a-vis the Animal Rights Standards.

However, more than concern and confusion over substantive issues, I am deeply dismayed over what appears to be a complete disregard for even the most rudimentary methodological practices. This study is saturated with all manner of questionable research procedures.

5. We are led to believe it was the presence of *brick* which inhibited the wolf's destructive tendencies. An equally compelling explanation is the wolf was fatigued from his two previous episodes of blowing behavior. After scotching two houses maybe the wolf just ran out of gas (or whatever), and the bricks had nothing to do with it. There is a complete confounding of pigs and houses. I suspect the obtained results are due simply to an order effect. Has the author ever heard of counterbalancing? Since the pigs were nested within houses, you cannot partial out the effects of the confounded variables given the design employed in this study.

6. At even a more fundamental level, what exactly *are* the independent and dependent variables in this study, and what is the experimental design? Is "construction material" the IV, with three levels? Is "durability of the house" the DV? If so, where do the pigs and the wolf fit in? Or is the wolf the IV, and construction material is an intervening variable? This is all very confusing and poorly described. As for the experimental design, did you block on the wolf, or are pigs yoked to houses? To me this study is a split plot if ever I saw one.

7. The sample size in this study is incredibly small. Is the author familiar with the "law of small numbers" (see Schmidt & Hunter, 1980)? It is impossible to draw any inferences from the effects of one wolf—you have no degrees of freedom. For example, what if the wolf suffered from bronchial asthma and had a diminished lung capacity? We have no way to assess the main effect of "Wolf." The use of *three* pigs is somewhat more defensible, but even this has trappings of a quick and dirty pilot study. Even the most robust pigs lack the needed levels of power if you only have three of them.

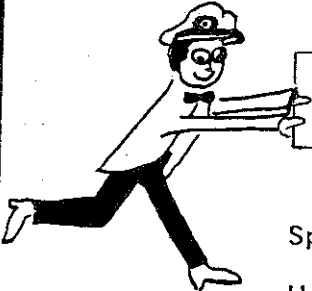
8. I am anguished over the complete lack of statistical analyses in the study. Even the most cursory analytic results were not reported, as "67% of the houses were destroyed." The lack of control groups makes the qualitative results particularly difficult to interpret. How generalizable are these results anyway? Does the author feel the same findings would have occurred for ducks, chipmunks, goats, or members of the bovine family?

9. As a minor point, did the author conduct a manipulation check on the conspiratorial deception of the three pigs to lure the wolf down the

chimney? Perhaps the wolf was just out of breath, and viewed the chimney as a less taxing means of access.

10. Finally, I am struck by the author's apparent lack of knowledge of the relevant literature. No reference is made to the wolf in "Little Red Riding Hood," the pigs in "This Little Piggy Went to Market," and other specially constructed houses, as the witch's house in "Hansel and Gretel" and the castle in "Jack in the Beanstalk." You cannot hope to contribute to the literature until you first know it. In my opinion, there is no excuse for the blatant disregard of previous research. I suggest the author learn to make use of the *Psychological Abstracts*. Without embedding a study in the foundation of past work, studies such as this are nothing more than a fairy tale.

All things considered I do not feel this study makes a significant enough contribution to the literature to warrant publication. If the author wishes to entertain a revision, I suggest serious attention be paid to the issues raised in this review. At the very least the relevant position of this study to the predator, domesticated animal, and building supply industry should be clearly documented.



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The Coming Demise of Entrepreneurship

Daniel C. Feldman
University of Florida

American managers and academics have a short attention span when it comes to new business practices and philosophies. Theory X begat Theory Y begat Theory Z. Diversification was in, now it's out ("stick to the knitting" instead). The baby-boomers' fascination with T-groups has been replaced by the yuppies' fascination with T-bills.

It's easy to see these fads coming and it's easy to see them going. The origin of the fad almost always begins with the identification of a dichotomy: motivators and hygienes; Japanese management and American management; the right-side of the brain and the left-side of the brain. There are two types of people in the world: those who divide the world into two types of people, and those who don't. The first make fortunes consulting and writing best sellers; the second write thought-provoking book reviews for local newspapers and publish articles in *Journal of Applied Psychology*.

Next comes the high profile marketing campaign. Interviews on the morning talk shows. Videotapes and self-paced instruction cassettes. Business book club promotions. Talks to national professional associations at 10K a shot (it gets tiresome carrying around all those extra zeros after a while). Workshops in sunny locales where participants, even under the haze of margaritas, can still manage to keep two concepts straight.

Finally, the fad dies from its own excesses, usually after three to five years. People can sustain their enthusiasm for any idea just so long. Moreover, the initial enthusiasm that Fad X "can really turn this organization around" inevitably gives way to the realization that Fad X hasn't, won't, and probably couldn't deliver what it promised. Managers and academics are then ripe for the next fad to hit.

The one-two punch of *Theory Z* and *Japanese Management* and *The Search for Excellence* has really fueled America's latest love affair with entrepreneurship. We are being urged to adopt Jeffersonian self-reliance, to develop new ideas rather than simply refine old ones. Like other fads, entrepreneurship has been bestowed with the imprimatur of the establishment. It is a frequent topic at annual board meetings, Presidential news conferences, Chamber of Commerce conventions, college graduations, and other places where both the audience and the speaker know not much of substance is going to happen. Business

schools are being exhorted to teach classes in entrepreneurship. Even large, bureaucratic organizations are being encouraged to develop "intrapreneurs," a down-sized version of entrepreneurs who can innovate in a highly-constrained environment.

America's infatuation with entrepreneurs, too, shall pass, but not simply because entrepreneurship has been pushed on us overzealously and indiscriminately. For several reasons discussed below, the philosophy of entrepreneurship is at odds with some of our most ingrained and central values.

(1) *Entrepreneurship inconsistent with credentialism.* As James Fallows recently noted in *Atlantic Monthly* (December, 1985), American society is very suspicious of business men and women without extensive professional training and establishment credentials. The Horatio Alger series of old portrayed an eager young man making it on his own by grit and determination. Today, Horatio Alger would be enrolling for Stanley Kaplan's GMAT Preparation Course. We want managers to be entrepreneurs, but only after they get their tickets punched.

(2) *Entrepreneurship inconsistent with risk aversion.* Becoming an entrepreneur represents a big risk. Anyone who has spent much time with aspiring young managers today, though, could testify to the risk aversion so prevalent among the under-30 crowd. Having come of age in times of recession and turned off by the rebelliousness of the baby-boomers, young managers today can talk about "going for it" and "grabbing the brass ring"—and do so without embarrassment. Having competed and competed through eighteen years of education, the last thing on most of their minds is risking it all to build a better mousetrap. Fallows likens a "professional manager" in a large corporation to a card-player holding a perpetual nineteen in blackjack. He or she could try for more, but why bother? Once a person puts a lot of energy into getting a degree and gaining a place in corporate America, there is little incentive to venture out on one's own.

(3) *Entrepreneurship not considered a prestigious occupation.* Being an entrepreneur does not bring the social status and prestige that more traditional career paths in managerial America bestow. This phenomenon can be seen as early as a student's first job search, when eager graduates line up for the entry-level escalator jobs in major corporations. Plans to go into business for oneself—or even to go into a small business or firm—are kept secret or whispered only to close friends. Professors, parents, and friends typically take news of these career plans with bemusement, if not approbation. Magazine articles and TV specials aside, the image that the term "entrepreneur" brings to most people's minds is that of a fast-talking guy with a gimmick, someone who's slick and sleazy, someone too aggressive, someone to be *suspicious* of.

(4) *Entrepreneurship inconsistent with a group-oriented society.* The latest fascination with entrepreneurship puts one in mind of Ayn Rand novels. All the rugged individualists get together in groups to discuss their libertarian credo.

When all is said and done, we as a society value success within organizations more than success as a loner. Until an entrepreneur's success is validated by a "peer group," somehow the success seems less legitimate. Thus, the recent push for entrepreneurship has given rise to societies and associations for entrepreneurs, workshops and magazines for people thinking of switching to entrepreneurship, and courses and "centers" for students eager to drink from its trough.

Yet ultimately entrepreneurship societies and associations are an oxymoron. The definition of entrepreneur as an independent belies the concept of groups of entrepreneurs. Moreover, trying to teach, instruct, or persuade people how to be entrepreneurs obstructs the whole point of entrepreneurship: creativity, spontaneity, originality.

Make no mistake about it: there is still room in American business for *entrepreneurs* and their ideas. It is still possible to make it on one's own with a better idea. People not inculcated with suburban, middle-class values will still be drawn to the excitement of starting new enterprises and the allure of huge financial gains. What is more likely to fade from the scene, however, is *entrepreneurship*—the selling of the image of the entrepreneur and its attendant trappings. Given the recent frenzy, perhaps that's not all bad.

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Organizational Sciences in China

Richard A. Guzzo
New York University

Not long ago I had the opportunity to teach a course titled "Organization Studies" in the People's Republic of China. Forty English-speaking Chinese students were exposed for seven weeks to ideas of organizational sciences familiar to Westerners. The students, mostly in their 20s and 30s and selected from over 600 applicants, were studying a graduate curriculum not unlike that of MBA programs of study in this country. In this report I would like to provide a few comments on organizational sciences and China, based on my brief experience.

The Context: Economic Reform

China is driving to modernize four segments of its society: industry, science and technology, agriculture, and the military. Education is seen as instrumental to this modernization, and in recent years China has drawn on the expertise of foreigners to teach some courses in its universities. The modernization drive also is accompanied by many open doors to foreigners and increased domestic freedom of expression. Gone are the Cultural Revolution, the cult of Mao, Soviet-style economic plans, and anti-Americanism that have at times been a part of China's past. Politics can swiftly change, though, and past China ghosts may reappear. But for the time being the West is welcome in limited quantities as China pursues a long-range plan to develop into a modern state.

The steps toward modernizing industry include the creation of joint-ventures and other cooperative projects with Western companies. Over 7000 contracts for such ventures have been signed since 1979 (*Asian Wall Street Journal*, Nov. 27, 1985, p. 5). Also, state control of business practices has been loosened, some prices can now be determined by supply and demand, and free market dynamics (although in a modest way) are encouraged. The master plan for economic modernization can be found in a brief, pithy document issued in 1984 titled "Decision of the Central Committee of the Communist Party of China on Reform of the Economic Structure" (Beijing: Foreign Languages Press) which I obtained in an all-English bookstore in Shanghai. I will refer to this document in this text as Decision (1984). Modernization, as described in this document, concerns not only changes in technology and economics but also in methods of managing human resources.

The Course

The behavioral science course I taught included topics I thought would interest my audience as I understood it to be before I departed the U.S. Some topics were chosen wisely but some were not. Topics received with less enthusiasm than others included many of the principles of staffing organizations taught in I/O psychology and related courses. The Chinese are well acquainted with selection based on tests and other devices and make use of them in a unique environment. Full employment policies, an over-abundant workforce, job placement based partly on party membership, government allocation of people to places of work, and prohibitions against dismissal all served to attenuate interest in Western staffing practices. Topics of greater interest included training and development and performance appraisal. The topics most favorably received and regarded as essential to Chinese organizational practices included those of work motivation, decision making, and group dynamics.

The course I offered was primarily conducted through lectures, although substantial time was given to discussion and student presentations. I was unaware that significant student participation in classes was uncommon in Chinese education, and the course had some early rocky moments as nobody responded to my "what do you think?" and "so what?" questions. However, participation increased rapidly as the course progressed and student presentations evolved from abruptness and superficiality to what I regarded as creative, strongly analytical examinations of theories and practices as applicable to the Chinese context.

Economic Reform and I/O Psychology

Of the several steps toward economic reform called for by the government, three relate directly to concerns at the core of I/O psychology. Those steps are (1) the use of financial incentives (2) participative decision making and (3) training and developing managerial personnel.

A phrase now heard in China is "distribution according to work" (Decision, 1984, p. 24). It indicates a formal rejection of the "old" socialist idea that all workers in society should share equally in material gains. Rather, it endorses the legitimacy of differences in prosperity if based on differences in productivity and contribution. "In the enterprise, the difference between the wages of various trades and jobs should be widened" and there should be given "more pay for more work" (Decision, 1984, p. 26). The principle of distribution according to work is now being implemented in China through the use of organizationwide, group, and individual incentive pay plans. Accordingly, China is discovering the complexities of equitable reward, good performance measurement, and minimization of negative side effects that are embedded in the use of pay as an incentive.

Consistent with a shift of decision-making responsibility from government to businesses is the call for increased worker participation in decision making within firms, referred to as "the right to participate in democratic management of the enterprise" (Decision, 1984, p. 11). Participation in decision making is a management practice that knows few cultural bounds, although its specific expressions vary greatly. Through it, China hopes to create greater vitality, interest, and effectiveness among workers. Preliminary reports of success along these lines exist (*China Daily*, Nov. 16, 1985, p. 1). As is true for the use of both incentive pay and participation, China may be able to learn a lot by monitoring other cultures' experiences.

China's per capita productivity is low, and a prime reason for it cited by my students is a lack of means of motivating workers. Financial incentives and participation are viewed quite positively as motivational techniques. I hope that China, on its own or with the involvement of foreigners, begins systematic research on the effects of these two practices, not just to evaluate their impact but also to expand our theoretical understanding.

A third step toward economic reform directly relevant to I/O psychology is the training and development of "a large contingent of managerial and administrative personnel" (Decision, 1984, p. 34). China views its present managerial personnel as inadequate to the task of leading the new enterprises the country seeks to create, a view rooted in a history of close state control of business enterprises and the disruption of managerial careers in recent years. The particulars of how to train and develop needed managers, however, are not well articulated.

Concluding Thoughts

Culture-specific qualities of I/O psychology and other organizational sciences became readily apparent as I taught my course, especially regarding concepts of staffing, motivation, and leadership. I was greatly impressed by the students' perceptiveness of cultural limits and their willingness to embrace many theories, practices, or elements thereof that they considered appropriate to Chinese culture. At times, too, I felt I had little to offer: Just what workplace wisdom can I impart to students whose experiences differ so much from mine, including for some the experience of being torn from their ordinary lives and made to toil in a rice paddy or factory for the years of the Cultural Revolution? Will China *really* change? Will it succeed in its goal of modernization? The answer may lie in the way China makes use of its greatest resource, its people. And when the country does develop, I hope the organizational sciences have the opportunity to develop with it.

Bylaws Changes

Sheldon Zedeck

For more than a year, the Long Range Planning Committee and the Executive Committee have studied the Society's organization and we are now prepared to recommend a number of Bylaws changes. In past issues of **TIP** we explained the need to make two positions out of the Secretary-Treasurer position. In addition, you have read about Society activities that involve an awards committee, a Frontiers series that will be published by Jossey-Bass, and by the time you read this, you will have attended our first mid-year conference. The purpose of the proposed Bylaws changes is to formally create the separate positions of Secretary and Financial Officer as well as to create the standing committees of (1) Awards, (2) Frontiers Series, and (3) Society Conference. Since we were recommending these substantive changes in the Bylaws, we took the opportunity to "clean up" and "clarify" the Bylaws; as a result there are a number of changes that are being proposed.

By publishing these proposed changes in this issue of **TIP** we are meeting the Bylaws article that states that amendments can be voted upon if the proposed changes are printed in **TIP** two months prior to the vote. We intend to bring these changes to a vote at the Society Business meeting at the *APA Convention in August in Washington, D.C.* If you have any questions or comments, please write or call me (Sheldon Zedeck, Dept. of Psychology, University of California, Berkeley, CA 94720; 415-642-7130).

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC. BYLAWS CHANGES ITALICIZED PART IS NEW; BRACKETED PART IS TO BE DELETED

Article I—Name and Purpose

1. The name of this organization shall be the Society for Industrial and Organizational Psychology, Inc., (hereinafter referred to as the "Society").

2. Its purpose shall be to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade associations, and public agencies. In order to attain this objective the Society shall:

2a. improve the qualifications and usefulness of industrial and organizational psychologists through high standards of ethics, conduct, education, and achievement;

2b. advance the scientific status of the field, by such means as the encouragement and stimulation of sound research, the publication and communication of research findings, and the improvement of research methods and conditions;

2c. facilitate the exchange of information and experience among the members;

2d. improve opportunities and standards for training and development;

2e. facilitate the growth and development of the field;

2f. foster cooperative relations with allied groups and professions;

2g. strive to eliminate malpractices of untrained and unethical practitioners;

2h. contribute to the broad advancement of psychology.

The purposes for which this corporation is formed are purely scientific, professional, and educational and not for financial gain, and no financial gain shall ever accrue to any member of the Corporation, nor any other person or institution, in the conduct of same.

Article II—Membership

1. Membership in the Society shall be open to Fellows, Members, and Associates of the *American Psychological Association (APA)* [APA] provided that applicants shall also satisfy the additional conditions stated *herein* [herewith]. An applicant for membership may be (a) an Associate or Member of APA applying for membership in the Society, or (b) an Associate of the Society applying for Member status [i.e.] or (c) Member of the Society and/or APA applying for Fellow status in the Society and APA, or (d) Fellow in APA applying for Fellow status in the Society.]

2. Fellows of the Society shall have met the standards set forth for Fellow status in the APA Bylaws, with the additional stipulations as stated below:

2a. Fellows of the Society shall at the time of their election to Fellowship have been Members of the Society for no less than two years.

2b. As evidence of having made an unusual and outstanding contribution [or performance in] to industrial and organizational psychology, a candidate for Fellow status must have done work [which] that is widely recognized and accepted by other members of the Society as having advanced their own thinking and practice[s]. In order for this impact to have occurred, it is generally expected that he or she will [shall] have generated new knowledge, formulations, or programs that contribute to theory, methods, or practices relevant to industrial and organizational psychology, and that these contributions will have been set forth in publications generally available to the profession or otherwise widely communicated through means such as participation in the programs and meetings of professional groups or associations. Fellows shall be entitled to the rights and privileges of the Society without restriction.

3. Members of the Society shall have met the standards set forth for Members in the APA Bylaws, with the additional stipulation that their professional activities, as demonstrated by research, teaching, and/or practice, shall be related to the purpose of the Society as stated in Article I, Section 2. Such activities may be performed in a variety of settings, such as private business or industry, educational institution, consulting firm, government agency, public service, foundation, or self-employment and shall represent the equivalent of at least one year of full time service in these activities. Such members shall be entitled to the rights and privileges of the Society without restriction. The designation Member as used in these Bylaws shall be deemed to include Fellows, except where there is an express provision to the contrary.

4. Associates of the Society shall have met the standards set forth for Associates in the APA Bylaws, with the additional stipulation that they shall be presently engaged primarily in professional or graduate work related to the purpose of the Society [Division] as stated in Article I, Section 2. Associates may not vote or hold office in the Society but are entitled to all rights and privileges of the Society not specifically denied them by these Bylaws.

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

5a. Affiliates shall not have voting privileges accorded to Members of the Society, but they are invited to participate in the Society's program of activities.

5b. Dues, if any, to be paid by Affiliates will [are to] be determined by vote of the Executive Committee.

5c. If dues are required of Affiliates, non-payment of dues shall be considered equivalent to resignation from Affiliate status.

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

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

6. The Membership Committee of the Society will receive applications for [APA] Member, Associate, and Foreign and Student Affiliate status in the Society.

7. The Membership Committee will submit its recommendations to the Executive Committee [prior to each annual meeting]; the Executive Committee will act upon the recommendations of the Membership Committee and will nominate candidates for election as Member and Associate at *scheduled business meetings of the Society* [the annual meeting]. If an applicant is rejected by the Membership Committee, the applicant [can] may submit his or her application directly to the Executive Committee or to the Members at [an annual meeting] a *scheduled business meeting of the Society* provided such special action is requested in writing by five members of the Society. A majority of Members present and voting at the [annual] meeting is necessary for election to the Society.

8. When an Associate of the Society transfers to Member status in [the] APA and applies for Member status in the Society, the application may be approved by the Executive Committee upon the recommendations of the Membership Committee.

9. The Fellowship Committee of the Society will review the qualifications of all persons nominated for Fellow status in the Society. A Member may be nominated for Fellowship by either a Member or Fellow of the Society. He or she must be sponsored by three Fellows of [the] APA, at least two of whom must be Fellows of the Society. The nominator may be one of the sponsors if he or she is a Fellow of the Society. Candidates for Fellow status in APA through this Society must also comply with the procedures prescribed by [the] APA for new Fellows.

10. The Fellowship Committee will submit recommendations to the Executive Committee; [prior to each annual meeting]; the Executive Committee will act upon the recommendations of the Fellowship Committee and will approve candidates to be presented to the Membership for election as Fellows at [the annual meeting] a *scheduled business meeting of the Society*.

11. Approved candidates who are not already Fellows of APA, receiving a majority vote of the Members present and voting at the [annual] *APA Convention meeting*, will [are to] be recommended by the Society to the Council of Representatives of [the] APA for final approval. *APA is responsible for notifying such recommended persons of their election.*

[11a. The APA is responsible for notifying such recommended persons of their election or rejection.

11b. When a nominee for Fellowship does not receive approval by the Executive Committee of the Society (or the Membership), the Secretary-Treasurer of the Society will notify the nominator.]

12. Nominees who are Fellows of [the] APA and who have been approved by the Executive Committee of the Society become Fellows of the Society by a majority vote of the Members present and voting at a *scheduled business meeting of the Society*. Such nominees are notified of their election [or rejection] by the Secretary [Secretary-Treasurer] of the Society.

13. If a nominee for Fellowship is not approved by the Society or APA, the Chair of the Fellowship Committee notifies the nominator.

Current sections 13-15 become 14-16.

13. All elections to membership are validated by payment of dues upon presentation of the dues bill by [the] APA, and by satisfying any other regulations established by the Membership of the Society.

14. Fellows of the Society shall be designated as Fellows, Members of the Society shall be designated as Members, and Associates of the Society shall be designated as Associates in Industrial and Organizational Psychology.

15. A Fellow, Member, or Associate may be dropped from membership for conduct which tends to injure the Society, or to affect adversely its reputation, or which is contrary to or destructive of its purpose. Action requires a two-thirds vote, taken by secret ballot, of

the membership present and voting at [an annual] *a scheduled business meeting of the Society*. Such vote shall be taken only upon recommendation of the Committee on Professional Affairs or a special committee of three to be appointed by the President with the advice and consent of the Executive Committee to investigate the particular case. The Committee's recommendation shall be submitted only (a) after it has accumulated the relevant facts and has given the accused member an opportunity to answer the charges against him or her both in writing and by appearing in person before the Committee, and (b) after the committee recommendations have been reviewed and approved by a majority vote, taken by secret ballot, of the Executive Committee of the Society.

Article III—Officers

1. The officers of this organization shall be: a President, a President-elect, the immediate Past-President, a *Secretary, a Financial Officer, and the Members-at-Large* [and a Secretary-Treasurer], together with the Division Representatives provided by the APA Bylaws.

2. The Division Representatives to the APA Council of Representatives shall be elected according to the Bylaws and regulations of [the] APA.

3. It shall be the duty of the President to preside at all meetings of the Society, to act as chair of the Executive Committee, to exercise general supervision over the affairs of the Society, and to be ex-officio member of all committees.

4. It shall be the duty of the President-elect to serve on the Executive Committee and the *Long Range Planning Committee*, to preside in the absence of the President, to chair the Election Committee, and to carry out such other duties as may be delegated to him or her by the President.

[5. It shall be the duty of the Secretary-Treasurer to issue calls and notices of meetings, of nominations, and of other necessary business, to maintain records of all members of the Society, to have custody of all Society funds, and authorize disbursements, and to maintain liaison with the Executive Secretary of the APA. He or she shall serve as a member of the Executive Committee and as an ex-officio member of all standing committees.]

5. *It shall be the duty of the Secretary to issue calls and notices of meetings, of nominations, and of other necessary business, to prepare minutes of Executive Committee and Society business meetings, to maintain archival records of documents that pertain to Society business, to maintain liaison with the Executive Officer and Central Office staff of APA, and to be contact person for Society members and those who want information about the Society. He or she shall serve as a member of the Executive Committee.*

6. *It shall be the duty of the Financial Officer to have custody of all Society funds, authorize disbursements, maintain financial records, prepare financial statements, and do financial planning in conjunction with the Long Range Planning Committee. He or she shall serve as a member of the Executive Committee.*

Sections 6-8 of the current Bylaws become sections 7-9; but with the following changes:

7. The Division Representatives shall *perform* [fulfill] the duties outlined in the APA Bylaws [of the APA]. They shall also serve as members of the Executive Committee.

8. *In the* [If there is an] absence of *any* [one or more] Division Representative[s] at a [any annual] meeting of the *APA Council of Representatives*, the President is authorized to appoint such *alternates* [alternatives] as may be permitted by [the] APA.

9. *In the event of a vacancy in any Society office, the Executive Committee shall appoint a member of the Society to serve until a duly elected successor takes office to complete the unfinished term. Elections for unexpired terms shall take place at the next annual election.*

The above new section 9 replaces the current section 8 which is:

[8. In case of the death, disability, or resignation of any Society officer, the Executive Committee shall make a pro-tem appointment to serve until a duly elected successor takes office to complete the unfinished term. Elections for unexpired terms shall take place at the next annual election.]

[9. Terms of office are specified in Article V.]

Article IV—Executive Committee

1. There shall be an Executive Committee of the Society, consisting of the President, the President-elect, the [Secretary-Treasurer] *Secretary, the Financial Officer*, the Division Representatives to the *APA Council of Representatives*, three Members-at-large, and the immediate Past-President.

2. The Executive Committee shall have general supervision over the affairs of the Society. *It may* [They shall] use mail ballots whenever it is deemed appropriate in matters affecting [the] Society policy. *It* [They] shall meet at least once each year, [before the time of the annual Society business meeting], and shall make a full report to the membership at the time of [the annual] *each scheduled business meeting*.

3. During the [time] intervals between Executive Committee meetings, an Emergency Action Subcommittee of the Executive Committee shall be empowered to take action on behalf of the Executive Committee when, in the President's judgment, time does not permit contacting all members of the Executive Committee before an action is needed. The Emergency Action Subcommittee shall consist of the following *five* [four] members of the Executive Committee: President, Immediate Past-President, President-elect, [and Secretary-Treasurer] *Secretary, and Financial Officer*. Actions of this group require a unanimous vote. Any actions taken by this Emergency Action Subcommittee *shall* [will] be reported in full by the President at the next scheduled meeting of the full Executive Committee.

4. Wherever in these Bylaws the term "Executive Committee" is used, it shall be construed to mean and be equivalent to "Board of Directors" and wherever the terms "Executive Committee Member" or "Member of the Executive Committee" or the like are used, they shall be construed to mean and be equivalent to "Director."

Article V—Nominations and Elections

1. The Election Committee *(see Article VII, Sections 1 and 2)* shall conduct and supervise all elections of the Society. The officers and members of the Executive Committee shall be elected by the [all] Members of the Society [eligible to vote for each office].

2. The Election Committee, using the facilities of the [Secretary-Treasurer] *Secretary*, shall mail a call for nominations each year. The nomination ballot shall provide spaces for at least three names for each office to be filled. The following will govern the call for nominations:

2a. Schedule of terms of office:

Secretary [Secretary-Treasurer]: to serve a term of three years.

Financial Officer: to serve a term of ~~three years~~ *staggered*

Secretary and Financial Officer: To serve ~~terms of three years~~ *to be established by the Executive Committee at the time of adoption of this amendment.*

[Division] Representatives to *APA Council*: to serve staggered terms of three years, or in accord with any rules set forth by the APA Bylaws [of the APA] governing their term of office. In the event that apportionment ballots would result in an unusual number of Representatives with identical terms, the Executive Committee will adjust the length of the term for one or more seats being contested at the time.

Members-at-Large: to serve staggered terms of three years.

2b. Eligibility for office—any Fellow or Member of the Society except:

President and President-elect during their terms of office.

Secretary and Financial Officer during their [Secretary-Treasurer during his or her] first two years in office.

Committee
Past Presidents for office of President.

3a. The Election of the Society shall count the nominating ballots and shall certify to the *Secretary* [Secretary-Treasurer] a list of names of persons, [in rank order] *who* are nominated for each office, plus any persons nominated under Section 3, paragraph b, below. The *Secretary* [Secretary-Treasurer] shall prepare a ballot for all offices for which terms expire [that] *each* year; the ballot shall include at least three and no more than five member-nominated nominees for the offices of Society President-elect, *Secretary, and Financial Officer* [Secretary-Treasurer], [and] at least two and no more than four Member-nominated

nominees for each vacancy in the office of Member-at-Large, *and at least two and no more than three nominees for each Division Representative to be elected.* [See Section 4, below, for regulations regarding Division Representatives.] Before placing a nominee on the ballot, the *Secretary* [Secretary-Treasurer] shall secure in writing a statement that the nominee is willing to be a candidate for the office. The Executive Committee may turn over the preparation of the ballot and the securing of consent to the *APA Central Office* [office].

3b. At its direction, in order to promote better representation as to geographic location, sex, institutional affiliation, age, etc., of the officers of the Society, the [election] *Election Committee* may place one additional name on the ballot for each office for which election is being held, without reference to the results of the nominating balloting, provided consent of the individual has been obtained.

NOTE: The order of the following current Sections 4 and 5 should be reversed; Section 4 will become Section 5 and Section 5 will become Section 4.

4. [Since Division Representatives are officials of the APA, the] *The Election Committee* shall send its list of [ranked] nominees for *Division Representative(s)*, and for other offices if so determined by the *Executive Committee*, to the Executive Officer of [the] APA before the date specified by [the] APA. [This list shall include at least three times the number of nominees as there are Division Representatives to be filled. The APA Election Committee is responsible for the election, but shall include at least two and not more than three nominees on the final ballot for each office of Division Representative to be filled.]

5. The Society may [can] conduct its nominations and elections, [of officers] other than Division Representatives [see Section 4], either through its own facilities or through the facilities of [the] APA. The Election Committee shall use the *facilities selected* [method decided upon] by the Executive Committee.

6. All elections shall [are to] be by a preferential voting system, according to the procedure [accepted] in use by APA at the time of the election.

7. The Election Committee shall file a report with the Executive Committee and shall report the names of *those elected* [election officials] to the Members at the next [annual] *scheduled business meeting of the Society*.

8. Officers shall assume office on the first day following the close of the *Society's* annual business meeting at which their election was reported, except in the case of Division Representatives who will assume office on the first day following the close of the *APA Council of Representatives* [council of representatives] meeting at which their election was reported.

9. In the event that the number of Division Representatives is reduced in accordance with APA Bylaws, the recall of Division Representatives will be accomplished by employing the following rules in sequence:

9a. Failure to nominate to fill expiring terms;

9b. Equalization of representation by length of term remaining; i.e., if two or more representatives have the same terms remaining, the appropriate number of representatives would be recalled by lot conducted by the Election Committee Chair;

9c. By lot conducted by the Election Committee Chair.

Article VI—Meetings

1. [The annual] *A business meeting* of the Society shall take place during the [annual] *APA convention* [of the APA], and in the same locality. The program shall consist of Society business, the presentation of scientific papers, and the discussion of professional matters in the field of industrial and organizational psychology. The Society shall coordinate its program with, and participate in, the program of other divisions of [the] APA.

2. A quorum for the transaction of business shall consist of not fewer [less] than one tenth of the voting Members of the Society.

3. On all matters calling for action by the membership of the Society, each Member shall have one vote, and no voting by proxy shall be allowed. Associate Members may not vote, as provided by Article II, Section 4.

4. *Business meetings shall be conducted according to Kesey's rules of order.*

Article VII—Committees

1. The standing committees of the Society shall consist of the following: Fellowship, Membership, Election, Program, External Affairs, Scientific Affairs, Professional Affairs, Education and Training, Newsletter, Continuing Education and Workshop, Committee on Committees, Long Range Planning, State Affairs, *Awards, Frontiers Series, and Society Conference.* [and such] *In addition*, ad hoc committees [as] may be established by vote of the Members or by the Executive Committee *to perform tasks of a brief or temporary nature.*

2. [Members of standing] *Standing committees shall be composed* [consist] of three or more [persons] *Members* appointed by the President, with the advice and consent of the Executive Committee. The President will appoint the Chair *unless otherwise provided in the Bylaws.* [The Election Committee shall consist of the immediate Past President, the President, and the President-Elect, who will serve as Chair. Members of the Fellowship Committee must be Fellows of the Society.]

3. The Fellowship Committee shall carry out the functions described in Article II relating to Fellows. *Members of the Fellowship Committee must be Fellows of the Society.*

4. The Membership Committee shall carry out the functions described in Article II relating to Members and Associates.

5. The Election Committee shall carry out the functions described in Article V. *The Election Committee shall consist of the immediate Past President, the President, and the President-Elect, who will serve as Chair.*

6. The Program Committee shall prepare the program of the annual *APA Convention* meeting in coordination with the Program Committee of [the] APA and shall seek the advice of standing committees and of the [Membership] *membership* in planning the program. *The Program Committee shall also be responsible for planning the program for the Society's conference.*

7. The Committee on External Affairs shall promote the interests of the Society and its members by developing contacts with business and industry, academic institutions, professional groups, public agencies and governmental units, labor units, other organizations, and the public in general. These contacts should serve to publicize the efforts and activities of [Industrial/Organizational] *industrial and organizational* psychologists as they relate to various groups and organizations. [Secondly, the] *The Committee on External Affairs shall also identify and publicize* [to its members] the research and consulting needs of various governmental agencies and public-issue-oriented groups and organizations so that the Society can exercise its responsibility in the solution of important national [/] and social problems.

8. The Committee on Scientific Affairs shall be concerned with all aspects of industrial and organizational psychology as a science. Its activities shall be designed to encourage, promote, and facilitate greater contributions of a scientific *and* [or] technical nature by Society members.

9. The Committee on Professional Affairs shall promote the interests of the Society and its members by concerning itself with matters of professional practices, ethics, and state and national legislation. Specifically, the Committee on Professional Affairs shall concern itself with information-gathering for the purpose of making general recommendations to the Society and to [the] APA.

10. The Education and Training Committee shall (a) [be responsible for monitoring] *monitor* the state of graduate education in [I/O] *Industrial and Organizational Psychology*, (b) encourage and promote the development of the scientific and practitioner skills of the Society's prospective Members, (c) prepare and periodically revise Guidelines for Education of [I/O] *Industrial and Organizational Psychology* Doctoral Students, (d) contribute to and collaborate with [the] APA's Education and Training Board in matters related to the functions of the committee.

11. The Newsletter Committee shall prepare, under the direction of the Newsletter Editor, for publication and distribution to the membership, the official newsletter of the Society, *The Industrial and Organizational Psychologist.*

12. The Continuing Education and Workshop Committee shall (a) encourage and promote improvements of the scientific and professional skills of the Society's members, (b) evaluate training needs of the members, (c) prepare and conduct an Annual Workshop in [I/O] *Industrial and Organizational Psychology* in conjunction with the APA Convention [,] and at such [regional or] other [workshops or activities] *times and locations* as the Executive Committee may approve, (d) take action to approve or disapprove applications to the Society to certify continuing education (CE) programs in [I/O] *Industrial and Organizational Psychology*, and (e) carry out all functions necessary to remain an APA-approved sponsor of CE activities.

13. The Committee on Committees shall recommend appointments to all other standing committees to the incoming President. The Committee shall be appointed by the President-elect, and shall make a special effort to see that each year some Members of the Society who have not served [frequently] in the past are appointed to standing committees. *The Committee on Committees shall also be responsible for identifying Society Members to be nominated or appointed to APA Boards and Committees.*

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

15. The Committee on State Affairs shall promote the interests of the Society and its members by concerning itself with matters affecting the practice of psychology as governed by state laws and licensing boards, and as influenced by state psychological associations.

Current sections 16 and 17 will become 19 and 20.

16. *The Frontiers Series Committee shall be responsible for producing a series of volumes on scientific developments in Industrial and Organizational Psychology.*

17. *The Awards Committee shall be responsible for administering awards, prizes, and other forms of recognition approved by the Executive Committee. The Awards Committee shall propose nominees for Society and APA awards to the Executive Committee for approval.*

18. *The Society Conference Committee shall be responsible for organizing a mid-year conference, making arrangements, registering participants, and carrying out the program and related events. The Committee Chair and the President will appoint subcommittees for local arrangements and for registration; at least one member from the Society's Program Committee and the Continuing Education and Workshop Committee will serve on the Society Conference Committee.*

19. The authorization or reauthorization for each standing committee of the Society for Industrial [/] and Organizational Psychology (with the exception of the Long Range Planning Committee) will be for a maximum period of five years. Continuation of a standing committee after five years will require reauthorization by a majority of the Executive Committee. *If the Executive Committee recommends sunseting a committee, the recommendation will require approval of the Membership by vote of a Bylaws change.*

20. The authorization or reauthorization for each Ad Hoc committee of the Society for Industrial [/] and Organizational Psychology will be for a maximum period of two years. Continuation of an Ad Hoc committee after two years will require reauthorization by a majority vote of the Executive Committee.

Article VIII—Dues

1. [The minimum membership dues are one dollar per year for each Member, payable to the Society by the APA out of the annual membership subscription to the APA.] *Annual dues for membership APA shall be those established by APA, a portion of which is disbursed to the Society.*

2. [Changes in annual dues and assessments] *Assessments for Society membership may be recommended by the Executive Committee and shall be decided by a majority vote of the Members present and voting at [any annual meeting] a scheduled business meeting of the Society.*

3. In accordance with *APA Bylaws* [the American Psychological Association's rules for divisional membership], non-payment of *APA dues for two consecutive years* shall be considered equivalent to resignation from [the Society] *APA. Non-payment of the Society's assessment for one year constitutes resignation from the Society.*

Article IX—Amendments

The Society, by vote of two-thirds of the Members present at [any annual meeting] *a scheduled business meeting of the Society*, or by a majority vote of the Members of the Society voting on a mail ballot, may adopt such amendments to these Bylaws as have been (a) read at the preceding [annual] *APA Convention* meeting, or (b) mailed to the last known post office address of each Member at least two months prior to vote, or (c) published in *The Industrial and Organizational Psychologist* at least two months prior to the vote.

Article X—Voting Upon Shares of Other Corporations

Unless otherwise voted by the Executive Committee, the President shall have full power and authority on behalf of the Society to vote either in person or by proxy at any meeting of shareholders of any corporation in which this Society may hold shares, and at any such meeting may possess and exercise all of the rights and powers incident to the ownership of such shares which, as the owner thereof, this Society might have possessed and exercised if present. The Executive Committee may confer like powers on any other person and may revoke any such powers as granted at its pleasure.

Article XI—Fiscal Year

The fiscal year of the Society shall end on August 31.

Article XII—Prohibition Against Sharing in Society Earnings

1. No member or officer or person connected with the Society, or any other private individual shall receive at any time any of the net earnings or pecuniary profit from the operations of the Society, provided that this shall not prevent payment to any such person of such reasonable compensation for services rendered to or for the Society in effecting any of its purposes as shall be fixed by the Executive Committee; and no such person or persons shall be entitled to share in the distribution of any of the corporate assets upon the dissolution of the Society. All members of the Society shall be deemed to have expressly consented and agreed that upon such dissolution or winding up of the affairs of the Society, whether voluntary or involuntary, the assets of the Society, after all debts have been satisfied, then remaining in the hands of the Executive Committee shall be distributed, transferred, conveyed, delivered, and paid over in such amounts as the Executive Committee may determine or may be determined by a court of competent jurisdiction upon application of the Executive Committee, exclusively to an organization organized and operated exclusively for scientific and educational purposes within the meaning of Section 501(c)(3) of the Internal Revenue Code of 1954, as amended.

2. Notwithstanding any other provisions of these Bylaws, no member, officer, employee, or representative of this Society shall take any action or carry on any activity by or on behalf of this Society not permitted to be taken or carried on by an organization exempt under Section 501(c)(3) of the Internal Revenue Code of 1954, as amended, or as they may hereafter be amended, or by an organization contributions to which are deductible under Section 170(c)(2) of such Code as they now exist or as they may hereafter be amended.

Article XIII—Investments

The Society shall have the right to retain all or any part of any securities or property acquired by it in whatever manner, and to reinvest any funds held by it, according to the judgment of the Executive Committee, without being restricted for class of investments which a trustee is or may hereafter be permitted by law to make or any similar restriction, provided, however, that no action shall be taken by or on behalf of the Society if such action is a pro-

hibited transaction or results in the denial of the tax exemption under Sections 503 or 507 of the Internal Revenue Code of 1954, as amended, or as it may hereafter be amended.

Article XIV—Seal

The seal of the Society shall be circular in form, bearing its name, the words District of Columbia, and the year of its incorporation. The *Secretary* [Secretary-Treasurer] shall have custody of the seal and may affix it (as may any other officer if authorized by the Executive Committee) to any instrument requiring the Society seal.

To: My Friends and Colleagues in Division 14
From: Milt Hakel
Subject: David vs. Goliath, Hakel vs. CAPP, and the APA Presidency

I have again been nominated (224 votes) and will appear on the ballot for APA President-Elect. The other candidates are Bruce Bennett (836), Ray Fowler (428), Norm Abeles (289) and Stan Moldawsky (219). All four are members of the Council for Applied/Professional Psychology.

I need your help. Read my statement in the May *Monitor*. Vote. Give me your first place vote. If you have a preference among the other candidates, vote your preferences, or otherwise just vote for me.

Most importantly, recruit other eligible voters. I fear that a significant part of the electorate will take one look at the names of the candidates, decide that there is no one on the ballot they know, and decide to not vote. Please contact your friends and acquaintances and *personally* urge them to vote. Mass mailings and "Dear Colleague" letters sent to people you do not know are not permitted under the campaign guidelines, but personal letters, notes or phone calls are just fine. Friends from your graduate school days, colleagues outside of I/O and any other APA members you know need to vote. I appreciate your personal support and endorsements. Thanks for your help.

M.D.H.

Characteristics of Society Members

Ann Howard
AT&T

A few years ago when I was the Chair of the Professional Affairs Committee, we purchased from APA a computer tape with data collected for the 1981 APA Directory. This served as a data base to analyze several professional issues of interest, including educational and employment information about those identifying themselves as I/O psychologists and those who belonged to Division 14. The research culminated in a report prepared for the Executive Committee and summarized in **TIP** (May, 1982) entitled, "Who Are the I/O Psychologists?"

Recently, the APA Office of Demographic, Employment, and Educational Research prepared some statistics based on the data collection for the 1985 APA Directory. Special tabulations were made for each division showing characteristics of its members. This updated information for Division 14 is compared here to that developed from the 1981 Directory.

Another source of information about I/O and other psychologists is the recently released report, "The Changing Face of American Psychology." This report was prepared for the APA Board of Directors by the APA Committee on Employment and Human Resources (CEHR), of which I am the Chair of this year. The CEHR report provides historical information on psychology and its subfields, the quality of programs producing PhDs, participation in psychology by race/ethnic group and sex, employment settings of psychologists, and participation in APA. A summary of this report will appear in the *American Psychologist* in December, 1986, but a few highlights are given here for comparison purposes.

Growth of the Society

The total number of Society members increased from 2,009 to 2,496 between 1981 and 1985, a growth rate of 24.2%. This compares to a growth rate of 14.6% (from 52,440 to 60,106) for APA as a whole over the same four years. The CEHR report noted that the large growth in psychology in recent years has been in health services provider subfields, while the traditional academic/research areas have shown declines in numbers of new doctorates. APA has also shown increasing proportions of health service providers as new members, while resignations from APA underrepresent the health service providers and overrepresent the traditional academic/research areas.

Changes in the Society's membership are a partial function of those joining and resigning from APA. The proportion of new psychology PhDs joining APA and hence eligible to join the Society has been declining in recent years across all fields. The CEHR report estimated that 94% of 1972 I/O graduates joined APA within three years of their degrees while only 66% of the 1981 I/O graduates joined within the same period of time. I/O psychologists represented 7.6% of the APA membership in 1981 but 10.5% of the resigners in 1983-84. Hence the Society's membership has probably been affected negatively by a loss of interest in joining APA.

Gender

The gender of Division 14 members as represented in the 1981 and 1985 Directories is shown in Table 1. There was a dramatic change in this four year period with the number of women in the Society increasing from 10% to 15%. This still makes Division 14 one of the most "male" divisions in APA; the total APA membership was 34% female in 1985. Nevertheless, statistics on new graduates indicate that the proportion of women in the Society will continue to grow.

TABLE 1
Gender of Division 14 Members

	1981		1985		Difference	
	N	%	N	%	N	%
Male	1809	90.04%	2117	84.82%	308	17.03%
Female	200	9.96%	379	15.18%	179	89.50%
Total	2009	100.00%	2496	100.00%	487	24.24%

The CEHR report showed that the sex ratio among psychologists is changing rapidly. In 1984 for the first time the number of psychology doctorates awarded to women exceeded those to men. This trend toward greater numbers of female psychologists promises to continue into the future, since at the undergraduate level women now outnumber men by 2 to 1. Within I/O psychology, women represented nearly 38% of new doctorates in 1984, up from less than 8% in 1973.

Race/Ethnic Group

Division 14 members are still predominantly white (97%), although the statistics in Table 2 on race and ethnic group indicate that large numbers did not provide this information. Although the numbers of minorities are small, the rate of increase for blacks within Division 14 was encouraging.

TABLE 2
Race/Ethnicity of Division 14 Members

	1981		1985		Difference	
	N	%	N	%	N	%
White	1225	97.45%	1691	96.96%	466	38.04%
Black	5	0.40%	16	0.92%	11	220.00%
Hispanic	11	0.88%	15	0.86%	4	36.36%
Asian	16	1.27%	19	1.09%	3	18.75%
American Indian	0	0.00%	3	0.17%	3	
Total	1257	100.00%	1744	100.00%	487	38.74%

Among APA as a whole, of those giving race/ethnic group classifications, 95.7% were white and 1.6% black. The CEHR report indicated that psychology has been more successful in recruiting blacks than have many other academic fields, especially the hard sciences. It has been less successful than other fields, especially engineering, in attracting Asians. Within psychology, blacks typically prefer health service provider fields to those in the traditional academic/research areas while the opposite is true for Asians.

Age

Table 3 gives the age distribution of Division 14 members in 1981 and 1985. The age bracket showing the greatest growth over the last four years is 35-44.

TABLE 3
Age of Division 14 Members

	1981		1985		Difference	
	N	%	N	%	N	%
34 and younger	260	13.65%	273	11.71%	13	5.00%
35-44	685	35.96%	912	39.12%	227	33.14%
45-54	445	23.36%	495	21.24%	50	11.24%
55-64	326	17.11%	404	17.33%	78	23.93%
65 and older	189	9.92%	247	10.60%	58	30.69%
Total	1905	100.00%	2331	100.00%	426	22.36%

The mean age of Division 14 members in 1985 was 47.5, slightly higher than the mean age in 1981 of 46.9. Across all of APA, the mean age was 46.8 in 1985. The distribution of APA members by age in 1985 was very similar to that for the Society.

Highest Degree

The highest degree of Society members are compared for 1981 and 1985 in Table 4. The greatest growth rates over the four years were for both PhDs and EdDs. So far there is only one Society member with a PsyD.

TABLE 4
Highest Degree of Division 14 Members

	1981		1985		Difference	
	N	%	N	%	N	%
Bachelors/ Assoc.	6	0.30%	7	0.29%	1	16.67%
Masters	274	13.90%	311	12.80%	37	13.50%
Ph.D.	1607	81.53%	2011	82.76%	404	25.14%
Ed.D.	60	3.04%	78	3.21%	18	30.00%
Psy.D.	0	0.00%	1	0.04%	1	
Other	24	1.22%	22	0.91%	-2	-8.33%
Total	1971	100.00%	2430	100.00%	459	23.29%

Major Field of Degree and Practice

Table 5 shows the major field identified by Society members in 1985, both field of degree and field of practice. Only half (50.3%) of Society members have a degree of I/O psychology, a number substantially unchanged since 1981 (50.6%). Nearly 13% have degrees in health service provider fields. Between 5% and 10% of members have degrees in social, experimental/comparative/physiological, and fields outside of psychology.

TABLE 5
Major Field of Division 14 Members—1985

	Degree		Practice	
	N	%	N	%
I/O	1147	50.26%	1831	77.95%
Health Services	293	12.84%	148	6.30%
Clinical	140	6.13%	73	3.11%
Counseling	138	6.05%	44	1.87%
School	8	0.35%	6	0.26%
Other	7	0.31%	25	1.06%
Educational	86	3.77%	15	0.64%
Engineering	11	0.48%	24	1.02%
Exper., Comp., Physio.	151	6.62%	16	0.68%
General	99	4.34%	14	0.60%
Psychometrics	55	2.41%	35	1.49%
Social	205	8.98%	82	3.49%
Other psychology	71	3.11%	83	3.53%
Non-psychology	164	7.19%	101	4.30%
Total	2282	100.00%	2349	100.00%

Nearly 78% of Society members consider I/O psychology their major field of practice (77% in 1981), although 6% identify primarily with being health service providers. A little over 4% do not view their professional identification as within psychology.

APA Membership Status

The distribution of Society members as Fellows, Members, or Associates of APA is shown in Table 6. Over the four years there was a decline in the proportion of Society members who are Fellows. Apparently the number of new Fellows was counterbalanced by a like number withdrawing from the Society.

TABLE 6
APA Membership Status of Division Members

	1981		1985		Difference	
	N	%	N	%	N	%
Associate	276	13.74%	329	13.18%	53	19.20%
Member	1501	74.71%	1935	77.52%	434	28.91%
Fellow	232	11.55%	232	9.29%	0	0.00%
Total	2009	100.00%	2496	100.00%	487	24.24%

Fellows of the Society were distinguished in several ways from other members. In 1985, only 11 women were Fellows (up from 9 in 1981), or 4.7% of the total. For all of APA, 16.3% of the Fellows were women. Women were most likely to be Associates of the Society or of APA; 23.4% of Society Associate Members were women (47.9% of APA) and 15% of Society Members were women (32.6% of APA). Only two Society Fellows were non-white.

Fellows also tended to be high in the age ranges. The average age for Society Fellows was 63.4 (60.2 for all of APA) compared to 46.3 for Members and 42.9 for Associate Members. More than half of the Society Fellows were over age 65.

Professional Activities

Table 7 shows participation by Society members in 1981 and 1985 in a variety of professional activities. The number and proportion of members who were Diplomates in I/O Psychology from the American Board of Professional Psychology declined over the four years. In 1985 less than 6% of Society members had such Diplomas.

TABLE 7

Professional Activities of Division 14 Members

	1981		1985		Difference	
	N	%	N	%	N	%
ABPP in I/O	151	7.52%	143	5.73%	-8	-5.30%
Licensed	961	47.83%	1089	43.63%	128	13.32%
Member state assoc.	469	23.34%	608	24.36%	139	29.64%

The proportion of Society members with a license or certification from a state also declined between 1981 and 1985. Less than 44% of Society members are now licensed. Less than one quarter of members belong to state associations.

Employment

Among those Society members responding to questions about employment status, more than 90% had full-time positions and less than 5% worked part-time. Only four persons were unemployed and looking for work. The remainder were unemployed but not looking for work; this figure includes retirees and students.

The employment settings of those working full-time in 1985 are shown in Table 8. More than 35% of Society members were in academic settings; among all APA members this number was 37%. Another 24% were in business settings and 28% in "other" settings, which includes consultants not in health service provision. Between 5% and 10% were in government and in health service provider settings.

TABLE 8

Employment Settings of Full-Time Employed Division 14 Members—1985

	N	%
Academic	560	35.67%
Government	105	6.69%
Business	383	24.39%
Health Services	87	5.54%
Other	435	27.71%
Total	1570	100.00%

When asked about involvement in certain types of activities, 86.4% of full-time employed Society members indicated activities related to I/O Psychology. More than half (58.2%) indicated they did research (47.8% of all APA) while slightly less than half (47.1%) indicated involvement in educational activities (59.0% for all of APA). Some 11.1% of Society members employed full-time indicated they were involved in health and mental health services compared to 65.4% of APA.

Conclusions

There are a number of indications that the Society is a healthy organization. Our membership has grown by nearly one quarter in only four years. Our heterogeneity has increased in terms of adding women and members of minority groups.

One negative in the picture is related to APA as a whole. Far fewer new doctorates are joining APA within three years of their graduation than was true a decade ago, and the Society does not accept members who do not belong to APA. Similarly, the resignation of I/O psychologists from APA exceeds their proportion of the overall membership, and members resigning from APA must also resign from the Society.

Although more than three quarters of the Society members identify their primary area of practice as I/O psychology, only half have a degree in the same area. The wide variety of other disciplines in which members obtained degrees may represent important stimulation for the field.

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The special edition will be edited jointly by Chris Brotherton, Department of Psychology, University of Nottingham and Frank Blackler, Department of Behaviour in Organisations, University of Lancaster.

Four copies of submissions should be sent to Chris Brotherton, Department of Psychology, University of Nottingham, University Park, Nottingham NG7 2RD. Submissions should arrive no later than 31 October 1986.

Journal of Occupational Psychology is edited by David Guest.

Price of volume 59 (1986): £43.50 (US\$79.50)

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TIP-BITS

Paul M. Muchinsky

Ron Shepps is now a Senior Consultant with the Management and Organizational Development Systems group of Sandy Corporation, in Troy, Michigan, a training and communications consulting firm recently listed on the American Stock Exchange. Ron is working in a variety of automotive and other client settings on the management development issues raised by large scale systems change and the introduction of performance based standards systems. **Ben B. Morgan, Jr.**, formerly Director of the Center for Applied Psychological Studies, has been appointed Chair of the Department of Psychology at Old Dominion University. **Raymond H. Kirby** has been appointed to replace Dr. Morgan as Director of the Center for Applied Psychological Studies. **Bob Vecchio** has been appointed to the Franklin D. Schurz Chair in Management at the University of Notre Dame. **Val Markos**, **Bill Jennings**, **Ann Marie Carlisi**, **Steve Gordon**, and **Peter Uher** have recently accepted positions with Bell South Corporation in Atlanta, Georgia. They join **Nita French**, **Kevin Hummel**, **Keith Lykins**, and **Adair Travis** in the Human Resources Research group. **Marilyn Quaintance** has been promoted to regional vice president of Morris and McDaniel in Katy, Texas.

Jerry Barrett recently passed along to me this exciting piece of news: "I am happy to tell you that the Industrial/Organizational Psychology graduate program at The University of Akron has received an Academic Challenge Grant from the State of Ohio for being a center of excellence. The grant will be for a six year period involving over \$500,000 to enhance our capabilities in the information processing area. It will also enable the program to hire an additional faculty member to join **Ralph Alexander**, **Gerald Barrett**, **Mary Brickner**, **Dennis Doverspike**, and **Robert Lord**. In addition, funding will be provided for a full-time programmer/technician and the purchase of additional computers for research purposes." Speaking of money, The Psychological Corp has endowed a \$1 million chair in the psychology department at the University of Texas at Austin. Donations from the family of David Wechsler and The Psychological Corp were used to establish the endowment.

Bob Dugan is a University of New Haven Mellon Fellow working with **Victor Vroom** of Yale. Bob is currently on a team researching a small family business in Manhattan for an in-depth study on managing family businesses. **Ed Fleishman** was invited to Japan under a "Fellowship Award for Eminent Scientists" from the Japan Society for the Promotion of Science. While in Japan, Ed was able to convey official greetings

on behalf of **Irv Goldstein** and our Society, to Dr. Masao Baba and the Japanese Association of Industrial Psychology on the occasion of their first meeting. He also was a principal speaker at an International Symposium on Applied Psychology in Kyoto, where his topic was "I/O Psychology in the U.S.," and at a two-day symposium on the Meaning of Work held in Fukuoka.

That's all the news for this issue. I hope you all were able to survive the winter doldrums. In my neck of the woods it is now that time of the year when a young man's fancy turns to planting corn and alfalfa. Only in Iowa (and maybe Nebraska).

I/O QUOTES

Unscramble the messages below written by two famous I/O psychologists. The rules are simple—one letter stands for another, but a letter never stands for itself. For new puzzlers, hints are the length of words, contractions, recurring letter combinations, and the fact that the letter "e" is often the most used letter. To get you started, the first quote below uses a very common title in our profession!

Example: A F E T Y F E J
H E R Z B E R G

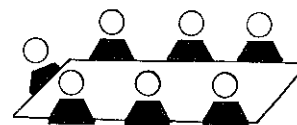
No. 1

MY GTISMIBXYLT IXQOYWA: CT UMY'Q RYMC CKXQ CT'IT
UMOYW PJQ CT'IT UMOYW OQ HTIF LXITSJZZF XYU CT
KMGF FMJ XIT GZTXATU COQK MJI JYOYQTZZOWTYQ
UOZOWTYLT.
—IMPTIQ CKTIIF, GKU

No. 2

LYI CZS RLJZI CM UXBXKIUIBL YXR BCL X KYCRL CM X
EYXBEI QB ECUOILQLQCB PQLY LYI ODQBEQOZIR CM
REQIBLQMQE UXBXKIUIBL.
—MDISIDQET PQBRZCP LXJZCD

Answers on page 77



Committees

External Affairs Committee Report

Marilyn K. Quaintance, Chair

The External Affairs Committee has been subdivided into six subcommittees: APA Liaison; Association Affairs; International Affairs; Public Affairs; Society Affairs; and University Affairs. Each subcommittee has been assigned specific goals and work activities to accomplish those objectives. Each subcommittee chair has identified priority activities. This report summarizes our progress to date.

1. APA Liaison Subcommittee

Lynn Offerman, Chair of the APA Liaison Subcommittee, has responsibility for ensuring Society representation, when requested by President Irwin Goldstein, on various APA committees and task forces (e.g., Committee on Women in Psychology; Network Committee of APA Division 20, Adult Development and Aging). In that regard, APA Liaison Subcommittee member, Joe Schneider, represented Division 14 at the Board of Professional Affairs Task Force meeting on Marketing and Promotion of Psychological Services (TF-MAPPS). Dr. Schneider will continue to serve as our representative to this Task Force. The Task Force, which is charged with developing training manuals focusing on marketing issues and the delivery of psychological services in a variety of settings, has a decidedly mental health focus. Dr. Schneider is attempting to keep the Task Force sensitive to the concerns of Industrial/Organizational psychologists.

Lynn Offermann also had responsibility for reviewing the draft report prepared by the *Psychologist's Use of Physical Procedures Task Force of the American Psychological Association*, and for providing comments to Dr. Goldstein.

2. Association Affairs

Eduardo Salas, Chair of the Association Affairs Subcommittee, is currently circulating to his committee members a draft letter to officers of

the American Society of Personnel Administration, the American Society of Training and Development, the Association of Black Psychologists, the Human Factors Society, the Industrial Relations Research Association, and the International Personnel Management Association. This letter suggests a meeting between those officers and President Goldstein, and recommends the exchange of publications and press releases to publicize meetings. After revisions are made based upon subcommittee responses, the letter will be submitted to President Goldstein for approval, prior to release.

Susan Jackson, Program Chair, has requested assistance in publicizing the Division 14 Program at the APA Convention in Washington, D.C., to other associations. The Association Affairs Subcommittee will assume responsibility for this activity.

Bob Woody, a subcommittee member who is both an I/O psychologist and an attorney, has suggested the preparation of a mailer to state bar associations to "orient attorneys to the role that I/O psychologists play in the legal arena." A draft of this letter will be submitted to the Executive Committee for approval, prior to distribution.

3. International Affairs

Ramon Henson, Chair of the International Affairs Subcommittee, has already prepared a **TIP** article on the 21st International Congress of Applied Psychology and describes the activities and officers of the I/O Psychology Section of the Canadian Psychological Association. Other subcommittee priorities are the preparation of **TIP** articles on international research; and the establishment of individual contacts within international organizations with related interests to facilitate communications. Subcommittee member Geula Lowenberg visited Israel in December 1985 and made several contacts with representatives of the Israeli Psychological Association. (See subcommittee report in this issue of **TIP**). Edwin A. Fleishman, Subcommittee member and Past President of the International Association of Applied Psychology, contacted members of the Japanese Psychological Association while in Japan. Ray Henson has also corresponded with Dr. Wataru Masada, the Secretary General of the new Japanese Association of Industrial and Organizational psychology, and with Dr. Masao Baba of Nihou University who was elected Secretary Treasurer. Dr. Masada indicated that his new association has four divisions: organizational behavior; marketing; personnel; and work (human factors engineering). The association which currently has 200 members, is planning a 2nd Congress of JAIOP at Meiji University, Tokyo, from October 24 to 25, 1986.

Eduardo Salas, subcommittee member, has been active in promoting professional relationships with Latin American associations (see subcommittee report).

4. Public Affairs

Arch Pounian, Chair of the Public Affairs Subcommittee, is currently seeking suggestions from his committee members, Dr. David DeVries and Dr. Larry Fogli, regarding appropriate criteria for determining which Division 14 activities will be publicized. Once these criteria have been formulated, they will be shared with the Executive Committee.

5. Society Affairs

Cal Oltrogge, Chair of the Society Affairs subcommittee, is coordinating the preparation of **TIP** articles on funding sources and public-issue oriented groups and organizations. Dr. Martin F. Wiskoff has submitted his Division 19 Presidential Address entitled, "Military Psychology and National Defense: Making a Difference" to the subcommittee for review, revision and inclusion in **TIP**. Jane Elizabeth Allen, subcommittee member, has assumed primary responsibility for editing this manuscript for publication. Dr. Steven Sellman, a subcommittee member, is responsible for coordinating the preparation of another **TIP** article entitled "Joint-Service Job Performance Measurement/Enlistment Standards Project" by D. A. Harris, Office of the Assistant Secretary of the Defense. This article includes a discussion of the National Academy of Sciences' Committee on the Performance of Military Personnel. Cal Oltrogge has primary responsibility for the review of this article.

Dr. Oltrogge has also contacted Dr. Raymond Katzell, Chair of the Frontier Series Editorial Board, to begin efforts to publicize the Frontiers Series in **TIP** and to other professional associations.

6. University Affairs

Janet Turnage, Chair of the University Affairs Subcommittee, has already begun coordinating activities with Bill Macey, member of the Society Conference Committee, to ensure that undergraduate and graduate students will be involved in the Chicago conference. Janet has also obtained a list of graduate programs in Industrial and Organizational Psychology based on the 1982 *Survey of Graduate Programs in I/O Psychology and Organizational Behavior* and determined that a revision of this survey is scheduled for distribution soon by the Education and Training Committee. Janet is also attempting to arrange a mechanism for distributing the brochure, *Careers in I/O Psychology*, to Departments with Psi Chi chapters and to publish an article in the Psi Chi Newsletter.

Eduardo Salas and Janet Barnes-Farrell, subcommittee members, have agreed to work with professional associations to recruit minority students by identifying minority universities and using professional journals. They are contacting the Black Psychological Association, the

NAACP, the United Negro College Fund and Hispanic associations.

Joe Schneider, subcommittee member, has agreed to develop a preliminary proposal of a videotape/slide presentation to portray the profession of I/O psychology. Janet Turnage will assist in developing projected costs. Marilyn Quaintance will help to formulate objectives of the videotape/slide presentation, as well as to identify the intended audiences. Until this product has been prepared, Janet Turnage is developing a set of preliminary briefing materials for use by subcommittee members wishing to make presentations to recruit minority students.

Geula Lowenberg, subcommittee member, has agreed to determine the feasibility of working with university programs that involve alumni in career days and with alumni/student activities to promote the profession of I/O psychology. Dr. Lowenberg is also investigating the feasibility of having a psychologist in residence for one week at universities. Janet Turnage has suggested that Phi Beta Kappa's visiting scholar program might be one avenue. Dr. Lowenberg is also sharing a description of an innovative undergraduate I/O program at Wisconsin for dissemination to other I/O programs as a model.

Lastly, Janet Barnes-Farrell has agreed to examine introductory psychology textbooks to determine whether they contain descriptions of the discipline of I/O psychology and of our research and to write to publishers to request inclusion of these topics in future editions.

External Affairs Subcommittee International Report

From Geula Lowenberg:

When Ray Henson asked me to get in touch with representatives of the Israeli Psychological Association (IPA), establish contacts, and learn about the structure of the association and its relationship to I/O, I was delighted. It was time for me as a native Israeli to learn about I/O in Israel.

Zeev Sardi from Jerusalem and Israel Lanzer from Haifa were extremely helpful. I just hope my Israeli colleagues will forgive any mistakes I've made in summarizing what they told me, and in translating facts in their manuals from Hebrew to English.

The IPA is comprised of the Educational, Rehabilitation, Clinical, Cognitive, and Social-Vocational Divisions. Industrial psychologists are members of the Social-Vocational Division. In general, the first step for a psychologist planning to practice in Israel is to register with the

Ministry of Health and to have his/her rank of expertise determined. These ranks and their definitions have been agreed upon by contract negotiations between the Ministry of Health, representatives of IPA and representatives from the three largest municipal cities in Israel. For example, depending on degree, training, responsibility, etc., the specialization and rank could be "psychologist" or "supervisor psychologist," (in a professional route); and/or "chief psychologist," "county psychologist" (in an administrative route). These ranks are in turn associated with base salaries, benefits, contributions of employers to educational advances of the psychologist, etc.

Together with the above, the individual psychologist applies to the IPA and one of the divisions for membership or associateship. A member must have at least an M.A./M.S. degree in psychology. The Social/Vocational Division includes about 160 full members and 50 associates, plus about 20 faculty members in Israeli universities who are exempt from the registration laws. The division includes psychologists in the industrial, organizational, military, vocational and social areas. They participate in the bi-annual IPA conferences, in the yearly meeting of IPA, and meet twice or three times a year for one- to three-day workshops.

According to Zeev Sardi, by the end of 1985, there were 57 registered industrial psychologists in Israel. Their registration requirements are the same as for any practicing psychologist.

Graduates of Israeli universities holding a Master's degree in any area of psychology are entitled to be registered. Degree requirements of all Israeli universities consist of a minimum of 48 semester hours of undergraduate psychology training and 32 semester hours of graduate work in psychology. In addition, all programs require a thesis as part of the course of study. These 80 semester hours include basic topics in psychology (i.e., cognition, perception, learning, etc.) but do not include field work or independent study. Thus, undergraduate and graduate studies last five years; the writing of the thesis, on the average, one to two years more.

Beyond academic and formal training, practicing psychologists are then required to serve a period of supervised internship of two full years. In order to register as an industrial psychologist the candidate must complete a two-year internship in one of the agencies certified for that purpose. The prerequisite for starting the internship is an academic background with at least 26 semester hours of graduate courses in related areas; otherwise the candidate has to complete such studies first. The internship comprises of specialization in at least 4 out of 17 fields (such as organizational counseling, group work in industrial settings, human engineering, research in related areas), each requiring 500 hours of work

or more, and 70 hours of supervision for each topic. At the end of this training, and on the basis of the supervisor's recommendation, the candidate has to pass a qualifying examination.

At the very least, this was a very exciting trip for me. Our Israeli colleagues have welcomed the initiative of the External Affairs Subcommittee, and expressed a wish to establish and maintain ongoing relationships with Division 14. I plan to get in touch with both Zeev and Israel in July while attending the International Association for Applied Psychology Convention in Jerusalem. I also promised to send Israel Lanzer any information I could about U.S. educational psychologists' specializations, their work conditions, salaries, vacations, etc. I would appreciate whatever information any of you might have on this.

Finally, I would like to thank our Israeli colleagues for their time, effort and enthusiasm.

From Eduardo Salas:

In the past few years there has been an increased interest in Industrial/Organizational Psychology and its application for understanding the quality of work life in Latin America. The following activities have helped to highlight I/O issues. First is the Interamerican Congress of Psychology, organized every two years by the Society of Interamerican Psychology. Last year it was held in Caracas, Venezuela while the 1987 Congress will be in Havana, Cuba. Second, two Latin American journals, the *Revista Latinoamericana de Psicologia* (RLP) [Latinamerican Journal of Psychology] and the *Revista Interamericana de Psicologia Ocupacional* (RIPO) [Interamerican Journal of Occupational Psychology] have published several research articles on QWL. Both of these journals are published in Colombia. Finally, several books on QWL issues authored by Latin American as well as North American psychologists, have been published in Mexico, Columbia, Argentina and Peru.

We will keep you informed and provide details of ways Division 14 members can contribute to this effort. In the meantime, the following is a partial list of upcoming events and activities where Division 14 members can actively participate:

- Eduardo Salas (Consulting Editor of RIPO) will edit two issues on "QWL Issues with Implications for Latin America" late this year (details in forthcoming **TIP**). The journal is published three times a year in Spanish (articles in English will be translated). Individuals interested in submitting articles can send an abstract to:

Eduardo Salas
1577 Lawndale Circle
Winter Park, Florida 32792

- The RPL also accepts articles in English, which are translated and later published. Articles should be in APA style and should preferably address a Latin American issue. Send two copies of articles to:

Ruben Ardila, Ph.D.
Director, Revista Latinoamericana de Psicologia
Apartado 52127
Bogota D.E.
Columbia, South America

- Two conferences taking place this year in the region are the Fourth Congress of Peruvian Psychology in Lima, Peru (April 30-May 4) and the Third International Congress of Comparative Psychology in San Jose, Costa Rica (July 23-28).

Scientific Affairs

Paul R. Sacket, Chair

The last three issues of **TIP** have contained a column called 'Linkup,' which allowed individuals seeking or offering research sites to contact one another. There's no 'Linkup' this issue because we've received no submissions. Whether this is a temporary lull or whether 'Linkup' is down for the count depends on your response: if you are looking for research collaborators or a research site, or if you have a site, a project, or a data set available, please contact me at the **Dept. of Psychology, University of Illinois at Chicago, Box 4348, Chicago, IL 60680 (312-996-3931)**.

The Scientific Affairs committee is beginning a set of projects aimed at a better understanding of various aspects of the research process in I/O psychology. One subcommittee, headed by Bob Lord, is investigating funding sources for I/O research. We envision a future **TIP** report identifying sources that have historically and are presently funding such research, as well as identifying relatively unexplored sources, such as private foundations, which may support research in our field. A second subcommittee, headed by Mike Campion, is investigating the state of research in organizational settings. Informal observation has suggested a decline in published research by researchers with non-academic affiliations, leading to questions as to whether less research is being conducted, less research is being submitted, less research is being accepted for publication, or a number of other possibilities. A third subcommittee, headed



NEW BOOKS FROM

Douglas T. Hall and Associates **CAREER DEVELOPMENT IN ORGANIZATIONS**

This book is the first in the *Frontiers of Industrial and Organizational Psychology Series* sponsored by the Society for Industrial and Organizational Psychology. Under the editorship of Raymond A. Katzell, this new series of hardcover books will bring together experts on the latest developments in theory, research, and practice in key areas of industrial-organizational psychology. This initial volume, focusing on the rapidly developing field of organizational career development, details methods of updating career development techniques for individuals and of using these techniques to improve career management programs within organizations; analyzes recent trends in workers' career motivations to provide insight into what today's professionals want from their jobs; and offers new directions for research and practice aimed at enhancing organizational career development programs and workers' job satisfaction and growth. About 380 pages. CONTRIBUTORS: R. J. Campbell, T. G. Gutierrez, D. T. Hall, R. R. Hock, K. E. Kram, M. London, F. J. Minor, R. F. Morrison, J. L. Moses, E. H. Schein, S. A. Stumpf, D. E. Super.

Ready May 1986, \$25.95

Paul S. Goodman and Associates **DESIGNING EFFECTIVE WORK GROUPS**

The authors of this new book provide fresh ideas and guidelines for designing and improving work groups—from quality circles and labor-management teams to factory teams and office work groups. Drawing on laboratory and field experiments, simulations, and case studies of actual work groups, they describe and

analyze the best and most up-to-date theory, findings, and applications for better work group designs. The authors provide insights on how to evaluate group performance, how to modify or redesign work groups, what factors affect group effectiveness, strategies for improving group leadership and intergroup relations, and other topics. About 400 pages. CONTRIBUTORS: L. Argote, J. M. Brett, L. L. Cummings, J. H. Davis, P. S. Goodman, R. A. Guzzo, J. R. Hackman, N. L. Kerr, B. Latané, J. E. McGrath, E. C. Ravlin, J. K. Rognes, H. B. Schwartzman, R. E. Walton.

Ready May 1986, \$27.95

Edward E. Lawler III **HIGH-INVOLVEMENT MANAGEMENT** Participative Strategies for Improving Organizational Performance

Lawler analyzes twenty-five years of practical experience and research to show which types of participative programs work, which do not, and why—examining quality circles, employee survey feedback, job enrichment, work teams, union-management, gainsharing, and new-design plants. He provides numerous case examples of programs at such companies as Procter and Gamble, Honeywell, General Motors, IBM, and Ford—and describes their strengths and weaknesses. He presents a practical and effective participative management approach that gets employees at all levels actively involved in the organization. And he outlines the benefits of this approach—including increased productivity, motivation, and satisfaction; improved decision making; and reduced resistance to change. About 270 pages.

Ready May 1986, \$21.95

JOSSEY-BASS



Henry P. Sims, Jr., Dennis A. Gioia, and Associates **THE THINKING ORGANIZATION** Dynamics of Organizational Social Cognition

In fourteen original chapters, leading scholars present state-of-the-art theory and research on how people think in organizations, and how their thoughts relate to actions. Describes cases that illustrate practical applications in improving decision making, communication, strategic planning, and organization design. About 350 pages. CONTRIBUTORS: L. R. Beach, N. E. Bell, M. G. Bougon, A. P. Brief, J. R. Chatman, A. Donnellon, H. K. Downey, J. M. Feldman, M. Finney, R. J. Foti, D. A. Gioia, D. J. Isenberg, R. G. Lord, T. R. Mitchell, I. I. Mitroff, S. J. Motowidlo, O. S. Park, J. F. Porac, K. J. Rediker, G. R. Salancik, H. P. Sims, Jr., B. M. Staw, and K. E. Weick, Jr.

Ready May 1986, \$27.95

C. Brooklyn Derr **MANAGING THE NEW CAREERISTS** The Diverse Career Success Orientations of Today's Workers

Derr shows how to use information about employees' career orientations to improve employee-job matches, increase productivity, minimize political game playing, and reduce turnover. He identifies five distinct career orientations—getting ahead, getting secure, getting free, getting high, getting balanced—among today's employees and draws from his own and others' research to tell what incentives, human resource policies, work cultures, and career paths best motivate these different groups of employees. About 300 pages.

April 1986, \$22.95

Suresh Srivastva and Associates **EXECUTIVE POWER** How Executives Influence People and Organizations

What makes one executive more powerful than another of equal rank? How do effective leaders maintain and use their power? How are power structures changing in today's workplace? These are just some of the questions addressed in this new book written by leading authorities on the dynamics of executive power. In fourteen original chapters, the authors detail how executives use power in a variety of settings to handle conflicts, implement strategic change, and gain cooperation, common vision, and enhanced productivity. About 400 pages. CONTRIBUTORS: F. J. Barrett, D. E. Berlew, L. D. Brown, W. W. Burke, D. L. Cooperrider, R. T. Golembiewski, L. E. Greiner, J. P. Kotter, M. R. Louis, J. Van Maanen, E. J. Miller, E. H. Neilsen, W. A. Pasmore, A. M. Pettigrew, S. Srivastva.

March 1986, \$25.95

Arthur C. Beck, Ellis D. Hillmar **POSITIVE MANAGEMENT PRACTICES** Bringing Out the Best in Organizations and People

In this new book, the authors clearly explain positive management practices—including encouraging creativity and teamwork and clarifying employee roles and expectations. They show how these practices will enhance productivity, cooperation, and motivation and explain step by step how to implement them. They also tell managers how to enhance their own personal management skills, including advice on how to handle problem employees and get the best work from individuals and teams. About 260 pages.

February 1986, \$22.95

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by Paul Sackett, is looking at the journals in our field. We will examine changes over time in factors like author affiliation, editorial board composition, as well as article content. Finally, Katherine Klein has agreed to serve as a liaison between the Society's Scientific Affairs committee and APA's Board of Scientific Affairs. We welcome input from Society members on any of these projects.

Testing Issues Committee

Revision of Principles Available for Comment

The Testing Issues Committee has now produced two revisions of the "Principles for the Validation and Use of Personnel Selection Procedures." We will meet in March to draft another version which we plan to make available for comment by all members of the Society. By the time this issue of **TIP** reaches you, that revision should be available.

If you would like a copy of this draft of the revised Principles for comment write to:

Neal Schmitt
Department of Psychology
Michigan State University
East Lansing, MI 48824-1117

We would like to be able to produce a final revision early in the Fall of 1986. Hence, we are asking that all comments on this revision be sent to Neal Schmitt no later than **July 15, 1986**.

Report from Council

Frank Schmidt

Licensure and Accreditation

I ended my last report from Council with a warning about a special subcommittee of the APA Board of Directors. That subcommittee was set up to spearhead the Health Care Providers' drive on "professional education, training and credentialing in psychology." The head of this subcommittee is Logan Wright, a very determined individual who is now president of APA. At our recent meeting in January, this group proposed a resolution that only people whose degrees are from graduate programs accredited by APA be allowed to obtain psychology licenses from

states. The APA accreditation program now covers only clinical, counseling, and school psychology. The APA accreditation requirements are extremely burdensome to meet even for large graduate programs—expensive, detailed, time consuming, and bureaucratic. I/O psychology programs cannot afford such a new burden. But beyond that, many of our smaller graduate programs could probably not meet the accreditation requirements in terms of number of faculty and number of courses offered. Yet many I/O psychologists need or are required to have licenses. Also, all I/O psychologists coming out of Business Schools—a substantial group of our members—would be ineligible for licenses. Obviously, the yoking of licensure eligibility to program accreditation would be disastrous for I/O psychology. Yet this resolution was only very narrowly defeated. By a very close vote, the resolution was sent back to the Board of Directors for further study. If the past is any guide, its proponents will continue to bring it up until it passes.

Two other resolutions proposed by this same subcommittee did pass. One calls for expansion of the APA accreditation process to include graduate programs beyond clinical, counseling, and school psychology. The other was a definition of the practice of psychology to be recommended ultimately for inclusion in state licensing laws. This definition would prevent some I/O psychologists who need a license from getting one and require others who don't want or need one to get one anyway.

Unelected Reps for State Associations

At the August 1985 Council meeting, Society representative Dick Campbell stated that it was a violation of APA bylaws to have non-voting Council seats for State Associations that do not have elected Council representatives. This issue is important because these non-voting seats represent another step toward complete control of APA by the Health Care Providers (HCPs). APA's lawyers ruled that this arrangement did not violate the APA Bylaws, and APA President Robert Perloff and APA Executive Director Leonard Goodstein refused to obtain an outside legal opinion. Despite strong presentations before them by Dick Campbell and your president Irv Goldstein, the APA Board of Directors decided that the only thing that needed to be looked into was the fact that all the state associations with non-voting representatives were also members of coalitions of state associations and/or divisions that were eligible for a voting representative. It now appears that after some adjustments are made to circumvent this problem of "double representation," the non-voting state association representatives will remain on Council. This hard fought issue points up the pressing need for re-organization of the APA governance structure.

APA Reorganization

It is clear to our Society that APA needs to be re-organized so that interests of I/O psychologists and other non-health care providers will cease being trampled underfoot by the HCPs who are rushing to combat attacks made on them by the American Medical Association and other groups. The Task Force on the Structure of APA (TF/SAPA) also feels strongly that re-structuring of APA is imperative. In their current plan, they continue to advocate creating four semi-autonomous societies within APA: Research Academic, Applied (Scientist-Practitioners), Professional (HCPs), and Public Interest. TF/SAPA members and Council members discussed in detail many of the specific features of the re-organization plan at the Council meeting. But the big question was: will there be a re-organization under *any* plan? Many HCPs and state association people seem to like APA the way it is and are opposing any and all re-organization of APA. The early optimism that this time something would finally be done to solve our problems is fading rapidly. TF/SAPA was voted an extension until August to present its final re-organization plan, but there is widespread belief that the plan will not be implemented and nothing will happen. If so, this will be a major defeat for us and a bad omen for the future.

One reason why many HCPs see no need to reorganize APA may be that they are getting what they want without re-organization. In August, Council voted to allow HCPs to buy a special assessment on themselves to raise a war chest to fight off attacks on them by the AMA. Your Society representatives (and in fact all Council representatives) supported this, both in August and at the January Council meeting. We have long advocated that groups needing expensive special services should pay for those services. All licensed psychologists will receive the assessment notice for \$50 in the mail very soon. However, if you do not provide health care services, you can exempt yourself from the assessment by filling out a short form.

Chief Scientific Advisor

APA will now have a part time "Chief Scientific Advisor." This individual, to be a distinguished research psychologist, will lobby for support for research and scientific activities within APA and with other organizations and will advise APA Offices and Boards on methodological questions when research has to be evaluated as the basis of APA positions on public and professional issues. This position represents a small bone thrown to the rapidly diminishing scientific side of psychology within APA.

Other

Some of our members will be interested to know that Council approved a set of "Guidelines on Computer-Based Tests and Interpretations." This document, available from APA, is well crafted, potentially useful, and poses no problems for us.

Council has changed the rules for sponsors of Continuing Education (CE) programs (such as our Society). In the future, sponsors can offer CE credit for attendance at scientific and professional conferences and conventions. Also, the minimum duration of CE programs has been reduced from 4 to 3 hours, and CE can now be offered for home study and "self-managed" programs.

Professional liability insurance provided through APA continues to shoot up. In the space of about two years the annual cost has gone from \$60 to \$300 to \$450. There may be even more drastic increases in the near future. Only one insurance company will insure psychologists; all the others have either gone out of business or have stopped offering liability insurance to psychologists. Thanks to an inquiry by former Society Council representative Mary Tenopyr, we have the following information about Division 14 members: (1) we are 4% of APA membership but have 5% of the cumulative liability cases to date; (2) however, we account for only 2% of the costs (losses). Despite our apparent lower cost per capita, the insurance company states that there is not enough data available to set separate rates for us.

Next year our Society will retain its 5 representatives on Council—but only just barely. We received only 4.66% of the total votes. If we had fallen below 4.50%, we would have lost one representative. (Please remember this when you allocate your 10 votes).

In summary, most of the news from APA Council is bad news for us. It is getting increasingly difficult for our Society within APA as currently structured, and our hopes for relief through re-organization of APA are fading rapidly. There are tough times ahead.

Program Committee Report

Susan E. Jackson, Chair

Steven D. Ashworth
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James A. Breaugh
Richard P. Butler
Magda Colberg
Merri-Ann Cooper

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 William J. Strickland
 Duane E. Thompson
 Randall P. White

Your program committee has put tremendous amounts of energy into preparing an exciting APA convention program. This year, each proposal was reviewed by four reviewers. Most of the reviewers provided written comments describing their reactions to the papers or symposia they evaluated. We hope you found these useful. Next time you bump into one of the committee members, please take a moment to thank them for their efforts!

As usual, the full Division 14 program will be printed in the August issue of **TIP**. Here, I will just highlight a few events.

- 2 SOCIAL HOURS! Saturday and Sunday evenings
- 50 papers presented at 3 poster sessions
- Many Invited Guests Including:
 - Robert J. Sternberg on Managerial Intelligence
 - Marvin D. Dunnette, Winner of the Distinguished Scientific Contribution Award
 - Dutch Landen, Winner of the Professional Practice Award
 - Gary Johns, Winner of the Edwin E. Ghiselli Award
 - Robert J. House and Jitendra Singh, authors of the upcoming *Annual Review of Psychology* Chapter on OB
- Irv Goldstein's Presidential Address:
- 23 Symposia / Panel Discussions, including:
 - The entrepreneurial I/O psychologists, a discussing by Flanagan, Terris, Byham, Bray, and Dunnette
 - Information disseminators disseminating information, a panel of editors for *AMJ*, *AME*, *ROB*, *JAP*, *OBHDP*, *HP*, *RPHRM*, *PP*, *HRM*, *APM*, and *JBP*
 - Recent Research on cognition and affect: Implications for I/O psychology, a unique session with presentations by Klinger, Emmon, Katzell, and Schmitt
 - I/O Psychologists and Industrial Relations: Cooperation for mutual benefit, a cooperative venture between SIOP and IRRA (Industrial Relations Research Association)

Levels of analysis in I/O psychology, including presentations by Klein and Hall, Rousseau, Schneider, and Glick

Implementing comparable worth: Pitfalls, problems, and solutions, with a cast of many incomparables

Groups that work. Hackman and a cast of thousands (almost) apparently had quite a brainstorming session when they thought this one up—more details later!

Meta-analysis: The first 10 years and beyond, a discussion between Hedges, Hunter, Kulik, and Rosenthal

Predicting employee theft and counterproductivity: Empirical research using three approaches, presented by Haymaker, Terris, Paajanen, and Fraser

In addition to the symposia above will be 14 others on topics such as goal-setting, leadership, innovation and creativity, rater accuracy training, the role of the middle manager, job analysis, stress, employee development programs, I/O psychologists as expert witnesses, and more.

Of course we can't cram this much exciting content into the first three days of the convention, so expect to stay awhile. For planning purposes, you can anticipate most of the Division 14 program being scheduled at the Washington Hilton. See you there!

Professional Affairs Committee

Manny London, Chair

This has been a busy time as usual in the never-ending stream of professional affairs concerns. As outlined in the November issue of **TIP**, the committee is organized into four subcommittees. Here I cover the progress of each subcommittee at midyear.

—Hannah Hirsh's subcommittee (Bob Billings, James Caplan, and Jim Sharf) is the liaison between APA (particularly the Board of Professional Affairs) and the Society's Professional Affairs Committee. The major work of the subcommittee this fall was responding to APA's Board of Directors statement of Education and Credentialing Policy Goals and the Revised Definition of Practice. The Education and Credentialing Policy sought to extend APA accreditation to non-health care provider areas and link requirements for licensure with APA accreditation. The Revised Definition of Practice threatened to restrict the use of the title "psychologist" to health care providers. While these mat-

ters are still under review by various APA committees, Society members may be interested in our position expressed in our response to APA.

The Society opposed both the attempt to link eligibility for licensure with graduation from an APA accredited program and the intent of APA to expand the scope of its accreditation process to include such programs. Psychology departments are periodically reviewed by internal and external review committees, and it is unnecessary for APA to accredit psychology programs in areas other than the training of health care providers. Moreover, it is possible to be trained as a professional psychologist (although not a psychologist providing health care services) in a department other than psychology, such as schools of education and business. Therefore, it is neither appropriate nor feasible to expect that programs training psychologists outside psychology departments be accredited by APA.

Of course, the Society does recognize the desire for assistance and guidance in the development of graduate training programs on the part of many departments. To this end, we have developed a comprehensive set of education and training guidelines, which interested departments can, and have, turned to for direction. We do not, however, believe that it is in our interests as educators, scientists or professionals to make these guidelines mandatory.

Concerning a "Definition of Practice," the Society is opposed to a definition of practice which could be construed to restrict the use of the title "psychologist" to health care providers.

To illustrate this point, one problem I/O psychologists face is that because we often practice outside our home states, we may find that one state requires licensing whereas another state does not. Therefore, some I/O psychologists may want and need to be licensed. The Society's long range goal is that I/O psychologists can be exempt from licensure in all states. In general, we believe that I/O psychologists who wish to be licensed should have that option, even if the state law allows the exemption of I/O psychologists.

Consequently, a generic definition of professional practice must neither require licensing of those not engaged in the provision of health care services to individuals or groups nor summarily exclude or bar (e.g., on the basis of specialty area) any psychologists who wishes to be licensed from eligibility for licensure. This point must be stated explicitly in a definition of practice for licensing purposes.

Hannah Hirsh and I met with staff members of APA's Board of Professional Affairs office in early October. Our goal was to discuss the Society's position on a number of professional affairs issues and to review APA's progress in these areas. The day was well worthwhile in terms of emphasizing the importance the Society gives to these issues. We agreed that a meeting between our Professional Affairs staff should be an annual event as well as our presence at meetings of BPA and its subcommittees, when necessary, and continued close tracking of APA developments.

The Society's position on other APA professional affairs issues are described in a report by Hannah Hirsh and myself in this issue of *TIP*.

—Tom Hilton and his subcommittee (Dan Cohen, Ray Hedberg, and Stephen Laser) are revising the *Society's Guidelines for Choosing Con-*

sultants for Psychological Selection Validation Research and Implementation. (You probably didn't know there was such a document.) Published in *TIP* in 1974, it was brought to Irv Goldstein's attention that this brief document was outdated, and Irv asked that we update it. A copy will be published in *TIP* after it is approved by the Executive Committee.

Tom and his group have also been working on a project outlining the role of the I/O consultant (i.e. how one prepares to be an I/O consultant, and what the I/O consultant does). The subcommittee asked I/O consultants who are good role models to write short descriptions of their educational background and work experiences. Tom is also exploring other ways to obtain this information.

—Barry Friedman's subcommittee (Andy Imada, Jeanette Cleveland, and Dennis Warmke) is following through on their project on MEGATRENDS in I/O consulting practice. An extensive report appeared in the last issue of *TIP*. This examined future trends in I/O consulting and what consultants in our field will need to prepare themselves for meeting client needs. In contrast to the Hilton subcommittee work, which is retrospective and current, the Friedman subcommittee effort is prospective. They are now working on other ways to better envision our profession in the future as input to other Society committees, such as Education and Training, Workshops, and Long Range Planning.

—Bob Boldt's subcommittee (Daniel Lupton, James Mitchell, Larry Peters, and Steve Stumpf) is responsible for identifying standards, guidelines and positions that the Society needs to establish, revise, or clarify for itself. It is about time that we do more than merely respond to APA initiatives! Telephone interviews are being conducted with Society members who are familiar with professional affairs issues. The subcommittee is shooting to have some preliminary recommendations by May.

Fellowship Committee

John Hinrichs, Chair

The Fellowship Committee presented nine nominees to the Div. 14 Executive Committees in February—almost as many as the record set of nominations in 1985.

The nomination process is moving forward on schedule and the final slate of nominees will be presented to the membership at the August Business Meeting in Washington.

The Fellowship process is an important activity of the Society and is our means for recognizing our members who make "unusual and outstanding contribution or performance in Industrial and Organizational

Psychology: (Bylaws. II.2.b.). It takes a lot of work on the part of nominators and endorsers, as well as the Committee.

Forty-two very thoughtful endorsements were prepared this year by 30 different individuals to complete this year's submissions. There's no doubt, however, that the results are worth it.

This year's Fellowship Committee consists of John Hinrichs, Chair, Jeanne Brett, Jack Feldman, Frank Landy, Ed Locke, Jerry Niven, and Frank Smith.

Long Range Planning

Joel Moses, Chair

Much of LRP's energies this year has focused on understanding and providing better membership services. **Shelly Zedeck** has spearheaded the effort to modify our Society By-Laws. These changes which appear in this issue of **TIP** (see pages 31-40) reflect the creation of a new office, Financial Officer, the designation of new standing committees, and the updating and clarifying of several procedural bylaws. The creation of the Financial Officer is the most far-reaching new change. LRP felt that the growth of the Society and its expansion into new areas, i.e., the Society Convention and the Frontiers series provided both membership services and new revenue potential for us. The Financial Officer will coordinate revenues and disbursements but more importantly will advise the Executive Committee on future funding needs consistent with Society objectives. Please review the By-Law changes. We will vote on these at our Business Meeting during the Annual Convention.

Under **Neal Schmitt's** able leadership, LRP has also conducted a survey of the Society membership to better inform itself and the Society committees about (1) relationships with APA; (2) the direction the Society should take on various issues including licensure/certification, accreditation of training programs, legal issues, scientific concerns, etc.; and (3) the desirability of continuing certain Society activities. Over one thousand of the 2500 Society members responded to this eleven page survey. We are just beginning the data analysis and will be reporting the survey results in the next issues of **TIP**. We very much appreciate the response of all those who completed the survey and hope we can translate these responses into meaningful Society policy.

Richard Klimoski has examined the feasibility of creating our own Society Directory. LRP thinks this is worthwhile project with many dividends for our members. **Irv Goldstein** has asked the Membership committee to develop this idea further.

As you can see from the above, much of LRP's recent efforts have been task related. We also need to focus our efforts on long range planning. Much of our energies have been devoted to creating a Society structure which mirrors the needs of our members and can provide services independent of APA. In the next few months LRP will meet to examine future plans. These could include better "career pathing" of Society committee memberships to insure that we are developing future leaders, alternative ways to insure that future scientists are developed, and alternative ways of sharing our knowledge and services with society at large. Please contact any LRP members (**Irv Goldstein**, **Rich Klimoski**, **Joel Moses**, **Neal Schmitt**, **Ben Schneider** or **Shelly Zedeck**) with your inputs.

NOW AVAILABLE

GUIDELINES FOR EDUCATION AND TRAINING AT THE DOCTORAL LEVEL IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY

1985 edition

A new 15-page booklet to aid faculty and curriculum planners in the design of doctoral level graduate programs in Industrial/Organizational Psychology.

- Identifies 21 domains of competence.
- Denotes 5 curriculum options associated with each area of competence.

Developed by the 1981-82 Education and Training Committee of the Society (**Richard Klimoski**, Chair; **Charles Hulin**, **Daniel Ilgen**, **David Neumann**, **Larry Peters**, **Joseph Schneider**, **Eugene Stone**).

Single copies available at no charge from the Society's Administrative Office (address on back cover).

**ANNOUNCING
the
FIRST ANNUAL PRE-CONVENTION
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY
DOCTORAL STUDENT CONSORTIUM
Thursday, August 21, 1986**

On the day before the start of the annual APA Convention in Washington, D.C., the Society (Division 14) will sponsor its first Doctoral Student Consortium. The Consortium is intended for advanced graduate students in I/O and OB who have completed most of their doctoral coursework.

The program for the day's activities appears on the facing page.

Registration deadline is June 15, 1986. Registration must be received by that date. There is a \$15 registration fee which covers all costs for the day's events including breakfast, lunch, and the social hour (except the bar). The registration fee is refundable if cancellation is received before June 1, 1986. Space is limited to 60 student participants. If more registrations are received than can be accommodated, registration fees will be returned to those who are not selected.

In order to register, the student should send:

- ... your name and mailing address
- ... a faculty signature attesting to your status as an advanced doctoral student
- ... \$15.00 registration fee (please do not send cash).

Send to:

Dr. Ralph A. Alexander
I/O Doctoral Student Consortium
Department of Psychology
The University of Akron
Akron, OH 44325

!!! REGISTER NOW !!!

**Society for Industrial and Organizational Psychology
(Division 14)
I/O and OB Doctoral Student Consortium
Thursday, August 21, 1986**

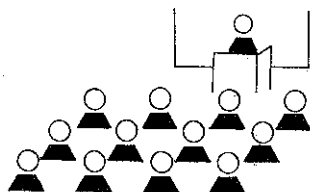
PROGRAM

- 7:30 A.M.— 8:00 A.M. **Registration**
8:15 A.M.— 9:15 A.M. **Continental Breakfast**
Some perspectives on publishing:
An editorial reviewer's view
Irwin L. Goldstein—University of Maryland
9:30 A.M.—12 Noon **Presentations and Discussion (Concurrent)**
Two perspectives on leadership:
Leadership as a perceptual process vs. leadership as a determinant of performance
Robert G. Lord—The University of Akron
Impact of rater's knowledge, strategy, and goals on rating processes and outcomes
Kevin R. Murphy—Colorado State University
Jeanette N. Cleveland—Colorado State University
10:30 A.M.—10:45 A.M. **COFFEE BREAK**
12:15 P.M.— 1:45 P.M. **LUNCH**
Managing gargantuan I/O research projects
Ann Howard—AT & T
2:00 P.M.— 4:30 P.M. **Presentations and Discussion (Concurrent)**
How to build a theory: Goal-setting theory as a case example
Edwin A. Locke—University of Maryland
A smorgasbord of staffing
Benjamin Schneider—University of Maryland
Neal Schmitt—Michigan State University
3:00 P.M.— 3:15 P.M. **COFFEE BREAK**
5:00 P.M.— 6:30 P.M. **SOCIAL HOUR (Cash bar)**

Registration Information is on the Facing Page

!!! REGISTER NOW !!!

Meetings



SECOND INTERNATIONAL SYMPOSIUM ON HUMAN FACTORS IN ORGANIZATIONAL DESIGN AND MANAGEMENT

August 19-21, 1986

The Second International Symposium on Human Factors in Organizational Design and Management will meet in Vancouver, Canada in conjunction with Expo 86. The symposium is sponsored jointly by the International Ergonomics Association, the Human Factors Society, and the Human Factors Association of Canada. A hard cover proceedings is to be published by North-Holland for world-wide distribution. A "Call for Papers" and other information may be obtained from: **Hal Hendrick, Chair, Human Factors Department, Institute of Safety and Systems Management, University of Southern California, Los Angeles, CA 90089-0021, phone 213-743-7915 or 6329.**

21st International Congress of Applied Psychology Jerusalem, Israel July 13-18, 1986

The Congress will bring together psychologists from around the world. The scientific program will include symposia, speakers, interactive sessions, and workshops. There will be an active social program, tours, and visits to cultural and social institutions.

Registration fees are reduced for members of the International Association of Applied Psychology.

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.

UPDATE ON THE INTERNATIONAL CONGRESS OF APPLIED PSYCHOLOGY JERUSALEM, ISRAEL

July 13-18

The program for the Organizational Psychology Division is rapidly taking shape. Examples of planned presentations include those by Louis Guttman, S. Zedeck, Sam Messick, Ed Locke, Peter Dachler, Bob Guion, Don Super, Bernie Bass, Milt Blood, Peter Drenth, Dov Eden, Z. Shapira, Irv Goldstein, Ed Fleishman, Judy Komaki, Abe Korman, Joel Moses, Lyman Porter, V. Shackleton, P. Weissenberg, B. Wilpert, Donald Campbell, Miriam Erez, Walter Mischel, ~~P. Feidler~~, C. Spielberger, D. Iglén, F. Heller, S. Ronan, M. Hakel, R. Katzell, T. Mitchell, B. Schneider, and S. Osipow.

There is still time to make arrangements by contacting **Lila Reisman, Kenness International, 1 Park Avenue, New York, New York 10016 (800-235-6400 or 212-684-2010);** or by writing directly to the **Secretariat, 21st International Congress of Applied Psychology, P.O. Box 500006, Tel Aviv, Israel.**

There will be a full program of social, sightseeing, and professional visits.

10th Annual Conference IPMA Assessment Council June 15-19, 1986 The Sheraton-Palace Hotel San Francisco, California

Featured speakers include Dr. William A. Gorham, Dr. Arthur Jensen, and Mr. Gary B. Brumback

Featured program sessions include assessment center topics, psychometric issues and techniques, microcomputer testing, psychological testing, drug screening and other special testing topics, mini workshop on passing point methodology, and much more.

For more information contact

**Dr. Sandra Shoun
International Personnel Management Association
1617 Duke Street
Alexandria, Virginia 22314
(703) 549-7100**



1986 P/HR PROCEEDINGS

The P/HR Division of the Academy of Management is publishing a Proceedings of the 1986 P/HR Division papers. This Proceedings will include all competitive papers accepted for publication which are not published in the *Academy Proceedings* and which the authors have granted permission to publish. Any profits from the sale of the P/HR Proceedings will be used to defray the cost of the doctoral/junior faculty consortium.

To receive a copy of the 1986 P/HR Proceedings, please send a check made out to the P/HR Division in the amount of \$15.00. You will receive the P/HR Proceedings prior to the August convention. Also, please make requests for copies through your library.

Enclose a check to "P/HR Division, Academy of Management."

Send to: **H. John Bernardin, College of Business & Public Administration, Florida Atlantic University, Boca Raton, FL 33431.**

PROMOTION OF A POSTAGE STAMP HONORING WILLIAM JAMES

The APA Public Information Committee is requesting that members of the Division write the Postmaster General urging that a stamp be issued in honor of William James to commemorate a hundred years of psychology as a science, discipline and profession.

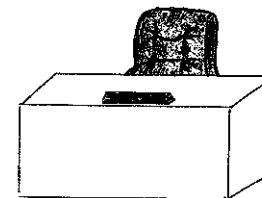
The Stamp Committee of the Postal Service that passes on such requests places all incoming proposals on its agenda at its meetings every other month. The requests are not likely to be approved first time around, and success often depends on bringing them back to the Stamp Committee agenda a number of times.

Letters should be addressed to the **Stamp Committee, c/o The Postmaster General, United States Postal Service, 475 L'Enfant Plaza, Southwest, Washington, DC 20260.**

The Stamp Committee seems to respond best to short presentations that emphasize the significance of the person or theme suggested and the timeliness of the idea.

Positions Available

Michael Mount



Industrial/Organizational Psychologist. Large Mid-Western Communications Company is seeking one, possibly two, Ph.D. I/O psychologists for its newly created Personnel Research department. Initial responsibilities will be primarily in the areas of Personnel Selection (including job analysis, test development, validation, validity generalization) and Performance Appraisal (including need analysis, design, development, and guidance of implementation). Additional possible areas of activity include survey research and organization development. Requirements:

- Ph.D. in I/O psychology;
- 2 years or more practical experience in—or consulting to—an organization;
- Solid background in theory, methods, and measurement;
- Strong interpersonal and communication (oral and written) skills.

Highly desirable:

- Practitioner *and* Scientist;
- Innovative thinker;
- Interest, experience and expertise in both "I" and "O."

Moderate travel is required. Send vita and names of three references to: **Michael C. Lindt, Staff Manager-Management Employment, 909 Chestnut, Room 0224, St. Louis, Missouri 63101.** An Affirmative Action/Equal Opportunity Employer.

Management Development Consultant/Trainer. The International Monetary Fund (IMF), located in Washington, D.C., is looking for a management trainer of proven ability to design and deliver formal management development seminars and to conduct informal one-on-one follow-up sessions. Applicants must hold a MA or Ph.D. in Management, Organizational Development, Industrial Psychology or a related field, have at least five years in a line management position, and possess the experience, presence and interpersonal skills necessary to interact with managers at all levels and from widely differing cultural backgrounds. Good written and verbal communication skills are essential.

The successful candidate will be offered a one-year fixed-term Consultant appointment, with the potential to be extended for two more years, at a salary appropriate to his or her qualifications and experience. Resumes should be sent to: **International Monetary Fund, Recruitment Division (Attention R.M. Broadway), 700 19th Street, N.W., Washington, D.C. 20431.**

Organizational Research & Development Consultant. Citicorp seeks to fill an opening in its recently-formed Organization & Executive Development Division.

The successful candidate will possess a broad range of skills and experiences in the areas of project management, management consultation, organization development techniques, and statistics & research methods. In addition, the candidate must demonstrate effective oral and written communication skills, interpersonal skills, thorough knowledge of the principles and practices of I/O psychology, and the ability to design and carry through innovative solutions to organizational problems. An advanced degree in I/O psychology is required, preferably at the doctoral level. Approximately 3-5 years experience in a corporate or consulting environment is preferred.

Citicorp offers an excellent salary and benefit package as well as the opportunity to work with other professionals in a highly progressive organization.

Please forward resume to: **Dr. Lynn Braswell, Citibank, N.A., 399 Park Avenue, 25th Floor, Zone 4, New York, NY 10043.**

Project Director—Los Angeles Survey Research and Human Resource Consulting Research for Management, a unit of the Hay Group, Inc., is a leader in management and employee survey-based consulting to organizations on a worldwide basis. Our Western Region office, responsible for the marketing and delivery of consulting services to clients in 16 states, is expanding its practice, and as a result we are looking for a Project Director.

The position will be responsible primarily for the delivery of consulting services to our widely diverse client base, from project planning, through the various project phases to Senior Management presentations and the design and delivery of follow-on programs. Depending on the experience of the individual who is hired, sales accountability could also be a part of the job responsibilities.

We expect the position to be filled by a highly motivated individual, who is very experienced in survey research as well as human resource con-

sulting. Experience in marketing and selling services such as consulting would be a significant asset, as would demonstrated success in preparing and making senior level presentations to diverse clients.

As leaders in the measurement and management of corporate "culture" we try hard to provide a working environment for our own group which is challenging and cooperative, with significant rewards for high levels of performance.

If you have the skills which we need, please send your resume to: **David Bowles, Ph.D., Senior Vice President, Research for Management, 700 S. Flower St., Suite 2300, Los Angeles, CA 90017.** (Principals only, please: no calls) The Hay Group, Inc. is an Equal Opportunity Employer.

Industrial/Organizational Psychologists. Baruch College/The City University of New York has two tenure-track positions in I/O psychology: one at associate level and one at assistant level. Applications will be accepted until the position is filled. The department offers the BA, BBA, MS, MBA and PhD in I/O. Individuals wishing to apply should submit a complete vita, copies of recent research reports or publications, and three letters of recommendation to: **Baruch College/CUNY, Psychology Department Search Committee, 17 Lexington Avenue, Box 512, New York, New York 10010.** The City University of New York is an equal opportunity/affirmative action employer.

ANSWERS to I/O Quotes on page 50

No. 1

ON PERFORMANCE RATINGS: WE DON'T KNOW WHAT WE'RE DOING BUT WE'RE DOING IT VERY CAREFULLY AND WE HOPE YOU ARE PLEASED WITH OUR UNINTELLIGENT DILIGENCE.

—ROBERT WHERRY, PHD

No. 2

THE OLD STYLE OF MANAGEMENT HAS NOT A GHOST OF A CHANCE IN COMPETITION WITH THE PRINCIPLES OF SCIENTIFIC MANAGEMENT.

—FREDERICK WINSLOW TAYLOR

Industrial/Organizational Psychologist. Allstate Insurance Company is seeking an I/O psychologist for our Human Resources/Personnel Research group, part of our corporate Research Center located in the San Francisco metropolitan area. Job will include opportunities to work on projects in most areas of Personnel Research with initial emphasis on selection system development and validation. Strong quantitative skills and facility with SAS or SPSS required. Must be able to write technical reports for nontechnical audiences, and make verbal presentations to senior executives. Candidate should have work record demonstrating the ability to work independently in planning and implementing major research projects. Ability to meet deadlines is critical. Prefer Ph.D. plus two or more years work experience, although new I/O Ph.D. graduates will be considered. Consulting experience useful. Job offers a competitive salary and excellent benefits. Please submit resume detailing relevant training, work experience and salary history to: **Muriel Wolter, Personnel Dept., Allstate Research and Planning Center, 321 Middlefield Road, Menlo Park, CA 94025.** We are an Equal Opportunity Employer, and we encourage women and minorities to apply.

ADVERTISE IN TIP

The Industrial-Organizational Psychologist is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2400 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4000 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half-page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$30.00 per position. For information or placement of ads, write to **Michael K. Mount, Business Manager, TIP, Dept. of Industrial Relations and Human Resources, University of Iowa, Iowa City, Iowa 52242.**

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RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four Times
Two-page Spread	\$275	\$200
One Page	\$175	\$125
Half Page	\$125	\$100

PLATE SIZES

Size of Ad	Vertical	Horizontal
One Page	7 1/4 "	4 1/4 "
Half Page	3 1/4 "	4 1/4 "

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