

TIP

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Advertising:

Advertising in **TIP** may be purchased from the Business Manager. For details, see the last page.

Positions Available:

Advertising for positions available may be purchased from the Business Manager at a charge of \$30 per position.

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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

Box 471
New Canaan, CT 06840
Tel. 203-966-3018

Announcing a new quarterly journal for 1987

HUMAN PERFORMANCE

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Pennsylvania State University

Associate Editor

SHELDON ZEDECK
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Neal Schmitt, Larry James, Zur Shapira, William Morgan,
Daniel Landers, Robert Glaser, Robert Sternberg,
Joyce Shields, Earl Alluisi, Joyce C. Hogan,
William Howell, Robert Linn, Edwin Fleishman

For industrial and organizational, educational, cognitive, human factors, sports, and military psychologists, this new quarterly will be devoted to the understanding of goal-directed, coordinated action. It will present original research, theory, and instrumentation in the field of human performance.

The editors welcome the submission of manuscripts for publication consideration.

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TIP

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August, 1986

FEATURES

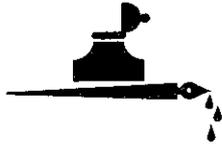
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Editor's Column

Paul M. Muchinsky



This Is My Last Issue

The only other time I wrote an "Editor's Column" was two years ago when I first became editor of **TIP**. In that column I essentially said "hello." Now I am saying "goodbye." What I had planned to do for three years will be ending one year short. Why am I giving up the editorship? Two reasons. First, my university has suffered a lot of financial hardships of late, and they have been passed down to me. While **TIP** was never formally subsidized by Iowa State University, I was able to chisel some resources, mainly secretarial support. With the budget crunch I can no longer bootleg **TIP**, as the entire university is seemingly down to performing "essential services only." The other reason is time. Although you may not believe it, I spend an average of 100 hours of my own time on each issue of **TIP**. It's not hard work, but it's time consuming. Getting **TIP** in your hands every three months is the product of successfully integrating manuscripts, advertisements, announcements, positions available, committee reports, mailing labels, galley proofs, page proofs, plus writing a feature piece of my own. The time adds up quickly. How would *you* squeeze another ten-week commitment per year into your life? The same way I did, by working at night and on weekends, plus making sacrifices in other areas. I have discovered some of those "other areas" can no longer be held in abeyance, so regrettably I must pass the editorship on.

I feel very fortunate to have been the editor of **TIP**. I met people and learned things that I would have missed without it. Since **TIP** is the conduit through which Society business flows, I have come to appreciate something that Ben Schneider said, that I/O psychologists are "industrious and organized." Many people work very hard to make the Society what it is. As the editor you get to witness and appreciate just how much work we do.

I will miss the feelings of pride and accomplishment associated with turning out each issue. Despite the workload, I really had a good time with **TIP**. The highlight of each issue for me was writing the humor column. People have asked me where I get the ideas for the column, and

have intimated that collectively the columns can be read as sort of a projective personality assessment of me. I see a lot of parallels between what we do as a profession and life in general. The intersection of these two planes is often the genesis of an idea, which when magnified grossly out of proportion, becomes humorous (at least to me). The producer of *Saturday Night Live* has yet to offer me a contract, but now that I'm available, maybe . . .

TIP will continue to be printed by the Graphic Publishing Company of Lake Mills, Iowa. The people at Graphic make **TIP** what it is. They exhibit a rare combination of professional expertise and sincere personal concern for the customer. We should make Mary Sullivan and Bob Merryman, my two contacts at Graphic, honorary members of the Society for all the work they do on **TIP**. It's a small world. Bob Merryman was a childhood friend of Mason Haire, the business manager of **TIP** when Shelly Zedeck was editor. Lake Mills is your typical Iowa town, but not the type of town you would associate with producing something of the quality of **TIP**. A town of less than 2,000 people, it has one traffic light (I'm not kidding). I once wrote a letter to Mary Sullivan, but forgot her last name. I sent the letter anyway. It was addressed like this:

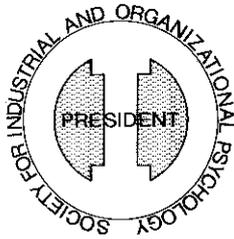
Mary
Graphic Publishing Company
Lake Mills, Iowa

No last name, no street address, no zip code. The letter got there the next day. When I was about to become the editor of **TIP**, Ann Howard and I had lunch in New York. It was at a very nice restaurant, and the lunch bill for the two of us (with tip) was just under \$50. In Lake Mills Bob Merryman and I frequently dine at Puj's Cafe. Lunch for the two of us (with tip) is just under \$8. (But don't eat lunch there on Tuesdays—the pie truck only delivers on Wednesday.) Sometimes I have a hard time believing Lake Mills and New York are on the same planet. I learned a lot about the printing business from the people at Graphic, and now I'm a little more appreciative of all the work that goes into printing a book or magazine.

The new editor of **TIP** is Jim Farr of Pennsylvania State University. He will be inheriting a newsletter which has a wider circulation than *Personnel Psychology*. I wish him well in his editorial duties, and hope he derives as much pleasure from it as I did. His address is:

Department of Psychology
615 Moore Building
Pennsylvania State University
University Park, PA 16802

Finally, I'd like to thank all the people who wrote to me about **TIP**. Your kind words were most welcomed.



A Message From Your President

Irv Goldstein
August, 1986

As I sit at the word processor thinking about this message, it is hard for me to believe that when you read this, my year as President of our Society will be almost completed. For the Society and for me, it has been an extremely exciting and stimulating year. I will try to capture some thoughts about what has made it so special for me.

First and hardest to express in words is the sense of community that persons feel who belong to this organization. There is no doubt that there is something special about the members of our profession that even outsiders sense and wish that they could capture. For me, the sense of membership was clear just on the basis of the number of persons who wrote letters, stopped me in hallways or called on the phone asking if everything was o.k. These same persons then expressed their good wishes, and conveyed a willingness to help in any way that they could. Not only that, but when it was necessary to ask for help, members not only volunteered but carried out every possible assignment and smiled while doing it. I want to describe some specific special events and special people in this message, but the primary point will remain the same. All of this happens because of the magic of the people in the Society who all care and who all help. For all of you that I can't mention in the space limits of this message, thank you.

The top event has to be the first annual conference which is described elsewhere in this issue of *TIP*. Over 700 members poured into the Chicago Marriott, a number which exceeded our wildest expectations and in a wonderful way strained our planning and facilities to the utmost. Len Goodstein, Executive Officer of APA and a Society member, could not believe that at 5 P.M., after a full day of meetings, that over 300 members showed up to listen to a discussion about APA and Society relationships. Even better, the reporter from *Psychology Today* kept wandering around asking how we managed to run this meeting by ourselves without any help from anyone else. He simply doesn't know our members. He especially doesn't know Stan Silverman, Ron Johnson, Ken Wexley, Rich Klimoski, Bill Macey, and Ben Schneider who all put in an unbelievable number of hours to make the event happen.

Another event of very special significance is the publication of our first book. Led by the hard work of *Frontiers* series editor Ray Katzell and volume editor Tim Hall, Jossey-Bass has published our first volume titled *Career Development in Organizations*. Look for information about this volume elsewhere in *TIP* and don't forget to order your copy. Other volumes are on the way. Speaking of reading material, our Society will soon need its own bookstore. We published our *Guidelines for Education and Training* and the *Casebook on Ethics* in 1985. This year, thanks to the efforts of Gene Stone and his committee, we have a new completely undated edition of *Graduate Training Programs in I/O Psychology and Organizational Behavior*. Also, Ben Schneider redesigned the classy brochure describing the science and practice of I/O Psychology which appeared as an insert in the May, 1986 edition of *TIP*. In the works, Neal Schmitt and Bill Owens are chairing the committee which is hard at work on the next edition of the *Principles for the Validation and Use of Selection Procedures*. All of our documents are available through our administrative office at the University of Maryland.

Another symbol of our health and the quality of persons who will be joining us soon is the I/O-O/B Student Conference which this year was hosted by the University of Minnesota programs. Each year, a different group of students in another part of the country organize a first class conference. Student papers are presented without the presence of faculty or any other non-student. Typically, several of us old timers are invited to either give a workshop or give a presentation. It is a privilege to attend. Believe it or not, each conference draws close to 200 students who are even more enthusiastic than our society members at our annual conference. Attending that gathering makes one realize that the Society is in good hands. There are serious discussions about major research and practice issues and in addition, students are already learning about serving on program committees, workshop committees, and annual conference committees.

Another special event is attending Executive Committee meetings. I know that sounds strange but those meetings just burst with enthusiasm and creative energy. Sometimes, it means agonizing discussions of what to do next about the licensing problem or the accreditation problem or whatever. However, also included in those meetings are the decisions which resulted in the *Frontiers Series*, the Annual Conference, the Methodology Conference and so on. I can't possibly mention all the persons who have worked so hard on the Executive Committee or on the committees which make up the Society. However, I do want to mention some members because their work is so exceptional but yet so typical of our Society. First, I want to tell you about Dick Campbell and Kitty Katzell and Paul Thayer. You probably think yes, they are our represen-

tatives to Council. You are right. But you don't know that they also volunteer to attend all sorts of extra meetings to watch over issues important to the Society such as APA reorganization, and accreditation and licensing. Then, there are persons who volunteer for all those same extra assignments who are not presently members of the Executive Committee. Count among those members persons like Jerry Niven and Hannah Hirsh and Milt Hakel. Then, there are members of the Executive Committee who take on special extra roles because they would not think of leaving us without help. Thus, Susan Jackson worked out the issues related to having a Program Committee for both the annual conference and the APA meeting and Alan Kraut did the same thing for the Workshop Committee. Marilyn Quaintance not only determined what a committee called External Affairs should be doing but she also designed a sub-committee system that actually carries the work out. Manny London not only chairs Professional Affairs but he makes sure that he knows everything that is happening related to the topic of APA. And then, we have a group that thinks about the future. Joel Moses and Shelly Zedeck and their LRP group spent a whole day before the Executive Committee meeting asking where should we be going next? What should we be doing? LRP is the same committee that originally proposed the Annual Conference and many of the other things of which we are now so proud. I suspect that more of the same will be coming down the pike. After all, we are the Society for Industrial and Organizational Psychology, Inc. It has been a wonderful year and more is coming. Soon, it will be Shelly's turn to serve as President. He is in for a treat.

An Anecdote Submitted By Ron Ash

Once upon a time there was an I-O psychologist (consultant) who was ready to quit smoking (cigarettes). He was tired of the smell in his hair and clothes, dissatisfied with the taste of old smoke in his mouth and house, and fearful of health hazards, especially since having noticed how short of breath he was when climbing stairs. He decided that since he hated and rarely read psychology journals (*Psychological Bulletin*, *Journal of Applied Psychology*, *Personnel Psychology*, etc., but not **TIP**), he would smoke only when reading the journals. He was certain that his boredom with the topics, language, and jargon, as well as his confusion with the statistical presentations, would soon end his desire to smoke by association. After following this contingency contract diligently for two months he was amazed. Not only was he still smoking but now he was reading the journals frequently and enjoying them!

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.

Friday, August 22 - Tuesday, August 26

*This is not an official program. Only the APA-published program is official. In cases where discrepancies occur, the APA program supersedes this schedule.

PROGRAM PLANNING SUBCOMMITTEE

Susan E. Jackson (Chair)
James A. Breaugh
Kenneth P. DeMeuse
Philip J. Manhardt
Elaine D. Pulakos

PROGRAM COMMITTEE

Steven D. Ashworth
Charles P. Bird
Richard P. Butler
Magda Colberg
Merri-Ann Cooper
Michael Coovert
Fred E. Dansereau
Angelo S. DeNisi
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Mark Fichman
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John Kennedy, Jr.
Katherine Klein
James Larson
D. Douglas McKenna
Harold A. Manger
Michael W. Merzer
Kenneth Pearlman
Loriann Roberson
William J. Strickland
Duane E. Thompson
Randall P. White

COMMITTEE ASSISTANTS

Joan Walker Jeanette Bierkamp
All sessions are in the Washington Hilton Hotel.

FRIDAY, 8:00-8:50

SYMPOSIUM: THE I/O—OB GRADUATE STUDENTS CONVENTION

State

Cheryl Paullin, University of Minnesota

Bruce Barge, University of Minnesota
Gary Carter, University of Minnesota
VyVy Corpe, University of Minnesota
Glen Hallam, University of Minnesota
Mary Ann Hanson, University of Minnesota

FRIDAY, 9:00-9:50

Exhibit Hall

POSTER SESSION: 1

Kenneth P. De Meuse, Intergraph, Inc.

- HEURISTIC PROCESSES IN RATINGS OF LEADER BEHAVIOR. John F. Binning and Guadalupe Fernandez, Illinois State University.
- PREDICTING JOB SUCCESS AMONG THE BEST AND THE BRIGHTEST. Stephen M. Colarelli, Central Michigan University, Roger A. Dean, Washington and Lee University, and Constantine Konstans, Southern Methodist University.
- ANALYSIS OF THE STRUCTURE OF THE GENERAL APTITUDE TEST BATTERY. Alan L. Colquitt and Alan R. Bass, Wayne State University.
- THE SURVEY FEEDBACK PROCESS IN A DATA PROCESSING ORGANIZATION. Vincent A. Conte and William M. Raichle, Insurance Services Office, New York, NY.
- EFFECTS OF COGNITIVE COMPATIBILITY ON THE ACCURACY OF PERFORMANCE JUDGMENTS. Gregory H. Dobbins, Frank A. Adair, and Joan L. Gaspar, Louisiana State University.
- JOB CLASSIFICATION METHODOLOGY FOR THE DEVELOPMENT OF JOB KNOWLEDGE TESTS. Dana L. Farrow and K. Galen Kroeck, Department of Management, Florida International University at Miami, and Robert Stephenson, Dade County Public Schools, Miami, FL.
- GOAL SPECIFICITY AND PROBLEM DEFINITION INFLUENCES ON MANAGEMENT PROBLEM SOLVING. Elizabeth A. Frederick, College of Business and Management, University of Maryland.
- WORK-FAMILY CONFLICT: THE IMPACT OF JOB AND FAMILY INVOLVEMENT. Michael R. Frone and Robert W. Rice, State University of New York at Buffalo.
- SOCIAL SUPPORT AS A MODERATOR OF WORK OVERLOAD STRESS. Sandra L. Kirmeyer, University of Missouri at Columbia, and Thomas W. Dougherty, Department of Management, University of Missouri at Columbia.
- PREDICTING BEHAVIOR FROM COGNITIVE CAUSE MAPS OF A WORK SETTING. John M. Komocar, Division of Business & Administrative Sciences, University of Wisconsin at Parkside.
- DECOMPOSING JUDGES' SELF-INSIGHT: INFLUENCE OF SOCIAL DESIRABILITY AND EXPERIENCE. Magid Mazen, College of Business, Illinois State University.
- USING MULTIDIMENSIONAL SCALING TO EXPLORE BIASES IN IMPLICIT JOB THEORIES. Kathy McNelis, City of Tampa, Tampa, FL.
- BIAS IN JOB EVALUATION: EXPERIMENTAL STUDY USING TRAINED JOB ANALYSTS. Michael K. Mount and Rebecca Ellis, Department of Industrial Relations and Human Resources, University of Iowa.
- COMPUTER-AIDED JOB SIMULATION IN THE STUDY OF ORGANIZATIONS. Marshall J. Schminke, Department of Management Science, University of Iowa and Robert S. Atkin, Graduate School of Industrial Administration, Carnegie-Mellon University.
- MACRO LEVEL PREDICTORS OF ORGANIZATIONAL PERFORMANCE. Robert A. Snyder, Office of the President, University of Dayton.
- A MODEL OF WORK STRATEGIES. Boyd C. Tatum and Delbert M. Nebeker, Navy Personnel Research and Development Center, San Diego, CA.
- MULTIPLE ASSESSMENT OF MANAGERIAL EFFECTIVENESS: CONSENSUS IN EFFECTIVENESS MODELS. Anne S. Tsui and Patricia Ohlott, Fuqua School of Business, Duke University.

FRIDAY, 10:00-11:50

Jefferson West

**SYMPOSIUM: RATER ACCURACY TRAINING:
NEW TECHNIQUES AND PROGRAM EVALUATION CRITERIA**

Elaine E. Pulakos, Personnel Decisions Research Institute, Minneapolis, MN
Loriann Roberson, New York University

- Elaine D. Pulakos, Personnel Decisions Research Institute, Minneapolis, MN. Rater Training to Increase Accuracy With Different Rating Tasks.
- Robert M. McIntyre, Clarkson University. Behavioral Observation Training By Means of Cognitive Modeling.
- Loriann Roberson, New York University and Christina G. Banks, Institute of Industrial Relations, University of California at Berkeley. Beyond Job Knowledge: Assessment Skill Training to Increase Rating Accuracy.
- Jack M. Feldman, Department of Management, University of Texas, Arlington (Discussant).
- John P. Campbell, University of Minnesota (Discussant).

FRIDAY, 11:00-12:50

Military

**SYMPOSIUM: RETHINKING JOB STRESS:
REVIEWING, INTERVENING, AND RECONCEPTUALIZING**

Susan E. Jackson, Department of Organizational Behavior and Industrial Relations,
University of Michigan

- David J. Abramis, Department of Management and Human Resources Management, California State University. Work Role Stressors, Job Satisfaction, and Performance: Meta-Analyses and Review.
- Richard H. Price and Robert D. Caplan, University of Michigan. Theory Driven Intervention Research on Stress and Coping.
- Robert L. Kahn and Phillippe H. Byosiere, University of Michigan. On the Conceptualization of Stress.
- Randall S. Schuler, Department of Management, New York University. Stress Research in a Human Resource Management Framework.
- Andre Delbecq, School of Business, University of Santa Clara (Discussant).

FRIDAY, 12:00-1:50

Hemisphere

SYMPOSIUM: RECENT TRENDS IN PERSONALITY AND I/O PSYCHOLOGY

Robert Hogan, University of Tulsa

- Kenneth H. Craik, University of California, Berkeley. Combining Personality and Managerial Assessment.
- Robert Hogan, University of Tulsa. Personality Theory, Personality Measurement, and Personnel Selection.
- Howard M. Weiss, Purdue University. Translating Basic Research on Personality Into Organizationally Useful Forms.
- Benjamin Schneider, University of Maryland. The Attraction-Selection-Attrition Model of Personality and Organizational Functioning.
- Paul M. Muchinsky, Iowa State University (Discussant).

FRIDAY, 12:00-1:50

Lincoln West

SYMPOSIUM: IS THE ROLE OF THE MIDDLE MANAGER REALLY DIFFERENT?

Allen I. Kraut, IBM Corporation, Armonk, NY

- Marvin D. Dunnette, University of Minnesota. Describing the Role of the Middle Manager.

Jeffrey J. McHenry, Personnel Decisions Research Institute, Minneapolis, MN. Activity and Responsibility Differences Between First-Level and Middle Managers.
Patricia R. Pedigo, IBM Corporation, Armonk, NY. The Impact of Information Technology on Middle Management.
D. Douglas McKenna, School of Business and Economics, Seattle Pacific University. The Middle Manager's Lateral Relationships: Spans Out-of-Control.
Manuel London, AT&T Communications, Basking Ridge, NJ (Discussant).

FRIDAY, 2:00-2:50 **Georgetown**
INVITED ADDRESS: PROFESSIONAL PRACTICE AWARD RECIPIENT
Howard C. Carlson, General Motors Corporation, Detroit, MI

Delmar L. (Dutch) Landen, Landen-Wells Associates, Bloomfield Hills, MI. Roles of the I/O Practitioner: One Person's Vision.

FRIDAY, 3:00-3:50 **Georgetown**
OPEN FORUM WITH DIVISION 14 LONG RANGE PLANNING COMMITTEE
Joseph L. Moses, AT&T Company, New York, NY

Irwin L. Goldstein, University of Maryland
Richard J. Klimoski, Ohio State University
Neal W. Schmitt, Michigan State University
Benjamin Schneider, University of Maryland
Sheldon Zedeck, University of California at Berkeley

Topics to be discussed include future endeavors of the Society, revision of the *Principles*, APA-related issues such as the possible re-organization of APA, as well as issues raised by the audience. Stay informed and voice your opinions . . . attend the Open Forum meeting!

FRIDAY, 4:00-5:50 **Hemisphere**
SYMPOSIUM: GOAL SETTING EFFECTS ON COMPLEX TASKS
Edwin A. Locke, College of Business and Management,
University of Maryland

Robert E. Wood, Australian Graduate School of Management, University of New South Wales, Australia. A Theoretical Analysis of Goal Setting on Complex Tasks.
Donald J. Campbell, Department of Management, Bowling Green University. Task Complexity and Strategy Department: Review and Analysis.
Amelia A. Chesney, College of Business and Management, University of Maryland. Effects of Goal Setting and Business Strategies in a Management Simulation Game.
Anthony J. Mento, School of Business and Management, University of Maryland. Effects of Task Complexity Effects on Goal Setting Results.
Gary P. Latham, Graduate School of Business, University of Washington. (Discussant).

FRIDAY, 4:00-5:50 **Jefferson East**
**SYMPOSIUM: IMPLEMENTING COMPARABLE WORTH:
PITFALLS, PROBLEMS AND SOLUTIONS**
Susan H. Taylor, San Francisco State University

Trisha Beuhring, Director of Job Evaluation Project, University of Minnesota. Designing a New Job Evaluation System.
Robert M. Guion, Bowling Green State University. Some Judgment Research Completed and Some Needed.

Gerald V. Barrett, University of Akron. Legal Value of Using Regression Analysis in Salary Discrimination Cases.
Richard D. Arvey, Industrial Relations Center, University of Minnesota. Cost Impact of Alternative Comparable Worth Strategies.
Brenda N. Major, State University of New York at Buffalo. Gender Differences in Perceptions of Expected and Fair Pay.
F. Richard Jeanneret, Jeanneret & Associates, Inc., Houston, TX (Discussant).

FRIDAY, 5:00-9:00 **Conservatory**
OUTGOING EXECUTIVE COMMITTEE
Irwin L. Goldstein, University of Maryland

SATURDAY, 8:00-8:50 **International West**
WORKSHOP: RESULTS FROM A SURVEY OF EDITORS
Susan E. Jackson, Department of Organizational Behavior and Industrial Relations,
University of Michigan

This session is designed as a preamble to the panel discussion that follows it. Comparative data about a variety of journals and serial publications will be available. Several editors have been invited to be available for informal conversations with attendees.

SATURDAY, 9:00-10:50 **International West**
**PANEL DISCUSSION:
INFORMATION DISSEMINATORS DISSEMINATING INFORMATION**
Susan E. Jackson, Department of Organizational Behavior and Industrial Relations,
University of Michigan

Janice M. Beyer, School of Management, State University of New York at Buffalo. *Academy of Management Journal*.
W. Warner Burke, Teachers College, Columbia University. *Academy of Management Executive*.
L. L. Cummings, J. L. Kellogg Graduate School of Management, Northwestern University. *Research in Organizational Behavior*.
Mark Davison, Department of Psychological Foundations of Education, University of Minnesota. *Applied Psychological Measurement*.
Robert M. Guion, Bowling Green State University. *Journal of Applied Psychology*.
Daniel R. Ilgen, Michigan State University. *Organizational Behavior and Human Decision Processes*.
John W. Jones, Mendota Heights, MN. *Journal of Business & Psychology*.
Frank J. Landy, Pennsylvania State University. *Human Performance*.
Kendrieth M. Rowland, Department of Business Administration, University of Illinois at Urbana. *Research in Personnel and Human Resources Management*.
Paul R. Sackett, University of Illinois at Chicago. *Personnel Psychology*.
Noel Tichy, School of Business Administration, Department of Organizational Behavior and Industrial Relations, University of Michigan. *Human Resource Management*.

SATURDAY, 11:00-11:50 **International West**
INVITED ADDRESS: MANAGERIAL INTELLIGENCE
James A. Breugh, Department of Management,
University of Missouri at St. Louis

Robert J. Sternberg, Yale University. Managerial Intelligence: Results of Research by Sternberg and Wagner.

SATURDAY, 12:00-1:50 **International West**

**SYMPOSIUM: LEVELS OF ANALYSIS
IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

Fred E. Dansereau, State University of New York at Buffalo

Katherine J. Klein and Rosalie J. Hall, University of Maryland. Choices and Challenges in Data Analysis: A View From the Trenches.

Denise M. Rousseau, Kellogg School of Management, Northwestern University. Using Issues of Level to Ask Research Questions.

Benjamin Schneider, F. David Schoorman and Anne Moeller, University of Maryland. How Much Do Individuals Agree on Their Climate Perceptions?

William Glick, University of Texas and John A. Drexler, Jr., School of Business, Oregon State University. Assessing Individual, Group and Department Properties: Empirical Demonstration of Issues.

Fred Dansereau, Department of Organization and Human Resources. State University of New York at Buffalo. (Discussant).

SATURDAY, 12:00-1:50 **Georgetown**

PANEL DISCUSSION: META-ANALYSIS: THE FIRST TEN YEARS AND BEYOND

Bert F. Green, Jr., Johns Hopkins University

Larry V. Hedges, College of Education, Michigan State University.

John E. Hunter, Michigan State University.

James A. Kulik, Center for Research on Learning and Teaching, University of Michigan.

Robert Rosenthal, Harvard University

SATURDAY, 2:00-2:50 **International West**

**CONVERSATION HOUR: 1987 ANNUAL REVIEW OF PSYCHOLOGY AUTHORS:
ORGANIZATIONAL BEHAVIOR**

Martin G. Evans, Faculty of Management Studies,
University of Toronto

Robert J. House and Jitendra V. Singh, Faculty of Management Studies, University of Toronto. Organizational Behavior: Some New Directions for I/O Psychology.

SATURDAY, 2:00-3:50 **Georgetown**

**SYMPOSIUM: INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGISTS
AND INDUSTRIAL RELATIONS: COOPERATION FOR MUTUAL BENEFIT**

Randall S. Schuler, Department of Management, New York University

Paul Banas, Ford Motor Company, Dearborn, MI. Changing Role of the I/O Psychologist in Industrial Relations.

Thomas A. Kochan, Sloan School of Management, Massachusetts Institute of Technology. Industrial Relations Research and I/O Psychology.

John A. Fossum, Industrial Relations Center, University of Minnesota. Industrial Relations Issues for the I/O Psychologist.

Richard D. Arvey, Industrial Relations Center, University of Minnesota. The I/O Psychologist's View of Industrial Relations.

David Lewin, Graduate School of Business, Columbia University (Discussant).

SATURDAY, 4:00-4:50 **International Center**

DIVISION 14 BUSINESS MEETING

Irwin L. Goldstein, University of Maryland

SATURDAY, 5:00-5:50 **International Center**

DIVISION 14 PRESIDENTIAL ADDRESS

Sheldon Zedeck, University of California at Berkeley

Irwin L. Goldstein, University of Maryland. Values and Interventions: How and Where Are We Looking?

SATURDAY, 6:00 **International West**

**DIVISION 14 SOCIAL HOUR
NO-HOST BAR**

SUNDAY, 8:00-8:50 **Map**

**PANEL DISCUSSION: CAREER CHOICES FOR NEW PH.D.'S
IN I/O PSYCHOLOGY**

Elaine D. Pulakos, Personnel Decisions Research Institute, Minneapolis, MN

Walter C. Borman, Personnel Decisions Research Institute, Minneapolis, MN.

Lawrence M. Hanser, Army Research Institute, Alexandria, VA.

Linda Bearse, Prudential Insurance Company of America, Newark, NJ.

Glen Goldmark, Giant Foods, Washington, D.C.

SUNDAY, 9:00-10:50 **Military**

**PANEL DISCUSSION:
THE I/O PSYCHOLOGIST AS EXPERT WITNESS: SCIENTIST OR ADVERSARY**
Hannah Rothstein Hirsh, Teaneck, NJ

Irwin L. Goldstein, University of Maryland.

Frank J. Landy, Pennsylvania State University.

Joel M. Lefkowitz, Baruch College.

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

James M. Penny, Jr., Esq., Obermayer, Rebmann, Maxwell and Hippel, Philadelphia, PA.

Gerald Hartman, Esq., Vedder, Price, Kaufman, Kammholtz and Day, Washington, DC.

SUNDAY, 9:00-10:50 **International West**

SYMPOSIUM: GROUPS THAT WORK

J. Richard Hackman, Yale University

Susan Cohen, School of Management, Yale University, and Russell Eisenstat, Organizational Behavior, Harvard Business School. Top Management Teams.

Mary Lou Davis, Ann Arbor, MI, and Connie Gersick, School of Management, University of California. Task Forces and Project Teams.

Tory Butterworth, Facility Management Institute, Ann Arbor, MI; Stewart Friedman, The Wharton School, University of Pennsylvania; Bill Kahn, Yale University; and Jack Wood, School of Management, Yale University. Performing Teams.

Dee Perkins, New York, NY; Robert Shaw, School of Management, Yale University; and Robert Sutton, Department of Industrial Engineering, Stanford University. Human Service Teams.

Daniel Denison and Richard Saavedra, Institute for Social Research, University of Michigan. Customer Service Teams.

David Abramis, Los Alamitos, CA, and Robert Ginnett, U.S. Air Force Academy Co. Production Teams.

SUNDAY 11:00-11:50

Exhibit Hall

POSTER SESSION: II

Mary D. Zalesny, Michigan State University

- EVIDENCE FOR CONFIRMATORY BIASES IN INTERVIEWERS' QUESTIONING STRATEGIES. John F. Binning, Mel A. Goldstein, Mario Garcia, Julie Harding, and Debbie Wegner, Illinois State University.
- PREDICTING INNOVATION AMONG R&D SCIENTISTS AND ENGINEERS. Anthony Dalessio and Donald D. Davis, Old Dominion University.
- COMMUNICATION—JOB SATISFACTION RELATIONSHIP: THE MODERATING EFFECT OF JOB INVOLVEMENT. Michael R. Frone and Brenda Major, State University of New York at Buffalo.
- SYSTEMATIC MEASUREMENT OF SOCIAL BASES OF POWER IN WORK GROUPS. Dean E. Frost and Anthony J. Stahelski, Portland State University.
- PREDICTING JOB PERFORMANCE WITH THE HOGAN SERVICE ORIENTATION INDEX. Thomas F. Hilton and Stephen Nice, Naval Health Research Center, San Diego, CA.
- EFFECTS OF TASK CHARACTERISTICS ON THE EFFORT EXPENDITURE—PERFORMANCE RELATIONSHIP. Ruth Kanfer and Cheryl Paullin, University of Minnesota.
- REEXAMINING THE COMPONENT STABILITY OF OWEN'S BIOGRAPHICAL QUESTIONNAIRE. Gary J. Lautenschlager, Garnett Stokes Shaffer and Barry Blakeley, University of Georgia.
- CONFIRMATORY FACTOR ANALYSIS OF TWO ASSESSMENT CENTER RATINGS PROCEDURES. Kevin G. Louiselle, University of Missouri at St. Louis and Wayne Harrison, University of Nebraska at Omaha.
- EFFECTS OF WORK EXPERIENCES ON ORGANIZATIONAL COMMITMENT: CAUSAL MODELING ANALYSIS. John P. Meyer and Natalie J. Allen, The University of Western Ontario.
- CONTENT-RELATED VALIDATION TECHNIQUES APPLIED TO TRAINING EVALUATION. Susan E. Michener and Gerald A. Kesselman, Lopez & Associates, Inc., Port Washington, NY.
- PURPOSE OF OBSERVATION AND ACCURACY OF MEMORY-BASED PERFORMANCE RATINGS. Kevin R. Murphy, Theresa A. Philbin and Susan R. Adams, Colorado State University.
- META-ANALYSIS OF FIEDLER'S LEADERSHIP THEORY. Barry R. Nathan, Ann Haas and Maria L. Nathan, University of Missouri at St. Louis.
- STANDARDS OF COMPARISON AND JOB SATISFACTION. Robert W. Rice, State University of New York at Buffalo.
- A CONSTRUCT GENERALIZATION APPROACH TO TEST SUBSTITUTION. Patricia A. Sanders, Shell Oil Company, Houston, TX, Daniel B. Turban and H. G. Osburn, University of Houston.
- MODERATED REGRESSION VERSUS SUBGROUPING STRATEGIES FOR DETECTING MODERATING EFFECTS. Eugene F. Stone, James T. Austin and Larry Shetzer, Virginia Polytechnic Institute and State University.
- ATTITUDINAL, BEHAVIORAL, AND PHYSIOLOGICAL CORRELATES OF EMPLOYEE HEALTH CARE COSTS. James R. Terborg, Steven J. Mayer and Daniel R. Bretheim, Department of Management, University of Oregon.

SUNDAY, 12:00-1:50

Georgetown

SYMPOSIUM: THE ENTREPRENEURIAL I/O PSYCHOLOGISTS

John W. Jones, The St. Paul Insurance Companies, St. Paul, MN

- John C. Flanagan, American Institutes for Research, Menlo Park, CA. The Development of the American Institutes for Research.
- William Terris, London House, Inc., Park Ridge, IL. From Academician to Entrepreneur: A Case History.
- William C. Byham, Developmental Dimensions International, Pittsburgh, PA. From Entrepreneur to Manager.
- Douglas W. Bray, Developmental Dimensions International, Tenafly, NJ. Human Resources Intrapreneurship at AT&T.
- Marvin D. Dunnette, University of Minnesota. (Discussant).

SUNDAY, 2:00-2:50

Thoroughbred

INVITED ADDRESS: CORPORATE CULTURE IN SILICON VALLEY

Benjamin Schneider, University of Maryland

- Andre J. Delbecq, Dean, School of Business, University of Santa Clara. The Perceptual Lens of Leaders in Silicon Valley: What is Their Concept of Corporate Culture?

SUNDAY, 3:00-4:50

Lincoln West

SYMPOSIUM: RECENT RESEARCH ON COGNITION AND AFFECT: IMPLICATIONS FOR I/O PSYCHOLOGY

Loriann Roberson, New York University

- Eric Klinger, University of Minnesota at Morris. Keeping Your Mind on Your Work: Research on Thought Flow.
- Robert A. Emmons, University of Illinois at Urbana-Champaign. Dual Nature of Happiness: Independence of Positive and Negative Moods.
- Raymond A. Katzell, New York University (Discussant).
- Neal W. Schmitt, Michigan State University (Discussant).

SUNDAY, 5:00-5:50

International Center

INVITED ADDRESS: DISTINGUISHED SCIENTIFIC CONTRIBUTION AWARD RECIPIENT

- Richard D. Arvey, Industrial Relations Center, University of Minnesota at Minneapolis
- Marvin D. Dunnette, University of Minnesota at Minneapolis. Being there.

SUNDAY, 6:00

International Center

**DIVISION 14 SOCIAL HOUR
NO-HOST BAR**

MONDAY, 8:00-11:50

Conservatory

INCOMING EXECUTIVE COMMITTEE

Sheldon Zedeck, University of California at Berkeley

Monday, 9:00-10:50

Thoroughbred

**SYMPOSIUM: UNIONS AND I/O PSYCHOLOGISTS:
WORKING FOR, WITH, OR AGAINST EACH OTHER?**

Katherine Klein, University of Maryland

Paul A. Banas, Ford Motor Company, Dearborn, MI. Labor-Management Relations: I/O Psychologists' Role—Past, Present, and Future.

Michael E. Gordon, The University of Tennessee. Workplace Justice: A Bridge Between Unions and Psychologists.

Tove E. Hammer, New York School of Industrial and Labor Relations, Cornell University. Role of Unions' Collective Bargaining Model in Labor-Management Cooperation.

Rudy Oswald, Department of Economic Research AFofL/CIO. Union Avoidance and I/O Psychologists: An Unethical Practice.

Angelo S. DeNisi, College of Business Administration, University of South Carolina. (Discussant).

MONDAY, 11:00–11:50

Exhibit Hall

POSTER SESSION: III

Philip J. Manhardt, The Prudential Insurance Company of America, Newark, NJ

THE IMPACT OF RACE ON MENTORING RELATIONSHIPS. Elizabeth Alleman, Leadership Development Consultants, Mentor, OH, Isadore Newman, The University of Akron, Hosiash Huggins, Insights and Attitudes, Inc., and Linda Carr, The University of Akron.

EFFECTS OF EQUIVALENCE OF RATER SOURCES ON JOB ANALYSIS RATINGS. Wayne J. Camara, Human Resources Research Organization, Alexandria, VA.

INTERVIEWEE SKILLS TRAINING: FIELD EXPERIMENT WITH FIVE LEVELS OF EVALUATION. Michael A. Campion, IBM, Research Triangle Park, NJ, and James E. Campion, University of Houston.

A LOGIC-BASED JOB ANALYSIS OF REASONING PROCEDURES. Magda Colberg and Donald E. McCauley, Jr., U.S. Office of Personnel Management, Washington, DC.

INCENTIVES, PERFORMANCE, AND PERCEIVED STRESS IN AN ORGANIZATIONAL SIMULATION. Barrie L. Cooper, Navy Personnel Research and Development Center, San Diego, CA.

COGNITIVE PROCESSES UNDERLYING PERCEPTIONS OF ASSESSEE AND JOB PERFORMANCE EVALUATIONS. Anthony Dalessio and Rudolph L. Johnson, Jr., Old Dominion University and William H. Siverman, Giant Food, Inc.

TRAINING TO IMPROVE THE ACCURACY AND VALIDITY OF PERFORMANCE RATINGS. Terry L. Dickinson and Todd A. Silverhart, Old Dominion University.

CAN JOB APPLICANTS DISSIMULATE ON PERSONALITY TESTS? John A. Johnson, Pennsylvania State University at DuBois.

EXPECTATIONS, COMMITMENT, AND WITHDRAWAL COGNITIONS AMONG NEW EMPLOYEES. Kenneth W. Kerber and James P. Campbell, Data General Corporation, Westborough, MA.

THE EFFECT OF TYPE OF DATA ON INFORMATION INTEGRATION STRATEGIES. Michael P. Kirsch and J. Kevin Ford, Michigan State University.

MEDIA EFFECTS IN BEHAVIOR MODELING TRAINING. Lee J. Koneczak and Dennis L. Dossett, University of Missouri at St. Louis.

EXAMINATION OF THE MANIFEST AND LATENT CONSEQUENCES OF WORK. Karl W. Kuhnert, Auburn University.

MERGING COGNITIVE DEVELOPMENTAL THEORY AND ORGANIZATIONAL PRACTICE. Walter J. Kuleck, Cognitive Processes, Inc., Cleveland Heights, OH, and Catharine C. Knight, University of Denver.

VALID AND INVALID HALO IN RATINGS: COMPARISONS AMONG ALTERNATIVE MODELS. Charles E. Lance, Suzanne Tsacoumis and Anthony Bayless, University of Georgia.

SELF RATING IN MANAGEMENT TRAINING NEEDS ASSESSMENT: A NEGLECTED OPPORTUNITY? Jack McEnery, William M. Mercer-Meidinger, Inc., Detroit, MI, and Jean M. McEnery, Department of Management, Eastern Michigan University.

WHAT AFFECTS HIRING DECISIONS IN ACTUAL JOB INTERVIEWS? Susan M. Raza and Bruce N. Carpenter, University of Tulsa.

MONDAY, 12:00–12:50

Georgetown

SYMPOSIUM: EXPANDED POTENTIAL FOR JOB ANALYSIS

Joseph L. Moses, AT&T Company, New York, NY

Mirian M. Graddick and Karen S. Lyness, AT&T Company, New York, NY. Analysis of Managerial Jobs from Multiple Perspectives.

Milton D. Hakel, University of Houston. Analyzing the Social Interaction Characteristics of Jobs.

Morgan W. McCall, Jr., Center for Creative Leadership, Greensboro, NC. Analyzing the Developmental Potential of Jobs.

Edwin T. Cornelius III, University of South Carolina. (Discussant).

MONDAY, 1:00–1:50

Georgetown

INVITED ADDRESS: EDWIN E. GHISELLI AWARD RECIPIENT

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

Gary Johns, Department of Management, Concordia University. Absence From Work: Models, Constraints, and Management Practices.

MONDAY, 2:00–3:50

Jefferson West

SYMPOSIUM: PREDICTING EMPLOYEE THEFT AND COUNTERPRODUCTIVITY: EMPIRICAL RESEARCH USING THREE APPROACHES

Paul R. Sackett, University of Illinois at Chicago

John Haymaker, Supermarkets General Corporation, Woodbridge, NJ. Biodata as a Predictor of Employee Integrity and Turnover.

George Paajanen and Michele Fraser, Personnel Decisions, Inc., St. Paul, MN. Development and Validation of the Retail Employment Inventory

William Terris, London House, Inc., Park Ridge, IL. Predicting Employee Theft with the Personnel Selection Inventory.

Mary L. Tenopyr, &T., New York, NY (Discussant).

MONDAY 2:00–3:50

Georgetown

SYMPOSIUM: STATE-OF-THE-ART APPLICATIONS OF JOB ANALYSIS: INTEGRATED SYSTEMS

Walter W. Tornow, Control Data Business Advisors, Minneapolis, MN

Brett K. Avner, Nationwide Insurance Companies, Columbus, OH. Developing an Integrated Personnel System and Split-Role Performance Appraisal.

Ronald C. Page, Control Data Business Advisors, Minneapolis, MN. Developing and Implementing Compensation Applications Within an Integrated Personnel System.

Jimmy L. Mitchell, McDonnell-Douglas Astronautics, Converse, TX, and Walter E. Driskill, Texas MAXIMA Corporation, San Antonio, TX. Optimizing Integrated Personnel System Training Decisions and Development.

Mick A. Sheppick and Garry H. Hannah, Honeywell, Inc., Minneapolis, MN. Developing and Implementing Selection Systems Within an Integrated Personnel System.
Milton D. Hakel, University of Houston (Discussant).
Erich P. Prien, Memphis State University (Discussant).

MONDAY, 4:00-5:50

Jefferson West

SYMPOSIUM: CAUSAL MODELS OF JOB PERFORMANCE

Hannah Rothstein Hirsh, Teaneck, NJ

Frank L. Schmidt, Department of Industrial Relations and Human Resources, University of Iowa, and John E. Hunter, Michigan State University. A Causal Model of Job Experience, Ability, and Performance.

Michael A. McDaniel, U.S. Office of Personnel Management, Washington, DC. The Evaluation of a Causal Model of Performance.

Leonard A. White, U.S. Army Research Institute, Walter C. Borman and Leatta M. Hough, Personnel Decisions Research Institute and Gene R. Hoffman, Human Resources Research Organization, Alexandria, VA. A Path Analysis of Supervisor and Peer Job Performance Ratings.

Robert S. Billings, Ohio State University (Discussant).

TUESDAY, 8:00-8:50

Military

**CONVERSATION HOUR: IMPLICATIONS OF THE LATEST
SUPREME COURT DECISIONS FOR
PERSONNEL SELECTION**

James Sharf, U.S. Office of Personnel Management, Washington, DC.

Edward E. Potter, Attorney-at-Law, McGuiness & Williams, Washington, DC.

TUESDAY, 9:00-10:50

Jefferson West

**SYMPOSIUM: RECENT CORPORATE PROGRAMS FOR
EMPLOYEE DEVELOPMENT: DISCUSSION
OF INNOVATIVE STRATEGIES**

Edward L. Levine, University of South Florida

Dennis E. Michael, Ecker Drug Company, Clearwater, FL. A Systems Approach to Human Resource Planning For Individual Development.

Susan H. Bowman, General Telephone Co. of Florida, Tampa, FL. Changing Organizational Needs: The Metamorphosis of a Career Development Program.

David Brookmire, Frito-Lay, Dallas, TX. Individual Appraisal and Development System.

Jonathan Canger, GTE Data Services, Tampa, FL. Employee Development Integrated With Technological and Strategic Planning.

Lynn Summers, Hardee's Food Systems, Rocky Mount, NC. Hardee's Executive Development Program.

Jackie Greaner, Drake Beam Morin, Inc., Atlanta, GA. The Entrepreneur Workshop: A Redefinition of Outplacement Counseling.

Herbert H. Meyer, University of South Florida (Discussant).

TUESDAY, 9:00-10:50

Jefferson East

**SYMPOSIUM: INNOVATION AND CREATIVITY
IN WORK ORGANIZATIONS**

James L. Farr, Pennsylvania State University

Michael A. West and Nigel King, University of Sheffield, United Kingdom, and James L. Farr, Pennsylvania State University. Innovation at Work: Definitional and Theoretical Issues.

Teresa M. Amabile, Brandeis University. A Model of Organizational Innovation.

J. Richard Hackman, School of Organization and Management, Yale University. Contextual Influences on Innovation and Creativity in Service Organizations.

Ronald Nomme, SAS Management Consultants, Oslo Lufthavn, Norway. Towards Innovation: A Model of Organizational Change.

Stanley S. Grysiewicz, Center for Creative Leadership, Greensboro, NC (Discussant).

Robert Rosenfeld, Eastman Kodak Company, Rochester, NY (Discussant).

TUESDAY 11:00-12:50

Hemisphere

**SYMPOSIUM: ATTEMPTING TO SOLVE
THE LEADERSHIP PUZZLE**

John K. Kennedy, Jr., New York University

Roseanne J. Foti, Virginia Polytechnic Institute and State University. Self-Monitoring, Experience and Leadership Emergence.

Lynn Offermann, George Washington University. Behavioral Consequences of Leader-Member Attributions.

Bruce J. Avolio, School of Management, State University of New York-Binghamton. Beating the Competition: Transforming Leadership at the Bottom Line.

Caryn A. Block, New York University. The Effect of Variations in Leader Behavior.

Fred E. Dansereau, Jr., Department of Organization and Human Resources, State University of New York—Buffalo (Discussant).

TUESDAY, 11:00-12:50

Cabinet

**PANEL DISCUSSION: INDUSTRIAL/ORGANIZATIONAL
PSYCHOLOGY: PERSPECTIVES FROM
THREE GENERATIONS OF WOMEN**

Jeanette N. Cleveland and Gina Hernez-Broome,
Colorado State University

Patricia Cain Smith, Professor Emeritus, Bowling Green State University.

Patricia J. Dyer, Program Manager, Employee Selection, IBM Corporate Headquarters, Armonk, NY.

Miriam M. Graddick, District Manager, Management Continuity Research and Programs, AT&T Corporate, New York, NY.

TUESDAY, 1:00-2:50

Cabinet

**SYMPOSIUM: PAPER PEOPLE VERSUS REAL PEOPLE
IN I/O PSYCHOLOGY RESEARCH**

Michael W. Harris, Krannert Graduate School of Management,
Purdue University

Kevin R. Murphy, Colorado State University. Do Paper People Studies Overestimate Effect Sizes?

Gregory H. Dobbins, Louisiana State University. Sex-Role Stereotypes and Performance Evaluations Using Paper and Real People.

Michael M. Harris, Krannert Graduate School of Management, Purdue University. Hypothetical Versus Real Profiles in Policy Capturing Research.

Robert L. Dipboye, Rice University. Is There a Place for Paper People in the Selection Interview?

Robert L. Cardy, School of Management, State University of New York at Buffalo (Discussant).
Angelo DeNisi, College of Business, University of South Carolina (Discussant).

TUESDAY, 1:00-2:50

Hemisphere

**SYMPOSIUM: NEW EXAMINATIONS
OF META-ANALYSIS**

Hannah Rothstein Hirsh, Teaneck, NJ

Jay A. Gandy, U.S. Office of Personnel Management, Washington, DC. Large Samples Are Better, Aren't They?: Pooling Subjects Across Organizations.

Michael J. Burke, New York University. The Economic Utility of Generalized Validity Coefficients.

Nambury S. Raju, Illinois Institute of Technology. An "Empirical" Monte Carlo Study of Five Validity Generalization Procedures.

Nambury S. Raju, Illinois Institute of Technology. An Evaluation of the Correlation, Covariance and Regression Slope Models.

Frank L. Schmidt, Department of Industrial Relations and Human Resources, University of Iowa (Discussant).



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CONDENSED PROGRAM

FRIDAY, AUGUST 22

8:00-8:50—The I/O-OB Graduate Students Convention. Chair: C. Paullin. State.

9:00-9:50—Poster Session: I. Chair: K. DeMeuse. Exhibit Hall.

10:00-11:50—Rater Accuracy Training: New Techniques and Program Evaluation Criteria. Co-Chairs: E. Pulakos & L. Roberson. Participants: E. Pulakos, R. McIntyre, L. Roberson, J. Feldman, J. Campbell (Discussant). Jefferson West.

11:00-12:50—Rethinking Job Stress: Reviewing, Intervening, and Reconceptualizing. Chair: S. Jackson. Participants: D. Abramis, R. Price, R. Kahn, R. Schuler, A. Delbecq (Discussant). Military.

12:00-1:50—Recent Trends in Personality and I/O Psychology. Chair: R. Hogan. Participants: K. Craik, R. Hogan, H. Weiss, B. Schneider, P. Muchinsky (Discussant). Hemisphere.

12:00-1:50—Is the Role of the Middle Manager Really Different? Chair: A. Kraut. Participants: M. Dunnette, J. McHenry, P. Pedigo, D. McKenna, M. London (Discussant). Lincoln West.

2:00-2:50—Professional Practice Award Recipient. Chair: H. Carlson. Speaker: D. Landen. Roles of the I/O Practitioner: One Person's Vision. Georgetown.

3:00-3:50—Open Forum with Division 14 Long Range Planning Committee. Chair: J. Moses. Participants: I. Goldstein, R. Klimoski, N. Schmitt, B. Schneider, S. Zedeck. Georgetown.

4:00-5:50—Implementing Comparable Worth: Pitfalls, Problems and Solutions. Chair: S. Taylor. Participants: T. Beuhring, R. Guion, G. Barrett, R. Arvey, B. Major, F. Jeanneret (Discussant). Jefferson East.

4:00-5:50—Goal Setting Effects on Complex Tasks. Chair: E. Locke. Participants: R. Wood, D. Campbell, A. Chesney, A. Mento, G. Latham (Discussant). Hemisphere.

5:00—Outgoing Executive Committee. Chair: I. Goldstein. Executive Committee and Program Chairs. Conservatory (5:00-9:00).

SATURDAY, AUGUST 23

8:00-8:50—Workshop: Results From a Survey of Editors. Chair: S. Jackson. International West.

9:00-10:50—Information Disseminators Disseminating Information.

Chair: S. Jackson. Participants: J. Beyer, W. Burke, L. Cummings, M. Davison, R. Guion, D. Ilgen, J. Jones, F. Landy, K. Rowland, P. Sackett, N. Tichy. International West.

11:00-11:50—Invited Address: Managerial Intelligence. Chair: J. Breaugh. Speaker: R. Sternberg. Managerial Intelligence: Results of Research by Sternberg and Wagner. International West.

12:00-1:50—Levels of Analysis in Industrial and Organizational Psychology. Chair: F. Dansereau. Participants: K. Klein, D. Rousseau, B. Schneider, W. Glick, F. Dansereau (Discussant). International West.

12:00-1:50—Meta-Analysis: The First Ten Years and Beyond. Chair: B. Green. Participants: L. Hedges, J. Hunter, J. Kulik, R. Rosenthal. Georgetown.

2:00-2:50—1987 Annual Review of Psychology Authors: Organizational Behavior. Chair: M. Evans. Participants: R. House and J. Singh. International West.

2:00-3:50—Industrial/Organizational Psychologists and Industrial Relations: Cooperation for Mutual Benefit. Chair: R. Schuler. Participants: P. Banas, T. Kochan, J. Fossum, R. Arvey, D. Lewin (Discussant). Georgetown.

4:00-4:50—Division 14 Business Meeting. Chair: I. Goldstein. Everyone Welcome. International Center.

5:00-5:50—Division 14 Presidential Address. Chair: S. Zedeck. Speaker: I. Goldstein. Values and Interventions: How and Where Are We Looking? International Center.

6:00—Division 14 Social Hour. No-Host Bar. International West.

SUNDAY, AUGUST 24

8:00-8:50—Career Choices For New Ph.D.'s in I/O Psychology. Chair: E. Pulakos. Participants: W. Borman, L. Hanser, L. Bearse, G. Goldmark. Map.

9:00-10:50—Groups That Work. Chair: J. R. Hackman. Participants: S. Cohen, R. Eisenstat, M. Davis, C. Gersick, T. Butterworth, J. Friedman, B. Kahn, J. Wood, D. Perkins, R. Shaw, R. Sutton, D. Denison, R. Saavedra, D. Abramis, R. Ginnett. International West.

9:00-10:50—The I/O Psychologist as Expert Witness: Scientist or Adversary. Chair: H. Hirsh. Participants: I. Goldstein, F. Landy, J. Lefkowitz, M. Tenopyr, J. Penny, G. Hartman. Military.

11:00-11:50—Poster Session: II. Chair: M. Zalesny. Exhibit Hall.

12:00-1:50—The Entrepreneurial I/O Psychologists. Chair: J. Jones. Participants: J. Flanagan, W. Terris, W. Byham, D. Bray, M. Dunnette (Discussant). Georgetown.

2:00-2:50—Invited Address: Corporate Culture in Silicon Valley. Chair: B. Schneider. Speaker: A. Delbecq. The Perceptual Lens of Leaders in Silicon Valley: What is Their Concept of Corporate Culture? Thoroughbred.

3:00-4:50—Recent Research on Cognition and Affect: Implications for I/O Psychology. Chair: L. Roberson. Participants: E. Klinger, R. Emmons, R. Katzell (Discussant), N. Schmitt (Discussant). Lincoln West.

5:00-5:50—Distinguished Scientific Contribution Award Recipient. Chair: R. Arvey. Speaker: M. Dunnette. Being There. International Center.

6:00—Division 14 Social Hour—No-Host Bar. International Center.

MONDAY, AUGUST 25

8:00-8:50—Business Meeting: Incoming Executive Committee. Chair: S. Zedeck. Executive Committee and Program Chairs. Conservatory (8:00-11:50).

9:00-10:50—Unions and I/O Psychologists: Working For, With, or Against Each Other? Chair: K. Klein. Participants: P. Banas, M. Gordon, T. Hammer, R. Oswald, A. DeNisi (Discussant). Thoroughbred.

11:00-11:50—Poster Session: III. Chair: P. Manhardt. Exhibit Hall.

12:00-12:50—Expanded Potential for Job Analysis. Chair: J. Moses. Participants: M. Graddick, K. Lyness, E. Cornelius, M. Hakel, M. McCall (Discussant). Georgetown.

1:00-1:50—Edwin E. Ghiselli Award Recipient. Chair: R. Arvey. Speaker: G. Johns. Absence From Work: Models, Constraints and Management Practices. Georgetown.

2:00-3:50—Predicting Employee Theft and Counterproductivity: Empirical Research Using 3 Approaches. Chair: P. Sackett. Participants: J. Haymaker, G. Paajanen, W. Terris, M. Tenopyr (Discussant). Jefferson West.

2:00-3:50—State-of-the-Art Applications of Job Analysis: Integrated Systems. Chair: W. Tornow. Participants: B. Avner, R. Page, J. Mitchell, M. Sheppick, M. Hakel (Discussant), E. Prien (Discussant). Georgetown.

4:00-5:50—Causal Models of Job Performance. Chair: H. Hirsh. Participants: F. Schmidt, M. McDaniel, L. White, R. Billings (Discussant). Jefferson West.

TUESDAY, AUGUST 26

8:00-8:50—Conversation Hour: Implications of the Latest Supreme Court Decisions for Personnel Selection. Participants: J. Scharf and E. Potter. Military.

9:00-10:50—Recent Corporate Programs for Employee Development: Discussion of Innovative Strategies. Chair: E. Levine. Participants: D. Michael, S. Bowman, D. Brookmire, J. Canger, L. Summers, J. Greaner, H. Meyer (Discussant). Jefferson West.

9:00-10:50—Innovation and Creativity in Work Organizations. Chair: J. Farr. Participants: M. West, T. Amabile, J. R. Hackman, R. Nomme, S. Gryskiewicz (Discussant), R. Rosenfeld (Discussant). Jefferson West.

11:00-12:50—Attempting to Solve the Leadership Puzzle. Chair: J. Kennedy. Participants: R. Foti, L. Offerman, B. Avolio, C. Block, F. Dansereau (Discussant). Hemisphere.

11:00-12:50—Industrial/Organizational Psychology: Perspectives from Three Generations of Women. Co-Chairs: J. Cleveland & G. Hernez-Broome. Participants: P. Smith, P. Dyer, M. Graddick. Cabinet.

1:00-2:50—New Examinations of Meta-Analysis. Chair: H. Hirsh. Participants: J. Gandy, M. Burke, N. Raju, F. Schmidt (Discussant). Hemisphere.

1:00-2:50—Paper People Versus Real People in I/O Psychology Research. Chair: M. Harris. Participants: K. Murphy, G. Dobbins, M. Harris, R. Dipboye, R. Cardy (Discussant), A. DeNisi (Discussant). Cabinet.

JOB OPENINGS?

Contact the Business Manager to advertise in TIP. Michael K. Mount, Dept. of Industrial Relations and Human Resources, University of Iowa, Iowa City, Ia. 52242 (319-353-4351).

Results of Society Survey

**Neal Schmitt & MaryBeth DeGregorio
Michigan State University**

Last December, a survey was mailed to all members of the Society for Industrial and Organizational Psychology. One thousand of our members responded to this survey. In this report, we detail the characteristics of the respondents and report the results of questions regarding the relationship between the Society and APA and the reactions of Society members to various Society services and activities. In future reports, we and others will report on portions of the survey that were directed toward more specific issues (e.g., scientist-practitioner concerns, the licensing of I/O psychologists, and computer use). We will also be happy to make available to interested members a list of frequencies on all variables or the data itself. Requests for the data should include a tape onto which we can read the data and the tape specifications required.

Demographic/Work Experience Characteristics of Respondents

While we believe a 40% response rate to the survey (SIOP now has about 2,500 members) was a good return, the degree to which respondents were representative of Society membership is a reasonable concern when we interpret the results. In the first series of tables in the report we describe the demographic and/or experience characteristics of the respondents. Where available we present comparable figures from the data collected in connection with the preparation of the 1985 APA directory. This data was previously summarized by Ann Howard in the May, 1986 issue of TIP.

TABLE 1

Work Setting

| | Society Survey Respondents | APA Directory Respondents |
|-----------------------------|-----------------------------------|----------------------------------|
| Private Practice—Consulting | 256(25.6%) ^a | |
| Government | 69(6.9%) | 105(6.7%) |
| Industry | 253(25.3%) | 383(24.4%) |
| University/College Teaching | 326(32.6%) | 560(35.7%) |
| Other | 82(8.2%) | |

^aThe APA survey included "Health Services" and "Other" categories which accounted for 5.5% and 27.7% of the respondents respectively.

Table 1 indicates that about one-third of the respondents work in academic settings while one quarter work in industry or in some private practice or consulting setting. Where APA directory figures are comparable, the percent in each group is almost exactly the same.

In Table 2, we summarize data regarding the number of respondents engaged in health care activities, their Division status, whether or not they are licensed and whether or not they carry liability insurance. Other data regarding Society members' relationship to other divisions and organizations is provided by Rick Guzzo in his report in this issue of **TIP**.

In both the SIOP and APA samples, about 77-78% of the respondents held membership status in the Society. The APA sample included a slightly greater proportion of Associate members and a slightly smaller proportion of Fellows than did our respondent sample. Both surveys indicate that somewhere between 40 and 50% of the Division members are licensed and that about 11 or 12% report doing work in the health care area. The SIOP survey indicated about 22% of our members carry

TABLE 2

Respondent Status and Activity

| | 1985 APA | |
|---|--------------------|-----------------------------------|
| | Survey Respondents | Directory Respondents |
| A. Division Status | | |
| Associate | 98(9.8%) | 329(13.2%) |
| Member | 776(77.6%) | 1935(77.5%) |
| Fellow | 118(11.8%) | 232(9.3%) |
| B. License Status | | |
| | Survey Respondents | 1985 APA Directory Respondents |
| Yes | 482(48.2%) | 1089(43.6%) |
| No | 484(48.4%) | — |
| State Prohibits | 25(2.5%) | — |
| C. Carry Liability Insurance | | |
| | Survey Respondents | |
| Yes | 218(21.8%) | |
| No | 773(77.3%) | |
| D. Extent of Engagement in Health Care Provision | | |
| | Survey Respondents | 1985 APA Directory Respondents |
| Almost all activity | 9(.9%) | — |
| 75-90% of activity | 14(1.4%) | — |
| 50-74% of activity | 6(.6%) | — |
| 25-49% of activity | 15(1.5%) | — |
| 10-24% of activity | 56(5.6%) | — |
| Almost none | 886(88.6%) | — |
| Health Services | — | 293(12.8%) |

liability insurance. Comparing the results of the two surveys on these items indicates an almost perfect match. These data also suggest that licensing and liability insurance are important to a large portion of our members but that very few are engaging in activity they would regard as health care-related.

Attitudes Concerning APA and SIOP-APA Relationships

The second section of the survey included questions regarding members' views of APA in general and the perceived negative and positive aspects of APA membership. Responses to a question regarding individuals' overall feeling about APA are broken down by work setting, degree of health care activity, number of years as a SIOP or Division 14 member, and whether or not they carry liability insurance. The results are presented in Table 3. The average for the total respondent group is almost exactly neutral. Members who hold academic positions, who have been division members for a longer period of time, and who are not engaged in delivery of health care services or carry liability insurance hold *less* favorable views of APA. These differences are not large but all were statistically significant ($p < .05$).

Another question addressed the perceived benefit of various APA publications and services. These reactions are summarized in Table 4. Of most perceived value to Society members are the APA journals and their identity as psychologists. Members tend to view negatively APA's spoke-

TABLE 3

General Feeling About APA^a

| | Mean | Standard Deviation |
|--|------|--------------------|
| A. Work Setting | | |
| Private Practice/Consulting | 2.81 | .96 |
| Government | 2.84 | 1.05 |
| Industry | 2.83 | .95 |
| University/College Teaching | 3.09 | 1.13 |
| Other | 2.88 | 1.00 |
| Total | 2.91 | 1.03 |
| B. Health Care Activity | | |
| 25% or more | 2.50 | 1.00 |
| 10-24% | 2.41 | 1.02 |
| Almost none | 2.97 | 1.02 |
| C. Carry Liability Insurance | | |
| Yes | 2.77 | 1.03 |
| No | 2.96 | 1.03 |
| D. Number of Years as Division Member | | |
| 3 or less | 2.77 | 1.00 |
| 4 to 9 | 2.91 | 1.00 |
| 10 to 15 | 3.03 | 1.02 |
| 16 or more | 2.94 | 1.07 |

^aThe scale used to assess general reaction to APA was anchored as follows: 1 = Very Favorable; 2 = Favorable; 3 = Neutral; 4 = Unfavorable; and 5 = Very Unfavorable.

person role on social issues and *Psychology Today*, but most other APA "services" are viewed positively by the bulk of the SIOP respondents. Additional breakdowns of these responses by the respondents' work setting indicated academics found APA publications more beneficial while nonacademics were more favorably disposed to the convention. Private practice consultants found the liability insurance and APA lobbying efforts to be of more benefit than did respondents in other work settings.

Three other questions addressed issues regarding APA which have been discussed frequently by members and the Executive Committee. They include methods of APA dues assessment, whether a SIOP member must be a member of APA, and the possible reorganization of APA. Responses to these questions are summarized in Table 5. As can be seen, a fairly large majority of the respondents favored some change in the APA dues structure, the most favored option being one which was based on the services provided. Over half also favored allowing individuals to become Society members without APA membership. Finally, a very large group favor some reorganization of APA—less than 5% indicated a preference for no change.

TABLE 4

Reactions to APA Services and Publications^a

| | Benefit of APA Membership | Neutral Don't Care | Negative Aspect of APA Membership | (\bar{X}) ^b |
|--|---------------------------------|--------------------------|--|----------------------------|
| Identity as a psychologist | 806 | 158 | 27 | 1.21 |
| APA Monitor | 455 | 422 | 115 | 1.66 |
| Publication of journals | 786 | 195 | 12 | 1.22 |
| Annual convention | 455 | 443 | 93 | 1.64 |
| Availability of liability insurance | 258 | 655 | 75 | 1.82 |
| Lobbyist role in Congress | 398 | 407 | 181 | 1.78 |
| Psychology Today | 244 | 381 | 369 | 2.13 |
| Monitoring of events important to all psychologists | 655 | 270 | 64 | 1.40 |
| Interaction with other psychologists | 575 | 384 | 31 | 1.45 |
| Monitoring of events important to I/O psychologists | 628 | 223 | 133 | 1.50 |
| Spokesperson role on social issues | 289 | 319 | 374 | 2.09 |
| Information on careers in psychology | 418 | 515 | 55 | 1.63 |
| Tapes, books & other APA publications | 435 | 507 | 47 | 1.61 |
| Reduced rates for journals | 636 | 332 | 23 | 1.38 |

^aFigures in the tables are the numbers of SIOP members who indicated a particular response. Numbers are not equal to 1000 because there was a small group of nonrespondents to each item.

^bHigher response indicate negative attitude (scale 1-3).

TABLE 5

Dues Assessment, Membership, and APA Reorganization

| | |
|---|------------|
| A. How should APA Dues be Assessed ^a | |
| All pay the same | 305(30.5%) |
| Different dues for HCPs and nonHCPs | 162(16.2%) |
| Dues based on services provided | 466(46.6%) |
| Other | 43(4.3%) |
| B. Views on SIOP membership ^b | |
| APA membership not necessary for SIOP | 270(27.0%) |
| Individuals should be encouraged to stay in APA but allowed to join SIOP | 280(28.0%) |
| Individuals must be members of APA to secure SIOP member- ship | 420(42.0%) |
| C. How Should APA be Reorganized | |
| No change | 47(4.7%) |
| Two groups—HCPs and others | 165(16.5%) |
| Four societies: Academic, HCP, Scientist-Practitioner, Social issues | 430(43.0%) |
| Don't Know | 218(21.8%) |
| Don't Care | 40(4.0%) |
| Other | 71(7.1%) |

^aThese responses were further broken down by work setting, years as SIOP member, and status of membership. On only the work setting variable were there any sizable differences with those members involved in health care provision being more likely to favor the first option above.

^bPersons who reported being engaged in health care were more likely to indicate that APA membership should be required of SIOP members.

Society Services and Activities

In the last section of the survey, there were a series of questions regarding the desirability of various Society services and activities. Responses to the first set of these questions most of which involve some initiative by APA are presented in Table 6. Respondents were asked to indicate whether the Society should support (4); should not support (3); or that they didn't care (2) or didn't know enough (1) to give an opinion. A substantial portion of the respondents indicated support for most items in Table 6.

Support for accreditation of I/O graduate programs has been actively opposed by the Society leadership on the grounds that it would produce an additional bureaucracy, and a significant workload for faculty in the programs being accredited. More importantly, many, if not most, of the I/O Psychology programs would probably not be staffed adequately as defined by APA's current accreditation standards. Finally, programs located in other than psychology departments would find it difficult, if not impossible, to be accredited. More detail regarding this issue will be included in a future issue of *TIP* and a special letter from the Society president.

TABLE 6

Support of Activities of Interest to Society Members

| | Yes Support | No Do Not Support | Don't Care | Don't Know |
|---|------------------|-------------------------|---------------|---------------|
| I/O Graduate Program Accreditation | 735 ^a | 143 | 60 | 52 |
| Generic Licensing of I/O Psychologists | 418 | 360 | 103 | 89 |
| Specialty Licensing of I/O Psychologists | 433 | 330 | 104 | 106 |
| Amicus curiae briefs | 610 | 50 | 101 | 219 |
| Testifying before Congress | 765 | 37 | 117 | 64 |
| Develop & monitor ABPP exams for I/O | 645 | 100 | 109 | 135 |
| Specialty guidelines for I/O service delivery | 749 | 90 | 82 | 67 |
| Seeking to testify before Congress on issues of concern | 760 | 64 | 104 | 52 |

^aIndicates the number of persons out of 1000 giving each response. There were also a small group of nonrespondents to each item.

The pros and cons of generic versus specialty licensing have been debated by APA and Division 14 for several years, so the almost even division of respondents on this issue is not surprising. In 1983, Milt Hakel asked a special *ad hoc* committee to state a position on licensing. The committee headed by William Howell expressed opposition to both specialty licensing and to the exclusion of eligibility for licensure based on specialty. However, they also opposed blanket generic licensing unless exemptions were provided to individuals who perform "non-hazardous functions."

TABLE 7

Reactions to Society Proposals

| | Don't Know | Strongly Oppose | Oppose | Don't Care | Support | Strongly Support |
|--|-----------------|--------------------|--------|---------------|---------|---------------------|
| Credentiaing I/O psychologists | 36 ^a | 109 | 137 | 148 | 358 | 187 |
| Recommending core curricula for I/O psychologists | 10 | 38 | 44 | 170 | 490 | 230 |
| Seeking funds & conducting research in name of Society | 18 | 81 | 189 | 289 | 299 | 104 |
| Issuing position papers on social issues (testing, productivity, etc.) | 5 | 61 | 97 | 102 | 449 | 264 |
| Publishing its own journal | 21 | 45 | 117 | 140 | 367 | 293 |
| Providing continuing education at conventions | 10 | 6 | 16 | 182 | 418 | 353 |
| Providing alternatives to group learning sessions for continuing education | 107 | 11 | 21 | 338 | 294 | 193 |
| Coordinating state legislative efforts | 44 | 36 | 65 | 266 | 415 | 146 |
| Seeking & promoting availability of I/O internships | 13 | 15 | 40 | 250 | 468 | 237 |

^aIndicates the number of persons out of 1000 giving each response. There was also a small group of nonrespondents to each item.

In Table 7, we summarize responses to items requesting members views on various activities in which the Society is currently engaged or which have been proposed by the Executive Committee or various committee chairs. Most items in this table received support from the survey respondents. Particularly popular were provision of continuing education opportunities at conventions, seeking and promoting availability of I/O internships, and recommendations regarding core curricula for I/O psychologists. Respondents were less favorable regarding credentialing of I/O psychologists, potential Society fund seeking efforts, and the provision of alternate forms of continuing education.

In Table 8, we present the respondents' reactions to various Society publications. Response to *TIP* and the *Principles for the Validation and Use of Personnel Selection Procedures* was almost unanimously positive. Less enthusiastic response to other publications may be due to the fact that some respondents either don't know about them or the publications are irrelevant to the respondent.

TABLE 8

Reactions to Society Publications

| | Continue | Discontinue | Don't Know |
|---------------------------------|------------------|-------------|---------------|
| Principles | 871 ^a | 27 | 81 |
| Career in I/O Psychology | 627 | 87 | 259 |
| Ethics Casebook | 796 | 57 | 124 |
| Graduate Programs in I/O and OB | 739 | 51 | 187 |
| <i>TIP</i> | 933 | 22 | 25 |

^aIndicates the number of persons out of 1000 giving each response. There were also a small number of nonrespondents to each item.

Finally, in the last table (Table 9) we present respondents' overall reaction to the Society broken down by work setting, license status, years in the Division, and extent of health care involvement. As is evident, the overwhelming proportion of members react favorably to the Society. Of the 964 responses to this question, 84.6% were "favorable" or "very favorable." Of the subgroup attitudes examined in Table 9, only the comparison among individuals in different health groups were statistically significant. Those individuals who reported work of a health care nature were *less* favorable overall to the Society, though the average for this group indicated a "favorable" response.

Summary and Conclusions

The results of the survey have been helpful in several respects. The Long Range Planning Committee report in this issue of *TIP* reflects consideration of several of the issues to which the survey was directed. The

Membership Committee has used the results to identify and recruit additional members. Responses to items that are inconsistent with Executive Committee perceptions of issues have stimulated several efforts to further inform members (e.g., see Irv Goldstein's letter and Frank Schmidt's report on Council in the May issue of **TIP**). We thank all of the Society members who contributed their time in responding to this survey. In this and other issues of **TIP**, we will present results of the survey relevant to the work of particular SIOP committees or issues. We also encourage members who may want to explore other issues to which the survey was addressed to make use of the data file.

TABLE 9
Overall Reaction to the Society^a

| | Mean | Standard Deviation |
|-----------------------------|-------------|---------------------------|
| A. Work Setting | | |
| Private Practice/Consulting | 1.91 | .78 |
| Government | 1.75 | .68 |
| Industry | 1.86 | .79 |
| University/College Teaching | 1.79 | .82 |
| Other | 2.03 | .92 |
| B. License Status | | |
| Yes | 1.89 | .83 |
| No | 1.83 | .78 |
| C. Years in the Society | | |
| 3 or less | 1.77 | .72 |
| 4 to 9 years | 1.83 | .76 |
| 10 to 15 years | 1.97 | .86 |
| 16 or more | 1.87 | .86 |
| D. Health Care Activity | | |
| 25% or more | 2.11 | .88 |
| 10-24% | 2.20 | .86 |
| Almost none | 1.82 | .79 |

^aResponses were made on a scale ranging 1 = "Very Favorable" to 5 = "Very Unfavorable."

Submit All Future TIP Correspondence to:

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Implementing Solutions As A Consultant

Paul M. Connolly
Management Decision Systems

Of all the things I/O psychologists do, probably the most difficult involves getting specific recommendations implemented once a project is "complete." In essence this skill is needed to ensure effectiveness of an intervention as our involvement diminishes. This is a problem and a frustration for both internal and external consultants whose work tends to be of a "project" versus "process" consulting nature. How do you convince a client to keep you involved after you've made a recommendation or a project appears complete? In "billback" situations, where a client is paying real dollars for our input, it is difficult to maintain earlier levels of client commitment as they become more aware and confident of tangible, positive results. Implementation looks easy.

These are really "sales" issues, where few professionals have much formal training. The idea of "selling" has a negative connotation among professionals, because it implies to some the idea of forcing people to "buy" something that they may not need. But if we are honest about a typical consulting assignment, aren't we often in the position of recommending a course of action that the client might not immediately recognize as valuable?

The Problem of Implementation

The easy answer to problems of implementation is to take the position that some sort of arrangement should have been worked out in advance with the client. If you want to assure implementation, build the necessary steps to ensure it into your proposal. Unfortunately, such an easy answer betrays a naivete over the very real and dominant "business" environment and orientation clients generally assume. The facts are these:

- We live in a competitive environment where our proposals are valued on both their technical merit and their cost effectiveness.
- The nature of our interventions often requires educating the client in a specific area. It is extremely difficult to educate a client before they are willing to pay much attention to you (i.e., before a "signed" contract). Attempts at educating clients too early usually end up scaring them away, sometimes to less ambitious (and possibly less effective) sources. They either look for someone who "knows what they're doing" (i.e., sees the problem as a simpler one than you apparently do) or are intimidated into doing nothing.

- Assuming we've been able to convince a client that a given approach is optimal and that we are the ones who should deliver it, the battle for implementation is still not over. When faced with a client's limited resources, we are forced to make difficult decisions. Our ambitions can sometimes exceed the client's "study it" tolerance. Often a budget or time frame for a given project has been developed long before a consultant has been contacted. Those who choose to do it right either try to increase the budget or begin to focus on how to get what they want within it. If the budget is fixed then they will want the proposal specifications to change. The choice then becomes one of reducing the scope of the study, our efforts (time), and/or our fees. The easier choice is often to reduce the amount of time we'll spend on the project, and usually the first steps to be sacrificed are the final "implementation" steps. It is easy to convince ourselves that the client will be fully prepared to take the completed project and implement it successfully with very little help.
- Internal or external consultants who work on a project basis can easily be unaware of the political realities of the client's department or organization, as well as the limitations of the client to deal with or overcome them. Psychologists who work on a process consulting basis have to be aware of the fact that they become part of the political process themselves, an equally if not more difficult role than that faced by "project" consultants.
- Consultants of either the internal or external variety, especially those working on a project basis, have little leverage beyond suggestion, encouragement, or persuasion.

Suggestion backed by theory and tales of experience elsewhere is a good start toward implementation, but suggestions are nowhere near as effective as a client's own internal desire to implement correctly. That internal desire must be generated for an intervention to be successful after we leave.

Sale skills, which some think of as being on the "dark side of the force," are an essential implementation skill. Sales techniques often need to be applied well after the contract has been signed. The failure to drive the intervention forcibly toward success by motivating those who remain to apply it, and thus help assure it's effectiveness, borders on the unprofessional.

Separating the Best From the Brightest

What we are really talking about here is nothing less than what separates the very best internal or external consultants from the merely adequate ones. Numerous writers have examined the consulting role, and have provided some excellent practical advice on how to deliver it (see suggested sources at the end of this article). Let me offer a variation by outlining four levels of delivering consulting services you might find useful. Table 1 points out that questions related to effective, long term implementation are usually asked by a consultant. Most clients are, at least initially, happy to have the problem clearly stated and a solution designed and delivered. As the pressure is reduced and things seem to be

getting better it becomes less and less obvious that something more needs to be done or even that a consultant is still needed. Even if such problems only arise after we've left the scene, like a boomerang the problem of implementation comes back. Who do you think the client is going to blame for a failure, even if it occurs two years later?

TABLE 1
Four Levels of Delivering Consulting Services

| Level | Question | Usually Asked By | Main Task | I/O Training | Effectiveness? |
|-------|---|------------------------|-----------------------------------|--------------|------------------------|
| 1 | It's not working. Can you help? | Client | Problem Identification | Hi | Nearly all Consultants |
| 2 | (How) can it be turned around? | Client | Solution Identification | Hi | Most Consultants |
| 3 | How did it get broken in the first place? | Frequently, Consultant | Problem Analysis | Mod | Many Consultants |
| 4 | How can we make sure this doesn't happen again? | Consultant | Effective Solution Implementation | Lo | Some Consultants |

These four levels are critical for success, but that there is high cost in getting to the fourth level in terms of both time and dollars. It will hurt you as a consultant to do only what the client wants if you really know better. Furthermore, it will hurt the profession if advice from our membership becomes viewed, based on actual experience, as something that seems very reasonable and theoretically sound, but proves to be impractical or ineffective after its application. It is usually a consultant who leads a client to avoid similar mistakes in the future because while many clients see the value and will tolerate (and pay for) repair activities, once the pressure of an immediate problem is reduced attention gets diverted to the next immediate problem. That problem has usually gotten worse while they were working with you to fix the first serious problem. You had better believe that the art of encouraging a client to stretch and make a lasting impact, when it is going to cost in today's dollars to make a successor look good (six of eight quarters later)—is one incredible feat of salesmanship.

Every consultant has the tools to effectively and efficiently implement change in absentia. The important variables to control or influence include resources (time, dollars and people); amounts of "pain" (before and after); and the political realities of the client's environment. Numerous others could be added (such as type of industry, general economic trends, etc.). The principles that need to be applied to make change happen are also well known.

Successful Implementation Pointers

Successful implementation springs from the bedrock of a strong client relationship and encouragement of realistic expectations of results. Early on in a project it is easy to start believing that you are omnipotent, especially since the client so strongly wants to believe it. How would you feel toward someone who comes to you, appears to have dealt with your situation before, and claims to be able to make it all better? The failure to set realistic expectations early leads to serious troubles after the initial blush wears off. This usually occurs in the first real test of the consulting relationship, the voicing of the inevitable "first doubt." Some of the things you can do to build a strong client relationship and live to consult another day appear below.

First, have sticky fingers. Pick up anything and everything about the company or division that you are about to consult for that you can. Try to leave with a briefcase full of information of all types, including as many detailed notes as you can manage. Aside from providing an up-front understanding of the organization's view of itself, this material can tell you a great deal about why something is or is not happening later on in a project.

Second, do your homework up-front. Take some time to examine not only the technical requirements but also the political climate in which your client must operate. Some questions to ask are: Is your contact the actual client? Who is likely to be affected by any change you recommend? What level of "positional" power does the contact have? What level of "personal" power does the contact have?

Looking for barriers is a third pointer. In your efforts to define the problem more clearly once you begin a project, include efforts to uncover possible barriers by considering the information you've collected in the first two steps. Watch for people and circumstances that could cause things to later grind to a halt.

Fourth, position effectively. When it comes time to recommend a course of action, make great efforts to position it with your audiences. Of course the best way to position something is to have allowed as many people as possible to have "ownership" over what's to be implemented. You reduce problems by making sure it's *their* program, not *yours*. The same solution might have very different benefits for one group or another. Different methods of communication (newsletters, presentations, memos, "grapevine," etc.) also need to be evaluated and harnessed to your advantage.

Fifth, pause for reactions and "buy-in." Deal with common objections to change on the level from which they spring. While you don't treat clients as children, look behind questions and objections to deter-

mine the real concerns, and then address those first. Here is where your organizational knowledge can really pay off. Quotes from the founder or CEO for inspiration purposes often make great theater but more importantly help people embrace and rally for commitment. Dealing with emotional objections on a logical basis is rarely effective. Typical objections result from:

- Inability to recognize, understand, and/or see the importance of the true causes of a problem.
- View of a problem as requiring too great an effort, even when a solution is clearly recognized or accepted.
- Not understanding the true causes of a problem.
- Perception of the problem as the result of isolated events.
- Perception that priorities have not been set or are misguided.
- Lack of problem "ownership" by one or another critical group.
- Lack of time to implement in an environment where "fire-fighting" is a common management practice.
- Inability of current communication channels to allow for the kind of collaboration a solution might require.

Conclusion

Rather than attempting the defense of a solution on its technical merits alone, effective implementation requires skills beyond professional competence in I/O psychology. They are sales skills and their development needs to be supported and practiced by us as much as anyone else who wants to have a real impact on what gets done in an organization.

The sales techniques used to persuade a client to do something technically sound and within their ability to control and deliver are not something we should avoid as professionals. A belief that clients will look at our backgrounds and assume we are correct without being convinced by other means is a dangerous orientation. Giving something we've created a final "slam" towards correct implementation as we exit can go a long way towards making those things we design and deliver that "should be" effective, truly effective.

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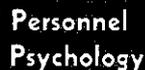
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Department of Humor

Some New Division 14 Awards

Paul M. Muchinsky

If this is summer, it must soon be APA convention time. And the APA convention is that occasion when the Society honors some of its own members with awards. I have nothing against our giving awards to each other. After all, if we don't honor ourselves, no one else will do it for us. I just have two problems with the awards. First, it's fairly obvious who is going to receive some of the awards. About the only uncertainty is the *year* in which the deserving people will be so honored. I'd like to see a greater sense of excitement and anticipation associated with the awards caused by a little more doubt as to who some winners will be. The other problem is that the Society only gives *five* awards. Or to be more precise, there are potentially only five awards to give out. If the right people aren't nominated in a given year, some awards simply aren't bestowed. Can you imagine what would happen if this occurred with the Oscars? "I'm sorry, there will be no 'Best Picture Award' this year. All the films we reviewed stunk." Besides, a five-Oscar award ceremony would leave the audience craving for more.

So here is what I did. I wanted to come up with some new awards which would instill raging enthusiasm in our members. Secondly, I wanted to make the chance of any one Society member receiving an award better than the odds of winning the jackpot in your state lottery. There are about 2,500 Society members. I came up with 20 new awards, which when coupled with the five we currently have, gives each of us a 100/1 shot of winning something. Not as good as bingo, but an improvement over what we have now, wouldn't you say?

These awards are just suggestions on my part, and have yet to receive an official endorsement by the Society. So if you have a special award you'd like to see given out each year, please suggest it to the Awards Committee. I'm sure they'd appreciate your active interest in Society business.

Alright, enough talk. Let's get on with the show. Ladies and gentlemen, I present for your consideration twenty new Division 14 awards.

1. Best Administrative Performance by an I/O Psychologist Who Does Not Work for AT&T.

The MBA-ing of Ph.D. Education

Daniel C. Feldman
University of Florida

2. Best Meta-Analysis of Previously Published Meta-Analyses.
3. Best Empirical Study Utilizing Less Than 400,000 Subjects.
4. Best Empirical Study Which Uses Simple Arithmetic Instead of Multivariate Statistics.
5. Best Performance Appraisal Study That Does Not Involve a Scale Analysis of BARS, BES, or BOS.
6. Best Published Study Which Concludes That Validity Generalization is a Crock.
7. Best Theoretical or Empirical Study Which Supports Herzberg.
8. Best Empirical Training Study Conducted in Industry Which Randomly Assigned Subjects to Conditions.
9. Best Article Which Does Not End With a Plea for Longitudinal, Multivariate, Casual-Determination Research.
10. Best Foreign Film Adaptation of an I/O Psychology Textbook.
11. Best Empirical Study Which Assessed Humans But Drew Inferences to Rats.
12. Best Replication of an Originally Meaningless Study.
13. Best Supporting Co-Author Who Was Only Acknowledged in a Footnote.
14. Best New Test Which is Equally Applicable Across All Jobs, Does Not Discriminate Against Protected Group Members, Manifests High Construct Validity, Is Cost Efficient, and Has Parallel Forms.
15. Best Practical Use of Path-Goal Theory.
16. Best Illustration of Non-Significant Findings Discussed in Terms of "Trends In The Data."
17. Best Song and Dance Routine On Why The Society Should Remain Within APA.
18. Best Article Which Pleads for More Theory In I/O Psychology and Then Actually Proposes a New Theory.
19. Best Schmidt and Hunter Appendix.
20. Lifetime Achievement Award for a Current or Past **TIP** Editor Living in the State of Iowa.

Be honest now, didn't you feel a tingle just *reading* these award categories? Can you imagine how the audience would be galvanized as a voice booms out, "The nominees are . . ." ? I bet these new awards would triple our attendance at the convention. Perhaps we could get corporate sponsors for the awards ceremony, and maybe even sell television rights. Who would pay to see it televised? Who knows, maybe the Health-Care Providers. Let's face it, if we are going to engage in public displays of affection, we might as well have more than just a peck on the cheek.

May I have the envelope, please?

There is a sense of malaise in Ph.D. programs today, and it isn't just the typical bitching of doctoral students about the insane workload and high demands of their faculty. Faculty seem to be less and less committed to developing doctoral students, deans seem less and less willing to fully fund doctoral programs, and it is getting harder and harder to attract bright, hard-working applicants.

The argument I frequently hear from faculty is that we expect too much from doctoral students. The criteria for admission are set unrealistically high, the standards for passing exams too difficult, the expectations for research on the dissertation too stringent. Their solution is to democratize Ph.D. education: let more and more people in, provide some remedial support, and produce enough Ph.D. students who will bring visibility to the program in years to come.

The argument I'd like to present here is that Ph.D. education is becoming frighteningly like MBA education, and that the changes in values, norms, and expectations of faculty and students alike are undermining quality doctoral education. Let's look more closely at some of these changes below.

Selection standards. At least historically, only students with relatively high grades, some proven ability in the subject matter, and solid test scores could get into a Ph.D. program. The second-tier students applied for masters' degrees. Today, the tables are turned. There are very few schools where the average Ph.D. applicant looks stronger academically than the average M.A. or MBA applicant. Instead of attracting the very best, we are attracting the second best. Today, we are faced with a frustrating and baffling problem: having to provide some remedial education to Ph.D. students.

Another change in admissions revolves around students' commitment and motivation. MBA programs have always attracted a large number of students who weren't sure where they were going. MBA students often describe their two-year stint as a holding pattern, where they can circle in fog until they know where and when they can land. We always expected Ph.D. students to be more motivated and committed to a field before embarking on their higher education.

Today a new phenomenon is appearing, and spreading rapidly: the older students with masters' degrees in fields they are no longer in-

terested in, assorted marital and family problems, and only the vaguest idea of what they want to do with the rest of their lives. Much of the hand-holding we used to reserve for our MBA students we now need to devote to our doctoral students.

Volume of students. It used to be the case that very few people got Ph.D.'s—and nobody saw anything wrong with this. Ph.D. education was labor-intensive, so few students could be accommodated under the best of circumstances. Furthermore, from the faculty's viewpoint, one of the advantages of a Ph.D. program was working with highly motivated and interesting students. What would be the comparative advantage of working with a larger number of students who were less bright?

Responding in part to administration pressures to allocate resources more efficiently, faculty started to feel pressure to admit more and more Ph.D. students to fill the classes (or even, in some cases, to justify giving the classes at all). There soon developed in Ph.D. programs a "production" mentality that exists in MBA programs. Departments had to start defending how many students they were producing. Even polls about Ph.D. programs started weighing volume of students heavily in their results; too many faculty started to think of doctoral students as people to "turn out" instead of to develop.

Breadth of education. MBA education has always favored breadth over depth of topic coverage. By the time an MBA student goes through all the core courses, there are very few chances to go into any real depth in a major. MBA's are, in the main, generalists. Ph.D. students are the ones who are expected to specialize and develop a distinctive competence.

Unfortunately, there has been more and more pressure put on Ph.D. students recently to take large numbers of classes outside their area: statistics, economics, courses in other business functional areas, courses in other subareas of psychology. Indeed, it is often the case that Ph.D. students end up taking more courses outside their department than within it. While there is nothing wrong with becoming more broadly educated, there is something troubling with subcontracting more than half a student's education to colleagues outside one's area. Too many Ph.D. students are ending up like their MBA counterparts: jacks of all trades and masters of none.

Loss of the competence ethic. Many students pursue M.A. and MBA degrees because they cannot compete in the job market with only an undergraduate degree. They don't pretend to get their masters' degrees primarily for learning; they are getting their degrees to get jobs, period. From Ph.D. students, we have typically expected more of a competence ethic. Ph.D. students are supposed to be genuinely interested in learning and to have idealistic (if unrealistic) notions about research goals.

During the past few years at professional conventions and job candidate seminars, more and more Ph.D. students are showing the same careerism as MBA students. Ph.D. students openly talk about doing dissertations that really aren't that good "but I want to get out." They give papers at conventions that are terribly under-conceptualized and poor methodologically "so I can get some visibility." I am sorely tempted to ask them: visibility *as what*? As people who are consciously and deliberately doing low quality work to get their tickets punched? We have little enough competence ethic from our masters' students; the last place we need it is from our doctoral students.

Quantitative bias. The old stereotype of MBA students is that they are superb number-crunchers; put them in front of a PC, and they're in heaven. Ph.D. students, on the other hand, are supposed to be more creative, to come up with original ideas. Certainly Ph.D. students are supposed to be methodologically rigorous, but their distinctive competence has traditionally been thinking, analyzing, and generating new ideas.

Today, Ph.D. students are becoming more and more like the quantitative MBA's of old—just as today's MBA students are getting more and more out of that old rut. New Ph.D.'s are enamored of LISREL and meta-analysis, of re-analyzing other people's instruments and data with different techniques. LISREL and meta-analysis are great (or at least great for now), but should students be picking research topics just to use these techniques? More and more we're seeing new Ph.D.'s building careers by re-doing other scholars' research. Not an unworthy activity, but what are we to make of a whole career based on it? While it's true that those who refuse to look at history are condemned to repeat it, it's also true that those who only look at history do some pretty trivial, theoretically uninteresting work.

Self-promotion. Last but not least, Ph.D. students have become as conscious of image management as their masters student counterparts. Ten years ago a job seminar was chalk and talk; today it's overheads, projectors, cassettes, and the ever-present expandable pointer. At times it seems the job candidate is most interested in showing the audience that he or she would be comfortable giving a talk to a board of directors even when that's patently untrue.

Another aspect of this self-promotion is creative interviewing. If I had ten thousand dollars for every job candidate I've seen who has said he or she wants to teach policy and strategy—never having had any course at any level relevant to those topics—I would be a rich man indeed. Even before the baggage comes off the carousel, I've seen job candidates asking who's got the real clout. Unfortunately, they don't find it debasing to

ask these questions; if they have to be ingratiating, they want to know how to do it efficiently.

A third aspect of this self-promotion is through laundry-listing honorifics on the resume: the consortiums, the array of doctoral awards, and so forth. In the past ten years, I haven't seen one job candidate who didn't claim to be in the top quarter of his or her school's teacher ratings. Where on earth do the other seventy-five percent of the new Ph.D. crop hang out?

Perhaps it is time to move Ph.D. education away from "the bigger the better" model to a "life on a small planet" model. There are only so many gifted, motivated students each year that are really suited for Ph.D. education, and spread over a hundred Ph.D. programs, that means only 2 or 3 a year per program at best. It would probably be doing both ourselves and the students a favor to develop these students fully and conscientiously instead of producing larger numbers of students half-heartedly. It would certainly be doing the profession a service to inculcate Ph.D. students with a competence ethic while they are in school; they will have the rest of their lives to feel the counterpressures. Maybe the field would be a lot more interesting and exciting endeavor if we taught students the joys and frustrations of thinking as well as we teach them database management. Finally, maybe it's important we teach Ph.D. students that the Rotary Club networking at conventions is the most peripheral part of our jobs. The flourishes on the resume and the dramatic tours de force on the interview taste great, but aren't very filling.

TIP-BITS

Paul M. Muchinsky

A few job changes to report. **Ron Morgan** was promoted to manager of organization analysis and development of the Burroughs Corporation. **Jim Terborg** will be on sabbatical leave from the University of Oregon during the 1986-87 academic year. He will move across town to the Oregon Research Institute where he will be a visiting research scientist. **Ken Cook** was recently appointed director of the Andrus Foundation Department by the American Association of Retired Persons. **Richard Petronio** was appointed President and CEO of Organizational Dynamics, Inc., a company specializing in management, employee, and customer satisfaction surveys and market research. **Jack Feldman** will be leaving the University of Texas to join the faculty of the School of Psychology at Georgia Tech. **Mark Peterson** left the University of Miami to join the Management Department at Texas Tech University. Mark is also spending the current year on the faculty of Human Sciences at Osaka University under a Fulbright Fellowship. **Ken De Meuse** has left the Department of Psychology at Iowa State University to become a manager at Intergraph, Inc., in Huntsville, Alabama.

Rick Camp, **Nick Blanchard**, and **Greg Huszczo** have written a book entitled *Toward a More Organizationally Effective Training Strategy and Practice*, published by Prentice-Hall. **Erwin Stanton** recently had the eighth edition of his book *Successful Personnel Recruiting and Selection* translated into Spanish by Editorial Limusa, the John Wiley subsidiary in Mexico City. **Jane Allen** has authored a new audio-visual training program "Feedback: Giving Constructive Criticism" produced by the American Management Association.

Don Cole is leading a team of OD consultants to South Africa for a conference entitled "Alternatives to Violence: How to Phase Out Apartheid Without Destroying Families." **Doug Bray** will be the guest of honor at a reception at this year's APA convention sponsored by the newly-formed Society of Psychologists in Management. **Ron Ash** has been promoted to associate professor with tenure at the University of Kansas.

Finally, **Don Grant** brings us news of the death of **Sidney Janus**. Dr. Janus was a Fellow of Division 14, Diplomate of ABPP, and a member of the New York Academy of Science. Throughout the course of his career he was active in private practice, academia, and the military. He was 73.

That's all the news for this issue. I hope to see you in Washington.



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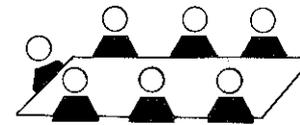
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Committees

Scientific Affairs Linkup

Paul R. Sackett

After a one-issue hiatus, LINKUP returns. Our goal is to encourage research collaboration between I/O psychologists in academia, industry, government, and consulting. If you're looking for a site for research, have access to an interesting data base, or are looking for collaborators for a project in the planning stage, here's a chance to reach Society members with your needs. Please send Linkup submissions to me at the **Department of Psychology, University of Illinois at Chicago, Box 4348, Chicago, Illinois 60680. Phone 312/996-3031.**

This issue's listings:

1. Ray Noe is trying to develop a diagnostic instrument to assess employees' "readiness for training." As part of this effort, he is looking for an organization in which to conduct a study of the influence of trainees' job and career attitudes, perceptions concerning social support from supervisors and peers for training efforts, and task constraints on training effectiveness. For more information, contact **Ray Noe at the Industrial Relations Center, University of Minnesota, 537 Management and Economics Building, Minneapolis, MN 55455. Phone: 612/624-0233.**

2. Jerry Hunt and I are embarking on a study of the metaphors of leadership. We would appreciate receiving any metaphors you have heard dealing with either leader characteristics or behaviors. Please contact **Kimberly B. Boal, Dept. of Managerial Science, University of Nevada-Reno, Reno, NV 89557. Phone: 702/784-6824.**

3. Ever wonder what behaviors distinguish effective from marginally effective managers? Have found a category which does: Performance monitoring (obtaining performance information), particularly work sampling (observing employees at work, examining products). Interested in examining subordinates subsequent behaviors which probably enhance the supervision process. Would like to videotape supervisor-

subordinate interactions on the job. Code ready. Please contact **Judith L. Komaki, Dept. of Psychology, University of Maryland, College Park, MD 20742. Phone: 301/454-5473.**

State Affairs

Bill Howell and Ron Downey

In previous issues of **TIP** we have discussed the deteriorating situation that exists in many states with respect to licensure/certification regulations. The principal threat is not control of the state regulatory machinery by health care providers (HCP's)—they have always had that. Rather, it is the fact that non-HCP interests are being subjugated to the larger goal of a uniform (and very HCP-like) code, and we are not generally in a position to do much about it.

There is no point repeating all the specific state issues, nor the “official” position of the Society (exemption from licensure for those who don't do health care, but permission to seek licensure for those who want it), nor the fact that the State Affairs Committee exists to promote our cause. We do, however, want to ask a favor.

First, of course, we'd like to remind you to check on the situation in your state. It's in your best interest to learn what the State Association and Licensing Board are up to.

Second, we are going to try this summer to have a member of the Committee in your state or region contact you to introduce him or herself and to inquire about any involvement or interest you may have in state affairs. We're looking for the proverbial “few good persons” through whom an impact might be made in particular states. We are also interested in identifying Society members who are already making an impact.

If your enthusiasm is so overwhelming that you can't wait to be contacted, drop one of us a line and share your interest or concern with the Committee. Below, for your convenience, are our addresses together with those of the Committee's Regional Coordinators. If you want help with a particular state problem, we'll give that a shot, too. We keep (at Kansas State) a file on the current state regulations, and also have some information on dealing with particular difficulties. Unfortunately, we can't help you with the licensing exam!

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OHRC VIEWPOINT:

Preventing age discrimination suits

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

Age discrimination suits are being filed in record number. American companies must re-evaluate how older workers are exiting the work place.

Consider Joe, a 58 year old professional with 15 years experience in a staff post. He does an adequate job — not good, not bad, simply average. He is set in his ways, defensive and won't change with the times; he won't hear of cost-saving innovations, yet demands on his department increase.

If Joe was fired, or was a victim of a merger or was forced out by an early retirement window — it's likely that you'd be seeing Joe in court.

The Joe's in our companies need an easy way to retire. They need fair retirement packages combined with career counseling that will help them get new jobs, if they want them. Some may want to start businesses; some may just want a part-time job. But shoving them out the door with a handshake increasingly brings on a lawsuit.

Companies that want to reduce their risk of age discrimination suits must realize that many older workers still want to work. Unassisted they'll never find employment, and they know it. Career counseling can help them remain friends with the company that employed them for so long — and stem the rising tide of age discrimination suits.

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



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APA Restructure

Milton D. Hakel

Implications of APA Reorganization

While there are hundreds of details to be settled, the broad outline of TF/SAPA's plan for decentralizing APA appears to be firm. In addition, the prospects for bringing a plan to the membership for a vote (2/3rds approval needed) are improving. The next six months will be crucial in its formulation and potential for adoption. It is likely to be a plan that Division 14 can support enthusiastically.

The May, 1986 Plan

In recent months there have been several versions of plan, but now sources both on and off of TF/SAPA say that the main features are firm. The main features are:

1. **Assemblies.** At least initially, there will be two assemblies: The Assembly for Scientific and Academic Psychology (ASAP) and the Assembly of Psychologists in Health and Human Services (APHHS). APA members must choose to vote in one or the other. All licensed psychologists covered by the mandatory special assessment must pay dues to APHHS, unless exempt (I/O practice and research is exempt). Each assembly may speak in its own name, but not in APA's name without the approval of the other assembly. Each assembly writes its own bylaws within the framework of the APA bylaws, establishes its own governance, elects its own President, and sets its own dues (above a base level of APA dues). New assemblies may be created by a 20% petition.
2. **A Bill of Rights and Social Responsibilities.** The BRSR provides for nondiscriminatory proceedings throughout APA, and requires that each Assembly shall establish at least three standing boards: Ethnic and Minority Affairs, Women in Psychology, and Social and Ethical Responsibilities in Psychology. Other boards and committees may be established and funded at the discretion of each assembly.
3. **Joint Assembly Coordinating Committee (JACC).** To facilitate coordination of policy making, and to assist in resolving conflict between assemblies, JACC will be created. It will consist of either: Option 1) Eight members (four from each assembly), or Option 2) Nine members, in the same proportions as the Trustees. JACC will review policy initiatives from assemblies and make recommendations to others regarding whether the policy should be approved as APA policy. It will

prepare consensus and compromise drafts. Ultimate authority rests in the assemblies, however. Should conflict be unresolved, any assembly at its own expense can submit any issue for a referendum by APA's voting members.

4. Board of Trustees (BOT). The nine-member BOT will manage the corporate affairs of APA. Trustees will be apportioned to the assemblies in accord with the numbers of voting members in each. The Board will elect its own Chair, Recording Secretary, and Treasurer. The President of each Assembly and the APA Executive Officer will serve as *ex-officio* Trustees. The BOT will oversee the Central Office, the general budget, APA structure and resources, and any matters the assemblies place under its care. The BOT will replace the Finance Committee. Surpluses (or losses) from APA property will pass to the assemblies on a *pro rata* basis. The BOT will set the base level of APA dues, and each assembly may add its own dues differentially.

5. Boards and Committees. Reporting to the BOT: Membership, Ethics, and Investment. Reporting to each assembly: Convention (tentative), Education and Training, Publication and Communications. Reporting separately within each assembly: Ethnic and Minority Affairs, Women in Psychology, Social and Ethical Responsibility in Psychology. Reporting to APHHS: Professional Affairs (probably also Professional Development or Professional Advocacy). Reporting to ASAP: Scientific Affairs. Discontinued: Council of Representative, Board of Directors, Policy and Planning Board, Finance Committee.

Comments

This plan will be refined during the summer and presented to the Council for information in August. Assuming that the Council likes the plan, it will be transformed into a set of bylaw amendments during the autumn and presented to the BOD and the Council in December and January. The issue could go to the voters next spring.

If adopted by the voters, there will be a two-year transition period during which the Council will continue to function and the assemblies will be set up. The plan decentralizes APA, making the boards and committees, together with the Central Office, more accountable to more homogeneous governing groups. TF/SAPA briefly floated a plan for a third assembly, for state associations, which was batted down swiftly by both researchers and the states themselves. The organizational structures of the assemblies are yet to be specified, but ASAP will probably be composed of divisions.

The good news is that there are signs of life among the researchers. Irv Goldstein attended a meeting in June and Dick Campbell will attend one in August at which ASAP's nucleus will begin forming. Similar meetings

will be held for APHHS, and there now seems to be growing support for reorganization in the state association and HCP communities.

Implications for Division 14

If adopted, the proposed reorganization will:

1. Lessen the need for Division 14 to leave APA, by reducing frustrations about dues, irrelevant HCP issues, and lack of influence on issues that affect us. If Division 14 affiliates with ASAP, we can expect greater leverage in dealing with issues such as accreditation, licensure, and professional standards.

2. Reduce the likelihood that our members will serve on boards and committees in APHHS, such as BPA and its subordinates. This will create a greater need for liaison and monitoring (though even *with* membership on those groups we have not been well heeded).

Conclusion: We should work forcefully for the adoption of this plan.

First Annual Conference

Stanley B. Silverman, Chair

Well, we did it! The First Annual Conference of the Society occurred in Chicago April 9-11, 1986, and it was a tremendous success. If you were there you know how special it was, if you were not there make plans to be in Atlanta next April (see announcement in this issue of **TIP**).

The six workshops on April 9 were sold out prior to the Conference and the Conference itself on April 10-11 had 776 registrants. The Chicago Marriott has become true believers in survey research. Based upon Irv Goldstein's survey of the membership several years ago we told the hotel we expected between 500-700 registrants! The Society owes many thanks for the hard work the members of the steering committee and *their* respective committees put into preparing for the conference. The committee consisted of Irv Goldstein, Ben Schneider, Ron Johnson (Registration), Rich Klimoski (Program), Bill Macey (Local Arrangements) and Ken Wexley (Workshops).

The Conference started out Thursday morning with an invited address by Ray Katzell entitled "From There to Here to Where: The Evolution of I/O Psychology." It was a talk about I/O Psychology from a historical perspective presented at a historical event for the society. It was a great

start and it was followed by symposia, poster sessions, debates and a well attended case analysis. On Friday, our luncheon speaker, Mike McCaskey, spoke about how his graduate training in Organizational Behavior and academic career at UCLA and Harvard helped prepare him for an executive position as President of the Chicago Bears Football Club. (e.g., How does our research in compensation and motivation help him deal with a 22-year-old college attendee who wants a starting salary of \$250,000 a year?) During the luncheon, conference evaluations were handed out and the results appear below.

Evaluation of SIOP Conference

| N = 268 | | | | |
|---|--------|---------------------------|--------------------------|--------------|
| | (rank) | (1) Needs Improving | (2) Satis- factory | (3) Great |
| RATINGS OF CONFERENCE ON: | | | | |
| 1. Opportunities to socialize | (2) | 11% | 38% | 51% |
| 2. Coverage of issues related to practice | (9) | 16 | 63 | 21 |
| 3. Coverage of issues related to research | (7) | 6 | 73 | 21 |
| 4. Bridging the scientist-practitioner gap | (11) | 21 | 56 | 23 |
| 5. Generating discussion | (10) | 25 | 47 | 28 |
| 6. Providing information with practical utility for you | (12) | 22 | 56 | 23 |
| 7. Number of "new faces" | (5) | 7 | 50 | 43 |
| 8. Number of "familiar faces" | (4) | 5 | 54 | 41 |
| 9. Overall quality of presentations | (8) | 11 | 64 | 24 |
| 10. Coverage of "I" topics | (6) | 6 | 62 | 33 |
| 11. Coverage of "O" topics | (13) | 19 | 64 | 17 |
| 12. Physical facilities | (1) | 12 | 35 | 54 |
| 13. Density of programming (# of co-occurring sessions) | (14) | 28 | 55 | 17 |
| 14. This luncheon | (3) | 7 | 47 | 46 |

Do you plan to attend next year's SIOP?

Yes: 88% No: 12%

We are continually asked in Chicago by colleagues attending the conference, "How are you going to top *this*?" We are certainly going to try, just ask one of us who is busy planning for next April in Atlanta: Irv Goldstein, Shelly Zedeck, Phil DeVries (Workshops), Susan Jackson (Program), Larry James (Local Arrangements), Ron Johnson (Registration), or myself.

Membership Committee Report

Richard A. Guzzo, Chair

The recent survey of Society members provides interesting data about members' affiliations with divisions of APA and other professional

organizations. Reported here is a brief summary of relevant survey findings based on the approximately 1,000 people who responded (nearly 40% of the Society's membership).

Overall, 87% of the respondents cited the Society as their primary divisional affiliation within APA. About 1/2 of the Society's members also belong to at least one other division of APA and about 22% indicate membership in two or more APA divisions. Among the other divisions to which Society members belong, Division 5 (Evaluation and Measurement) was the most popular. Nearly 13% of the Society's members are affiliated with it. Next in line were Division 8 (Personality and Social), 8%, Division 16 (Military), 6%, and Division 13 (Consulting), 6%.

The Academy of Management, American Society of Training and Development (ASTD), and the American Society for Personnel Administration (ASPA) are three professional organizations to which significant numbers of Society members also belong. In fact, 37% of Society members hold membership in the Academy of Management. Most (66%) Society members who belong to the Academy work in educational settings. By contrast, no more than 1/4 of Society members in other principal work settings belong to the Academy. Comparatively fewer members of the Society belong to ASTD and ASPA: 19% and 16%, respectively. A larger proportion (22%) of Society members employed in industry and consulting belong to ASTD than Society members employed in education (14%), although Membership in ASPA did not differ much by the employment setting of Society members.

Data such as these are quite helpful in understanding the composition of Society membership, especially when viewed in conjunction with Ann Howard's report on characteristics of Society members which appeared in the previous issue of TIP. We owe our gratitude to Neal Schmitt for analyzing the survey data and to all who participated in the survey.

In a separate matter, the Society's annual dues for Associate Members have been raised to \$22. The Society thus joins all other APA divisions in assessing the same dues for Associate and Member status.

External Affairs Committee

Marilyn K. Quaintance, Chair

The External Affairs Committee held a dinner meeting at the Society's conference in Chicago. Those in attendance were: Jane Elizabeth Allen,

Larry Fogli, Geula Lowenberg, Marilyn Quaintance, Eduardo Salas, Joseph Schneider and Janet Turnage. This meeting gave us an opportunity to review committee activities and to identify priority projects. The dinner was also held in appreciation for the continued hard work of the committee members.

APA Liaison Subcommittee

Lynn Offermann, Chair of the APA Liaison Subcommittee, has personally assumed responsibility for serving as the Division 14 Network Representative to the APA Committee on Women. Cal Oltrogge will monitor the activities of Division 20 on Adulthood and Aging. Joe Schneider is the Division 14 Representative to the APA Task Force on MAPPS which held a meeting May 9-11. Each of these individuals will prepare reports summarizing the activities and decisions of the groups they are monitoring.

Lynn Offermann has developed a mailing list of newsletter editors and addresses for the various APA Divisions. This is in response to a recommendation by Mildred Katzell. Such a list will facilitate the distribution of Division 14 press releases.

Association Affairs Subcommittee

Eduardo Salas, Chair of the Association Affairs Subcommittee, prepared a letter to strengthen relationships between Division 14 and other professional associations. This letter was distributed to:

- The Association of Black Psychologists
- The American Society for Personnel Administration (ASPA)
- The American Society of Training and Development
- The Human Factors Society
- The Industrial Relations Research Association (IRRA)
- The International Personnel Management Association (IPMA)

Responses have been received from the Human Factors Society, ASPA, IRRA, and IPMA.

International Affairs Subcommittee

Ramon Henson, Chair of the International Affairs Subcommittee, has been active in distributing issues of *The Industrial/Organizational Psychologist* to twenty-four international contacts including the Bulgarian Psychological Society, The Chinese Academy of Sciences, The British Psychology Society and the Polish Psychological Association, to name a few.

We have circulated this list to Dr. Edwin Fleishman to ascertain whether he can supplement it through his contacts with the International Association of Applied Psychology.

Public Affairs Subcommittee

Charles A. Pounian, Chair of the Public Affairs Subcommittee, reports slow progress on developing criteria for newsworthy items regarding Division 14 research. One subcommittee member, David DeVries is on sabbatical.

Society Affairs Subcommittee

Cal Oltrogge, Chair of the Society Affairs Subcommittee, is preparing a press release on the first volume of the *Frontier Series*.

University Affairs Subcommittee

Janet Turnage, Chair of the University Affairs Subcommittee, has her subcommittee well underway with a number of important initiatives. She has identified the videotape/slide presentation as the top priority for the subcommittee. Joseph Schneider has agreed to take the lead on this activity. Joe has contacted Raymond Katzell and Paul Thayer for their suggestions regarding the content of this videotape program. He has also been in touch with the American Psychological Association. Joe is putting together a proposal involving the objectives of this program and the targeted audience. It is Janet's thinking at this point that, if the videotape is for undergraduates, we should not oversell the opportunities in I/O Psychology. She does believe that the videotape should be intended to assist her subcommittee in its major goal of recruiting minorities into the profession of I/O Psychology. Additionally, Janet has recommended that undergraduate students would identify with students participating in I/O graduate programs. Thus, this would suggest a role for students in the videotape/slide presentation.

Geula Lowenberg is pursuing the feasibility of university opportunities for alumni; career days and visiting lectures, and Janet is working with her on this. Geula is concerned that we provide realistic job preview information to students when doing these lectures, and Janet concurs. Janet is accumulating empirical data on the employment of recent I/O graduates.

Janet Turnage has prepared an announcement for the Psi Chi newsletter indicating that several Psi Chi members attended the Society's meeting in Chicago and announcing next year's meeting in Atlanta. If the Psi Chi newsletter editor does not consider this press release an "advertisement," then it should be published. Janet and I discussed the distribution of a letter to Psi Chi Chapters (n = 586). This would be an expensive undertaking. It is our feeling that Psi Chi chapters should be identified that are geographically close to members of the External Affairs Committee. The letter would introduce Division 14 to Psi Chi members and recommend a presentation by a member of the External

Affairs Committee. Ideally, the videotape/slide presentation would be available for this meeting. We have decided to start with a few chapters of Psi Chi and, if these sessions are successful, to expand this type of activity.

Janet Barnes-Farrell is reviewing introductory psychology textbooks for references to I/O Psychology. She is now compiling a list of introductory textbooks and, I know, would welcome any suggestions from members for books typically used by universities. Her address is: **University of Connecticut, Department of Psychology U-20, 406 Cross Campus Road, Storrs, CT 06268.**

Other Activities

I have prepared a draft letter to Leonard Goodstein, Executive Officer of the American Psychological Association to pursue Mildred Katzell's suggestion of recommending I/O psychology topics for the 90-second videotaped commentaries APA is producing for the cable network of the U.S. Chamber of Commerce. Comments have been received by Shelly Zedeck.

Long Range Planning Committee

**Irv Goldstein, Rich Klimoski, Joel Moses, Ben Schneider,
Neal Schmitt, Shelly Zedeck**

LPR has been planning, as usual, and as a result this report will suggest a number of new and evolving directions for the Society. We're sure that as you read this you will realize that none of these ideas have been cast in concrete but, if any or all are adopted, they will have a significant impact on new ventures for the Society.

The theme we wish to stress is one of using the resources of the Society for its members and for the future of I/O psychology. Such resources can be both financial and organizational. LRP feels that the Society as an organization has vast resources and opportunities for its members. For example, as an organization, we can provide our own career development opportunities. These can vary, ranging from innovative ways of stimulating research to opportunities to learn and practice leadership skills while involved in Society committees and functions. This report will highlight some ways we can move in such directions.

The Industrial and Organizational Psychology Foundation, Inc.

LRP was charged by the Executive Committee to examine the feasibility of establishing a foundation which would stimulate methods for funding educational and scientific efforts. One of the foundation's major activities will be to stimulate and award grants for the educational and scientific welfare of I/O psychology. Having a foundation offers many possibilities for creative ways of obtaining and using funds for these purposes. One such use is the creation of the I/O Psychology Research Institute. (More about this in the next section.) Feasibility plans for the foundation are being explored. To learn more about it, please come to the LRP Open Forum at the Convention.

The I/O Psychology Research Institute

In recent years, much of LRP's and the Society's efforts have been primarily concerned with member needs. The formation and incorporation of the Society, the development of new member services such as the Annual Meeting and the Frontiers series and the increasing dialog concerning Society and APA relationships have taken much of our energies. Yet a number of sources suggest a perceived erosion in the scientific basis for our Society.

There are a number of symptoms of this erosion including a shift in membership constituencies towards more consulting and less research, concerns about the vitality of I/O programs within Psychology Departments, and a significant decrease in funding for programmatic research especially in industry.

We need to create a mechanism to promote our own sources of funding for long term programmatic research. Indeed the Society itself should fund programmatic research as an alternative to the currently used approach of taking advantage of research opportunities as they come along.

LRP proposes the formation of the I/O Psychology Research Institute within the I/O Foundation to stimulate bold research efforts impacting on the science and practice of I/O psychology. Such an institute would also serve as a clearing house for student/faculty interchange and could help stimulate research values in promising students. It could also provide grants to young students and faculty scholars. Developing a proposal for an Institute funded by the I/O Foundation is a next step. LRP feels that such a project may have a significant long-term impact on the overall well being of the future scientific basis of our profession.

Early Career Exposure to Society Activities

A number of recent strategies to sponsor and encourage student participation in the Society have been initiated. These include the first

graduate student consortium at the APA convention, financial and workshop support to the I/O-OB graduate student convention and the encouragement of student affiliates in the Society. LRP feels these are important efforts and recommends two additional career oriented strategies: A Society student internship program and an exploration or committee career pathing within the Society.

The student intership program could identify students who would be placed on Society committees. For example, students might work with faculty members from their universities who are on Society committees. Special recognition procedures would be established to recognize such Society interns.

The Society career pathing project could suggest routes through which Society members could develop both the experience and knowledge to prepare themselves for future leadership positions within the Society.

We might also want to explore special training which is geared to Society functions, i.e., "How to be a symposium moderator"; "How to chair a Society committee," etc. The point that LRP wishes to stress is the need to use the organizational resources of the Society as a "safe environment" to stimulate the development of its members.

Other LRP ideas for future directions will be discussed at our Open Forum at APA. These include a new innovations series, suggestions for National workshops geared toward educating the public and ways of taking the insights gained from each of our *Frontiers* editions "on the road." Stay tuned for more from LRP. Or better yet, join us at the APA convention, Georgetown Ballroom—Washington Hilton Hotel, Friday, August 22nd at 3:00 p.m.

Education and Training Committee

Eugene F. Stone, Chair

The Education and Training Committee has completed work on the booklet entitled *Graduate Training Programs in Industrial/Organizational Psychology and Organizational Behavior*. The 33-page booklet provides descriptive information (i.e., program characteristics, admission standards, and program requirements) about 70 graduate level training programs in industrial/organizational psychology and 37 programs in organizational behavior. A complimentary copy of the booklet can be

obtained from the **Administrative Assistant of the Society, Ms. Jennifer Ireland, Department of Psychology, University of Maryland, College Park, MD 20742.**

A subcommittee headed by Ralph Alexander has completed virtually all of the preliminary work for the Society's first Consortium for Doctoral Students in Industrial and Organizational Psychology. It will take place on Thursday, 21 August 1986 at the annual meeting of the American Psychological Association. Planned consortium activities include two concurrent morning sessions, a luncheon, two concurrent afternoon sessions, and a cocktail party. (See pages 70-71 of the May 1986 issue of **TIP** for details.) Further information about the consortium can be obtained from Ralph Alexander, Department of Psychology, University of Akron, Akron, Ohio 44325.

The committee has mailed a questionnaire to the directors of graduate level training programs in industrial/organizational psychology that is designed to collect information about respecialization-oriented training in the industrial/organizational field. Items in the questionnaire deal with such issues as the demand for such training and the characteristics of programs that offer it.

Information obtained from completed questionnaires will be used to prepare a brief report on respecialization-oriented training in industrial/organizational psychology. Our target is to complete work on this report by August. Individuals having views on respecialization training in I/O (e.g., program heads, faculty, and those who have participated in respecialization-oriented training) are encouraged to write **Eugene F. Stone, Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43402.**

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 complimentary copy of my forthcoming autobiography, *Multiple Indiscretion Analysis*. Donors of unpublished material will receive two copies. Send your entries to the Editor of **TIP**.

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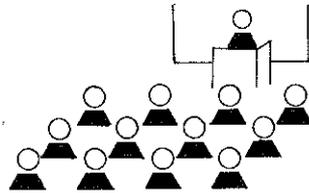
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Meetings



International Conference on Human-Computer Interaction Honolulu, Hawaii, August 10-15, 1987

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- Software design and use
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- Computer graphics
- Ergonomics aspects of human-computer interaction

Application Areas

- Office Automation
- CAD/CAM and robotics
- Process industries
- Banking and retailing
- Telecommunications
- Transportation
- Health delivery
- Education
- Leisure life

You are cordially invited to participate in both the paper presentations and poster sessions. The conference proceedings will be published by Elsevier Science Publishers. Deadline for receipt of

abstract for the paper presentation is 15 November 1986 and for the poster session it is 15 March 1987. The 300 word abstract should include information about the objective, methods and significance of the proposed presentation and mailed to: **Gavriel Salvendy, Hawaii 1987, School of Industrial Engineering, Purdue University, West Lafayette, IN 47907, U.S.A., Telex: 4930593, Electronic Mail: ee.salvendy@ee.purdue.ARPA**

**ANNOUNCING
the
SECOND ANNUAL CONFERENCE
of the
SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY, INC.
April 2-4, 1987
HYATT Regency ATLANTA
Atlanta, Georgia**

Submission Deadline: October 1, 1986

Registration materials: Available November, 1986

(Will be mailed to all Society members)

Annual Conference Steering Committee

Stanley B. Silverman, Chair

Irwin L. Goldstein, President

Sheldon Zedeck, President-Elect

Philip B. DeVries, Workshops

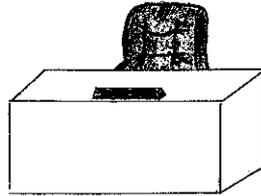
Susan E. Jackson, Program

Lawrence R. James, Local Arrangements

Ronald Johnson, Registration

Positions Available

Michael Mount



Industrial/Organizational Psychologist: The Department of Psychology Michigan State University is seeking outstanding applicants for a tenure system appointment as assistant professor or associate professor effective September 1, 1987. Primary consideration will be given to candidates who can develop a productive program of research. Candidates with both organizational and more traditional industrial psychology interests are encouraged to apply. Teaching assignments will include graduate and undergraduate courses in industrial and organizational psychology. Send vitae and letters of recommendation to **Professor Neal Schmitt, Industrial/Organizational Search Committee, Department of Psychology, Psychology Research Building, Michigan State University, East Lansing, Michigan 48824.** We are an equal opportunity, affirmative action employer.

Assistant Professor of Industrial/Organizational Psychology, The University of Akron. One tenure track position, beginning in September, 1986, with heavy emphasis on graduate teaching and research productivity. Quantitative/psychometric background and interest in information processing are required. The successful applicant will teach quantitative/psychometric courses at both the graduate and undergraduate levels. In addition, he or she will be expected to collaborate on research applying information processing principles to I/O topics and consult with faculty and graduate students in Ph.D. programs in counseling psychology and industrial gerontology. He or she will also be expected to develop an active research program in the I/O area. The successful applicant will join an established I/O program with five I/O faculty members.

Starting salary is competitive, benefits are excellent, and the research and teaching facilities are excellent. An information processing laboratory with 10 networked PCs and technician is available for research. Send letter of application together with vita and three letters of recommendation to **Dr. Robert G. Lord, Chairman, I/O Search Committee, Department**

of Psychology, The University of Akron, Akron, OH 44325, by July 15th. Applicants must complete all requirements for a Ph.D. in psychology prior to starting date and should have a strong quantitative or psychometric background. The University of Akron is an Equal Opportunity/Affirmative Action Employer.

Industrial/Organizational Psychologist: Two positions immediately with the growing, multi-disciplinary management consulting firm of Jeanneret & Associates. One position requires two or more years of relevant experience (project management would be especially valuable); one position is entry level; both positions require state licensure when eligible. Responsibilities include full range of I/O activities plus market research, individual assessment, community surveys, and related consulting. Experienced position located either in Houston or D.C. area; entry position in Houston. Salary commensurate with experience. Full benefits. Send detailed resume including references, salary requirements and specific employment objectives/expectations to: **P. R. Jeanneret, Ph.D., 3223 Smith Street, Suite 212, Houston, Texas 77006.** (See at APA if arranged in advance.) Jeanneret & Associates is an Equal Opportunity Employer.

Assistant Director—Leadership and Organisation Behaviour U.K. Management Centre. Ashridge is an independent management college which is recognised as a leading centre for post-experience management education. It runs a variety of programmes of one to four weeks duration. Each year more than 4,000 managers from all sectors of industry and commerce and from all over the world attend its courses. The College is situated in parkland, 35 miles north of London, England.

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Industrial/Organizational Psychologist: 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.**

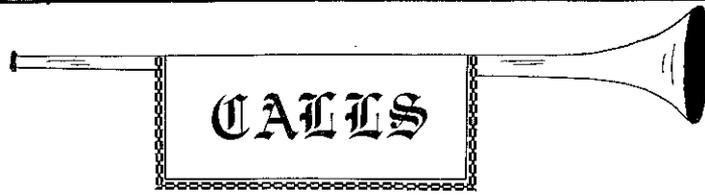
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Send resume to: **Search Director, International Survey Research Corporation, 303 E. Ohio, Chicago, IL 60611.**

Industrial/Organizational Psychologist: One tenure track position beginning Fall, 1987 in the Department of Psychology, University of Maryland for a scholar at any level preferably the Associate or Full Professor level in any substantive I/O research area. Salary is open and competitive. The Industrial-Organizational faculty are committed to quality research and an instructional program that emphasizes breadth of content, theories and methods in Industrial/Organizational Psychology. Strong preference will be given to applicants who conduct research in organizational settings and who integrate their own research with the education of graduate students. All faculty teach both graduate and undergraduate courses. The University of Maryland actively subscribes to a policy of equal educational and employment opportunities. Women and minorities are encouraged to apply. Applicants are invited to send a Vita and representative reprints, and to have at least three letters of reference sent to: **Benjamin Schneider, Chair, I/O Search Committee, Psychology Department, University of Maryland, College Park, MD 20742.** For best consideration, application materials should be received by December 1, 1986.



NEW JOURNAL TO STUDY THE RELATIONSHIPS BETWEEN BUSINESS AND PSYCHOLOGY

The *Journal of Business and Psychology* publishes empirical research, case studies and literature reviews dealing with psychological programs implemented in business settings, written by psychologists, behavioral scientists, and organizational specialists employed in business and industry. Articles examine all aspects of psychology that apply to business settings, including personnel selection and training; organizational assessment and development; risk management and loss control; marketing and consumer behavior research; employee assistance, counseling and health promotion programs; business research methodology and statistics; and computer applications in business settings.

All manuscripts and other relevant editorial correspondence should be submitted in triplicate, APA style, to the editor: **John W. Jones, Ph.D., Editor, JOURNAL OF BUSINESS AND PSYCHOLOGY, c/o Business Psychology Research Institute, Suite 1812, Rolling Green Curve, Mendota Heights, Minnesota 55118.** *Journal of Business and Psychology* will be published four times a year at an annual subscription rate of \$30 for individuals and \$80 for institutions. All inquiries regarding subscriptions should be addressed to the publisher: **Human Sciences Press, 72 Fifth Avenue, New York, New York 10011.**

CALL FOR MANUSCRIPTS

A new refereed, quarterly journal, *Human Performance*, will begin publication in January, 1987. The journal will present original research, theory, and instrumentation devoted to the understanding of human performance. The term performance is defined here as coordinated action which has a goal-directed character to it. No limits are placed on either the arena for the manifestation of the performance or the particular form of the performance. Manuscripts are expected to be drawn from diverse areas such as I/O psychology, human factors, sports psychology, educational psychology, and cognitive psychology. Manuscripts should

be sent to and further information is available from **Frank J. Landy, Editor, Human Performance, 450 Moore Building, Pennsylvania State University, University Park, PA 16802.**

NEW GROUP FORMED TO STUDY "CONFLICT MANAGEMENT"

The Conflict Management Group was formed to encourage research, teaching, and training and development on managing social and organizational conflicts. Research, teaching, and training and development are being encouraged by facilitating the exchange of information among members, by sponsoring symposia/conferences, and by providing a computer based clearinghouse for the publications, research projects, and training and development activities of the members.

The Conflict Management Group has planned the following activities during 1986-87:

1. Preparation of a list of publications, papers, and research projects of the CMG members for free distribution among the members and other interested parties.
2. Preparation of a list of doctoral dissertations and master's theses on conflict for free distribution among the CMG members and other interested parties.
3. Preparation of a list of training programs offered by the CMG members for free distribution among the members and other interested parties.
4. Publication of a semi-annual Newsletter for the CMG beginning in June this year.
5. Arranging the first International Conference on Managing Conflict scheduled for June 23-25, 1987, at the Center for Conflict Resolution, George Mason University, Fairfax, Virginia.

There is no membership fee. Individual or institutional memberships are welcome. Suggestions and inquiries for membership should be addressed to:

Dr. M. A. Rahim
Management and Marketing
Western Kentucky University
Bowling Green, KY 42101, USA
Phones: Home: (502) 782-2601
(502) 745-2499

AWARDS COMMITTEE SOLICITS NOMINATIONS FOR 1987 AWARDS

The SIOP awards committee urges all associates, members, and fellows to submit deserving persons for both Division 14 awards and APA awards in 1987. The need to start preparing dossiers for APA awards is particularly pressing, since the deadlines for most APA award submissions are in January, and the Society Executive Committee must approve the submission at its meeting at the APA convention. APA awards were described in the March, 1986 issue of *American Psychologist*.

The number of submissions for SIOP awards this year was somewhat disappointing. You should be receiving an announcement of all of the Society 1987 awards in October, 1986. In particular, please either submit or encourage the submission of entries for the S. Rains Wallace Dissertation Award or the Edwin E. Ghiselli Award for Research Design. Also, outstanding scientists should be submitted for the SIOP Distinguished Scientific Contribution Award and those who have made significant professional contributions should be submitted for the SIOP Professional Practice Award.

SIOP Award winners for 1986 have been chosen, and their names will be announced at the SIOP annual business meeting at the APA convention in August. Three Division 14 members have been submitted for APA awards. No decisions on these awards have as yet been made.

CALL FOR PAPERS

Special issue of the Journal of Occupational Psychology

Technological change and innovation

Papers are invited for a special issue of the Journal, to be published in late 1987. Contributions are welcomed on any psychological aspect of the response to new technologies, including here information technology and manufacturing technology. The editors will particularly welcome contributions on participative design in new technologies, intervention strategies, socio-technical organization, and organizational choice, the labour process, trade union and management responses, training issues. Review articles will also be welcome.

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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