

# TIP

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## AN OFFER TO SUPPORT RESEARCH

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

**Background**

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

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

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

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

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

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

**The Research Objective**

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

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

**The Offer**

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

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

Box 471  
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# TIP

**The Industrial-  
Organizational  
Psychologist**

Vol. 24/No. 1

November, 1986

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## Editor's Column

James L. Farr

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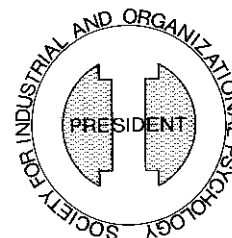
The reactions that others have displayed when they learned that I was assuming the editorship of **TIP** fall into two clear categories of approximately equal size. While many say "Congratulations," an equal number suggest that extended rest and multiple visits to one of our esteemed clinical colleagues may be of benefit to someone in my obviously deranged state!

My own initial reaction was mixed (at best) when Shelly Zedeck asked me to take the job, but after some thought (and incessant arm-twisting by my Penn State colleague, Frank Landy) I decided to do it. I'm glad I did, at least so far. Already my greatly increased exposure to the workings of the Society have proved enlightening in terms of the many important issues facing our science and profession. Many of us are just not paying as much attention as we should to APA reorganization, licensure concerns, etc. I hope that **TIP** will serve the Society well as a source of information to the membership about such issues. Please let me know what you want to know about so **TIP** can better address your needs.

My experience with **TIP** so far has been good because many people have been supportive. I spent two days in Iowa (and you wondered why I took this job!) with past editor Paul Muchinsky who told me everything you would ever want to know about **TIP**. I also had the opportunity to meet the people at Graphic Publishing who print **TIP**. They've been great about dealing with a new editor's many uncertainties. Frank Landy has provided most useful support through the Applied Psychology Institute here at Penn State. Committee chairs and members of the Executive Committee have been generally timely with their reports and articles. Thanks to everyone.

I plan to make relatively few changes in **TIP**. I think that each of the past several editors have improved its quality to its current position as the best APA divisional newsletter. I see little need to fix what ain't broke. I do want to encourage members of the Society to submit articles for publication in **TIP**. I am especially interested in articles concerning I/O psychology in other countries and in the military, as well as articles focusing on the history of I/O psychology including pioneering individuals in the field. I also think that the membership would be interested in articles by I/O psychologists who have changed their employ-

ment arena (for example, from industry to academe and vice versa). Such transitions could be enlightening to others of us contemplating such career shifts. Don't be stifled by these thoughts. Send me stuff! An editor's (especially a new one) great fear is lack of copy.



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## A Message From Your President

Sheldon Zedeck  
November, 1986

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This is one of the most interesting and exciting times to begin the President's term of office. I was hoping that I could spend most of my time and efforts continuing the momentum begun last year when the Society held its successful Conference, introduced the first volume of the Frontiers Series, and produced numerous other services and products for the membership. But my wishful thinking already has been shattered. The issue that is most urgent for us and all of psychology is that of APA reorganization.

You all should be aware of the pressure for APA reorganization. As one of his last official actions in the President's role, **Irv Goldstein** wrote each of you a letter detailing the issues, the sources of the problems, and a proposed reorganization plan that we could accept. Elsewhere in this issue of **TIP**, **Milt Hakel** outlines the latest APA Task Force (August 1986) plan for reorganization. In a nutshell, there would be two assemblies, one called the Assembly for Scientific, Academic, and Applied Psychology and the other called the Assembly for State/Health and Human Service Psychology. It is my personal view that the proposal makes sense and that most of us would be comfortable in the Scientific, Academic, and Applied Assembly.

My point for now is that in the short time that I have been in office, all of my contacts with APA have revolved around reorganization. When I attended APA meetings on scientific affairs, ethical and social responsibility, or specialty issues, the agenda or topic of discussion was APA reorganization. Recently, Logan Wright appointed a task force whose purpose is to quickly examine whether a third assembly makes sense. Fortunately, we were prepared, and **Milt Hakel** represents us on that group.

It appears that there may be a vote on reorganization by Council at this Winter's Council Rep meeting. If reorganization is approved, then there will be lots of work towards its implementation. If a proposed reorganization fails, then there will be a reorganization, but a chaotic one. That is, individuals and groups (Divisions and Societies) may withdraw from APA and form new associations. In order for us to be involved—and it is important that we be involved—I have my first request of the membership. Sometime this fall, APA will send a ballot for Council Apportionment to each of you. Depending on how you allocate your points determines how much representation we will have on Council. Since it is in Council that all of the important decisions are being made (at least for the moment), it is essential that you allocate your 10 points to Division 14. We currently have 5 seats on Council (filled by **Kitty Katzell**, **Paul Thayer**, **Dick Campbell**, **Dan Ilgen**, and **Ken Wexley** with **Bob Guion** and **Mary Tenopyr** waiting in the wings), but last year we came awfully close to losing one seat. The time is critical. Return your ballot with 10 points for Division 14. Any APA member can allocate his/her points to Division 14. Ask your friends, especially those who are not members of Division 14, to give to Division 14. Our goal is to *add another Council Rep*. You, the Society, and APA all would benefit.

To return to the issues I would most like to be addressing, namely, the Society and its endeavors, the question I ask at the outset of my term is: How is the Society doing? My answer is: GREAT. For an almost all-volunteer organization (we have one half-time administrative assistant filled ably by **Jenny Ireland** at our University of Maryland office), we have accomplished much. We produce a Newsletter, **TIP**; we publish a Frontiers Series; we publish **Principles** (and revisions) and an ethics casebook; we put on a Society Conference independent of APA; we hold two Workshop Programs a year; we have means by which we recognize our members for achievements and proposals. My enthusiasm for the Society is based on the fact that we do these activities with a limited budget, and most importantly, with unlimited membership resources. This year we have over 200 members on the various committees; we had 78 self-nominations from last year's call; 80 members are serving for the first time on their committees. We are also placing students on some of the committees so that they can learn about and participate in their Society.

You can read about the individual Society committees' goals in their reports presented in this issue of **TIP**. Briefly, I want to note some of the activities that will be taking place. **John Hinrichs** and **George Hollenbeck**, and their committees, will be working hard to identify Fellows and Awards winners, respectively. **Gene Stone** and his Commit-

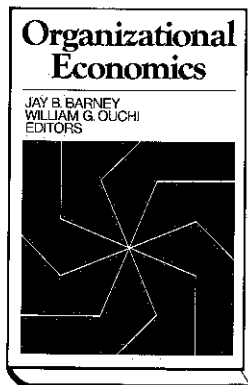
tee on Committees are already collecting names for 1987-88. They need your nominations (self or other). **Rick Guzzo** will be bringing in new members, but will also be working on developing our own Society membership tapes and subsequently putting out a Society Directory. **Stan Silverman** and his committee will be planning the April 2-4 Society Conference to be held in Atlanta. Not only is this committee working on the upcoming conference, they are in the process of finding sites for the 1991 and 1992 conferences (my bias is for a West Coast location!). The Program Committee (**Susan Jackson** and **Jim Breough**) and Workshop Committee (**Allen Kraut** and **Phil DeVries**) are busily planning for Atlanta and New York (APA August convention). **Ray Katzell** and his committee are hoping to have a second volume out by Summer of 1987 on productivity and in the meantime thinking of new topics for the Series. **Hannah Hirsh** and **Marilyn Quaintance**, and their Professional Affairs and External Affairs Committees, respectively, are putting out fires, watching APA, responding to requests, and promoting our Society. Scientific Affairs, chaired by **Neal Schmitt**, will undertake an ambitious task and attempt to develop a Science Research Institute for the Society. **Bill Howell** continues to monitor State Affairs and establish a network that keeps us informed and allows us to quickly become involved in issues that affect our membership. **Ed Levine** and the E&T Committee will explore the possibility of a conference on teaching of I/O psychology. Finally, LRP (**Joel Moses**, **Rich Klimoski**, **Paul Sackett**, and **Dan Ilgen**) will sit around and think up new activities for the Society as it moves forward and becomes an autonomous body meeting its members' needs.

One final note is to inform you that a Bylaws change was approved by the membership at the APA August Convention. One of the changes divides the Secretary-Treasurer position into a Secretary position and a Financial Officer position. Both of these officers will be elected this year. It's not too early to start thinking about these new positions; self-nominations are accepted!

In closing, I want to thank **Paul Muchinsky** who gave much of his time and energy to editing **TIP** for the last two years. I personally know the amount of work that goes into producing **TIP** and his efforts were certainly appreciated and valued by Executive Committee and the membership. Now it's **Jim Farr**'s term as **TIP** editor, so write to him with your thoughts, ideas, columns, etc. If you want to express comments regarding the Society and its direction, write to me or call (415-642-7130). I look forward to hearing from and working with you.



## NEW BOOKS FROM



*Jay B. Barney, William G. Ouchi, Editors*  
**ORGANIZATIONAL ECONOMICS**  
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This new book brings together two fields that have long been separate—microeconomics and organization theory—to offer a more complete understanding of organizations and how they work. In it, Jay Barney and William Ouchi show organization theorists how an understanding of economics can help them answer some of the most fundamental questions in organization theory, including: *What is an organization? Why does it exist? What are its boundaries?*

To help specialists in organization theory, behavior, and development understand the impact of organizational economics on the analysis of organizations, the authors present fifteen innovative and classic economics works by scholars such as Armen A. Alchian, George A. Akerlof, David J. Teece, Oliver E. Williamson, Michael E. Porter, R. H. Coase, and Harold Demsetz. They analyze in detail the major economic theory or issue covered in each piece—and then discuss the importance and implications, many of them revolutionary, of the works for the fields of organizational theory, development, and behavior. (For example, they show how transaction-cost economics suggests that many of the concepts used by organization theorists, including organizational environment, organizational culture, and organizational boundaries, have little or no meaning.)

Barney and Ouchi summarize each author's conclusions or findings—and clearly define technical concepts using terms that are easily understood and grasped by noneconomists. Finally, they suggest how economic ideas can be applied to develop a new paradigm for organizational theory and practice. About 600 pages.

### CONTENTS

Introduction: The Search for New Microeconomics and  
 Organization Theory Paradigms

1. Basic Concepts: Information, Opportunism, and Economic Exchange
2. Transaction-Cost Economics: Governing Economic Exchange
3. The Economics of Organizational Structure
4. Agency Theory: How Market Forces Affect the Management of a Firm
5. Evolutionary Theory: Questioning Managerial Impact on  
 Firm Performance
6. The Economics of Business Strategy

Conclusion: Learning from Organizational Economics

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## JOSSEY-BASS PUBLISHERS



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"*Dual-Career Families* brings together two decades of research on this important and growing phenomenon, [and] presents an optimistic yet realistic picture of how the quality of life and work for these couples can be improved"—*Lotte Bailyn, professor of organizational psychology and management, Massachusetts Institute of Technology.*

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August 1986, \$28.95

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# Major Contributors and Major Contributions to the Industrial/Organizational Literature

C. Edward Watkins, Jr.

Barbara D. Bradford

Brad Mitchell

Thomas J. Christiansen

Gregory Marsh

Jan Blumentritt

Craig Pierce

North Texas State University

Previous investigators have developed lists that identify important contributors and important contributions to such fields as clinical psychology, counseling psychology, and abnormal psychology. While lists of this type can be of value, no comprehensive list has been compiled of major contributors and contributions to the industrial/organizational literature. The purposes of our survey were to (a) identify major contributors to the industrial/organizational field, and (b) identify significant contributions in the area.

To accomplish our tasks, we first identified three widely read and respected journals in the industrial/organizational field: *Journal of Applied Psychology (JAP)*, *Personnel Psychology (PP)*, and *Organizational Behavior and Human Decision Processes (OB)*. The reference sections of each article appearing in each journal for 1984-1985 were photocopied, and each reference was cut out and placed on a notecard for tabulation. In tabulating the references, the citation frequency index was used; this method involves counting the number of times that an author and publication are cited. While the citation frequency method is not without its problems (e.g., self-referencing bias), it has generally been effective in identifying significant contributors and contributions within a field of study.

References were alphabetized, and separate decks were formed for the *JAP*, *PP*, and *OB*. A total of 9,102 references were tabulated. Citation frequencies for all authors and publications were determined.

Table 1 provides a summary of the most frequently cited authors of publications appearing in the *JAP*, *PP*, and *OB*. Table 2 provides a summary of the most frequently referenced publications, including data

analysis publications, appearing in these three journals. Approximately 15 authors and 15 publications are identified. While the cut-off number of 15 was arbitrarily determined, it is basically consistent with the number of authors and publications cited in similar surveys. (An extended list of major contributors to and significant publications in the industrial/organizational literature can be obtained from the senior author upon request.)

The list of most frequently cited authors provides an interesting mixture of individuals who have made significant contributions in a variety of industrial/organizational areas (e.g., employee turnover, job satisfaction, work design and redesign, and organizational management). The list of most frequently cited publications also reflects this variety, including material on performance ratings, psychological factors affecting organizations, goal setting, and motivational variables in work performance. The data analysis publications appear to be significant for the methodological and statistical assistance they provide in conducting and understanding industrial/organizational research.

While this article provides some information of potential value, appropriate cautions should be considered when interpreting the two tables, e.g., tabulations were based only on first authors, possible self-referencing bias. With these limitations acknowledged, we hope the identified material may be useful for historical, research, and training purposes in the industrial/organizational area.

TABLE 1

Major Contributors: Most Frequently Cited Authors  
Across Three Industrial/Organizational Journals

Author	JAP	PP	OB	Total
1. Schmidt, F. L.	44	58	8	110
2. Hackman, J. R.	24	12	30	66
3. Locke, E. A.	37	7	17	61
4. Landy, F. J.	29	15	11	55
5. Mobley, W. H.	31	7	13	51
6. Latham, G. P.	14	21	11	46
7. Cohen, J.	21	2	21	44
8. Hunter, J. E.	22	14	5	41
9. Bernardin, J. H.	16	17	6	39
10. Cronbach, L. J.	25	7	6	38
11. Slovic, P.	11	1	24	36
12. Smith, P. C.	15	6	13	34
13. Porter, L. W.	16	2	14	32
13. Staw, B. M.	6	4	22	32
14. Wanous, J. P.	18	6	2	26
15. Schuler, R. S.	1	1	18	20

Note: *JAP* = *Journal of Applied Psychology*; *PP* = *Personnel Psychology*; *OB* = *Organizational Behavior and Human Decision Processes*.

TABLE 2

Significant Publications: Most Frequently Cited Books, Book Chapters, and Articles  
Across Three Industrial/Organizational Journals

References	JAP	PP	OB	Total
<b>Theoretical, Research, and Practical Works</b>				
1. Landy, F. J., & Farr, J. L. (1980). Performance rating. <i>Psychological Bulletin</i> , 87, 72-107.	11	7	5	23
2. Smith, P. C., Kendall, L. M., & Hulin, C. L. (1969). <i>The measurement of satisfaction in work and retirement</i> . Chicago: Rand McNally.	10	2	10	22
3. Hackman, J. R., & Oldham, G. R. (1975). Development of the job diagnostic survey. <i>Journal of Applied Psychology</i> , 60, 159-170.	7	2	7	16
3. Katz, D., & Kahn, R. L. (1978). <i>The social psychology of organizations</i> (2nd ed.). New York: Wiley.	6	1	9	16
4. Feldman, J. M. (1981). Beyond attribution theory: Cognitive processes in performance appraisal. <i>Journal of Applied Psychology</i> , 66, 127-148.	8	1	5	14
5. Hackman, Jr. R., & Lawler, E. E., III. (1971). Employee reactions to job characteristics. <i>Journal of Applied Psychology</i> , 55, 259-286.	4	3	6	13
5. Hackman, J. R., & Oldham, G. R. (1980). <i>Work redesign</i> . Reading, MA: Addison-Wesley.	3	4	6	13
5. Locke, E. A., Shaw, K. N., Saari, L. M., & Latham, G. P. (1981). Goal setting and task performance: 1969-1980. <i>Psychological Bulletin</i> , 90, 125-152.	9	1	3	13
5. Roberts, K. H., & Glick, W. (1981). The job characteristics approach to task design: A critical review. <i>Journal of Applied Psychology</i> , 66, 193-217.	6	1	6	13
6. Einhorn, H. J., & Hogarth, R. M. (1981). Behavioral decision theory: Processes of judgment and choice. <i>Annual Review of Psychology</i> , 32, 53-88.	3	0	9	12
6. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. <i>Organizational Behavior and Human Performance</i> , 16, 250-279.	6	0	6	12
6. Zedeck, S. (1971). Problems with the use of "moderator" variables. <i>Psychological Bulletin</i> , 76, 295-310.	5	2	5	12
<b>Data Analysis</b>				
Cohen, J., & Cohen, P. (1975). <i>Applied multiple regression/correlation analysis for the behavioral sciences</i> . Hillsdale, NJ: Erlbaum.	7	0	9	16
Hunter, J. E., Schmidt, F. L., & Jackson, G. B. (1982). <i>Meta-analysis: Cumulating research findings across studies</i> . Beverly Hills, CA: Sage.	7	7	1	15
Winer, B. J. (1971). <i>Statistical principles in experimental design</i> . New York: McGraw-Hill.	10	0	4	14
Cohen, J. (1977). <i>Statistical power analysis for the behavioral sciences</i> (rev. ed.). New York: Academic Press.	9	2	2	13

Note: JAP = *Journal of Applied Psychology*; PP = *Personnel Psychology*; OB = *Organizational Behavior and Human Decision Processes*.

## Reasons for Leaving APA or SIOP

Richard A. Guzzo  
New York University

Why do members of the Society for Industrial and Organizational Psychology, Inc. leave? Why do they leave APA? What are the major reasons for their leaving? Questions of this sort prompted two companion surveys to be made by the Membership Committee of the Society. One survey was of individuals who left APA (and thus the Society). The other was of individuals who retained their APA membership but left the Society.

This document reports the findings of the two surveys.

### Who Was Contacted

Both surveys were conducted during June and July of 1986. Each asked former members of the Society to respond anonymously to a one-page questionnaire concerning their reasons for leaving and their backgrounds and opinions.

Survey #1 reached 41 people who resigned from APA (and thus the Society) in 1985. The response rate was 51%, yielding a sample of 21 usable surveys. Survey #2 was mailed to 148 individuals who, while retaining their APA membership, did not renew their Society membership during 1984-86. Seventy surveys were returned and included in the analysis, a response rate of 47% for Survey #2. Names and addresses came from APA records.

### Who Responded

Table 1 provides descriptive data about respondents to the two surveys. Although the sample is small, it is worth noting that a disproportionately large number of the respondents to Survey #1 were Associates of APA and the Society (vs. Fellows or Members). Also, the average number of years spent in APA and the Society suggests that respondents in both surveys were quite familiar with APA and the Society.

### Findings

#### Survey#1

*Reasons for Leaving.* Table 2 shows the frequency with which six possible reasons for leaving APA were cited by respondents to Survey #1.

TABLE 1

## Characteristics of Respondents

	Survey #1	Survey #2
Status in APA/Society		
Fellow	1	2
Member	13	64
Associate	7	4
Primary APA Division		
14 (Society)	19	8
Other	2	39
Present Work Setting		
Government	2	6
Industry	9	13
College/University	3	18
Private Practice/Consulting	4	20
Other	3	8
Average Number of Years in:		
APA	12.2	na
Society	8.7	10.9

Note: N = 21 for Survey #1, N = 70 for Survey #2. Data are missing for some items.

The two most frequently cited reasons for leaving are high APA dues and dissatisfaction with the actions and policies of APA. Thus, it appears that many people who might have stayed in the organization appear to have left because of their disgruntlement with some aspect of APA.

TABLE 2

## Survey #1: Reasons for Leaving APA

Reason	Frequency
APA dues too high	13
Society dues too high	0
Joined another organization	4
Changed job/career	7
Dissatisfaction with APA's actions	9
Other reasons	6

Total exceeds 21 because respondents could indicate more than one reason for leaving.

*Comments.* An open-ended survey team asked "What comments do you have, good or bad, about APA and the Society?" Four themes appeared in the 17 comments provided by respondents. Table 3 shows the four themes (APA as an ineffective organization; APA as irrelevant or one-sided; APA as a good organization; APA as too expensive) and illustrates each theme with selected verbatim comments. The majority of comments were in the first two categories. That APA is a professional organization for clinical but not other psychologists was a particularly strong theme in these comments.

TABLE 3

## Survey #1: Comments

## I. APA as Ineffective Organization

APA too diverse. There is need for groupings within APA. Too many divisions representing narrow interests.

Society—excellent. APA—too big to be responsive to needs of members.

APA overly political. APA and its publications are boring and irrelevant.

## II. APA as Irrelevant or One-Sided

I feel that the APA is almost entirely dominated by issues in the areas of clinical & education; neither of which are of much interest to me.

APA is heavily oriented toward counseling/abnormal psych. Little emphasis on I/O.

Primarily research/clinical/teaching oriented.

## III. APA as a Good Organization

It's almost impossible to be a good professional association and a good learned society at the same time. APA does about as well as it can.

## IV. APA as Too Expensive

Just too expensive (no other complaints).

It is safe to assume that the respondents were predisposed to make negative rather than positive comments since they had, in fact, recently rejected the organization.

*Society Membership Without APA Membership.* One item on the survey asked the respondents a hypothetical question: if they could, would they join the Society without joining APA? Fourteen of the 21 respondents indicated that they would join the Society under such conditions. Respondents especially likely to say they would join the Society under such terms were those employed in industry and those who cited dissatisfaction with APA's actions and policies as a reason for leaving. At present, at least two APA divisions (9, SPSSI and 23, Consumer Psychology) currently accept as members people who are not affiliated with APA.

## Survey #2

Unlike respondents to the first survey, those in Survey #2 are APA members. However, they are APA members who left the Society during the past three years. Thus, their responses directly concern Society, not APA membership.

*Reasons for Leaving.* Table 4 shows how frequently each of six possible reasons for leaving the Society was endorsed. High dues was a frequently cited reason, and many written comments reflected the idea that the benefits of membership were insufficient relative to the dues. Thus, divisional dues, which are among the highest in APA, appear to be an



important reason why APA members drop their affiliation with the Society. Note, though, that most of the respondents cited a Division other than the Society as their primary APA division. Other salient reasons for leaving include changes in job or career (including retirement) and dissatisfaction with some aspect of the Society.

**TABLE 4**

**Survey #2: Reasons for Leaving the Society**

Reason	Frequency
Society dues too high	26
Joined another APA division	7
Joined another organization	4
Changed job/career	17
Dissatisfaction with Society's actions	12
Other reasons	27

Total exceeds 70 because respondents could indicate more than one reason for leaving.

Analyses showed no systematic relationships between indicated reasons for leaving and respondents' work setting or tenure in the Society, with the following two exceptions. Respondents whose primary work setting was private practice/consulting tended to cite dissatisfaction with Society actions and policies as a reason for leaving more frequently than did respondents from other work settings. Also, people with fewer years in the Society were more likely than people with many years in the Society to cite high dues as a reason for leaving.

*Comments.* Like Survey #1, this survey provided the opportunity to say anything good or bad about the Society. A large number of people took advantage of this opportunity. Eighteen comments were unfavorable toward the Society, 15 were favorable, and 13 were neutral in tone. Recurring themes, some contradictory, are good **TIP**, bad **TIP**, interesting meetings, dull meetings, irrelevance of Society to respondent's interests or work, high dues, and a perceived "in-group" of Society members. Considering that the respondents are people who left the Society, a surprisingly large number of positive comments were provided. Table 5 provides a sampling of verbatim comments.

## Conclusion

The results of these two surveys provide a systematic, if brief, look at why Society members drop out of the Society and APA. Perceived high dues are at the core of many decisions to leave either APA or the Society, although a variety of other reasons are cited, too, such as changes in career and dissatisfaction with the actions and policies of APA and/or the Society. These findings may be useful in guiding future APA and Society actions.

**TABLE 5**

**Survey #2: Comments**

### I. Unfavorable

I can use the time/money to greater advantage elsewhere.

I'm sure it is a strong and relevant society for those who fit the mold and whose interests coincided with the society's. It always seemed somewhat in-bred to me, with the same people holding offices for years, lots of intramural talk in **TIP**, very establishment.

Should focus more on the broader interests of psychologists in consulting practice—need a broader perspective, etc.

### II. Favorable

Enjoyed APA presentations and publication of Division 14.

Good Society. Good **TIPS**.

Well-organized—I thought it was good.

### III. Neutral/Other

I have no negative feelings about Div. 14—I would be active if it related to my current career interests.

Continue to keep articles relevant to practical needs and problems.

Feel moving to leave APA.

## SIOP CALENDAR

Fellow Nominations	November 15, 1986
<b>TIP</b> deadline for February issue	December 15, 1986
Deadline for response to LRP Committee	December 15, 1986
Wallace Dissertation Award submission	January 15, 1987
APA convention program submission	Mid-January, 1987 (exact date not known)
Professional Practice Award submission	February 15, 1987
Ghiselli Research Design Award submission	February 15, 1987
Distinguished Scientific Contribution submission	February 15, 1987
SIOP Pre-Conference Workshops—Atlanta	April 2, 1987
SIOP Second Annual Conference—Atlanta	April 3-4, 1987
SIOP Pre-APA Workshops— New York City	August 27, 1987
APA Annual Convention—New York City	August 28- September 1, 1987



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## **APA Reorganization Moves Ahead**

**Milton D. Hakel**

### **Ad Hoc Task Force on APA Reorganization**

APA will reorganize! Like the Civil Rights Act in 1964 and "tax reform" in the current session of Congress, APA reorganization is an idea whose time has come. The plan prepared by the Task Force on the Structure of APA has survived a review of APA's legal counsel, and is now being scrutinized from managerial and financial viewpoints. Momentum is growing, and the question is no longer whether APA will reorganize, but how and when.

Here are the main features of TF/SAPA's August plan:

1. Two assemblies will be created to represent the differing functional needs of psychologists. The Assembly for Scientific, Academic and Applied Psychology (ASAAP) will be incorporated as a charitable and scientific organization and the Assembly for State/Health and Human Service Psychology will be incorporated as a business league/trade association. APA members may affiliate with both assemblies, but may vote in only one. Each assembly may set its own policies and speak in its own name, but not speak in APA's name without the approval of the other assembly. Each assembly will write its own bylaws (within the framework of the APA bylaws), establish its own governance, elect its own officers, and set its own dues (above a base level of APA dues).

2. A "Bill of Rights and Social Responsibilities" will provide for non-discriminatory proceedings throughout APA, and will require each assembly to deal with public interest issues.

3. The Joint Assembly Coordinating Committee (JACC) will facilitate the concurrence of the assemblies in forming APA policy and will assist in resolving conflict between the assemblies. JACC will have four members from each assembly, voting in proportion to the size of their assembly. JACC's actions will not be binding. Unresolved conflict can be appealed to the APA membership as a whole, or submitted to binding arbitration.

4. The Board of Trustees (BOT) will have 15 members, and will manage the corporate affairs of APA. There will be six members from each of the assemblies and the APA President-Elect, President and Past President. On alternate years, each assembly will provide APA with a five-person slate of candidates for the President-Elect election. 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 base dues, other resources, and any matters the assemblies put under its care.

### Comments

Only the highlights of the August plan are described above. To get a copy of the complete committee report, write to **Dr. Jack Bardon, Chair, TF/SAPA, APA, 1200 Seventeenth St., N.W., Washington, DC 20036**. If you like the plan, or have suggestions for revising it, be sure to write to Bardon.

The general reaction to the plan has been favorable. It provides for decentralizing APA governance, making the boards and committees more accountable to more homogeneous governing groups. It provides for differential dues, and it will keep APA unified while granting greater autonomy to scientists on the one hand and private practice professionals on the other.

The Board of Directors has retained a consultant to review the plan for problems that it might create concerning the management and finances of APA. The consultant's report is due in December.

Several ad hoc groups are working to influence the shape and progress of the reorganization plan. The Coordinating Committee for Reorganization is chaired by Janet Spence and Chuck Keisler, and Irv Goldstein represents Division 14 on it. The State/Practitioner Working Group covers private practice interests. On the Council, both the Scientist-Practitioner Coalition and the Research-Academic Coalition voted their entire treasuries to support the push for reorganization. Finally, I represented Division 14 on a Scientist-Practitioner group that met at the end of September to recommend whether a separate Scientist/Practitioner Assembly should be added to TF/SAPA's final plan before it goes to the voters (the current version of TF/SAPA's plan provides a means for creating additional assemblies after an initial three-year stabilization period).

A two-thirds affirmative majority will be needed to pass the reorganization plan. 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 organizational structures of the assemblies have not yet been designed, but ASAAP will probably be composed of divisions. AS/HHSP may be organized on a state chapter model.

When TF/SAPA makes its final report in February or August of next year, the Society's Executive Committee will review it and recommend action. Watch **TIP** for details.

## I/O Psychology in Romania

**Frank J. Landy**  
**Pennsylvania State University**

Over the past several years, I have made a conscious effort to become more aware of psychological research and practice in Eastern and Central Europe. Much of the research in countries such as Sweden, France, Germany and the Netherlands is accessible to the American researcher. Learning of the work of our Eastern and Central European colleagues presents more of a challenge.

My attempts to develop an understanding of I/O psychology in these Eastern European countries has taken two forms. First, I have tried to develop a vigorous correspondence program with I/O psychologists in those countries. This has been successful in several countries. People such as Winfried Hacker in East Germany, Branimir Sverko and Edvard Konrad in Yugoslavia, and Horia Pitariu in Romania have been generous with their time and information. But even with a vigorous exchange of letters and research, it is impossible to really get a feel for the type and quality of research and theory in a country without spending some substantial time in that country. In 1983, I spent approximately one month visiting with colleagues in Yugoslavia, Romania, Hungary and Czechoslovakia. As a result of that initial experience, I applied for a Fellowship from the National Academy of Sciences to spend a more intensive period of time in Romania. Thus, I spent 5 weeks in Romania in May and June of this year. Below, I will describe briefly some of my impressions of I/O psychology in that country.

### Some Historical/Political Background

There is a tendency to think of all Eastern European countries as similar. That is certainly not the case. In spite of the fact that many of the countries belong to the Warsaw Pact and are heavily influenced by the Soviet Union, the differences among these countries are more noteworthy than the similarities. To be sure, Romania is a Socialist country. But the country is led by a single ruling family. Since the mid-60's, when the family assumed power, Romania has been independent of the Soviet Union in many respects. Note that in the 1984 Olympics, the only Warsaw Pact nation to send a team was Romania. Economically, however, Romania has paid the price for this independence. They are deep in debt to the West as a result of heavy borrowing in the early 70's and the substantial increases in interest rates of the late 70's and early

80's. As a result, Romania has made a conscious decision to try to reduce that debt in any way possible. In practice, this means bringing in Western dollars by exporting virtually everything produced and reducing imports from the West to lowest possible level.

The most immediate effect of this policy on academics has been to eliminate all expenditures for journals, books and other research tools. Further, both as a result of economic difficulties and political philosophy, trips to the West by academics have been sharply curtailed. A Romanian scientist cannot travel to a conference without a full guarantee of support (e.g., meals, lodging, transportation) from someone in that host country. Even then, the scientist may be denied travel permission for any of a number of social/political reasons.

The Romanian Academy of Sciences had a vigorous psychology section until the early 1980's. At that time, a government minister became disenchanted with some research that was being conducted with various religious sects and shut down the behavioral sciences section of the Academy. Psychology is now studied and practiced under the rubric of pedagogics and/or philosophy. The few psychology departments in Romania are part of larger departments dealing with pedagogy and philosophy. This is in spite of the fact that Romanian psychology was a vigorous discipline from the early 1920's until 1980. A student cannot get a formal degree in psychology in Romania today although that student may take courses in psychology in these broader departments.

I/O psychology occupies a unique role in the Romanian research community. Since there is the possibility that I/O psychology could ultimately contribute to helping the country get out of debt, the few I/O psychologists in the country are encouraged to take "contracts" with industry to improve productivity. There are target occupations that pop up every few years. Three years ago that target population was known as "informatics workers"—a field we know as data processing. Any applied psychologist who wanted to study the selection, training, motivation or performance evaluation of data processing personnel was encouraged to do so. "Contracts" were made available and the psychologist would be freed from a teaching load and provided with money for travel and research (within the country) with this population. In spite of this priority, however, the scientist could not spend any of that money on travel to the West, Western publications (i.e. journals) or other research aids. This year, the target population is the nuclear power operator. This interest began *before* Chernobyl and is tied to an attempt to become self-sufficient for energy needs, and possibly to export power to the neighboring Western and Warsaw Pact nations.

It is not likely that either the political or the economic circumstances of Romania will change in the next decade. Nor is their curious relationship

with the Soviet Union. Thus, anyone who wants to find out what is happening in Romania will probably have to go there to find out.

### Current Research and Practice

By far, the most significant area for research and practice is that of personnel psychology. There is a healthy interest in paper and pencil ability measures. There are Romanian versions of mechanical reasoning, deductive reasoning, numerical reasoning, memory and spatial relations tests widely available and widely used in traditional validity research. In addition, there is substantial interest in the predictive possibilities of personality measures. Most of these tests (personality and ability) are straight translations of Western instruments. For example, tests such as the Bennett, Raven's progressive matrices, the CPI and the Holtzman inkblot are used for selection research.

Recently, there has been great interest in performance evaluation research. There are two reasons for this interest. First, validation requires feasible criteria and "objective" criteria are no more common in Romania than in the U.S. Second, there is great concern about productivity. The sooner Romanian industry becomes competitive, the sooner they can reduce their debt to the West. As a result, there is substantial emphasis on the identification and correction of performance problems. As an example, one of the major industries in Romania is the textile industry. If performance problems appear with quality or quantity or attitude or reliability, the worker may be pulled off the production line and placed in a "training" environment for a month. There is a careful analysis that is done prior to pulling the worker off the floor for training, however. This analysis includes an examination of possible family problems, medical problems, commuting difficulties, etc. Considerable attention is paid to separating sources of poor performance that may not be amenable to "training" from those that can be addressed in the training environment. While in this training environment, the worker's abilities, personality characteristics, attitudes and general demeanor are closely observed. If improvement is not noted, the worker may be dismissed. In a typical textile factory, there is a separate training room with normal production equipment and tasks to be performed. The only difference is that the individual moves from a large production floor with 400 workers to a much smaller fishbowl-like environment.

Another area in which there is considerable activity relates to the design and evaluation of industrial training programs. There is a vigorous trade-school tradition that feeds most industrial plants in Romania. Particular plants often fund high schools. These high schools, in turn, train students to take jobs in those plants as soon as the high school program is completed. These arrangements usually involve work-

study programs in which the high-school students will actually work at the plant for several months in the last year or two of the student's program. The material produced is sold and the profits returned to the school.

Strange as it may seem, there are some serious problems in finding and retaining industrial workers. This is due to the fact that Romania retains a strong agricultural ethic. The country is rich farmland with industrial "centers" located in particular towns. One town might be the "chemical center," another the "steel center," a third, the "concrete center." As a result, the factories are always competing with the farmland for loyalty. This is often difficult since in order to work in the factories, workers must either relocate to the city or commute to and from work by means of a hopeless transportation system. They most often end up hitchhiking, riding a bicycle or walking. As a result of these pressures, there has been a move toward the development of factory communities. A worker and his/her family will take a job with a factory and be given a flat in the factory apartment complex. The children will attend the factory day care center and eventually the factory school. The workers will have some modest factory leisure facilities (e.g. pool, tennis court, aerobic exercise program) at their disposal. The factory may also own a ski chalet and workers may have the opportunity to have a bed in the chalet for a winter sport vacation. Most importantly, the factory can often make certain foodstuffs available to the worker that would normally require a several hour wait in line if the worker did not have the factory food canteen. There is frequently a factory hospital and dental facility. In short, the factory tries to free the worker from many of the assaults on the quality of life that are typically found in Romania. To be sure, these "extras" are modest by Western standards, but they are substantial by Romanian standards. There have been no careful studies evaluating the effects of these programs although it is generally believed that they are modestly successful.

For the visiting industrial psychologist, Romania can be frustrating. I was promised that I would have access to workers, shop floors, production methods, and labor-management committees. When I arrived I discovered that there was a law that prohibited foreigners from viewing Romanian production methods. There is an inordinate fear that Romanian technology will be stolen and used by other countries. This is a particularly puzzling policy in light of the fact that most of the Romanian production equipment is at least ten years old and was purchased second-hand from one or another Western nation. There is also the fear of betraying any information related to national defense. In one shoe factory, I was prohibited from seeing the production floor in spite of the fact that their current product was 250,000 pairs of boots for the U.S.

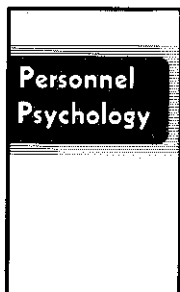
Army! (Breathe easy—the Romanians are noted for their high quality shoes.) There were a few brave plant psychologists who were willing to defy the regulation and allow me to see the production floor but only under two conditions: a) I was not to open my mouth and reveal that I was not Romanian and b) I was to walk quickly and look as if I were taking a short-cut to some other part of the plant complex.

Plant psychologists were common. These individuals had undergraduate degrees in psychology with a concentration in I/O courses. In contrast to an American undergraduate, these individuals would have taken 75%-80% of their course work in psychology. As a result, they would have much the same training as a Master's degree student in the U.S. The plant psychologist was responsible for selection, training, performance evaluation, counseling, motivation, and any other issue that affected workers. As you would expect, they were overworked but they were not underloved. Their opinions had great influence with the plant managers and often played a significant role in decisions about production or work environment issues. Their problem was that they were working with a body of knowledge that was 20+ years out of date. Further, like their academic colleagues, they had no real budget for research or application so they had to depend on their own creativity and diligence to carry out their applied research. Whenever I was shown an analysis of some work behavior (e.g., worker performance), hand written tables were produced and hand calculations of correlation coefficients or *F* tests accompanied those tables.

Romania is a wonderful country with wonderful people. The political and economic conditions are difficult, but the motivation, dedication and creativity of the psychological community is high. They are exploring some concepts (e.g., the factory community) that will never or seldom be investigated in the U.S. Further, they are applying some typically American prediction instruments in a very different (i.e., non-industrialized or under-industrialized) environment. There is much to be learned from watching the Eastern European I/O psychologist go about his or her work. I encourage you to find out more about your colleagues in Romania, Hungary, the Soviet Union, Yugoslavia, Poland, East Germany, Czechoslovakia, Bulgaria, and Ohio.

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## Society Survey: Licensing and Computer Use Issues

MaryBeth DeGregorio & Neal Schmitt  
Michigan State University

This report outlines additional results from the survey which was completed by Society members last winter. In this article, we first address the attitudes of Society members regarding licensing of industrial/organizational psychologists and then present results detailing the frequency of members' computer utilization and interest in sharing computer relevant information. We would also like to reiterate that the data from this survey are available to interested Society members. Requests for the data should include a tape onto which the data can be read and the tape specifications required.

### Attitudes Toward Licensing I/O Psychologists

The first licensing issue the survey addressed was whether or not I/O psychologists should be licensed. Overall responses to this issue for the Society are presented in the last column of Table 1. In general, most members believed that some licensing should be required; however, only a small percentage of respondents believed that *all* individuals identifying themselves as psychologists should be licensed.

Members whose primary work setting is a university or in government were more likely to suggest that no licensing should be required. As compared to other groups, those who worked as private practice consultants were more likely to indicate that all psychologists who practiced, including I/O psychologists, should be licensed (see Table 2). When responses to this item were broken down by the degree to which the respondent reported that he/she was a health service provider, it is clear that those who report some involvement in health care delivery are more in favor of licensing for all psychologists whether or not they provide services to individuals. Of those who reported that they were not involved in health care delivery, nearly a quarter believed I/O psychologists should not be required to be licensed while nearly 37% indicated they should be licensed if they provide services to individuals.

A related question asked members if licensing requirements should be the same for I/O psychologists as for all other psychologists. The responses to this question are summarized in Table 3. Overall, about two-thirds of the respondents answered "No, the requirements should not be the same." There were only small differences in the responses of individuals in different work settings. However, more than 50% of the

TABLE 1

Who Should Be Licensed By Work Setting<sup>a</sup>

	Private Practice Consultants	Univer- sity	Govern- ment	Indus- try	Other	Total
All who publicly identify themselves as psychologists should be licensed whether or not they are practitioners.	41 (17.5%)	4 (6.4%)	34 (14.5%)	17 (5.6%)	11 (14.7%)	107 (11.8%)
All who practice as psychologists including I/O psychologists should be licensed.	86 (36.8%)	17 (27.0%)	65 (27.8%)	90 (29.6%)	23 (30.7%)	281 (30.9%)
All psychologists who provide services to individuals should be licensed.	69 (29.5%)	26 (41.3%)	81 (34.6%)	114 (37.5%)	24 (32.0%)	314 (34.5%)
Licensing should not be required of I/O psychologists.	38 (16.2%)	16 (25.4%)	54 (23.1%)	83 (27.3%)	17 (22.7%)	208 (22.9%)

<sup>a</sup>Figures in the tables are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were nonrespondents to each item. Percentages are based on column totals; that is, the percent of each occupational group giving a particular response.

TABLE 2

Who Should Be Licensed By Health Care Status<sup>a</sup>

	25% HC	10-24% HC	No HC	Total
All who publicly identify themselves as psychologists should be licensed whether or not they are practitioners.	12 (29.3%)	11 (21.2%)	84 (10.3%)	107 (11.8%)
All who practice as psychologists including I/O psychologists should be licensed.	17 (41.5%)	28 (53.9%)	231 (28.4%)	276 (30.5%)
All psychologists who provide services to individuals should be licensed.	9 (21.9%)	8 (15.4%)	297 (36.6%)	314 (34.7%)
Licensing should not be required of I/O psychologists	3 (7.3%)	5 (9.6%)	200 (24.6%)	208 (23.0%)

<sup>a</sup>Figures in the tables are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item.

respondents engaged in the delivery of health care believed that licensing requirements should be the same for all psychologists.

Additional questions related to the licensing issue asked society members if certification/licensing was useful to them in a variety of situations. A summary of these results appears in Table 4. About 60% of the respondents felt that licensing was of either some or great value in helping them qualify as expert witnesses and in protecting the public. Licensing was perceived as of most value in increasing the potential professional image of psychologists. It was viewed as of little value in obtaining additional clients and increasing clients' confidence in the I/O psychologist.

Responses to these items were also broken down by respondents' work setting, whether the respondent was licensed or not, and the degree to which the respondent reported being involved in health care activities. In the interest of space, these breakdowns are not presented here but they indicate, not surprisingly, (1) that persons who are licensed consider it more valuable in each instance than those who are not licensed; (2) that those who are engaged in providing health care find licensing more valuable than those who are not providing health care services; and (3) that private practice consultants were more likely to view licensing as useful than were those in other work settings.

Society members were also requested to indicate to what extent certification/licensing was viewed as a problem for them in a variety of situations. Responses to these inquiries appear in Table 5. Approximately 50% of respondents indicated that licensing was a significant problem because (1) the standards are inappropriate for I/O psychologists, and (2) the examining board is unfamiliar with I/O psychologists' clients' needs.

These responses were also broken down by whether or not respondents were engaged in the delivery of health care services. As might be expected, health care providers saw licensing as a less significant problem than those not providing health care. Similarly, when responses were broken down by work setting, respondents working in private practice consulting viewed licensing as a less significant problem than respondents in other work settings.

### Computer Utilization and Interest

Some society members have expressed interest in the development of a group who would share information regarding computer use. The final series of questions asked respondents to indicate the frequency with which they utilize computers and related materials and their interest in sharing computer relevant information. Results of these inquiries appear in Table 6. The most frequently used facilities were personal computers

**TABLE 3**  
**Should Licensing Requirements for I/O Psychologists be the Same as Those for All Other Psychologists<sup>a</sup>**

	Yes	No
Overall	206 (32%)	437 (68%)
By Work Setting		
Private Practice/Consulting	65 (36.9%)	111 (63.1%)
Government	12 (25%)	36 (75%)
Industry	42 (26.9%)	114 (73.1%)
University	71 (33%)	144 (67%)
Other	16 (34.8%)	30 (65.2%)
By Health Care Status		
25% or more HC	15 (51.7%)	14 (48.3%)
10-24% HC	22 (56.4%)	17 (43.6%)
No HC	169 (29.6%)	401 (70.4%)

<sup>a</sup>Figures in the table are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item.

**TABLE 4**  
**Overall Licensing Usefulness<sup>a</sup>**

	No Value	Some Value	Great Value
Assists in obtaining clients	641 (70.7%)	207 (22.8%)	59 ( 6.5%)
Increases client confidence in member's recommendations	466 (50.9%)	337 (36.8%)	113 (12.3%)
Assists in qualifying as expert witness in court cases	349 (39.5%)	286 (32.3%)	250 (28.2%)
Helps protect the public, including potential clients, from unqualified practitioners	306 (33.3%)	333 (36.2%)	280 (30.5%)
Provides psychologists with a more professional image	263 (28.9%)	394 (43.2%)	254 (27.9%)

<sup>a</sup>Figures in the table are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item.

and commercially available software. Over 50% of respondents engaged in these activities at least on a weekly basis. The least frequently utilized computer related activities were (1) using commercially available data processing or time sharing, (2) using a computer programmer, and (3) writing software. These activities occurred less than once a year.

Data summarized in Table 7 indicate that respondents were equally split as to whether or not they would participate in a micro computer network. Only a small percentage of members were interested in contributing to a column in **TIP** to share I/O related information on software and applications while approximately two-thirds of respondents indicated they would read such a column.

### Summary

Licensing and certification issues continue to occupy a great deal of the time of Executive Committee members, the Education and Training Committee, Professional Affairs Committee, and the State Affairs Committee as well as others. Since licensing laws vary by state, a particularly important effort has been undertaken by Bill Howell and the State Affairs Committee. His group has attempted to compile information on regulation activity in all states in the country. Any information regarding changes in licensing is very important as the Society attempts to develop a coordinated response to various regulatory efforts.

Use of various computer-related information and hardware seems to be a part of the jobs of most Society members and most also express an interest in learning more about such efforts. Information contained in the survey should help to direct an attempt to launch an information-sharing network.

**TABLE 5**  
**Problems Associated with Licensing<sup>a</sup>**

	Significant Problem	Annoyance	No Problem
Too costly	170 (19.0%)	331 (37.0%)	393 (44.0%)
Standards are inappropriate for I/O psychologists	464 (52.5%)	261 (29.5%)	159 (18.0%)
Difficult to meet continuing education requirements within a reasonable distance	140 (16.1%)	231 (26.6%)	497 (57.3%)
Examining board is unfamiliar with I/O psychologists' client needs	466 (51.0%)	199 (24.3%)	153 (18.7%)
Non-psychologists (not using title) can do the same functions without certification	380 (43.8%)	269 (31.0%)	219 (25.2%)
Interstate practice is inhibited by the variety of state laws	319 (39.3%)	238 (29.3%)	255 (31.4%)

<sup>a</sup>Figures in the table are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item.



TABLE 6

	Computer Utilization				
	Daily	Weekly	Monthly	Annually	Average
How often do you use a main-frame?	115 (16.3%)	199 (28.2%)	183 (30%)	208 (29.5%)	2.69
How often do you use a personal computer?	375 (48.8%)	222 ( 2.9%)	94 (12.2%)	78 (10.1%)	1.84
How often do you use commercially available data processing or time sharing?	38 ( 9.6%)	58 (14.7%)	76 (19.2%)	223 (56.5%)	3.23
How often do you use a computer programmer?	45 ( 7.7%)	65 (11.1%)	169 (28.8%)	307 (52.4%)	3.26
How often do you write your own software?	26 ( 7.05%)	32 ( 8.6%)	94 (25.3%)	244 (65.8%)	3.40
How often do you use commercially available software?	347 (44.4%)	212 (27.1%)	143 (18.3%)	80 (10.2%)	1.94
How often do you use an electronic bulletin board message center?	57 (17.2%)	46 (13.9%)	65 (19.6%)	164 (49.4%)	3.01
How often do you require keypunching of data?	37 ( 6.5%)	53 ( 9.4%)	194 (34.3%)	282 (49.8%)	3.27
How often do you use optical scan sheets?	49 ( 9.7%)	58 (11.5%)	162 (32.2%)	234 (46.5%)	3.16

<sup>a</sup>Figures in the table are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item. The scale used to assess computer utilization was anchored as follows: 1 = daily, 2 = weekly, 3 = monthly, and 4 = annually.

TABLE 7

Interest in Sharing Computer Information <sup>a</sup>		
	Yes	No
Would you participate in a micro computer network?	465 (50.2%)	462 (49.8%)
Would you contribute to an I/O hacker column in <i>TIP</i> ?	197 (21.6%)	715 (78.4%)
Would you read an I/O hacker column in <i>TIP</i> ?	625 (66.8%)	311 (33.2%)

<sup>a</sup>Figures in the table are numbers of SIOP members who responded. Numbers are not equal to 1000 because there were non-respondents to each item.

## Long Range Planning Committee Focus on the Future—Long Range Themes

Joel Moses  
AT&T

LRP proposed that the Executive Committee should meet as a committee on the future from time to time. Such a meeting would take stock of where the field of I/O psychology is going, what major trends may impact upon us in the future, and what actions should the Society take to respond to the future.

To prepare for this, we asked each outgoing Committee Chair to answer three questions:

1. What will be happening in I/O psychology in 5 to 10 years from now?
2. How will this effect your Committee's work?
3. What are the implications of your forecast?

We received many rich responses. They contained lots of provocative ideas concerning our future.

In reading the materials I was struck with the convergence of several themes and I have distilled this report into three major long range themes for SIOP. These three themes concern:

1. Are we a unique profession?
  2. Is the scientist/practitioner an endangered species?
  3. How should Society be managed in the future?
- I've summarized trends and issues for each of these.

1. Are we a unique profession? Will we be so in the future?
- More people are involved in our traditional areas of interest.

### —Trends

- Blurring of lines between I/O and non-I/O consultants-practitioners.
- Increased competition from HCP's and other psychologists who want to provide I/O services.

### —Issues

- What kinds of people will we have in the Society of the future?
- Do we open our doors to diverse populations and constituencies, or do we become more restrictive?
- Do we want a "clearer" definition of I/O psychology?
- Should we encourage separate specialty groups within the Society?
- Should we "license" ourselves?

2. Is the scientist/practitioner an endangered species?

—Traditional values of I/O psychologist as a scientist/practitioner are strong ones and are widely held by leaders in the field, yet there is little indication that this is perceived as a key value by present or future generations of I/O psychologists.

—Trends

- Growing segment of present I/O community pays only lip service to this concept or has abandoned it altogether.
- Significant withdrawal of non-academic psychologists from published research; virtually no research generated in industry is currently being published.
- Incentives for non-academic performance not rewarded by Society.
- Disappearance of sustained programmatic research efforts in industry.

—Issues

- What are the desired behaviors of present and future I/O psychologists?
- What steps need to be taken to achieve these behaviors?
- Should we retain the scientist/practitioner image or should we examine other appropriate models for I/O psychology?
- If we retain the scientist/practitioner model, what concrete steps can be taken to strengthen it?

3. How should the Society be managed in the future?

—Concern that committee structure is too large, too complex, and it is harder to put together representative committees.

- As SIOP grows, its issues will become more complex, people involved will need more expertise, will need smaller, more focused committees.
- Longer membership on key committees may be needed with less turnover, better grooming of chairs for job.
- Maximize flexibility of governance by minimizing the number of standing committees and using our resources to support issue-oriented ad-hoc committees as needed.
- Membership information, rosters, mechanized data base is essential.
- Don't stimulate any new ventures until current projects (i.e., Foundation, Annual Conference, Frontiers Series) are consolidated and work well.

—Issues

- Should we reexamine our organizational structure?
- What immediate projects are essential to enhancing our own organizational effectiveness?
- Should we allocate resources to address these?

As you can see from the above, these are serious topics which bear considerable discussion and will be reviewed at the Winter Executive Committee meeting. LRP would appreciate your input as well. Please write **Joel Moses (AT&T, 550 Madison Avenue, Room 1116, New York, NY 10023)** by **December 15**, with your prognostications, concerns or suggestions for SIOP's future.

## APA CONGRESSIONAL SCIENCE FELLOWSHIP PROGRAM

APA invites applications for its 1987-88 Congressional Science Fellowship Program. The program will sponsor two psychologists to serve as special legislative assistants on the staff of a Member of Congress or Congressional committee. Activities may include conducting legislative or oversight work, assisting in Congressional hearings and debates, and preparing speeches and briefing materials. Prospective Fellows must demonstrate competence in scientific and/or professional psychology and display sensitivity toward policy issues and a strong interest in applying psychological knowledge to national issues.

**Qualifications:** APA Member (or applicant for membership) and doctorate in psychology, with a minimum of two years post-doctoral experience preferred.

**Terms:** One-year appointment beginning September 2, 1987. Stipend of \$26,000 plus \$2,500 for relocation to Washington, D.C., area and travel expenses.

**Application Procedure:** Interested psychologists should submit a curriculum vitae and a personal statement of 500-1000 words addressing the applicant's interest in the fellowship and career goals, potential contributions to the legislative process and desired learning from the experience, along with three letters of reference specifically addressing abilities related to the Fellowship.

**Application materials should be sent to:**  
Congressional Science Fellowship Program  
Office of Legislative Affairs  
American Psychological Association  
1200 Seventeenth Street, N.W.  
Washington, D.C. 20036  
(202) 955-7742

**The deadline for receipt of applications is November 14, 1986**  
*APA is an Equal Opportunity Employer.*

## Morale Building after corporate reorganizations

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

**R**eorganizations have become a fact of corporate life. But they're still traumatic for employees to adjust to, including those that survive the firings.

So, after all the departures and good-byes have been said, managers have a tough task facing them. They must bolster morale and rally those who are left. It's hard to get around the fact that those who survived are saddened about the ones who didn't make it and worried as well about their own future.

It's critical at such a time that companies give serious consideration to conducting a survey of their employees. It might seem almost frivolous to be thinking about employee opinion polls but these surveys can play a wonderfully healing function.

In feeding back to employees their feelings and what they'd like to see improved or changed, managers have a distinct opportunity also to address the following issues: there won't be any more layoffs; it's time to get on with the job — there are raises and promotions waiting; those that survived are of great importance to management and the company wants them to feel secure and satisfied with their jobs once again.

It's hard to believe that one little survey can achieve so much but we've seen it happen over and over again. It's one small way that management, often viewed by employees as so remote and so insensitive, can show it cares.

Oliver Human Resource Consultants is an executive  
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## Results of Society Survey on Scientist-Practitioner Issues\*

**Paul R. Sackett**  
**University of Illinois at Chicago**

In the last issue of *TIP* (August, 1986, pp. 27-34) Neal Schmitt and Mary Beth DeGregorio presented the first portion of the results of a mail survey of all members of the Society for Industrial and Organizational Psychology. Their report dealt with demographic characteristics of 1000 respondents and reactions to APA and Society publications and services. They indicated that additional aspects of the survey would be the focus of future *TIP* reports; this is one such report.

The 1984-1985 Scientific Affairs Committee, chaired by Bob Billings, prepared a number of items dealing with scientist-practitioner issues for inclusion in the survey. Responses to these items are summarized in Tables 1 and 2.

Table 1 deals with reactions to proposed Society initiatives to enhance scientist/practitioner interaction. The overall impression is of a substantial amount of support for a wide variety of activities. Support is greatest for making increased use of *TIP* to publicize opportunities for interaction and to highlight successful research collaboration. Support is least for additional surveying of Society members and for organizing summer sessions integrating research and practice.

Table 2 deals with beliefs about the science-practice relationship. A number of interesting findings emerge. First, there is general agreement that there should be more interaction between science and practice and that the Society should develop mechanisms to encourage this. Second, there is a mean response indicating slight disagreement with the item 'science and practice are too unrelated'. Thus while feeling that more interaction is desired, members do tend to see science and practice as linked. Third, academic respondents indicate a stronger desire for collaboration than do non-academic respondents. This seems consistent with differences in reward structure: survey responses indicate that non-academic respondents typically do not see rewards for publishing. Fourth, there is a mean response indicating slight agreement among non-

\*Editor's Note: The following three articles by Sackett; Sackett, Callahan, DeMeuse, Ford and Kozlowski; and by Campion, Adams, Morrison, Spool, Tornow, and Wijting are reports of activities of the 1985-86 Scientific Affairs Committee of the Society.

academic respondents with the item 'research published in our journals has little impact on what I do'. Note, however, that for this item and most others the standard deviation is relatively large, indicating substantial divergence of opinion. While Society members tend to agree that there should be more interaction between science and practice, there are differences of opinion as to the extent to which science and practice are related, the impact of published research on practice, and the value of publishing for career advancement.

TABLE 1

Reaction to Proposed Initiatives to Enhance Scientist/Practitioner Interaction

	Yes Support	No Don't Support	Don't Care	Don't Know
Publicize ongoing programs (e.g., summer programs for faculty)	674	18	210	69
Publicize opportunities for non-academic I/O psychologists	736	29	155	52
Do <b>TIP</b> articles on successful research collaboration	768	23	161	18
Use <b>TIP</b> to announce research needs and opportunities (e.g., Linkup)	843	16	92	24
Encouraging/facilitate regional I/O groups (e.g., METRO, Personnel Testing Council)	588	85	185	111
Have convention sessions on researcher/practitioner interface	724	45	177	23
Survey membership regarding barriers to collaboration, research priorities, etc.	527	121	280	38
Organize summer sessions integrating research and practice	482	84	313	83

Tabled values are the number of persons out of 1000 giving each response. There were also a small number of nonrespondents to each item.

TABLE 2

Beliefs About the Science-Practice Relationship

	Academic Respondents		Non-academic Respondents	
	Mean	S.D.	Mean	S.D.
I would like to be involved in collaborative research with a practitioner (if an academic) or an academic (if a practitioner)	5.67	1.40	4.88	1.74
Science and practice are too unrelated in our field	3.32	2.01	3.55	1.99
There should be more interaction between science and practice	5.73	1.21	5.57	1.19
The Society should develop mechanisms to encourage science/practice interactions	5.62	1.32	5.41	1.25
Items for academics:				
I have research needs (e.g., access to data) which could be met by a psychologist in an organization	5.27	1.84		
The practice of I/O psychology does not use research findings as much as it could	5.08	1.47		
Items for practitioners:				
I have research opportunities (e.g., access to subjects) which could be made available to academic psychologists			4.51	1.89
Research published in our journals has little impact on what I do			4.90	1.83
My organization rewards me for publishing in outlets like JAP			2.68	1.73
I believe my career is advanced by publishing research			3.28	1.97

Responses were made on a scale ranging 1 = "strongly disagree" to 7 = "strongly agree." Responses based on about 320 academics and 640 nonacademics per item.

## ASSOCIATE MEMBERS DUES RAISED

At the Society business meeting in Washington, D.C., on August 23, 1986, the members present voted to raise the dues of Associate Members of the Society from \$14 annually to \$22, the same rate paid by Members and Fellows. The change was instigated from a concern with equity. Associate Members receive the same benefits of Society members as others; e.g., a free subscription to **TIP**, discounts on conferences, books, etc. Furthermore, the latest Society salary survey (see August 1983 **TIP**) indicates that those with masters degrees earn the same or even a little more on the average than those with PhDs. Since no other divisions of APA have differential dues for Associate Members and full Members, there seemed to be little justification for our own.

# Changes Over Time in Research Involvement by Academic and Nonacademic Psychologists

**Paul R. Sackett and Christine Callahan**  
University of Illinois at Chicago

**Kenneth DeMeuse**  
Intergraph Corporation

**J. Kevin Ford and Steve Kozlowski**  
Michigan State University

This report investigates changes over time in contributions to research in I/O psychology by psychologists with academic and non-academic affiliations. This project was begun to investigate more concretely the perceptions of several members of the executive committee that contributions from psychologists with nonacademic affiliations were declining.

**Question 1:** Has published research from nonacademic sources decreased?

Three different data sets were used to address this question. Paul Sackett and Chris Callahan examined the affiliations of all authors of papers published in the *Journal of Applied Psychology* (JAP) and *Personnel Psychology* (PP) in the years 1965 and 1985. Kevin Ford and Steve Kozlowski had examined the affiliation of the authors of all papers published in JAP and PP every third year from 1949 to 1982. Ken DeMeuse had coded author affiliation of all articles published in JAP, PP, *Organizational Behavior and Human Performance*, the *Academy of Management Journal*, and the *Academy of Management Review* since each journal's inception. Ford and Kozlowski were interested in collaboration between academic and nonacademic researchers; thus their coding system extended beyond the senior author. DeMeuse only coded author affiliation for the senior author.

Ford and Kozlowski counted the number of JAP and PP papers where 1) all authors were in academic settings, 2) all were in nonacademic settings (industry, research, government, and consulting), and 3) both academic and nonacademic researchers were listed as authors. They compared two time periods: 1949-1964 and 1967-1982, and found the following (columns sum to 100%):

	1949-1964	1967-1982
All authors academic	63%	77%
All authors nonacademic	31%	15%
Mix of academic and nonacademic authorship	5%	8%

DeMeuse examined the affiliation of senior authors of papers published in JAP and reported the following (columns sum to 100%):

	1960's	1970's	1980's
Senior author academic	70%	82%	87%
Senior author nonacademic	30%	18%	13%

Sackett and Callahan examined the affiliations of all authors of papers published in JAP and PP in 1965 and 1985 and found the following (columns sum to 100%):

	1965	1985
Academic	66%	88%
Nonacademic	34%	12%

Thus regardless of whether the unit of analysis is papers, senior authors, or all authors, there is clear evidence of a substantial reduction in the proportion of papers from authors with nonacademic affiliations.

There is evidence that the above analyses overestimate the amount of research from nonacademic sources. Each paper published in JAP or PP in 1985 with one or more authors in industry or consulting was examined. Three common scenarios were found. First, a graduate student had completed his/her schooling and taken a job in industry or consulting by the time a piece of research conducted while in school (e.g., a thesis or dissertation) was published; the article would list the new position as the author's affiliation. Second, a faculty member had left academia for an industry or consulting job by the time a piece of research conducted while in an academic setting was published, again listing the new position as the affiliation. Third, academic researchers seeking a field site would include an employee of the sponsoring institution as a member of the research team, with that employee being listed as a junior author. These scenarios accounted for virtually all of the 1985 authorships by researchers listing industry or consulting affiliations. Thus even the small percentages of articles with nonacademic authors listed above are substantial overestimates of the amount published research representing research projects initiated by psychologists based in industry or consulting firms.

Parenthetically, changes in editorial board composition parallel the changes in authorship. We compared the 1965 and 1985 JAP and PP editorial boards (columns sum to 100%):

	JAP		PP	
	1965	1985	1965	1985
Academic	54%	79%	32%	58%
Nonacademic	46%	21%	68%	42%

**Question 2:** What role has the increased number of psychologists working in business schools played in the change over time in author affiliation?

In examining 1965 and 1985 PP and JAP data, we broke down academic affiliation into three categories: psychology department, business school, and other (e.g., political science, sociology) (columns sum to 100%):

	1965	1985
Psychology Department	53%	53%
Business School	5%	30%
Other Academic Department	8%	5%
Nonacademic	34%	12%

Thus while the proportion of authors with psychology department affiliations has remained constant, the increase in authors with business school affiliations directly mirrors the decrease in authors with nonacademic affiliations.

**Question 3:** Do journal editors reject nonacademic submissions at a higher rate?

The decrease in nonacademic affiliations can result from a decrease in research conducted, in research submitted, in research accepted for publication, or some combination of these factors. Give access to PP data, acceptance rates for academic and nonacademic submissions could be compared. Manuscripts submitted to PP in 1985 were categorized based on the affiliation of the senior author (columns sum to 100%):

	% of Total Number of Manuscripts Submitted	% of Accepted Manuscripts
Psychology Department	22%	30%
Business School	55%	47%
Other Academic Department	9%	3%
Nonacademic	14%	20%

One year's worth of submissions to one journal certainly doesn't provide a definitive answer, but the data do argue against a hypothesis that there's been no change in the number of manuscripts submitted by nonacademic psychologists but merely a change in editorial policy.

**Question 4:** Does convention participation show the same pattern as journal publication?

One suggestion was that there are few or no rewards for publication, but that the opportunity to attend conventions is rewarding. Thus it was hypothesized that nonacademic psychologists would be more highly represented in convention programs than they are in journals. To parallel our comparison of journal publication in 1965 and 1985 we examined the Division 14 APA convention program for 1966 and 1985 (we couldn't find a 1965 program). One change is the emergence of the poster session,

which didn't exist in 1966. Fifty papers were presented in this format in 1985; 87% of authors had academic affiliations, and 13% had nonacademic affiliations. Thus competitive papers show the same academic-nonacademic split as journal articles. An examination of symposia and panel discussions showed the following (columns sum to 100%):

	1966			1985		
	Chair	Discussant	Participant	Chair	Discussant	Participant
Academic	36%	83%	59%	50%	63%	68%
Nonacademic	64%	17%	41%	50%	37%	32%

Combining the three roles of chair, discussant, and participant, the academic-nonacademic has remained essentially constant from 1966 to 1985: 59-41 in 1966 and 61-39 in 1985. Thus contrary to the journal data, nonacademic psychologists have remained heavily involved in convention presentations.

This report has focused on describing trends in the research involvement of academic and nonacademic psychologists. We have not attempted to speculate as to the causes of or remedies for the situation described above. We hope the report will aid the Society in its attempts to examine scientist/practitioner issues.

### Industrial relations

A special issue of the *Journal of Occupational Psychology*, guest edited by John Kelly (London School of Economics and Political Science) and Jean Hartley (Birkbeck College, University of London) and available as Part 3 (September 1986).

#### Contents

Editors' introduction: Psychology and industrial relations

The Ansell's Brewery dispute: A social-cognitive approach to the study of strikes. **David Waddington** (Faculty of Communication Studies, Sheffield City Polytechnic)

Voluntary union membership of women and men: Differences in personal characteristics, perceptions and attitudes. **Robert Snyder** (Northern Kentucky University), **Kathleen S. Verderber** (Northern Kentucky University) & **James H. Morris** (US Naval Postgraduate School)

Public opinion, trades unions and industrial relations. **Martin Roiser** & **Tim Little** (Ealing College of Higher Education, London)

Psychology and trade unions: Joining, participating and quitting. **P. G. Klandermans** (Free University of Amsterdam)

The multidimensionality of union participation. **Steve McShane** (Simon Fraser University, Canada)

Arbitrating and mediating: Third parties in industrial disputes. **Janette Webb** (University of Aston Management Centre, Birmingham, UK)

Explaining intergroup differentiation in an industrial organization. **Rupert Brown**, **Susan Condor**, **Audrey Mathews**, **Gillian Wade** & **Jennifer Williams** (Social Psychology Research Unit, University of Kent, UK)

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# I/O Psychology Research Conducted in Nonacademic Settings and Reasons for Nonpublication

**Michael A. Campion**  
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**Edward F. Adams**  
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**Robert F. Morrison**  
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**Mark D. Spool**  
Marathon Oil Company

**Walter W. Tornow**  
Control Data

**Jan P. Wijting**  
Merrill Lynch

The mission of this Scientific Affairs subcommittee was to find answers to two questions: (1) What research is being conducted in nonacademic settings? and (2) Why isn't more being published from nonacademic settings?

To gain information on these issues, we decided to conduct telephone interviews with a randomly selected sample of 50 I/O psychologists with nonacademic affiliations. We asked 10 open-ended questions on four topics, then content analyzed the answers.

## Background

*Question 1:* What is the nature of your current position? Approximately 28% were employed in business firms, 38% in private consulting, 14% in government, and 20% in other classifications (e.g., nonprofit research institutions, health care settings, retired). This distribution approximates the findings of Howard (May 1986 TIP).

*Question 2:* What is your educational history? About 86% had a Ph.D. or Ed.D., and 46% said I/O was their major degree area. This compares with Howard's findings of 85% and 50%, respectively.

## What Research is Being Done

Three questions were asked on this topic, but they were all analyzed together. *Question 3:* What research are you involved in now? *Question 4:* What about past research involvement? *Question 5:* What other I/O research is going on in your organization? Table 1 contains the top 10 categories of answers.

TABLE 1

Category	What Research is Being Done	% of Respondents
Testing, selection, and validation		54%
Performance appraisal		22%
Opinions, attitudes, culture, and values		20%
Assessment and assessment centers		18%
Training and development		16%
Job analysis and classification		14%
Executive development and selection		12%
Pay		10%
Career development, promotion, and turnover		10%
Employee assistance and family issues		10%
Organization analysis and diagnosis		8%

Clearly the top category of research was testing, selection, and validation. The rest of the list reads like a table of contents from an I/O textbook: performance appraisal, attitudes, assessment centers, training, job analysis, etc. Other topics not listed in Table 1, but mentioned more than once, included productivity, organization development, organization structure and strategy, personality, program evaluation, ethics, and stress.

It is also noteworthy that 30% said they were involved in no research (by any definition) at the present time, and a few said they had not conducted any research since their dissertation. Furthermore, 16% specifically mentioned that they administered or managed research, but did not personally conduct any at the present time. A number also noted that they did not like to call what they did research because it was better described as program development.

## Why Not More Publishing

Two questions were asked. *Question 6:* Why isn't more publishing going on? *Question 7:* What other explanations might there be? Participants were invited to comment on both their personal reasons and other reasons in general. Table 2 contains the top eight categories of reasons.

TABLE 2

Why Not More Publishing	
Category	% of Respondents
Lack of time or resources	64%
No reward or money	46%
Not important part of nonacademic's job	44%
Publication process itself	42%
Proprietary or confidential nature of data	38%
Organizations do not support basic research	18%
There are other outlets for applied research	14%
Disenchantment with published literature	10%

Not surprisingly, lack of time and no reward were the two most common reasons. Closely related, publishing was not viewed as an important part of a nonacademic's job. From a values perspective, it was simply not a priority. Many felt the publication process itself discouraged applied research because it sometimes lacked the control and rigor necessary to make it into the journals. Editors preferred more micro, academically oriented research. A few of the respondents even mentioned negative experiences with the publication process and "picky" reviewers. The proprietary or confidential nature of the data reflected litigation concerns, potential bad publicity, or not wanting to give away the competitive advantage that research affords.

Other frequently mentioned reasons included the short term perspective of organizations not supporting basic research, other outlets for disseminating their research such as conventions and professional journals, and a basic disenchantment with what is published as being too esoteric and of little value to practitioners.

Paraphrasing some of the specific comments is illustrative of these concerns. After mentioning time as a main reason for not publishing, one respondent noted that he would not do it even if he had the time. He would do more marketing. Another respondent noted that companies don't even require or support documentation internally in terms of technical reports. So why would they encourage publishing? Another said, "It's a pain in the neck" to negotiate and acquire the controls needed to conduct rigorous, publishable research. There are social influences as well. One respondent said that executives disapprove if you are too academic; thus, you don't publish in order to preserve acceptance. Another said that a norm often develops within an organization not to publish; therefore, newcomers give up the idea quickly. Finally, one respondent suggested our study asked the wrong question. We should be asking, "Why isn't less publishing being done, since much of it is not very practical or relevant."

## What Might Encourage More Publishing

*Question 8:* What might encourage more publishing from nonacademic settings (both you personally and in general)? Six categories of answers emerged (Table 3).

TABLE 3

What Might Encourage More Publishing	
Category	% of Respondents
Social support	32%
—Peer pressure	14%
—Consortium efforts	14%
—To be asked	4%
Changes in editorial policies	30%
Financial mechanisms to support publication	24%
Develop other outlet for applied research	16%
Increase employer support and recognition	10%
Get publications in front of management	8%

The first category can best be described as social support. Specifically, many respondents simply felt that more peer pressure would help, and that SIOP might take a role in this regard; others felt that more consortium efforts would help, and possibly these joint activities could be with academics; and a few felt all that was needed was to be asked by someone interested in publishing. Changes in editorial policies simply meant that journals should accept more applied research. Setting up some financial mechanism to support publication, such as grants or fellowships, might also help.

Recommendations to develop other outlets for applied research included the formation of a new journal that was less rigorous than *Journal of Applied Psychology* or *Personnel Psychology* but more research-oriented than *Personnel Journal* or *Personnel Administrator*. A couple of respondents also noted that there was no place to send intact technical reports now with the discontinuance of *Psychological Documents*. (Note: *Psychological Documents* has recently resumed operation under the ownership of Select Press. See the announcement elsewhere in this issue of *TIP*.) Suggestions to increase employer support for publication included the idea of sabbaticals at universities. Several respondents also suggested that getting our publications more in front of executive management would help, because it would then at least have advertising value.

*Question 9:* Do you think more joint academic-practitioner research would help? If so, what is the best way to encourage it? Responses were almost four to one in favor of this suggestion (78%). A number of potential problems were noted, however, including the possibility that the



research might need to be too academic, differences in priorities between academics and practitioners might make the arrangement unworkable, and support money may still be a problem.

With regard to how to encourage such activity, suggestions included convention sessions for this purpose, SIOP involvement, and graduate student interns as a means of facilitation.

**Question 10:** Have you seen the Linkup column in **TIP**? Do you think it might help encourage more joint research? (Note: Linkup is a new column intended to encourage collaborative research between I/O psychologists by advertising research interests and research sites. It has been featured several times in recent **TIP** issues including this one.) Results were 50/50 as to whether respondents had seen the column. However, of those responding, 83% felt it might help foster joint research.

Comments reflected some reservations that it might be hard to get the column off the ground, but that follow-up on success stories would be helpful. Although unrelated to this study, many respondents spontaneously offered positive comments on **TIP** itself.

### Conclusions

The findings of this study must be viewed with great caution. With our sampling plan, the confidence intervals around our results are very large. (Note: The estimated confidence interval is plus or minus 14%.)

It is clear, however, that research is currently being conducted on a wide variety of topics in nonacademic settings. Whether more or less research is being conducted now than in the past cannot be addressed by this study.

In the planning of this study, a number of hypotheses were generated to explain why more research was not being published from nonacademic settings. They included changes in organizations, academe, editorial policies, and demographics. Some of these reasons were mentioned by respondents, while others were not.

Regarding changes in organizations, many mentioned the reluctance to publish information assets. This may be especially true with the heightened litigation of recent years over personnel selection. More pressure on R&D funding was also noted, and a full 30% said they were not conducting any research at the present time. There may also be more macro (e.g., organization development) research being conducted, but it is uncertain whether this is less publishable or not. It is also uncertain whether it is supplanting other types of research. Of perhaps more interest is the suggestion that we need to change the reward structure for psychologists in industry. We may be focusing our efforts on the wrong population. Maybe we should be trying to change the views of executive management

about the value of publishing, for they can do more to directly encourage it by how they reward psychologists in their organizations.

Little was mentioned regarding changes in academe. On the other hand, there may be changes in academe like more pressure to publish, but practitioners are too far removed to notice the changes.

Changes in editorial policies was mentioned by many of the respondents. It may be that as the field progresses, it takes a more rigorous study to get published. This could potentially reduce the number of publications on purely applied efforts. It may also be possible, as many respondents suggested, that we have grown too narrow, esoteric, and removed from practice in what we publish.

Changes in demographics were not frequently mentioned in this study. But, tangentially, a few respondents suggested that growth in the size of the field may result in lessening ties between practitioners and academe.

Although this study cannot clearly address why there is the drop in publications from nonacademic settings, it does offer some possible suggestions to reverse the trend. Most notably, the social or peer support to publish was mentioned by many. In terms of mechanisms, joint academic-practitioner efforts were viewed positively. Practitioners were very interested in working with knowledgeable academic colleagues. But because academics have more to gain, it is up to them to take the initiative to approach the practitioners with proposals and ideas. Furthermore, the role of SIOP to provide information and support in the form of such vehicles as the Linkup column or convention sessions was also recognized. In fact, many respondents voiced appreciation that SIOP cared about this topic and reached out to the members for their input through this study.

As a final thought, one of the respondents questioned whether we should be trying to encourage more publications at all. Rather, our focus should be on how to generate more *quality* in our publications.

### Submit All Future TIP Correspondence to:

James L. Farr, Editor  
The Industrial-Organizational Psychologist  
Department of Psychology  
615 Bruce V. Moore Building  
Pennsylvania State University  
University Park, PA 16802  
814-863-1734



## New Books From Jossey-Bass Publishers

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They include recommendations for improving human resource practices, changing managerial attitudes and decision making, minimizing negative effects on workers, developing competitive marketing strategies, enhancing industrial organization and design, and more. About 300 pages.

**Contributors:** Linda Argote, William S. Carter, Donald D. Davis, John E. Ettlie, J. D. Eveland, Janis Gogan, Joel D. Goldhar, Paul S. Goodman, Paul W. Gustavson, William A. Hetzner, Mariann Jelinek, Jerald Hage, John R. Kimberly, Dorothy Leonard-Barton, Ann Majchrzak, Paul D. Newman, Veronica F. Nieva, James C. Taylor, Louis G. Tornatzky.

September 1986, \$24.95

Leonard Nadler,  
Garland D. Wiggs

### MANAGING HUMAN RESOURCE DEVELOPMENT A Practical Guide

In this new book, the authors offer proven, practical strategies for effective Human Resource Development (HRD) management. They give seasoned advice on how to design an HRD unit so that it enhances the mission of the organization, how to prepare and account for the unit's budget, how to hire, supervise, and facilitate the career development of staff, and more. About 320 pages.

August 1986, \$22.95

W. Gibb Dyer, Jr.  
**CULTURAL CHANGE IN  
FAMILY FIRMS**  
Anticipating and Managing  
Business and  
Family Transitions

For this book, W. Gibb Dyer, Jr., studied more than forty family firms to find out how culture can positively or adversely affect a firm's ability to survive and grow. Dyer describes the various cultures typically found in family businesses and details common problems associated with each culture. He then offers advice on how to effectively manage these problems and turn counterproductive cultures into ones that support the organization's needs and goals. About 200 pages.

September 1986, \$19.95

Jossey-Bass Inc., Publishers • 433 California Street

## Authoritative Books on Organizational Careers



Zandy B. Leibowitz, Caela  
Farren, Beverly L. Kaye  
**DESIGNING CAREER  
DEVELOPMENT SYSTEMS**

This new book provides human resource professionals with a detailed framework for designing, implementing, and maintaining comprehensive career development systems. The authors explain how to evaluate the culture and human resources system of an organization to ensure that career development innovations meet the needs of employees. And they show how to secure the support of top management and others, set up pilot programs, develop staff, and more. About 370 pages.

November 1986, \$25.95 (tentative)

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

*The first book in the Frontiers of Industrial and Organizational Psychology Series sponsored by the Society for Industrial and Organizational Psychology.* This book details methods of updating career development techniques for individuals and of using these techniques to improve career management programs within organizations; analyzes recent trends in workers' career motivations to provide insight into what today's professionals want from their jobs; and offers new directions for research and practice aimed at enhancing organizational career development programs and workers' job satisfaction and growth.

**Contributors:** Richard J. Campbell, Thomas G. Gutteridge, Douglas T. Hall, Roger R. Hock, Kathy E. Kram, Manuel London, Frank J. Minor,

Robert F. Morrison, Joseph L. Moses, Edgar H. Schein, Stephen A. Stumpf, Donald E. Super. 366 pages.

May 1986, \$25.95

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

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April 1986, \$22.95

Duane Brown, Linda Brooks,  
and Associates  
**CAREER CHOICE  
AND DEVELOPMENT**  
Applying Contemporary  
Theories to Practice

In sixteen original chapters, recognized authorities in career development analyze and update their own or others' theories and applications.

**Contributors:** Edward S. Bordin, Henry Borow, Linda Brooks, Duane Brown, Eli Ginzberg, Lawrence Hotchkiss, John D. Krumboltz, Patricia W. Lunneborg, Anna Miller-Tiedeman, Lynda E. Mitchell, Anne Roe, Donald E. Super, David V. Tiedeman, Stephen G. Weinrach. 505 pages.

1984, \$25.95

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## TIP-BITS

James L. Farr

The race went right down to the wire, and **Ray Fowler** eventually won on the 5th count. **Milt Hakel** got more first place votes, however, and led on the 1st and 2nd counts for the APA presidency. Milt says that he is willing to run one more time if you are willing to nominate him. The nomination ballots come out in January.

Other Society members have won recent elections, awards and races. **Michael Mercer** has been elected President of the Illinois Psychological Association. **Jim Sharf** had the sail of a lifetime in June in finishing first in the fleet of 74 ocean racers and eclipsing the Annapolis-Bermuda Race record time by more than 17 hours.

**Doug Bray** added another major award to his trophy case. He was honored at the APA convention as the recipient of the Perry L. Rohrer Award for Excellence in the Practice of Consulting Psychology, given by Division 13. It is awarded annually for the demonstration of outstanding achievement in the application of psychological knowledge and skills to organizations, public or private.

As usual, there have been a lot of job changes effective this fall. **Ed Fleishman** has accepted an appointment as Distinguished University Professor at George Mason University. **Richard Hackman** has changed ivy species, leaving Yale for Harvard. **Robert McIntyre** has moved to Old Dominion. A new faculty member at the University of Connecticut is **Barbara Ellis**. **Virginia Schein** has moved to the Keystone State in the Management program at Gettysburg College. **Janet Sniezek** will be involved with both the psychology and OB groups at the University of Illinois. **Michael Campion** also joins the Big Ten; he has left IBM for a position in the Krannert Graduate School of Management at Purdue.

**Hannah Hirsch** has joined the Department of Management at Baruch College of CUNY. **Craig Russell** has moved to the Institute of Management and Labor Relations at Rutgers University. **Ed Levine** reports a number of changes at The University of South Florida. **Louis Penner** has become the department chair. **Michael Brannick** has also joined the faculty in I/O. Ed also announces that **Frank Sistrunk** has won the Distinguished Teacher Award at USF.

**Jack Hautaluoma** of Colorado State has gone for two years to NSF's International Division. **Terry Beehr** is currently the acting chair of the psychology department at Central Michigan University. **Walter Reichman**, the psychology department chair at Baruch College, has also assumed the position of Director of Program Evaluation for MOHR Development Inc., a training consulting firm in Stamford, Connecticut.

**Mel Sorcher** has entered private practice with the formation of Sorcher Associates Inc., based in Trumbull, Connecticut. **Jeff Daum** has joined

Confer Human Resource Consultancy as their president. **Hilda Wing** has moved to The Psychological Corporation in San Diego as Associate Director of their Computer-Based Testing Group. **Neil Dumas** has returned to the HQ of the Army Research Institute in Alexandria, Virginia, after two years in Japan. **Marilyn Quaintance** has accepted the position of Manager in the Organizational Consulting Division of the Washington Office of Laventhol & Horwath.

**Jane Elizabeth Allen** is the author of "Beyond Time Management: Organizing the Organization," published by Addison-Wesley.

In local I/O association news, the Metropolitan New York Association for Applied Psychology announces the following officers for 1986-87: **Paul Faerstein**, President; **Lynn Braswell**, Vice President; **John Hinrichs**, Treasurer; **Richard Kopelman**, Secretary; and **Peter Wentworth**, Placement Coordinator. The Greater Chicago Association of I/O Psychologists announces monthly meetings on the third Thursday of each month in the Sears Tower.

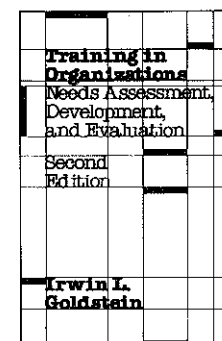
Finally, **Read Tuddenham** and **Bernard Rimland** inform us of the death of **Edward A. Rundquist**, a Fellow of Division 14 as well as of several other divisions of APA. He was a long-time administrator and researcher at the Naval Personnel Research and Training Laboratory in San Diego.

### Announcing the Second Edition of Irwin L. Goldstein's TRAINING IN ORGANIZATIONS: NEEDS ASSESSMENT, DEVELOPMENT, AND EVALUATION

This new edition of the best-selling training text features added sections on:  
**Current developments** in evaluative models including content validity approaches, individual differences methodology, and utility analysis

**Modern research issues** in the use of training such as socialization and training, and training as a predictor of performance

**Applications** such as instructions for conducting a workshop for needs assessment and samples of organizational analysis questions.



For more information, or to order a free examination copy, contact



Brooks/Cole Publishing Company  
555 Abrego Street  
Monterey, California 93940

## **Seventh I/O-OB Graduate Student Conference Held at University of Minnesota**

The Seventh Annual Industrial/Organization (I/O) and Organizational Behavior (OB) Graduate Student Conference was hosted by The University of Minnesota's I/O program in collaboration with their Industrial Relations program. Over 150 students from 36 colleges and universities attended the conference, held April 25-27 in Minneapolis.

The primary purpose of the I/O and OB Conference is to provide an informal environment where students from around the country can meet to exchange research ideas, share their gripes (and successes!), and begin to develop networks with future colleagues. Planned and organized entirely by students, the Conference also provides the opportunity for students to meet with well-known members of our field. The program typically consists of student papers as well as workshops, keynotes, and panel discussions presented by notables in the profession.

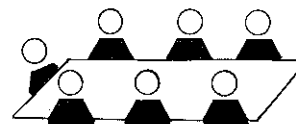
Dr. Irwin L. Goldstein, current president of Division 14 and professor at the University of Maryland, delivered the I/O keynote address on "Values and Interventions." Dr. Gary Latham, professor at the University of Washington, delivered the OB keynote address on "The Application of Self-management to Employee Attendance."

A panel discussion titled "What to Study" was moderated by Dr. Marvin D. Dunnette of the University of Minnesota. Participating in the discussion were Dr. Clay Alderfer of Yale University, Dr. John P. Campbell of the University of Minnesota, Dr. Milton Hakel of the University of Houston, and Dr. Charles Hulin of the University of Illinois.

Four workshops were presented at the Conference as well. Dr. Edward Lawler from the University of Southern California gave a workshop on "Participative Management." Dr. Jo-Ida Hansen of the University of Minnesota presented a session on "Careers and Interests" which focused on the Strong-Campbell Interest Inventory. Dr. Ronald N. Taylor from Rice University gave a workshop on "Advances in Strategic Decision Making," and Dr. Richard D. Arvey and Dr. John A. Fossum presented a workshop on "Modeling the Skills Obsolescence Process."

Each year the conference presents two awards for outstanding papers in I/O Psychology and Organizational Behavior. The winner of this year's Wherry Award for the outstanding paper in I/O Psychology is Cynthia Bentson of Colorado State University. The Porter Award for outstanding paper in OB was received by Kevin G. Louiselle of the University of Missouri—St. Louis.

This University of Minnesota Conference Steering Committee will soon select the hosts and site for the 1988 conference and are soliciting proposals. Interested parties should contact Mary Ann Hanson or Glenn Hallam at (612) 331-3680.



## **Committees**

### **Committee on Committees**

**Eugene F. Stone, Chair**

The Committee on Committees is now accepting self-nominations for membership on 1987-1988 committees of the Society for Industrial and Organizational Psychology. A list of the Society's standing committees is provided on the Self-Nomination Form that appears on pages 57-58 of this issue of **TIP**.

Members, Associates, and Fellows of the Society who are interested in active involvement in its activities are encouraged to volunteer for committee service. The Society is especially interested in fostering such service by women and minorities.

Appointments to standing committees of the Society are generally made for a period of one year. Reappointment to a committee is not automatic. Therefore, to increase the odds of your continued involvement in the activities of the Society's committees, you should complete and return the Self-Nomination form each year.

Individuals who are interested in serving on a Society committee for the 1987-1988 period should complete the Self-Nomination Form (or a copy of it), and send it to the Chair of the Committee on Committees, Eugene F. Stone. The mailing address appears on the Self-Nomination Form.

### **Scientific Affairs**

**Neal Schmitt, Chair**

In the 1986-1987 year, the Scientific Affairs Committee will be working on three projects. First, we will be formulating plans for the opera-

tion of the Society's research foundation. **Mike Campion** has agreed to lead this effort and during the next year we hope to consider how this foundation might make awards, how to develop an agenda for the foundation, how to generate the funds to make this effort meaningful, etc. Second, **Bob Lord** and a subcommittee will be considering various topics, presenters, and modes of presentation by which an "Innovations in Science" program might be developed. The objective is to educate members on topics of relevance and interest in other areas of psychology or in other disciplines. Third, **Kevin Murphy** and his group will be developing proposals to stimulate both research and research publication among non-academic I/O psychologists. Last year's committee generated relatively convincing evidence that a significant drop in research publication among non-academics has occurred and we hope to develop proposals/programs that stimulate more research activity.

We are just beginning work in each of these areas and welcome input, suggestions, ideas from any member of the Society whether or not they belong to the Scientific Affairs Committee. Write or call me or any of the persons leading the efforts described above. Finally, we will continue to promote and publish the LINKUP feature included in **TIP** for the last two years.

### Scientific Affairs Linkup

We are continuing the LINKUP series and include three requests for collaboration below. Our goal, as stated before, is to encourage collaboration between I/O psychologists in industry, academia, government, and consulting. If you're looking for a site for research, have access to a data base you believe will provide answers to interesting questions, or are looking for a project in the planning stage, this may be a way to reach someone who has similar interests and who may be able to collaborate with you. In the past, we have had items primarily from academic researchers, but would hope also to receive items from I/O practitioners who might be interested in collaborating with other practitioners or an academic I/O psychologist. Please send LINKUP submissions to **Kevin Murphy, Psychology Department, Colorado State University, Fort Collins, CO 80523**.

LINKUP items submitted for this issue include:

1. *Physical Abilities Selection Systems*. Would like to collect criterion- and content-related validity data, normative and demographic data, and any other experiential input on systems to select for physically demanding jobs and other physical abilities selection systems or criteria. Intention is to combine research findings across organizations. Participating

## Self-Nomination Form Standing Committees, 1987-1988 Society for Industrial and Organizational Psychology

If you are interested in serving on a standing committee of the Society for the 1987-1988 period, please complete this form (or a copy of it) and mail it to Eugene F. Stone, Chair, Committee on Committees, Society for Industrial and Organizational Psychology, Department of Psychology, Bowling Green State University, Bowling Green, Ohio 43403-0228.

Name: \_\_\_\_\_

Last

First

Middle

Mailing Address: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Job Title: \_\_\_\_\_

Educational data:

Highest earned degree: \_\_\_\_\_ Year granted: \_\_\_\_\_

Educational Institution: \_\_\_\_\_

Society status:

[ ] Associate [ ] Member [ ] Fellow

Committee preferences:

If you have preferences concerning placement on committees, please indicate them by writing the number 1, 2, and 3, respectively, by the names of your first, second, and third most preferred committee assignments. Note, however, that you need not provide these ranks if you are indifferent about committee placement.

- |  |  |
|--|--|
| <input type="checkbox"/> Awards (Ad Hoc)                   | <input type="checkbox"/> Professional Affairs      |
| <input type="checkbox"/> Committee on Committees           | <input type="checkbox"/> Program (APA meeting)     |
| <input type="checkbox"/> Continuing Education and Workshop | <input type="checkbox"/> Program (SIOP Conference) |
| <input type="checkbox"/> Education and Training            | <input type="checkbox"/> Scientific Affairs        |
| <input type="checkbox"/> External Affairs                  | <input type="checkbox"/> State Affairs             |
| <input type="checkbox"/> Fellowship (Fellows only)         | <input type="checkbox"/> Testing Issues (Ad hoc)   |
| <input type="checkbox"/> Long Range Planning               | <input type="checkbox"/> <b>TIP</b> Newsletter     |
| <input type="checkbox"/> Membership                        |  |

**Prior Society service:**

If you have previously served on Society committees, please list their names and the years you served on each.

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**Prior APA service:**

If you have previously served on one or more American Psychological Association Boards or Committees, please list their names and the years you served on each.

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**Special interests and/or qualifications:**

If you have any special interests or qualifications that the Committee on Committees should consider in making decisions about committee assignments, please note them here.

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**References:**

Please provide the names and addresses of two Members or Fellows of the Society who the Committee on Committees may contact to obtain additional information about you.

Name	Address
<hr/>	<hr/>
<hr/>	<hr/>

Your Signature: 

---

Date: 

---

Please mail the completed form (or a copy of it) to:

Eugene F. Stone, Chair  
Committee on Committees  
Society for Industrial and Organizational Psychology  
Department of Psychology  
Bowling Green State University  
Bowling Green, Ohio 43403-0228

organizations will have early and complete access to all information collected. Confidentiality and anonymity insured, as desired. Joint authorship on resulting reports. *Please contact:* Mike Campion, Graduate School of Management, Krannert Building, Purdue University, West Lafayette, IN 47907, (317) 494-5909.

2. Drug Testing. Would like to collect any policy/practice information, as well as any validation, normative, or other data on drug testing programs (both selection programs and programs evaluating current employees). Intention is to combine research findings across organizations. Participating organizations will have early and complete access to all information collected. Confidentiality and anonymity insured, as desired. Joint authorship on resulting reports. *Please contact:* Mike Campion, Graduate School of Management, Krannert Building, Purdue University, West Lafayette, IN 47907 (317) 494-5909.

3. Ben Schneider is seeking organizations that have data bases on their management populations which include any or all of the following:

- Meyers-Briggs
- CPI
- SCII (SVIB)
- Miner Sentence Completion Scale
- T.A.T. scored for nAch and/or nPow

He will *also* want access to a small random sample of managers to complete a climate/culture survey. Ben is seeking these data to test some hypotheses he has about how the people in a place make it what it is. Ben can be contacted at Dept. of Psychology, University Maryland, College Park, MD 20742 (301-454-7115).

## Frontiers Series: "Career Development in Organizations"

**Raymond A. Katzell, Chair**

In May, Jossey-Bass published the first volume in the series, *Frontiers of Industrial and Organizational Psychology*. **Irv Goldstein**, in his final **TIP** message as president of SIOP, termed it an "event of very special significance." He was referring to the fact that it represents the launching of a new venture, namely, the official sponsorship of a series of books by the Society. I also like to think that he was referring to the book's success in meeting the Society's goal in undertaking that venture: to bring to the attention of our members cutting-edge developments in a

significant current topic in our field. For the benefit of those who have not yet examined the book, let me explain further why many of us feel so good about it.

An editorial board comprising **John Campbell, Richard Campbell, Edwin Fleishman, Richard Hackman, Irwin Goldstein, Lyman Porter, Victor Vroom** and me, as chairman, was charged with the responsibility of identifying such topics and recruiting editors who could be entrusted with bringing the plans to fruition. We chose as the topic for the first volume "Career Development in Organizations." Our reasons were that the subject was growing in prominence (for example, it is the focus of a new section of the Academy of Management), that many of our members may not yet have delved into it, and that some important theoretical, empirical, and practical work is being done on it by some very capable people. In short, it fit the Society's charge that the books bring to our members authoritative information on what is going on at the cutting edge of a lively topic likely to gain even greater significance in the near future.

We were fortunate in recruiting as editor of that volume a Society member who himself has been a major contributor to that topic, namely, **Douglas T. Hall**. Tim, in turn, enlisted the efforts of a set of able people each of whom agreed to write a chapter focusing on the work that he or she has been doing as well as relating it to other developments. The result richly fulfills our aspirations.

Let me give you a sense of its contents. **Tim Hall** sets the stage with a chapter that overviews current theory, research, and practice in the area of career development including career planning from the standpoint of individuals and career management by organizations. Two chapters then report cultural and organizational contexts of careers, one by **Manuel London** and **Stephen Stumpf** on individual and organizational factors and another by **Thomas Gutteridge** describing organizational career development systems.

The next section deals with individual career development processes. **Donald Super** writes about life-span career roles in work and leisure, **Tim Hall** reports on significant aspects of midcareer choice and identity, and **Kathy Kram** deals with the importance of mentoring in career development.

The third part of the book describes career management programs in organizations. **Frank Minor**'s chapter discusses computerized programs, **Robert Morrison** and **Roger Hock** discuss how cumulative work experience can be programmed for career building, while **Richard Campbell** and **Joseph Moses** deal with the place of organizational needs in career development.

The final section of the book sets the foregoing in perspective. **Edgar**

**Schein**'s chapter critically reviews the current scene of career development, while **Tim Hall**'s wrap-up asks about issues and directions for the future.

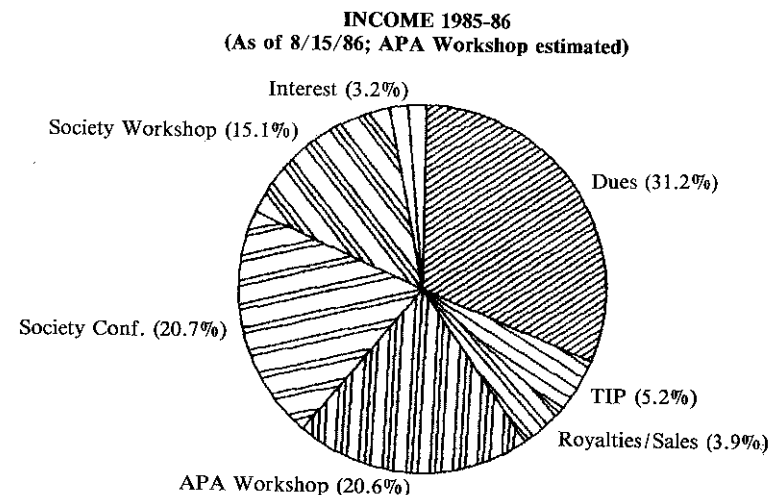
When you combine the scope of coverage with the quality of treatment, you can readily understand our delight. The fact that the Society receives royalties from sales does nothing to diminish that feeling! (A Jossey-Bass ad elsewhere in this issue gives particulars on ordering your copy.)

## Secretary-Treasurer's Report

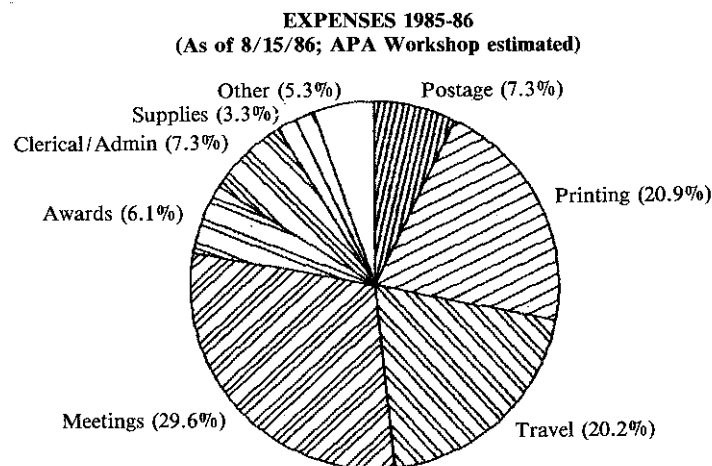
Ann Howard

The Society's treasury faced an onslaught of activity this year, mirroring our various new ventures and old involvements. The number of financial transactions more than doubled, from 183 to 396, contributing significantly more wear and tear to your Secretary-Treasurer!

One important new event accounted for much of the activity: the Society Conference. This is well illustrated by the income pie chart below, which shows conference fees contributing 21% of our income in 1985-86 and the Society Conference workshops providing another 15%. These activities, plus the APA convention workshops, overshadow dues as a source of income this year. Dues now comprise only about 1/3 of our revenues while they made up nearly half last year.



On the expense side of the ledger, every line showed an increase, but the most dramatic was for conferences and meetings, again primarily due to the Society Conference. This category made up nearly 30% of our expenses this year compared to 20% last year. Printing and travel were the next highest expense categories, each taking about 1/5 of the budget. Postage and shipping, awards and honoraria, and clerical and administrative expenses each accounted for 6 or 7% of the total expenses.



The Society Conference more than met our expectations in terms of attendance and revenues, but the Chicago meeting overall showed a loss of \$2,859.53. This includes the start-up costs in 1984-85 as well as expenses in the 1985-86 fiscal year. However, many of those start-up costs will not have to be repeated now that we have benefited from our first experience and established some precedents. Thus, in fiscal year 1984-85 we spent \$8,846.29 to launch the 1986 conference in Chicago; in the fiscal years 1984-85 and 1985-86 we spent only \$3,115.02 to launch the 1987 conference in Atlanta. This cost difference alone (\$5,731.27) is enough to put us in the black with the Atlanta conference. Moreover, we will benefit by less expensive hotel costs and by higher workshop fees (matching those of the 1986 APA convention) in Atlanta. Consequently, we're expecting the Atlanta conference to score on the profit side of the ledger next year.

The Society Conference was a major event for 1985-86 but certainly not the only one affecting the treasury. As the financial statement shows, we spent almost \$12,000 more than we earned. There are several reasons for this outcome.

## FINANCIAL STATEMENT

	1985-86*	1984-85	1983-84	1982-83
BALANCE	\$84,947	\$96,861	\$87,494	\$54,727
INCOME				
Dues/Assessments	\$48,860	\$48,589	\$48,288	\$29,629
Advertising (TIP)	4,580	5,740	4,765	1,380
Subscriptions (TIP)	3,619	3,446	1,950	770
Principles sales	987	2,350	3,026	2,588
Royalties	3,096	4,988	9,639	2,297
APA Workshop	32,362	28,365	29,907	29,735
Donations	137	672	0	0
Videotape rentals	120	375	0	0
Interest	5,056	5,694	2,091	1,007
Ethics Casebook	2,016	0	0	0
Society Conference	32,483	0	0	0
Society Conf. Workshop	23,747	0	0	0
<b>TOTAL INCOME</b>	<b>\$157,063</b>	<b>\$100,219</b>	<b>\$99,666</b>	<b>\$67,406</b>
EXPENSES				
Accounting fees	\$500	\$300	\$225	\$0
Legal fees	2,744	483	345	4,492
Supplies	5,647	244	1,604	1,094
Telephone	379	273	152	17
Postage & shipping	12,271	6,283	5,130	1,898
Equipment rental	2,250	2,206	3,063	1,175
Printing & publications	35,234	25,825	16,805	14,646
Travel	34,103	22,268	16,270	14,237
Conferences & meetings	49,982	19,367	11,663	13,382
Dues	0	0	575	100
Awards & honoraria	10,361	5,645	5,856	4,800
Clerical & administrative	12,357	7,998	0	0
Other	3,149	0	5,211	3,438
<b>TOTAL EXPENSES</b>	<b>\$168,977</b>	<b>\$90,892</b>	<b>\$66,899</b>	<b>\$59,279</b>
<b>INCOME LESS EXPENSES</b>	<b>(\$11,914)</b>	<b>\$9,327</b>	<b>\$32,767</b>	<b>\$8,127</b>

\*As of 8/15/86. Includes estimates for APA Convention workshops.

One major increase in expenses was for **TIP**, which cost almost \$11,000 more than in the previous fiscal year. Last year was the first time all four issues of **TIP** were both printed and mailed by an outside vendor. Due to **TIP**'s size and increasing circulation, it has become almost impossible to do such things as the bulk mailing with volunteer labor. Also, the newsletter is produced with more expensive paper and binding and is shrink-wrapped. Due to **TIP**'s popularity, there are no plans to make radical changes in its format, although ways will be explored to increase its circulation outside the Society to generate more revenues.

Other claims on treasury funds this past year were unique, fixed expenses that will not be repeated in the near future. For example, we bought a computer for our administrative office (for \$3,610), and we conducted a survey of the membership (\$1,660). We printed our latest



booklet describing *Graduate Training Program in Industrial/Organizational Psychology and Organizational Behavior* (\$1,195) and the new brochure, *The Science and Practice of Industrial and Organizational Psychology* (\$707). Legal fees were incurred to establish a Foundation to receive tax-exempt donations (\$2,619). Thus, nearly \$9,800 in expenses should not appear on our financial statement next year.

There were also some up-front expenses for activities that will later generate revenues. For example, members of the Ad Hoc Testing Issues Committee met to revise the *Principles for the Validation and Use of Personnel Selection Procedures*. When the revision is published as a booklet, it is expected to generate annual revenues, as was true in the past. The Frontiers Series editorial board members have also been supported financially; they have published their first volume, but the Society will not begin collecting royalties for the series until next year.

In sum, the Society has been putting to use the dues increase that was voted in several years ago. It has allowed us to initiate activities that have been important to our future. Some of these will later become revenue-generating and cease to draw funds away from the treasury. Others have sustained and enhanced services to the membership of a steadily growing, dynamic organization. In spite of extra expenditures this year, the balance in the treasury remains at a healthy \$84,947.

## Program Committee

Susan Jackson, Chair

### SIOP Annual Conference, Susan Jackson, Subcommittee Chair

Although this is the first report from the committee putting together the program for the Second Annual SIOP Conference, our committee has been hard at work since June. By the time you read this, we hope to have received and reviewed dozens of creative and innovative program proposals. From these, we'll attempt to put together two days (April 3-4) of program time that will hold everyone's attention.

Plan to arrive by the evening of April 2, because you won't want to miss anything. To make it easy for you to meet up with friends, we'll have a cash bar the evening of April 2 beginning at 8:00 p.m. On the morning of April 3, we plan to begin the meeting with an address from an invited speaker of great stature—find out who in the next issue of **TIP**. From then on, each hour of the program will have several concurrent sessions—our goal is to always have something for everyone. If we

are successful, you'll find it hard to choose which sessions to attend because they'll all be interesting. Some of you may find approach-approach conflicts frustrating, but you should be comforted by the knowledge that your frustration simply indicates you are attending a great convention! For more details see the next issue of **TIP**.

### APA Convention, James Breagh, Subcommittee Chair

The 1987 APA Convention will be held in New York City from August 28 to September 1. Although it is difficult to think of New York City in August as most of us prepare for the onset of winter, the time to begin developing proposals for the APA Convention is now. Given the success of both the SIOP Convention in Chicago last April and the APA Convention last August, I look forward with anticipation to both of these meetings in 1987.

In developing program proposals, it is important to keep in mind that the procedures for submitting proposals are not identical for the two conventions. To help you prepare your submissions for the 1987 APA Convention, this column provides a summary of some key points. The procedures described are consistent with those published in the official APA Call for Programs which this year will be mailed to APA members via the November or December issue of the *APA Monitor*.

### Criteria for Evaluation of Program Submissions

Before getting into the specifics of what to do when submitting your program proposal(s), let me describe the general criteria the Program Committee will use when evaluating your submissions. To maximize your likelihood of receiving a positive evaluation on your program proposal, use these criteria as standards in preparing your submission.

*Individual Paper Presentations.* Division 14 uses poster sessions as the format for the presentation of individual papers. Approximately 50 papers were presented at the 1986 meeting. In evaluating individual papers, the following criteria will be used:

- 1) **Appropriateness of topic:** The interests of SIOP members can be broadly described as psychology as it relates to "people at work."
- 2) **Technical adequacy:** Reviewers on the Program Committee expect papers to be technically sound. They use standards quite similar to those used in reviewing a paper for potential publication in an academic journal. It is important that you adequately describe your methods and statistical analyses.
- 3) **Contribution to Knowledge:** It is important that you describe how your paper contributes to our understanding of the subject matter you've investigated.

- 4) **Suitability for Poster Presentation:** At a poster session, authors display key excerpts from their papers (e.g., hypotheses, tables, figures, major conclusions) on large boards. During a poster session, several papers are "presented" simultaneously. The audience circulates among the posters, stopping to discuss papers of interest with the authors. Poster sessions are an excellent mechanism for presenting certain types of research (e.g., a meta-analysis, a Monte Carlo study, a field study). However, not all papers may be suitable for a poster session (e.g., certain theoretical papers). In evaluating papers, the Program Committee will consider how well a paper can be meaningfully presented within the confines of a poster session format.

*Multi-presenter Programs.* These include symposia, panel discussions, debates, and other multi-presenter sessions. In evaluating multi-presenter programs, the Program Committee utilizes the first three criteria discussed above. In addition, two other criteria are used.

- 5) **Integration:** In evaluating multi-presenter proposals, the Program Committee will consider the extent to which the various presentations form a "coherent whole." Presentation formats that emphasize the interdependence of presentations will be well-received. In order to develop such integration, the session developer must work closely with the presenters.
- 6) **Is it interesting? innovative? stimulating?** Although this may be the most ambiguous criterion, it is heavily weighted. A good symposium should draw a sizable audience. It should stimulate the thinking of those who attend. People want to leave a symposium (panel discussion, etc.) with new ideas for research and/or practice. You need to convince the Program Committee that your proposed session will be interesting, innovative, and stimulating. Having presenters with diverse backgrounds and viewpoints increases the likelihood that a session will meet these objectives. In choosing presenters, session developers are encouraged to include some new faces (e.g., recent Ph.D.'s, SIOP members who haven't been active recently at APA). Directly related to this last criterion, this year the Program Committee is interested in having one or more sessions that focus on the teaching (broadly defined) of I-O Psychology. This interest was stimulated by the comments of several SIOP members and was supported by the Executive Committee. The Program Committee has no preconceived notion of what a teaching-oriented session would look like. However, the objective of such a session should be the improvement of classroom instruction at the undergraduate and/or graduate level.

## Submission Procedure

In submitting a program proposal, it is important that you follow the APA procedures. Given that all of the mechanisms used by reviewers are linked to these procedures, failure to follow them can cause all kinds of problems and may lead to a proposal being rejected. The following points should aid you in preparing a successful program submission during the next two months. Given that Murphy's law often holds, I strongly encourage you to get started early. Just imagine how good you'd feel (not to mention the program chair) to have your proposal in the mail 10 days prior to the convention deadline.

A. APA distinguishes between two types of submissions: presentations and programs. There are different submissions procedures for each. "Presentations" refers to individual papers; "programs" refers to symposia, debates, panel discussions, and other types of sessions involving multiple presenters. Be sure to use the appropriate cover sheet for your submission. The APA Call for Papers includes both sheets.

B. All paper presentation proposals receive blind reviews. Therefore, when you submit 5 copies of your paper, the first page should include the title of the paper and the abstract but not the names of the authors. All papers accepted will be presented in a poster session.

C. Individual papers must represent completed work. Papers will not be accepted that include statements such as "data collection is in progress."

D. Papers that significantly exceed the 1800 word limit established by APA will be returned unreviewed. This is done out of fairness to other authors; it is difficult to compare one author's eight-page summary with another's 20-page paper. We'll use 10 pages of text as an upper bound (double spaced, one inch margins, elite type).

E. Multi-presenter program proposals, such as symposia or debates, do not receive blind review. In evaluating the proposal, it is important to know who the participants in the proposed session will be. The APA Call for Programs requests five copies of a summary of each participant's presentation. In order to better evaluate your proposal, we ask that you prepare 5 copies of a complete document which includes the list of participants (with addresses, affiliations, and presentation titles), each participant's summary, and an introductory statement that emphasizes the integration of the various presentations. Please limit the number of presenters to no more than 5 (including discussants), as sessions with more than this number have been exceeding the time allocated. In creating a multi-presenter program, in most cases, the developer should build in adequate time for questions and comments from those in the audience. In addition, the developer should make sure different perspec-

tives on the topic are represented (sometimes balance can be provided by the choice of a discussant with a distinctly different perspective).

F. Finally, let me make very clear that late submissions will be returned unreviewed. This isn't done out of malice; we are simply under an extremely tight deadline. Within 24 hours of the deadline, papers will be sent out for review. APA imposes these deadlines because scheduling events for 44 divisions and typesetting and printing a 300+ page convention program by early summer requires considerable lead time. The deadline for receiving submissions has not been set yet but it will be around mid-January (last year it was January 20). Consult the APA Call for Programs for the exact date. Let me emphasize that the January deadline refers to the *receipt* of your submission, not the date it is postmarked.

G. Submissions, inquiries, and suggestions for program innovations should be sent to **Jim Breugh, School of Business Administration, University of Missouri-St. Louis, 8001 Natural Bridge Road, St. Louis, MO 63121**. My office phone number is 314-553-6287. I look forward to hearing from you all—only you can make the 1987 convention a great one.

## Second Annual Society Conference—Atlanta

**Stanley B. Silverman, Chair**

Don't forget to mark your calendars for April 2-4, 1987, in Atlanta where the Second Annual Society Conference will be held at the Hyatt Regency. We are in the process of getting geared up for Atlanta as **Susan Jackson** (Program) and **Phil DeVries** (Workshops) are putting their respective line-ups together. **Larry James** (Local Arrangements) and our Atlanta area colleagues are busy preparing to make sure their city is ready for us and **Ron Johnson** (Registration) will be making sure that the registration process goes smooth. Registration materials will be sent to all Society members around the end of November or early December. In the meantime, **Irv Goldstein**, **Shelly Zedeck** and myself are not only worrying about this year's conference, but the next several years as well. The future conferences are as follows:

Second Annual—Atlanta, 1987  
Third Annual—Dallas, 1988  
Fourth Annual—Boston, 1989  
Fifth Annual—Miami, 1990

When you receive your registration materials, please register early to help us in our planning. We are looking forward to an exciting conference in Atlanta!

## Fellowship Committee

**John Hinrichs, Chair**

The Division 14 Fellowship Committee reminds all members that nominations for APA Fellowship are being accepted this fall for processing and possible election at next summer's convention. Any Division 14 Member or Fellow may submit a nomination; the candidate must be sponsored by at least three Fellows of APA, at least two of whom must be Fellows of Division 14. Admission to Fellowship is based upon evidence of "unusual and outstanding contribution or performance in industrial and organizational psychology."

There are numerous members of the Society who are potential candidates. They deserve recognition, and the Fellowship Committee encourages members to submit appropriate recommendations. Nomination materials should be requested from: **John R. Hinrichs, Ph.D., President, Management Decision Systems, Inc., 777 Post Road, Darien, CT 06820, (203) 655-4414**.

## Report from Council

**Paul W. Thayer**

In **Frank Schmidt's** report on the winter meeting of the Council of Representatives, he spent a good deal of time on APA reorganization. There were a number of developments in that area while Council was in session during the August convention, enough to warrant a separate article by **Milt Hakel**. Please read his report on page 19.

### The 1987 Budget

One of the most important items dealt with was the 1987 budget. Under **Leonard Goodstein**, a new budgeting procedure has been started. In the past, we saw a preliminary budget in August and acted on the final

budget at the February meeting. Obviously, this had the disadvantage of having an official budget after one was already a month into the fiscal year. This year, we received and approved a final budget in August.

For APA alone (not including *Psychology Today* or the new Office of Professional Practice which is funded by the special assessment), the budget is \$24,861,144 of revenue, with an expense budget only \$10,861 less than that. That is a breakeven budget with no margin for error. Dues make up only \$5.8 million, subscriptions \$8.8 million, convention about \$1.6 million, and building revenue about \$1.5 million. The rest comes from sales of a wide variety of items and services, grants, investments, interest, etc.

Expense items include \$4.7 million for production costs, \$8.7 million for salaries, \$1.8 million for employee benefits, \$1.2 million for building expenses, \$0.9 million for board and committee expenses, and \$0.8 million in equipment leases. Other expenses include staff travel, equipment purchases, telephone, insurance, depreciation, etc. It should be clear that APA is a BIG business.

### **Psychology Today (PT)**

PT is stronger this year, and getting stronger. You will be pleased to know that **Kitty Katzell** is the chair of the PT Committee, and that she believes PT now has a number of things going for it. The content has improved substantially, as has the financial picture. PT is bucking declining industry trends in advertising and pages by showing increases in both. In fact, Kitty assured us that PT should begin next year to help pay off some of the debt incurred in buying it.

Take a look at recent issues and see if you don't agree. If you do, consider gift subscriptions for the holidays and possible articles on your own work. Steps like that will make it stronger.

### **Unelected Reps for State Associations**

**Frank Schmidt** pointed out how **Dick Campbell** fought the battle against seating state representatives in violation of the Bylaws. They are still there, and will be next February. The membership will, however, be given a chance to speak on this issue. A Bylaws amendment will be sent to you in the future proposing a change which would legalize the existing arrangement. Unfortunately, the version you will receive will still provide for dual representation from states which are parts of coalitions, despite the fact that Dick Campbell offered an amendment which would have corrected that. You will receive pro and con statements with the ballot. Dick will write the con statement, while the pro statement will be written by the liaison/participant from Ontario.

### **New Divisions**

Three new divisions were voted in: The Society for the Study of Ethnic Minority Issues, the Division of Media Psychology, and the Division of Exercise and Sport Psychology. Those are divisions 45, 46, and 47. The proposed Division of Transpersonal Psychology was again voted down.

### **Other Issues**

You will receive another ballot on the issue of "underrepresented groups on Council." We've voted on two earlier versions of this, as you may recall. The new version would provide for giving one or more of our 10 allocation votes to groups designated by Council as underrepresented.

Another attempt to remove tobacco ads from PT was defeated. This one came in the form of a resolution against all such advertising in newspapers and magazines. If we dropped such ads from PT, we would no longer be looking at a potential profit for several years.

We did, however, pass a resolution concerning the use of aversive substances in the treatment of alcoholism, and one opposing training of laypersons in hypnosis. We also endorsed the AAUP statement stressing the need for academic freedom, this last being a response to recent moves by the conservative group, "Accuracy in Academia," which recommends student monitoring of professorial remarks and other such tactics.

Finally, we agreed to support another Divisional Leadership Conference. The first was held this year, and parallels one held for officers of state associations over the past few years.

The big issues will be on our February agenda, and the biggest are reorganization, a new model licensing bill, and specialty recognition. You'll hear more from **Kitty Katzell**, **Dick Campbell**, **Dan Ilgen**, **Ken Wexley** and me then.

## **Ad Hoc Testing Issues Principles Revision Completed**

**Neal Schmitt and William A. Owens**  
**Co-Chairpersons**

At its August, 1986, meeting the Incoming Executive Committee approved the third edition of the *Principles for the Validation and Use of Personnel Selection Procedures*. This completed a lengthy review process

begun in the spring of 1985 by the president of the Society, Dr. **Ben Schneider**. He requested that Dr. **William Owens**, chair of the Ad Hoc Testing Issues Committee, explore the need for a revision of the *Principles*.

Dr. Owens asked that the committee, consisting of Drs. **Richard Barrett**, **Pat Dyer**, **Robert Guion**, **Neal Schmitt**, **Allen Shub**, **L. Rogers Taylor**, and **Mary Tenopyr**, review the *Principles* to identify the need for revision and that they suggest wording for such revision when necessary. The committee met in Washington D.C., in early July 1985. Their conclusion was that there was a need for revision in some areas. They discussed several areas in which revision seemed necessary and a proposal to solicit members' opinions and ultimately produce a revised edition was drafted. Dr. Owens also submitted a request in the August 1985 issue of **TIP** for critical comments on the *Principles* from any interested member.

Drs. Neal Schmitt and William Owens, Co-chairs of the 1985-1986 Testing Issues Committee, presented a proposal to the Incoming Executive Committee at the fall, 1985 meeting. The following procedure was approved. Drs. Schmitt, Guion, and Tenopyr constituted a writing subcommittee. The Testing Issues committee (including Barrett, Dyer, Shub, and Taylor as well as the writing subcommittee) was expanded by an eleven member advisory panel. This panel was selected to represent persons with a diversity of opinion on testing issues and with varying experience and interest in the use of the selection procedures. These individuals included Drs. **Richard Arvey**, **Virginia Boehm**, **Wayne Cascio**, **Lloyd Humphreys**, **Edward Levine**, **James Outtz**, **Robert Ramos**, **William Ruch**, **Frank Schmidt**, and **Sheldon Zedeck**. This panel provided critique and advice concerning all subsequent versions of the revision.

The writing subcommittee, using comments from the original Testing Issues examination of the *Principles* as well as comments from Society members, produced a first draft in November, 1985. This draft was submitted to the whole Testing Issues committee as well as the special advisory group. Their comments and suggested additions and deletions were used to produce a second draft which was then sent back to this group as well as to the Executive Committee and the chairpersons of Society committees. All were encouraged to share these drafts with interested colleagues and many did so.

When critiques of this second draft had been received, the entire original Testing Issues Committee met to discuss and resolve various issues in early May. This discussion produced a third draft which was again submitted to the Executive Committee, committee chairs, and the special advisory panel. At this point, Drs. Richard Barrett and Kitty Katzell agreed to edit the entire version for grammatical, spelling, and writing errors. Also, a note appeared in the May 1985 issue of **TIP** offer-

ing this third version to any Society member who was interested in providing critique of some or all of the proposed revision. Requests were received from 50 individuals and organizations. Copies were mailed to these people as well as to all the individuals who had received earlier versions. Comment was requested by August 1.

On August 8, the Writing Subcommittee (including Dr. Owens, Co-chair of the Testing Issues Committee) met to discuss comments and produce a fourth draft of the revision. This meeting was followed by additional editing by Drs. Guion and Schmitt just prior to the APA convention. The final edition which resulted from this process will be published by the Society this fall. We anticipate that printed copies will be available from the Society's Administrative Assistant, **Jenny Ireland**, by January, 1987.

## External Affairs Committee 1986-87 Goals

**Marilyn K. Quaintance, Chair**

The 1986-87 External Affairs Committee will have seven subcommittees to ensure the accomplishment of its goal of establishing better relationships within the American Psychological Association, within the Society, and with outside professional associations from this country and abroad. These include: APA Liaison, Association Affairs, International Affairs, Legal Affairs, Public Affairs, Society Affairs, and University Affairs. Each of these subcommittees has identified goals and objectives. Some of these are continuing activities from the preceding year. The highlights will be summarized below.

### APA Liaison

The APA Liaison subcommittee will continue to attend meetings at the American Psychological Association, as requested. The subcommittee plans to draft an outreach letter from President Zedeck to Divisions with common interests. **Lynn Offerman** will again serve as chair.

### Association Affairs

**Eduardo Salas** will lead the Association Affairs subcommittee in conducting meetings between President Zedeck and other association presidents. Contacts will also be made with minority associations to share information and to strengthen professional relationships.

## International Affairs

The International Affairs subcommittee, under the direction of **Edwin Fleishman**, will continue to exchange information with international organizations and to share with you summaries of international conferences in **TIP**.

## Legal Affairs

This new subcommittee, chaired by **Robert Woody**, will build relationships with legal organizations and identify legal topics of interest for discussion by the Division 14 Executive Committee (e.g., avoiding malpractice, guidance on avoiding slander).

## Public Affairs

**Joe Schneider** has assumed the leadership of the Public Affairs subcommittee. The major initiative of this subcommittee is to continue to develop a slide or videotape presentation appropriately portraying the profession of I/O Psychology—who we are, what we do. This subcommittee will also be responsible for the establishment of a relationship with Patrice Horn, the editor of *Psychology Today*.

## Society Affairs

**Cal Oltroggee** will continue as chair of the Society Affairs Subcommittee. This committee will continue to undertake a variety of efforts to publicize the Frontier Series including the development of a brochure for distribution at the Society's Conference, the preparation of a letter to Jossey-Bass with recommendations for promotional activities for the Series, etc. This subcommittee will continue to prepare **TIP** articles on funding sources and public issue-oriented groups and organizations.

## University Affairs

Under the leadership of **Janet Turnage**, the University Affairs Subcommittee will work with associations to recruit minority students and will investigate using the Psi Chi network to distribute information on the discipline of industrial/organizational psychology.

We are looking forward to a busy and exciting year. Committee members will meet at both the Society conference and the APA Convention to review our progress toward goal accomplishment.

## Professional Affairs Committee

**Hannah Rothstein Hirsh, Chair**

We have four main sets of activities this year, which will be carried out primarily through our subcommittees.

**Bob Boldt** will be taking over the helm of the APA Liaison Subcommittee. This subcommittee responds to documents produced by APA that have potential impact on our professional lives and livelihoods. This year Bob's group will help us protest the attempt to link licensure eligibility to graduation from an APA accredited graduate program, as well as other objectionable parts of the Model Licensure Guidelines. They will also provide our input to the revision of the I/O specialty guidelines. If the past is any indication, this subcommittee will be kept hopping all year.

The Professional Affairs Responsibilities Subcommittee will be chaired by **Daniel Lupton**. This subcommittee is responsible for helping the Society make self-determining (rather than reactive) decisions about our professional identities as I/O psychologists, and our professional needs as a society. This year their work will include coming up with a good definition, and criteria, for use of the title "I/O Psychologist."

The third subcommittee is the Professional Services Subcommittee, and will be headed by **Bob Billings**. This subcommittee will work on a project to elicit the KSAs needed by consultants, with the focus on academics/consultants (the consummate scientist-practitioners). The results of this project will be suggestions for improved preparation of I/O Psychologists. They may also conduct histories of Society members who are distinguished practitioners.

The fourth subcommittee, chaired by **Elaine Pulakos**, will undertake a completely new project: examining the feasibility of conducting an Innovations in Practice Conference. This would be similar to the highly successful Innovations in Methodology Conference of a few years ago.

Readers who wish to make comments or contribute suggestions related to the Committee's planned activities are asked to contact **Hannah Rothstein Hirsh, Department of Management, Baruch College-CUNY, Box 507, 17 Lexington Avenue, New York, NY 10010 (212) 725-3253**.

## Education and Training Committee

**Ed Levine, Chair**

The goals and objectives of the 1986-87 Education and Training Committee include a variety of issues and projects. Another pre-APA Convention doctoral consortium will be conducted. There will be a follow-up survey of graduate programs in I/O and OB. We plan to raise the issue of what constitutes effective teaching in I/O and provide a forum for the dissemination of information about teaching techniques. We will serve as an interface between the Society and APA on issues concerning graduate education and accreditation. We will address the topic of master's level education in I/O. The committee also plans to complete a survey concerned with the "re-treading" in I/O of psychologists originally trained in some other area of psychology.

## Report from Continuing Education and Workshop Committee

**Allen I. Kraut, Chair**

The Committee ran ten highly successful Workshops in Industrial and Organizational Psychology on August 21, 1986, preceding the annual APA meetings in Washington, D.C. Over 180 attendees took part, including 36 who were not Division 14 members. The Committee is now planning the Workshops for 1987.

On September 19 and 20, 1986, this year's Committee met in Chicago to plan the future Workshops. The Committee will be responsible for the Workshops in Atlanta in April as well as those in New York in August as part of the APA meeting. As a result, the group has been expanded to 15 members. This year's members include veterans of 1986's Workshop Committees for Chicago and Washington, as well as some new people.

Eight Workshops are going to be offered in Atlanta on Thursday, April 2, 1987, preceding the Society's Convention. **Philip DeVries** will be responsible for the Atlanta Workshops. The exact offerings are now being put into place and will be announced in the next issue of **TIP**.

Some 11 or 12 Workshops will be offered in New York in August preceding the APA Convention. Many of these are currently being ar-

anged. Members of Division 14 are encouraged to suggest particular Workshops they would like to see, by writing or calling the Committee Chair, **Allen I. Kraut (914-765-2178)**.

A short survey showed 3 out of 4 workshop attendees in Washington plan to attend the Atlanta and New York meetings next year. Moreover, virtually all of those who will attend the meetings plan to sign up for Workshops.

Whether it is the excellent offerings and instruction by distinguished Workshop leaders, or the free-flowing social hour, the Society's Workshops continue to be a major draw to our meetings!

## ANNOUNCING the SECOND ANNUAL CONFERENCE of the SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC. APRIL 2-4, 1987 HYATT REGENCY ATLANTA Atlanta, Georgia

Registration materials: Will be mailed to all Society Members during November-December, 1986

### Annual Conference Steering Committee

Stanley B. Silverman, Chair

Irwin L. Goldstein, Past President

Sheldon Zedeck, President

Philip B. DeVries, Workshops

Susan E. Jackson, Program

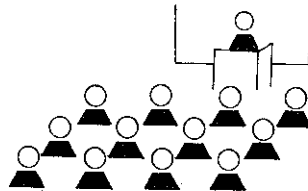
Lawrence R. James, Local Arrangements

Ronald Johnson, Registration

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## Meetings

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### **I/O & OB Graduate Student Convention April 10-12, 1987**

The I/O Psychology graduate students at the University of Tennessee will host the Eighth Annual Industrial/Organizational Psychology and Organizational Behavior Graduate Student Convention. The forum will provide graduate students in I/O psychology, organizational behavior, business, industrial relations, management, and related fields with an opportunity to exchange ideas and information in a supportive environment. Notable guest speakers, workshops, and graduate student paper presentations will be featured.

Graduate student papers must be submitted by January 16, 1987. For further information contact **Beverly Wilcox, Cathy Clarke, Nancy Domm, or David Poe, I/O & OB Graduate Student Convention Steering Committee, Industrial/Organizational Psychology Program, 413 Stoke-ly Management Center, University of Tennessee, Knoxville, TN 37996-0545, phone (615) 974-3161.**

### **International Conference on Managing Conflict Call for Papers**

The First International Conference of the Conflict Management Group will be held at the Center for Conflict Resolution, George Mason University, Fairfax, VA (17 miles from Washington, D.C.). The conference will be organized around six tracks: organizational conflict, communication and conflict, negotiation and bargaining, mediation and dispute resolution, cross-cultural conflict, and papers based on doctoral dissertations or master's theses.

Selected papers presented in the conference will be included in a book, *Managing Conflict: An Interdisciplinary Approach*, to be published by Praeger Publishers. Further information is available from: **Dr. M. A. Rahim, 1987 CMG Program Chair, Management and Marketing, Western Kentucky University, Bowling Green, KY 42101, U.S.A., Phones: Home—(502) 782-2601; Office—(502) 745-2499.**

### **The 7th World Conference on Gifted and Talented Children Salt Lake City, Utah, U.S.A. August 3-7, 1987 Expanding Awareness of Creative Potentials**

Program and proposal inquiries: **Sally Todd, BYU & Ann Larson, USU, 7th World Conference Program Committee, Utah State University, Logan, Utah 84322-2805 USA. Phone: (801) 750-1428.**

Registration, travel, housing and other conference information: **Jeanette Misaka, Conferences & Institutes/DCE, University of Utah, Salt Lake City, Utah 84112 USA. Phone: (801) 581-5809 or (801) 581-8121.**

### **Third Meeting of ISSID The International Society for the Study of Individual Differences Toronto, Canada June 18-22, 1987**

For details of local arrangements contact: **Dr. Michael Cowles, Department of Psychology, Atkinson College, York University, North York, Ontario, M3J 1P3, Canada.**

Individual papers, posters, and symposia are now called for and should be submitted to: **Dr. William Revelle, Department of Psychology, Northwestern University, Evanston, Illinois 60201, U.S.A.**

Deadline for submissions is December 15, 1986.

### **Seventh Organizational Development World Congress September 22-26, 1987 Zakopane, Poland**

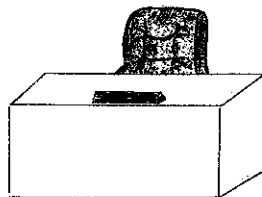
For more information on the OD World Congress and a World Peace Congress to be held in Moscow immediately following, contact: **Dr. Donald W. Cole, Organization Development Institute, 11234 Walnut Ridge Road, Chesterland, Ohio.**



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## Positions Available

Michael Mount



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**Industrial/Organizational Psychologist.** The Department of Psychology, Louisiana State University is seeking applicants for a tenure track appointment effective August 21, 1987. Salary is competitive. While area of research is open, preference will be given to applicants with a strong quantitative background. LSU offers a Ph.D. in I/O psychology and currently has 15 doctoral students and 3 full-time I/O faculty members. The qualified applicant will join our team-oriented collaborative I/O group. The university provides excellent support for I/O faculty, including light teaching, extensive start-up funds, and strong relationships with industry. Applicants should forward a vita, reprints, and have three letters of recommendation sent to **James Geer, Chair, Department of Psychology, Louisiana State University, Baton Rouge, LA 70803-5501.** For best consideration, application materials should be received by December 1, 1986. LSU is an Equal Opportunity/Affirmative Action Employer.

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**Senior Human Resource Consultant.** Lopez & Associates, Inc. seeks a Human Resource Consultant to join its expanding staff. Candidates should possess a Ph.D. in Industrial/Organizational psychology or a related field. The ideal candidate will be a recent Ph.D. with a variety of organizational experiences. The individual will be responsible for managing projects in diverse research areas such as selection and placement, training, performance appraisal, attitude surveys and organizational diagnosis. Candidates will interface with corporate clients and must possess strong oral communication skills. The candidate will also be expected to have a strong statistical background and be able to develop project proposals and write research reports. Candidates interested in becoming directly involved in the Industrial/Organizational psychological profession by pursuing research interests, making professional presentations, etc., will be given preference. The position offers above average compensation and performance-based incentives. Send detailed

resume with salary requirements to: **Gerald A. Kesselman, Ph.D., Senior Vice President, Lopez & Associates, Inc., 44 South Bayles Avenue, Suite 316, Port Washington, New York 11050.**

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**Chairperson, Department of Psychology,** Rensselaer Polytechnic Institute. The School of Humanities and Social Sciences at Rensselaer Polytechnic Institute (RPI) invites applications and nominations for the position of Chairperson of the Department of Psychology. The department currently has 8 faculty, with research interests in I/O, human factors, and neuroscience, approximately 30 students in its M.S. program, and teaches more than 1000 undergraduates per year in a popular and important part of the general education curriculum. As part of RPI's dynamic and forward looking plan for growth, there will be many opportunities for the new chairperson to build upon this base in the near future, particularly in developing current strengths in I/O and human factors. Due to a combination of open positions, anticipated growth, and retirements, the department will be able to make a number of new appointments in the near future.

The successful candidate will be a leader with good administrative skills, a strong record of funded research and publication in I/O or human factors, and experience in teaching in a graduate program. He or she will be qualified for appointment as Professor with tenure.

Applicants should submit a letter of application, a current curriculum vita, and names, addresses and phone numbers of at least 4 references by January 12, 1987. The expected starting date is July 1, 1987. Applications and nominations should be sent to: **Dean John M. Koller, 5304 Sage, Rensselaer Polytechnic Institute, Troy, NY 12180.** Rensselaer Polytechnic Institute is an equal opportunity, affirmative action employer.

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**Industrial/Organizational Psychologist.** The Department of Psychology at Kansas State University will have a tenure-track opening beginning August, 1987 in I/O psychology at the rank of Assistant Professor. Applicants should be able to develop a strong research program and make equally strong teaching contributions to an established I/O M.S. and Ph.D. program. KSU program is now staffed by 3 I/O psychologists with an additional 15 faculty in the department. Closing date for applications is **January 16, 1987.** Please include vita, statement of interests, and arrange for 3 letters of recommendation to be sent. Write **E. J. Phares, Head, Department of Psychology, Bluemont Hall, Kansas State Univer-**

sity, Manhattan, KS 66506. Phone: (913) 532-6850. An Equal Opportunity/Affirmative Action Employer. This announcement will appear in the APA Monitor beginning in October.

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**Chairperson, Department of Management.** The Department of Management, College of Business Administration, University of Tennessee, is seeking qualified applicants or nominees for the position of Department Chairperson. An earned doctorate and an established record of scholarly and professional activities, including demonstrated excellence and continued interest in teaching and research, are required. The successful candidate must be capable of leading a department with three major programs—Industrial and Organizational Psychology, Strategic Management, and Operations Management. The applicant must exhibit a capacity to work effectively with the faculty to refine and implement a strategy for further growth and development of Ph.D., Master's and Bachelor's degree programs. This position presents a real opportunity for the Chairperson to play an important role in recruiting new faculty and promoting a climate conducive to excellence in teaching and research. As such, effective interpersonal, leadership, and communications skills are critical. Nominations, letters of inquiry, and/or resumes should be sent by **December 15, 1986** to: **Dr. Ronald Boling, Chair, Search Committee, Department of Management, SMC 412, College of Business Administration, The University of Tennessee, Knoxville, TN 37996-0545 (Phone 615-974-3161).** The University of Tennessee is an Equal Opportunity Affirmative Action Employer.

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**Industrial/Organizational Psychologist.** The Department of Psychology at the University of North Carolina at Charlotte is accepting applications for a position (subject to final approval) at the Assistant or Associate level to begin in the Fall of 1987. Applicants must have a Ph.D. in psychology and should have primary training/experience in Organizational Psychology. Teaching responsibilities would include graduate courses in Organizational Psychology, Group Dynamics and, possibly, Program Evaluation in an applied masters program and undergraduate courses in I/O psychology. Preference will be given to individuals with practical experience in business and industrial settings. Send vita, transcript of graduate work, and three letters of recommendation by **January 30, 1987**: **David Gilmore, Industrial/Organizational Search Committee, Psychology Department, The University of North Carolina at Charlotte, Charlotte, N.C. 28223.** An Equal Opportunity Employer.

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**Organizational Psychologists.** The Department of Psychology at the University of Michigan announces two positions in Organizational Psychology, one at the tenure track Assistant, and one at the tenured Associate or Full Professor level. Duties include teaching and research in any of a range of organizational topics including the design of jobs, work environments, organizational dynamics and change, and interorganizational behavior. These positions may involve a joint appointment with the School of Business Administration, University of Michigan. Eligibility is limited to those with a Ph.D. and whose research is relevant to organizational psychology. Senior applicants should have at least six years of post-Ph.D. research experience with a record of significant theoretical and empirical accomplishments. Candidates for the senior position may also be considered for the position of Director of the Doctoral Program in Organizational Psychology. The University of Michigan is an equal opportunity/affirmative action employer. Write to **Richard Price, Chair, Organizational Program Search Committee, University of Michigan, Institute for Social Research, Room 2263, P.O. Box 1248, Ann Arbor, Michigan 48106-1248.**

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**Faculty Position.** The Management Department of the College of Business Administration, The University of Tennessee, co-sponsoring department of the Intercollegiate Industrial and Organizational (I/O) Psychology Program with the Psychology Department of the College of Liberal Arts, has a tenure-track position opening for an Assistant Associate Professor of Management for Fall, 1987. A PhD in I/O Psychology is preferred although a PhD in a closely related area may be considered. The new faculty member will participate in the PhD/MS programs in I/O Psychology as well as the PhD, MBA, and undergraduate Business Administration degree programs. Service on the I/O Program Committee and heavy involvement with the I/O Program and students is expected. Candidates for consideration as an associate must present a significant record of research and publication and evidence of ability to work with graduate students in supervising research. There are approximately 45 graduate students, mostly PhD aspirants, currently in the program. [Note: Concurrently with this search, a search is underway to secure a senior I/O Psychologist (an established researcher, well-recognized scholar, and teacher) to fill the Haslam Chair of Excellence in Management for Industrial and Organizational Psychology. The Chair of Excellence is an endowed chair.] Candidates for the assistant or associate position should direct letters indicating interest, including a vita and references, to **Jack Larsen, Chair,**

Search Committee, Management Department, 413 SMC, College of Business Administration, The University of Tennessee, Knoxville, TN 37996-0545. The University of Tennessee is an equal opportunity, affirmative action employer.

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**Chair of Excellence for Industrial and Organizational Psychology.** The Department of Management of The University of Tennessee, Knoxville seeks nominations and applications of senior Industrial and Organizational Psychologists for the Haslam Chair of Management, an endowed chair of excellence in Industrial and Organizational Psychology. The Chair is to be filled as early as Fall of 1987 by an established, well-recognized scholar, researcher, and teacher to further the advancement of the Intercollegiate Industrial and Organizational Psychology Program, the College of Business Administration, and The University of Tennessee, Knoxville. Members of the Society for Industrial and Organizational Psychology, Inc. (Division 14, APA), Members of the Academy of Management, and other interested persons are invited to contact the **Haslam Chair Search Committee, Jack Larsen, Chair, 413 SMC, College of Business Administration, The University of Tennessee, Knoxville, TN 37996-0545 (615-974-3161)** with nominations or suggestions. The University of Tennessee is an equal opportunity, affirmative action employer.

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**Industrial/Organizational Psychologist.** The Department of Psychology at the University of Akron announces one tenure track position for an Assistant Professor of Industrial/Organizational Psychology, beginning July 1, 1987, or September 1987 with heavy emphasis on graduate teaching and research productivity. Quantitative/psychometric background and interest 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, Chair, I/O Search Committee, Department of Psychology, The University of Akron, Akron, OH 44325, by January 15, 1987.** 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.

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**Faculty Position.** Cornell University—Department of Organizational Behavior of the New York State School of Industrial and Labor Relations is seeking candidates for a position at the advanced Assistant or beginning Associate Professor level beginning in September 1987. Candidates should have more than three years of teaching and research experience. Salary is competitive and negotiable depending upon qualifications. Individuals applying for this position should have a thorough knowledge of Micro Organizational Behavior. The Department wants to attract a person with a demonstrated research interest and effective teaching performance in such areas as: leadership, groups, motivation, job attitudes, and with a preference for research and teaching in the context of industrial relations. The successful candidate will join a broadly defined Department where both Micro and Macro Organizational Behavior are represented. All faculty teach both graduate and undergraduate courses. The customary teaching load is two courses per semester. Interested persons are encouraged to send a vita, reprints of published work and at least three letters of reference by **December 1, 1986 to: Professor Tove H. Hammer, Chair, Search Committee, Department of Organizational Behavior, New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York 14851-0952.** Cornell University is an Equal Employment Opportunity/Affirmative Action Employer.

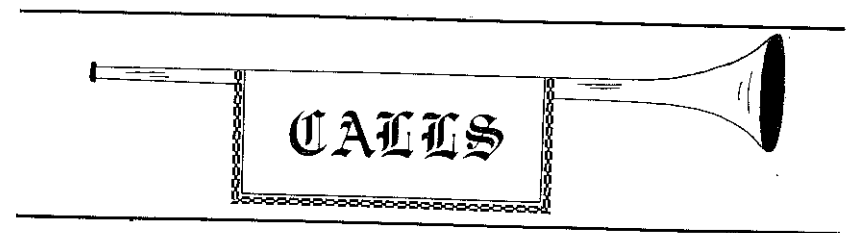
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**Faculty Position.** The Department of Psychology at the Ohio State University seeks to fill a position in the I/O Psychology area starting in the 1987-1988 academic year, rank open. The area is seeking someone who has demonstrated interest and achievement in any subspecialty of I/O Psychology. The successful candidate would be expected to be involved in teaching at the advanced undergraduate and graduate levels, to supervise graduate students and to participate in an active program of research. Applicants should send a Curriculum Vita and a cover letter noting their current scholarly interests and plans, along with the names of three persons who could serve as referees, to: **Dr. Richard Klimoski,**

Chair, Search Committee, Department of Psychology, The Ohio State University, 404C West 17th Avenue, Columbus, Ohio 43210. To receive full consideration these materials should be posted no later than November 30, 1986. An Equal Opportunity Employer.

**Industrial Gerontological Psychologist.** The Department of Psychology at the University of Akron announces one tenure track position for an Assistant Professor of Industrial Gerontological Psychology beginning in September 1987 with heavy emphasis in graduate teaching and research productivity. Industrial/Developmental/Gerontology background. Successful applicant will teach undergraduate developmental and industrial psychology courses and graduate courses related to aging and work. In addition he or she will be expected to develop a research program in cognitive processing effects on aging and work and collaborate in such areas as aging and job performance, job selection; motivation and satisfaction; career development and retirement. 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. Harvey Sterns, Chair, Search Committee, Department of Psychology, The University of Akron, Akron, OH 44325, by Dec. 15th.** Applicants must complete all requirements for a Ph.D. in psychology prior to starting date and should have a strong developmental, industrial gerontological background. The University of Akron is an Equal Opportunity/Affirmative Action Employer.

**Organizational Psychologist.** The Organizational Psychology Ph.D. Program at the California School of Professional Psychology at Los Angeles expects a full-time core faculty opening beginning September, 1987. The OP Program at CSPP/LA integrates psychological and organizational theory and research, and the training of organizational intervention skills. Priority for this position is in the areas of organization development, org. theory, or OB. Preference is given to individuals with strong teaching and consultation skills, and an active interest and publication record in applied research. Applicants should send a letter of application, current vita, reprints, and names of three references or letters to: **Dr. Kelin Gersick, CSPP/LA, 2244 Beverly Boulevard-Suite 105, Los Angeles, CA 90057.** CSPP is an Affirmative Action/Equal Opportunity Employer.



#### METRO PANEL DISCUSSION

A panel discussion on "Defining the Roles of the Industrial/Organizational Psychologist" was held on February 21, 1986, sponsored by METRO (Metropolitan New York Association For Applied Psychology). The moderator was Kenneth Clark. Other participants included Raymond Katzell, Benjamin Schneider, and Jan Wijting. Copies of the panel discussion transcript can be obtained from **Paul Faerstein at Hay Associates, One Dag Hammarskjold Plaza, New York, NY 10017,** at a charge for \$6 for members of Division 14 and \$8 for nonmembers.

The panel was brought together to identify and clarify the past, current, and future roles of the I/O psychologist. The examination of these roles is seen as especially critical given such issues as the role of APA in representing the interests of Division 14, and the need to keep current on common trends within the field.

Kenneth Clark commented on the promises of our predecessors and the benefits of applied psychology. Raymond Katzell discussed trends he has seen in recent years in subject matter and approach, as well as the causes and consequences of those trends.

Benjamin Schneider took an academic's perspective in discussing preparation of practice for I/O Psychology. He also discussed differences between training in psychology departments and business schools.

Jan Wijting discussed his internal consulting role and the application of psychology in his organization. A "hot" question and answer session followed.

#### UNIVERSITY OF TENNESSEE ANNOUNCES HASLAM CHAIR OF EXCELLENCE

The Department of Management of The University of Tennessee has announced the creation of The Haslam Chair of Management in Industrial and Organizational Psychology. This Chair of Excellence was endowed by a generous gift from Mr. and Mrs. James A. Haslam, II, by funds from the State of Tennessee through the University, and by funds from the College of Business Administration. The chair is to be filled by

an eminent scholar in the field of Industrial and Organizational Psychology. The creation of this chair is in recognition of the contributions of the Intercollegiate Industrial and Organizational Psychology Program. The chair is scheduled to be filled for Fall 1987.

#### **NEW BOOK SERIES: PEOPLE AND ORGANIZATIONS**

Allen & Unwin announces the creation of **PEOPLE AND ORGANIZATIONS**, a new book series devoted to advanced research in industrial and organizational psychology and organizational behavior. The series editor is Sheldon Zedeck, University of California, Berkeley.

The series will publish books derived from empirical programmatic research on topics related to organizations and the ways in which people interact, respond to, and cope with the organization. Works of a more general nature—literature surveys and “how-to” books, for example—will not be included. Topics of special interest include: organizational culture, work and family, high technology, organizational commitment, careers, and studies of organizations in international markets. Books in the series will be theoretically grounded and include specific guidelines for future research.

All manuscripts submitted for publication consideration in the series will be peer-reviewed. Single- or jointly-authored works only will be considered. Publication is planned to begin in 1987. For further information about the series or about manuscript submission requirements, please contact: **Lisa Freeman-Miller, Editor, Allen & Unwin, Inc., 8 Winchester Place, Winchester, MA 01890.**

#### **TRAINING RESEARCH AWARD ANNOUNCED**

The Instructional Systems Association (ISA) announces the establishment of a new annual award for doctoral level research in the area of occupational training and development. The award will be given for the best doctoral research proposal accepted by a graduate school faculty between each September 1 and August 31 of the following year. The award will consist of \$1,000 given at once, with an additional \$2,000 given when the research is completed and the doctoral degree awarded.

ISA has over 70 selected member companies which provide the private sector and government agencies with a wide variety of both generic and custom-designed training programs to benefit today's work force. Because of the scope of these activities, research proposals are expected to be drawn from a wide range of training and development areas. Some examples of possible topics are: the development and validation of new training methodologies; the role of training in organizational change;

personality and motivational factors in trainability; the staffing of internal training organizations; and the training industry as a bridge between basic research and application. Proposals entered for the award will be judged by an ISA award committee headed by Doug Bray.

Information about the award may be obtained from the **Instructional Systems Association, 10963 Deborah Drive, Potomac, Maryland 20854.**

#### **AWARDS COMMITTEE SOLICITS NOMINATIONS FOR 1987 AWARD**

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 have received 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.

#### **JOURNAL OF MANAGERIAL PSYCHOLOGY**

This new journal was launched in September 1986. It will concentrate on key issues at the interface between managerial work and the psychological understanding of such work. Areas to be covered will involve the relationship between managers and staff, influences on managerial practice, job satisfaction and motivation, factors in the selection development and promotion of managerial staff, and other issues.

The editors are Dr. Charles Margerison, Professor of Management, University of Queensland, Management Department, St. Lucia, Brisbane, Queensland, Australia and Professor Andrew Kakabadse, Professor of Management, Cranfield School of Management, Cranfield, Bedford, U.K.

All those interested in forwarding manuscripts should bear in mind that the Journal is aimed to appeal to the applied professional psy-

chologist in organizations as well as managers interested in applications. Articles should be 3000 words in length and highlight examples and illustrations of practice.

The Journal is published by **MCB University Press, 62 Toller Lane, Bradford, West Yorkshire, UK, BD8 9BY**, from whom subscription information is available.

#### **APPLIED PSYCHOLOGY INSTITUTE AT PENN STATE**

Frank Landy has announced the opening of the Applied Psychology Institute at Penn State University. The Institute will coordinate applied research projects with all types of organizations. Penn State faculty from a variety of fields of psychology are associated with the Institute. Each project team will be specifically assembled to meet the needs of the research issues and the sponsoring organizations. For further information contact **Frank J. Landy, Director, Applied Psychology Institute, 450 Moore Building, Penn State University, University Park, PA 16802**.

#### **GERMAN I/O PSYCHOLOGIST TO VISIT US**

Professor Heinz Schuler of Hohenheim University in Stuttgart, West Germany, plans to visit the U.S. in the spring of 1987. He is interested in visiting with I/O psychologists who are actively engaged in research in the areas of personnel selection and performance measurement. He is presently conducting a project concerned with the selection of R&D personnel and would especially like to talk with anyone working in this area. If you are interested in having Professor Schuler as a visitor for a day or two next spring, please contact the **TIP** Editor, Jim Farr, who is coordinating his visit.

#### **PSYCHOLOGICAL DOCUMENTS/JOURNAL SUPPLEMENT ABSTRACT SERVICE LIVES AGAIN**

Select Press has bought PD/JSAS from APA which had recently stopped its publication after about 15 years of producing this "on-demand" publishing system. With an on-demand system manuscripts are reviewed and held in a central location. A catalogue of available documents is distributed to subscribers and users order only the papers they desire.

In principle, this allows wider distribution of more papers, yet users receive only those papers of relevance to them. In practice, PD/JSAS was used only for papers that were not appropriate for "regular" journal publication. These included very long documents, data sets, technical

reports, narrow interest documents, and bibliographies. The papers are reviewed. Because a paper can be acceptable even if it is not of broad importance, the acceptance rate has been about 80%.

Practically, JD/JSAS is set up so that each user pays his or her costs. Authors provide 3 copies of their document ready for microfilming plus a \$30 handling charge for microfilming. Users pay for each document ordered or for an entire set of documents in hardcopy or micro. Subscribers pay for a catalogue of abstracts of all documents.

Further information is available from **Select Press, P.O. Box 9838, San Rafael, CA 94912**.

#### **AUDIOCASSETTES OF SOME APA PRESENTATIONS AVAILABLE**

Certain Division 14-sponsored presentations (as selected by APA) at the 1986 APA Convention are available on audiocassettes. Listed below are the cassette number, title, and presenter, respectively, of the presentations that are available.

14. Homogeneity, Diversity, and Ambiguity in Organizational Cultures, Joanne Martin.

21. Conflicts and Contradictions in Social Psychology, Ross Stagner.

40. Managerial Intelligence: Results of Research by Sternberg and Wagner, Robert Sternberg.

65. Organizational Behavior and Social Responsibility: Studies in Corporate Ethics, Justin Carey, et. al.

88. Values and Interventions: How and Where Are We Looking?, Irwin Goldstein.

116. The Perceptual Lens of Leaders in Silicon Valley: What are Their Views of Corporate Culture?, Andre Delbecq.

145. Distinguished Scientific Contribution Award: Being There, Marvin Dunnette.

194. Studying Flightcrew Behavior: A Social Psychologist Encounters the Real World, Robert Helmreich.

Cassettes are priced at \$9.00 each plus \$1.00 shipping each. They can be ordered from **Audio Transcripts, 610 Madison Street, Alexandria, VA 22314**. More information is available at 703/549-7334.

#### **NEW DOCTORAL PROGRAMS AT SUNY-ALBANY**

Two new doctoral programs, one in I/O Psychology and one in Organizational Studies, have been started at the State University of New York at Albany effective fall 1986. Both programs are multidisciplinary and have a number of participating faculty. Applications for doctoral study in either program are encouraged. For more information, contact **Michael J. Kavanagh or Gary Yukl, School of Business, SUNY-Albany, NY 12222**.

## ADVERTISE IN TIP

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

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

## ADVERTISING RATES

### RATES PER INSERTION

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

### PLATE SIZES

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

## PUBLISHING INFORMATION

### Schedule

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### DESIGN AND APPEARANCE

5 1/2" x 8 1/2" booklet, printed by offset on enamel stock. Type is 10 point English Times Roman.

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Phone: 713 527-4850

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Phone: 713 728-3078

**Testing Issues (Ad Hoc):**  
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