

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

Editor:

James L. Farr
615 Moore Building
Department of Psychology
Pennsylvania State University
University Park, PA 16802
Phone: 814 863-1734

Business Manager:

Rick Jacobs
520 Moore Building
Department of Psychology
Pennsylvania State University
University Park, PA 16802
Phone: 814-863-1867 or
814-237-5997

Editorial Board:

Ronald Ash
Gary Johns
Edwin Locke
Theodore Rosen
James Sharf
Paul Thayer

The Industrial-Organizational Psychologist is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. It is published quarterly in February, May, August, and November. Circulation is approximately 4000, which includes the membership of the Society; all APA officers, board members, Division presidents, and newsletter editors; graduate students in Industrial Organizational Psychology and Organizational Behavior programs; and individual and institutional subscribers. Opinions expressed are those of the writers and do not necessarily reflect the official position of the Society for Industrial and Organizational Psychology unless so stated.

Manuscripts and News Items:

Articles or news items should be submitted to the editor:

Deadlines for each issue are:

November issue—Sept. 1
February issue—Dec. 1
May issue—March 1
August issue—May 15

Subscriptions:

Subscriptions to **TIP** are included with membership in the Society. Other subscriptions are available at \$15 per volume year for individuals, \$25 for institutions, and \$7.50 for students; write to the Business Manager. All subscriptions begin with the November issue.

Address Changes:

Mailing labels for Society members and APA officials are purchased from the American Psychological Association. Address changes should be directed to **APA Subscription Section, 1400 N. Uhle St., Arlington, VA 22201**. Address changes for non-Society members should be directed to the **TIP Business Manager**.

Advertising:

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

Positions Available:

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

Printed By:

Graphic Publishing Co., Inc. Lake Mills, Iowa 50450.

AN OFFER TO SUPPORT RESEARCH

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

Background

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

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

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

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

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

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

The Research Objective

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

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

The Offer

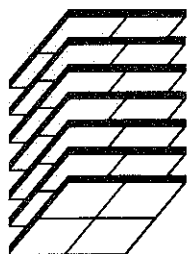
I will provide at least partial support in the form of materials, data processing, etc. as needed. If your situation is purely academic, as for a graduate thesis, you can count on full support. If you are in an organization or are a consultant, let's talk. Please call or write for supporting data.

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

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

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TIP

**The Industrial-
Organizational
Psychologist**

Vol. 25/No. 1

November, 1987

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Call For Nominations

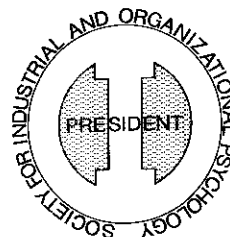
The Fellowship Committee of Division 14 would greatly appreciate nominations of candidates for Fellowship status. Nominees must have a doctorate ("... based in part upon a psychological dissertation, or from a program primarily psychological in nature ..."), have been a member of APA and Division 14 for a year or more, and be at least 5 years post-Ph.D. They may be Fellows of other Divisions; our concern is to honor those who have made "... unusual and outstanding contributions ..." to I/O psychology and who have not yet been recognized, formally, for their efforts.

Please forward by November 15 the names of those people you would like to sponsor to:

Jack Feldman
Chair, Division 14 Fellowship Committee
School of Psychology
Georgia Institute of Technology
Atlanta, GA 30332

SIOP Calendar

| | |
|--|--------------------|
| TIP deadline for February issue | December 1, 1987 |
| Fellow nomination deadline | November 15, 1987 |
| Submission deadline for 1988 | December 21, 1987 |
| APA Annual Convention—Atlanta | Note change |
| Deadline for submissions and nominations for SIOP awards—see box in this issue | January 15, 1988 |
| SIOP Pre-Conference Workshops—Dallas | April 21, 1988 |
| SIOP Third Annual Conference—Dallas | April 22-23, 1988 |
| SIOP Pre-APA Workshops—Atlanta | August 11, 1988 |
| SIOP Doctoral Consortium—Atlanta | August 11, 1988 |
| APA Annual Convention—Atlanta | August 12-16, 1988 |



President's Message

Daniel R. Ilgen

In preparation for assuming this role, I looked closely at all the activities in which the Society is involved. This was both an exciting and humbling experience. It is clear that the Society is doing many things and doing them exceptionally well. As part of a day-long planning session chaired by **Richard Klimoski** for the Long Range Planning Committee, a partial list of successful activities was drawn up which included, in part, the society conference, technical publications, continuing education workshops, **TIP**, the innovations conference and books that resulted from it, the Frontiers series, the ability to attract and hold members, and many others. These activities are being or have been carried out by a large number of dedicated people who, with exception of the Administrative Assistant, are all voluntarily giving of their time to make the Society function well. Although, in the short run, we often are focused on the pressing demands of APA reorganization, state legislatures' regulatory actions, and other requests from external agents affecting industrial-organizational psychologists, these demands should not mask the fact that many good things have and are happening. In the following year, we hope to continue to build on these past successes.

One effort initiated last year by **Shelly Zedeck** through the Long Range Planning Committee that we want to continue is that of giving more thought to future directions of the Society. It is my feeling and the feeling of others that rapid growth, highly visible successes such as the Society Conference, the press of external demands for quick responses, many creative ideas for projects from committee members, and other factors may be taxing the resources of the Society to respond to all requests that are made. Both the resources of members' time and financial limits force us to look more closely at our long term goals for the Society when new projects are proposed.

As an initial step in the planning process, critical issues facing the Society identified by the Long Range Planning Committee last spring were clustered into six categories. These were: maintaining the scientist component in the practice of industrial-organizational psychology and in

the scholarly activities of its members, promoting and strengthening graduate programs in I-O psychology, interacting with APA, examining the definition of the field of I-O psychology, facilitating quality practice, and increasing the awareness of others about I-O psychology. Without implying that these necessarily represent the only concerns of the Society or that the items themselves may not need modification, the list was distributed to committee chairs for discussion and as a suggested backdrop against which the generation of future projects could be evaluated. By considering such a list of critical issues about which the Society is concerned while at the same time making no attempt to adhere rigidly to a set of goals or guidelines, it is my hope that we will increase our ability to make evaluative comparisons among activities competing for limited resources without discouraging the generation of new ideas. If you have any thoughts on where we think we should go or how to address these six broad areas, let me or others know.

Shifting focus from long to short range immediately brings into focus the issue of the reorganization of APA and its potential effect on the Society. For those of you who have watched this process over the years, I am sure that it will come as no surprise to learn that not much has changed since the last report. However, this does not mean that the importance of the issue has diminished or that there is nothing that we can do. A more detailed update on restructuring is presented in this issue by **Milt Hakel** (see page 43). I think the important point is that an ad hoc group (Group on Restructuring, GOR), composed of members with extremely diverse opinions about restructuring, still exists and is meeting. More than likely, its existence is due, in part, to the fact that the non-health care providers are becoming more aware of the need to express their concerns and to join with others with similar needs. The most visible result of this realization is the formation and growth of the Assembly for Scientific and Applied Psychology (ASAP). ASAP was formed in February of last year and has grown rapidly since then. **Richard Campbell** is one of its elected members-at-large. In my opinion, this group represents our scientific and applied interests very well. More importantly, its existence provides very visible evidence that a large number of non-health care providers are very concerned about the present structure of APA and desire change. This realization by health care providers on GOR provides a force that improves the possibility that some meaningful reorganization or restructuring will result. For this reason, many of us have joined ASAP. We urge you to consider it also.

Finally, I want to point out that I continue to support Shelly's position of getting new people involved in the work of the Society. The practice of rotating people from committee chair positions of those committees that do not demand long tenure has continued. This year seven of the 14 com-

mittee chairs are new. In addition, many committee members are serving for the first time. I want to thank all of you in advance for your willingness to do this and look forward to a very good year.

1988 AOCF National Conference on Outplacement

AOCF '88 October 16-18

St. Louis, Missouri

NATIONAL CONFERENCE

In October of 1988, the Association of Outplacement Consulting Firms is sponsoring a National Conference on Outplacement.

The conference will emphasize advancing the state-of-the-art of outplacement counseling through a national forum on the art and science of the profession.

In addition to the presentation of papers, the conference will feature theme-oriented keynote addresses, panel sessions, and workshops.

CALL FOR PAPERS

Papers are sought on topics including, but not limited to: Testing and Assessment, Handling Difficult Cases, Working with Substance Abuse Clients, Reducing Time to Placement, Group Workshop Technologies, Internal Corporate Programs, and Measuring Program Effectiveness. Papers should represent research or study results in a format suitable for review.

Papers are limited to ten pages, the conference presentation to 20 minutes. Five copies of the completed paper along with a statement of intention to attend the conference must be submitted.

CALL FOR WORKSHOPS AND PANELS

AOCF '88 provides a forum for the delivery of workshops and panels on subjects central to the effective use of outplacement in industry, government, and other organizations and institutions. Abstracts for the presentation of workshops or panels are also requested. Abstracts are limited to a maximum of 500 words.

MAIL PAPERS AND ABSTRACTS
FOR WORKSHOPS AND PANELS
NO LATER
THAN DECEMBER 4, 1987 TO:

Jeanne O'Donnell
Executive Director
AOCF
Department IP
364 Parsippany Road
Parsippany, NJ 07054

Authors will be notified of refereeing decisions and acceptance by January 29, 1988. Upon acceptance, authors will be sent complete instructions and materials for preparing the final draft. Final copies in camera-ready form must be received by June 3, 1988. All accepted materials will be published in the Conference proceedings.

Association of Outplacement Consulting Firms, Inc.



PROFESSIONAL SERVICES

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SIOP Financial Report 1986-87

Ann Howard

As shown in the Society's financial statement, we were again in the red for the 1986-87 fiscal year. Income less expense came to -\$12,201, based on actual figures through August 20 and estimates through the fiscal year ending August 31, 1987. About \$8,000 of this deficit was due to two late bills for the 1985-86 fiscal year; if adjustments were made for these bills, income less expenses would be approximately -\$22,500 for 1985-86 and -\$4,200 for 1986-87. This still leaves us in the red for 1986-87, but to a much smaller degree than last year.

Because of two years of deficits, our balance has shrunk to \$61,705 from a high of \$88,418 two years ago. As our balance has shrunk, so too has our interest income, which is down almost \$1,500 from two years ago. In case you recognize that the figures for past years don't look the same as in previous financial statements, all figures for the past three years have been recomputed to account for some previously unreported expenses in 1984.

| | 1986-87* | 1985-86 | 1984-85 | 1983-84 | 1982-83 |
|---------------------|-----------|-----------|-----------|----------|----------|
| BALANCE | \$61,705 | \$73,905 | \$88,418 | \$87,494 | \$54,727 |
| <u>INCOME</u> | | | | | |
| Dues / Assessments | \$52,472 | \$49,388 | \$48,588 | \$48,288 | \$29,629 |
| Donations | — | 137 | 672 | — | — |
| Interest | 4,206 | 5,444 | 5,694 | 2,091 | 1,007 |
| Advertising (TIP) | 8,300 | 4,580 | 5,740 | 4,765 | 1,380 |
| Subscriptions (TIP) | 4,243 | 3,647 | 3,471 | 1,950 | 770 |
| Booklet sales | | | | | |
| Principles | 6,030 | 1,198 | 2,372 | 3,026 | 2,588 |
| Ethics Casebook | 732 | 2,064 | — | — | — |
| Graduate Survey | 37 | — | — | — | — |
| Science & Practice | 464 | 187 | — | — | — |
| Royalties | | | | | |
| Innovations in | | | | | |
| Method | 2,028 | 3,096 | 4,988 | 9,639 | 2,297 |
| Frontiers | 1,054 | — | — | — | — |
| Videotape rentals | 120 | 240 | 375 | — | — |
| Workshops | | | | | |
| APA | 45,130 | 31,760 | 30,305 | 29,907 | 29,735 |
| Society Conference | 42,030 | 29,375 | — | — | — |
| Conferences | | | | | |
| APA Consortium | 1,512 | — | — | — | — |
| Society Conference | 37,730 | 33,859 | — | — | — |
| Other | 450 | 250 | — | — | — |
| TOTAL INCOME | \$206,538 | \$165,225 | \$102,205 | \$99,666 | \$67,406 |

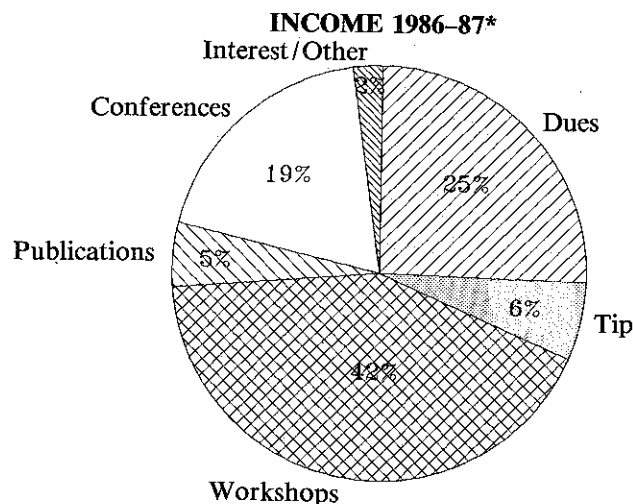
EXPENSES

| | | | | | |
|----------------------------|------------------|------------------|------------------|-----------------|-----------------|
| Accounting fees | \$500 | \$500 | \$300 | \$225 | \$0 |
| Legal fees | 1,117 | 2,744 | 483 | 345 | 4,492 |
| Supplies | 2,716 | 5,893 | 244 | 1,604 | 1,094 |
| Telephone | 1,071 | 504 | 273 | 152 | 17 |
| Postage & shipping | 12,602 | 12,338 | 6,442 | 5,130 | 1,898 |
| Equipment rental | 11,053 | 2,587 | 2,206 | 3,063 | 1,175 |
| Printing & publications | 46,271 | 36,672 | 26,511 | 16,805 | 14,646 |
| Travel | 28,604 | 34,416 | 22,267 | 16,270 | 14,237 |
| Conferences & meetings | 72,329 | 50,484 | 19,368 | 9,998 | 13,382 |
| Dues & Donations | 600 | — | — | 575 | 100 |
| Awards & honoraria | 16,072 | 10,361 | 6,145 | 5,856 | 4,800 |
| Clerical & adm. assistance | 13,246 | 12,757 | 7,998 | — | — |
| Refunds | 9,969 | 7,102 | 1,940 | 1,665 | — |
| Other | 2,588 | 3,380 | 7,104 | 5,211 | 3,438 |
| TOTAL EXPENSES | \$218,738 | \$179,738 | \$101,281 | \$66,899 | \$59,279 |

| | | | | | |
|-----------------------------|-------------------|-------------------|--------------|-----------------|----------------|
| INCOME LESS EXPENSES | (\$12,201) | (\$14,513) | \$924 | \$32,767 | \$8,127 |
|-----------------------------|-------------------|-------------------|--------------|-----------------|----------------|

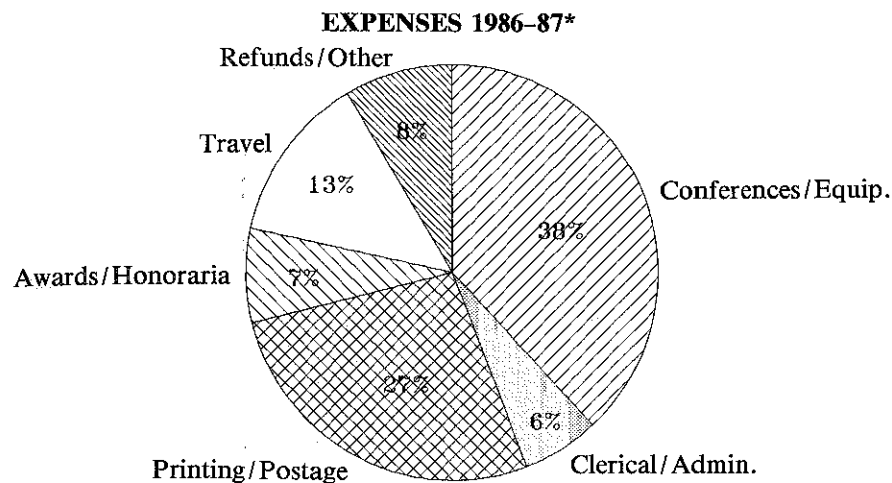
*As of 8/20/87. Includes estimates for remainder of fiscal year; excludes dues overpayment by APA.

The Society's financial performance reflects a tremendous surge in recent activity. The Total Income line on the financial statement shows that our revenues more than doubled over the last two years, due



primarily to the Society Conference. As the pie chart for income shows, dues accounted for only 1/4 of our income, while workshops were our most important source of revenue. Conference fees accounted for nearly 1/5 of our income.

Unfortunately, our expenses increased even more than our income over the last two years, which is why we ended up in the red! Arrangements for conferences and meetings were the largest expense item, as shown in the expense pie chart. Printing and postage comprised the next largest expense item, for producing and mailing such things as **TIP** and the **Principles**. Travel by committee members and others to various meetings accounted for another 13% of expenses.



*Actual through 8/20/87 with estimates through 8/31/87

Our goal, of course, is to have overall income exceed expenses, so that the Society is operating in the black rather than in the red! An analysis of our financial performance by major project provides a better view of where we are headed.

Society Conference and Workshops

The 1987 Society conference and workshops exceeded its 1986 financial performance by approximately \$10,500! The 1986 conference lost \$2,600, due to initial startup costs and lower workshop fees. However, the 1987 conference attracted 200 more conferees than the 1986 conference and added \$7,900 to the Treasury. We are hopeful that such a fine record will continue next year in Dallas.

APA Convention Workshops

This year saw the highest number of workshops and the largest enrollment ever in APA convention workshops—over 270. However, unexpectedly high hotel expenses in New York may snare most or all of the anticipated profit. For the last three years the APA convention workshops have been close to the break-even point, so the Incoming Executive Committee voted to raise the workshop fees by \$20 in 1988. (The same fee increase will apply to the Society Conference workshops beginning in 1989). This change should help the Society's financial picture for next year.

Principles

Over the last three years, the Society invested approximately \$9,500 in revising the *Principles for the Validation and Use of Personnel Selection Procedures* and producing the third edition. All Society members received free copies as a privilege of membership, but sales to others brought in \$6,000 in income. This still leaves us \$3,500 in the red for the third edition, but a margin built into future sales should make the *Principles* a profit source beginning next year.

Frontiers Series

To date the Society has invested \$5,500 toward producing the edited books in the Frontiers series. So far, royalties from the first book in the series have amounted to only \$1,000, leaving us in the red \$4,500. However, the publisher owes us almost this much in additional royalties for the first volume, and two more volumes are expected out in 1988. Thus, the Frontiers series should soon become an important profit source.

TIP

We have never expected TIP to be a profit center, since it is a service to our members and considered one of the benefits of dues. However, TIP's advertising and subscription revenues in 1986-87 were up more than 50% over the previous year, to approximately \$12,500 from \$8,200. This meant that subscriptions and advertisements were paying for nearly 45% of TIP's costs! We hope that this outstanding performance will continue.

Conclusion

The Society is still operating in the red, and this bears watching. Yet there are sound prospects for additional income next year, and if expenses can be kept in line, we should come out ahead.

How can members help? Keep coming to our conferences and workshops, keep buying our publications, and tell your friends to do the same!

1987 SIOP Awards

At the 1987 APA Convention in New York City, Awards Committee chair **George Hollenbeck** presented the following 1987 SIOP awards to these most deserving recipients:

*Distinguished Scientific Contribution Award:

Robert M. Guion

*Professional Practice Award:

C. Paul Sparks

*Edwin E. Ghiselli Award for Research Design:

Sandra L. Kirmeyer

*S. Rains Wallace Dissertation Award:

Colette A. Frayne

*Robert J. Wherry, Sr. Award for Best I/O Paper at the I/O-OB Graduate Student Conference:

Christopher E. Reilly

Congratulations to all. The citations for Robert M. Guion and C. Paul Sparks are reproduced below.

CITATION

Society for Industrial and Organizational Psychology

Distinguished Scientific Contribution Award

1987

Professor Robert M. Guion has contributed to the science of psychology in a wide variety of ways. Each contribution has been marked by the highest standards of quality and achievement. Dr. Guion has continually advanced our understanding of scientific and methodological matters in content areas as diverse as organizational climate, content validity, fair employment practices and latent trait models. On issues of content validity, Dr. Guion has provided the clearest voice. His articles have played a primary role in clarifying the concepts, the scoring practices, and the logic of the demonstration of job relatedness in this complex and controversial area.

His landmark 1965 textbook *Personnel Testing* remains a standard in the field. His views had an early influence on government regulations concerning equal employment opportunities. As president of Division 14, he was one of those primarily responsible for the very effective *amicus curiae* which the Division 14 Executive Committee submitted to the Fifth Circuit United States Court of Appeals as the case of *U.S. v.*

Georgia Power Company. His work as a primary author of professional standards, the 1974 *Standards for Educational and Psychological Tests* and two editions of Division 14's *Principles for the Validation and Use of Personnel Selection Procedures*, has lead to the marked increase in quality in the area of personnel selection.

He has twice been awarded the James McKeen Cattell Award for excellence in research design. Furthermore, he served as chair of the American Psychological Association Board of Scientific Affairs from 1979 to 1981.

As chair of the Psychology Department at Bowling Green State University, Professor Guion was a leader in building the new doctoral program and in obtaining the grant funding which ensured its quality.

As editor of *Journal of Applied Psychology*, he has been exemplary in demonstrating both allegiance and scientific rigor.

He has always played a central role in the dissemination of scientific knowledge in the field. An early colloquium to stimulate research interest was published in the *American Psychologist*. His article on "Industrial psychology as an academic discipline" has become a classic. His organizing of a number of meetings on content validation has had a great influence on the professional practice.

More recent honors bestowed on Dr. Guion were presidency of Division 5 and the title of University Professor, the highest honor Bowling Green State University can bestow on a faculty member.

Robert M. Guion is an outstanding example of the best our field has to offer. He is a true scientist who has not neglected the practical professional aspects of our work. He has set a model of excellence for scientist-practitioners in industrial and organizational psychology for years to come.

CITATION

Society of Industrial and Organizational Psychology Professional Practice Award

C. Paul Sparks, a graduate of Ohio State University, started as a school psychologist in Indianapolis in 1940. He started his career as an industrial psychologist in the Personnel Research Section of the Adjutant General's Office of the U.S. Army in 1942, ending that phase of his career as Chief, Evaluation and Promotion Unit in 1947. He joined Richardson, Bellows and Henry then and rose to President in 1963. Exxon then lured him away to become its Personnel Research Coordinator until he retired in 1982. He is now sole proprietor of Serendipity Unlimited. During all these years, he kept close ties with academia, serving at various times on the faculties of Butler, New York University, Loyola, and the University of Houston.

He has served on many committees for APA, as he has for the Society. He was president of the Society in 1978-79. His list of contributions to other organizations runs a full page.

During all these years, Paul has had a major impact on the science and practice of I-O psychology. It is impossible to list all his contributions in the brief time allowed. Here are a few.

He:

- played a leadership role against substantial odds in getting more fair, realistic and rational governmental standards for employee selection
- was instrumental in developing the Society's *Principles*
- pioneered in the development of management selection techniques
- implemented state-of-the-art human resources programs at Exxon, benefitting thousands of employees, and bringing recognition of the value of our discipline to untold managers and executives
- maintained the highest scientific, ethical and human standards in the application of I-O psychology
- shared his expertise through papers, chapters, workshops, mentoring, internships, and plain old conversation with thousands of colleagues, co-workers and students.

In brief, C. Paul Sparks is the "I-O psychologist's I-O psychologist."

1987 Division 14 New Fellows

The following six individuals were elected Fellows at the APA Convention in New York. Congratulations to all!

Richard S. Barrett: Significant long-term influence on the practice of I/O Psychology in the arena of non-discriminatory use of tests and other selection procedures through research, publication, participation in public debate and precedent-setting judicial proceedings, plus active contribution to Division 14 affairs relating to testing and fair employment.

Max H. Bazerman: Identified a new cognitively based approach to the study of negotiation in organizations and conducted ground-breaking research in the area through a large quantity of unusually creative studies spanning the contexts of labor relations, marketing, and social and organizational psychology.

Tove H. Hammer: Significant research on employee participation in and ownership of American firms and role of unions in organizational behavior.

William C. Howell: Extraordinary contributions to research in the area of information processing and decision making. Outstanding service to the profession in building liaison between I/O psychology and state associations.

Richard R. Reilly: Significant empirical contributions and insightful interpretations in several core areas of applied I/O Psychology, including the measurement of physical abilities, realistic job previews, training and development, and alternatives to testing as selection strategies.

Eugene F. Stone: Important contributions in methodology and research design, privacy issues, and the design of jobs.

**ANNOUNCING THE
THIRD ANNUAL CONFERENCE
OF THE
SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY, INC.**

**April 21-23, 1988
Loews Anatole Hotel
Dallas, Texas**

Submission Deadline: October 1, 1987
Registration materials: Available January, 1988.
(Will be mailed to all Society members)

Annual Conference Steering Committee:

Stanley B. Silverman, Chair
Irwin L. Goldstein, Past President
Sheldon Zedeck, President
Daniel R. Ilgen, President-Elect
James A. Breugh, Program
Walter Freytag, Local Arrangements
Ronald Johnson, Registration
William H. Macey, Workshops

**Recruiting and Selecting Ph.D. I/O Graduates
by Business and Consulting Organizations**

**Mark Wesolowski and Hubert S. Feild
Auburn University**

Although research has been conducted on the hiring of psychologists in academic settings (Quereshi, Buckley & Fadden, 1981), little published research is available on the recruitment and selection of industrial/organizational (I/O) psychology graduates by business and consulting organizations. As a consequence, we know very little about the selection strategies and criteria these organizations use in hiring I/O job applicants. Yet, given the relatively large number of I/O graduates in these applied settings, such research may be helpful to I/O students and faculty as well as to employers recruiting and selecting these graduates. To address the need for more information on non-academic I/O employment, the present study was designed to examine the importance of selection criteria and recruitment methods used by selected business and consulting organizations in hiring new I/O graduates.

Method

A mail questionnaire provided the data reported in this study.¹ Initially, the respondents rated how important knowledge of various statistical, research/measurement, and I/O content issues were for the successful performance of a new Ph.D. I/O psychologist's job in their organization. Next, they judged the importance of different criteria (e.g., applicant's refereed journal publications) in the initial screening of I/O psychologists for their organization. Thirdly, the respondents rated the importance of different criteria (e.g., applicant's interview performance) in selecting job applicants. All responses were answered on a 6-point rating scale ranging from "Very Unimportant" (= 1) to "Very Important" (= 6). In addition, the participants rated how extensively they used various methods (e.g., newsletter advertisements) in recruiting applicants. For this area, a 4-point rating scale ranging from "Not Used at All" (= 1) to "Extensively Used" (= 4) was employed. Finally, the

The authors wish to express their appreciation to William F. Giles and Kevin W. Mossholder for comments on an earlier draft of this paper.

¹A copy of the questionnaire is available from the first or second author.

respondents provided basic demographic information about themselves and their employing organizations.

Participating organizations were identified from the following sources: (a) those organizations that had advertised in *TIP* or the *APA Monitor* for an I/O position opening in the last three years and (b) those organizations listed as the affiliation of individuals who had published articles or book reviews in *Personnel Psychology* or the *Journal of Applied Psychology* in the last five years. Each of the individuals receiving the questionnaire was asked to complete it if they participated in the actual hiring of I/O job applicants. If not, they were asked to forward it to an individual in their organization responsible for hiring I/O applicants. In order to qualify as a potential participant, the individual completing the questionnaire had to answer "yes" to at least one of the following two questions: "During the last five years, has your organization hired a Ph.D. I/O psychologist?" or "During the next five years, does your organization plan to hire a Ph.D. I/O psychologist?" It was thought that an individual who had either participated in hiring or planning to hire an I/O applicant would be most knowledgeable of the characteristics entering the decision to hire.

The questionnaires were sent to 142 individuals with 79 questionnaires being returned for a return rate of 56%. Of these, 17 were not completed since the respondents indicated their organizations had not and did not plan to hire an I/O psychologist in the next five years, one was not answered due to concerns of confidentiality, and eight were completed by I/O psychologists in governmental agencies that were omitted from this study. Thus, the results of this survey are based on the completed questionnaires of 53 respondents; 30 (57%) from business firms and 23 (43%) from consulting organizations. The majority (92%) of the respondents had a Ph.D. in I/O psychology and an average of 15 years full-time work experience since their terminal degree. Hotelling's T^2 tests followed by one-way ANOVAs were used to test for differences between the business and consulting groups' responses to specific questionnaire items.

Results and Discussion

Knowledge of Statistical and Research/Measurement Issues

The average importance ratings for job applicants' knowledge of statistical and research/measurement issues are shown in Table 1. For the overall importance ratings, knowledge of basic statistical concepts (e.g., descriptive statistics, $M = 5.2$) and univariate methods (e.g., t-test, analysis of variance, simple and multiple correlation, $M = 4.9$) were viewed as the two most important statistical tools of new I/O

TABLE 1
Mean Importance of I/O Job Applicants' Knowledge of
Statistical and Research/Measurement Issues

| I/O Knowledge Area ^a | Overall Mean Importance Rating | Mean Importance Business (N = 30) | Rating Consulting (N = 23) |
|---|--------------------------------------|---|----------------------------------|
| Statistical Issues | | | |
| Basic statistical concepts (e.g., descriptive statistics) | 5.2 | 5.7 | 4.5** |
| Univariate methods (e.g., t-test, ANOVA, correlation) | 4.9 | 5.5 | 4.0*** |
| Statistical computer packages (e.g., SPSS ^x , SAS) | 4.6 | 5.1 | 4.0* |
| Factor analysis | 4.1 | 4.7 | 3.3** |
| Multivariate methods (e.g., discriminant, MANOVA) | 4.0 | 4.5 | 3.2** |
| Non-parametric methods (e.g., chi-square) | 3.7 | 4.2 | 3.0** |
| Cluster analysis | 3.5 | 3.9 | 3.0 |
| Multidimensional scaling | 2.9 | 3.2 | 2.5 |
| Time series analysis | 2.6 | 2.9 | 2.1* |
| Path analysis | 2.6 | 2.9 | 2.1* |
| Research/Measurement Issues: | | | |
| Psychometric methods | 5.3 | 5.7 | 4.7** |
| Survey research methods (questionnaire development) | 5.1 | 5.2 | 4.9 |
| Attitude measurement methods | 4.9 | 4.8 | 5.0 |
| Test construction and usage | 4.8 | 5.2 | 4.2* |
| Research/experimental design (includ. quasi designs) | 4.4 | 5.1 | 3.6*** |
| Sampling theory (designing and drawing samples) | 4.3 | 4.8 | 3.7** |
| Personality assessment methods | 4.3 | 3.8 | 4.9** |

Note. Hotelling's T^2 $F(17, 31) = 2.24, p < .05$.

Ratings of importance were based on the following scale: 1 = Very Unimportant, 2 = Moderately Unimportant, 3 = Slightly Unimportant, 4 = Slightly Important, 5 = Moderately Important, 6 = Very Important.

^aMore complete descriptions of these knowledge areas were given on the questionnaire.

* $p < .05$, ** $p < .01$, *** $p < .001$.

psychologists applying to business or consulting organizations. In terms of research/measurement concepts, the two groups saw knowledge of psychometric methods (including measurement theory, validity, and reliability, $M = 5.3$) and survey research methods (including questionnaire design and survey interviewing, $M = 5.1$) as most important.

A number of significant differences were found between the two types of organizations. In general, business respondents rated knowledge of statistical procedures and use of statistical computer packages as being more important for I/O job applicants than respondents in consulting organizations. Similarly, the business respondents attached greater importance to knowledge of research/experimental design, psychometric

methods, sampling theory, and test construction/usage. In contrast, statistically higher ratings were indicated by consulting organizations for knowledge of personality assessment methods.

The following comments from I/O psychologists in business organizations typify their views regarding knowledge of statistical and research/measurement concepts:

It is easier to make an I/O psychologist out of someone with a good technical background than vice versa.

We look for . . . solid interest in rolling up sleeves and digging into data . . . no aspect of the research challenge is too trivial.

In addition, several psychologists emphasized the importance of applicants' ability to communicate statistical findings to individuals without training in statistical or measurement methods. They noted:

Communication is obviously one aspect of the candidate's ability to translate effectively between research and statistical language and the practical concerns of a busy executive.

It is hard to quantify it, but we look for . . . ability to translate complex statistical results into language that will be understood by managers without a statistical background.

Knowledge of I/O Content Issues

Table 2 shows the average importance ratings of I/O content issues by the study participants. As shown, the business and consulting groups did not differ in their perceived importance of applicant's knowledge of I/O content issues. The overall means indicated that the two highest importance ratings given by the respondents were for knowledge of personnel selection and placement ($M = 5.3$) and performance appraisal techniques ($M = 5.1$).

In general, it appears that regardless of the work setting, the expectations were very similar for both business and consulting organizations concerning applicants' knowledge of I/O content-related issues. The traditional areas of industrial psychology (e.g., personnel selection, job analysis, and performance appraisal) were important for both groups. Several of the respondents emphasized, however, that it was not just academic coursework taken that was critical, rather they were also interested in what job applicants had accomplished. For example, one industrial psychologist commented:

We're much more interested in what a job candidate has done than in what courses s/he has taken, or even what degrees s/he holds. For my organization, experience in developing high-quality selection procedures is the critical hiring consideration.

TABLE 2
Mean Importance of I/O Job Applicants' Knowledge of I/O Content Issues

| I/O Content Area ^a | Overall Mean Importance Rating | Mean Importance Rating Business (N = 30) | Mean Importance Rating Consulting (N = 23) |
|--|--------------------------------|--|--|
| Personnel selection and placement | 5.3 | 5.6 | 5.0 |
| Performance appraisal techniques | 5.1 | 5.2 | 5.0 |
| Job analysis | 4.9 | 5.2 | 4.5 |
| Legal issues in I/O psychology (e.g., EEOC guidelines) | 4.8 | 5.0 | 4.6 |
| Ethical issues related to I/O psychology | 4.8 | 5.1 | 4.5 |
| Training and development techniques | 4.7 | 4.7 | 4.6 |
| Motivation principles | 4.6 | 4.5 | 4.7 |
| Organizational development (diagnosis/change tech.) | 4.4 | 4.1 | 4.6 |
| Organization theory | 4.4 | 4.3 | 4.6 |
| Leadership theories | 4.2 | 4.2 | 4.3 |
| Quality of work life (e.g., job satisfaction) | 4.2 | 4.4 | 4.0 |
| Learning principles | 4.2 | 4.3 | 4.0 |
| Group dynamics | 4.1 | 3.9 | 4.4 |
| Attitude and value formation | 4.0 | 4.0 | 4.0 |
| Pay and compensation systems | 3.8 | 3.9 | 3.8 |
| Personality theories | 3.8 | 3.5 | 4.2 |
| Decision-making strategies | 3.7 | 3.7 | 3.7 |
| Conflict management techniques | 3.5 | 3.2 | 3.9 |
| Labor relations | 3.2 | 3.5 | 2.8 |
| Stress management techniques | 3.1 | 2.9 | 3.3 |
| Consumer behavior | 2.6 | 2.5 | 2.7 |
| Man-machine interaction | 2.5 | 2.9 | 2.0 |

Note. Hotelling's T^2 $F(22, 28) = 1.59, p > .05$.

Ratings of importance were based on the following scale: 1 = Very Unimportant, 2 = Moderately Unimportant, 3 = Slightly Unimportant, 4 = Slightly Important, 5 = Moderately Important, 6 = Very Important.

^aMore complete descriptions of these knowledge areas were given on the questionnaire.

Another stated:

We look for . . . (a) blend of academic/theoretical skills (e.g., good statistical skills, knowledge of I/O literature) with practical business orientation (attention to profitability, feasibility of research and program implementation).

Use of Recruiting Methods

Table 3 shows the average ratings for the extent of use of 13 recruiting methods employed by the business and consulting organizations. Overall, there were no significant differences in the use of the methods in hiring I/O job applicants. Of the recruiting methods examined, informal channels (e.g., colleagues, acquaintances, $M = 3.7$) was rated as the one most extensively used by the two types of organizations. These results indicate that the business and consulting groups utilized these methods to

TABLE 3

Mean Use of Recruiting Methods in
Recruiting I/O Job Applicants

| Recruiting Method | Overall Mean Importance Rating | Mean Importance Rating Business (N = 30) | Mean Importance Rating Consulting (N = 23) |
|---|--------------------------------------|--|--|
| Informal channels (e.g., colleagues, acquaintances) | 3.7 | 3.8 | 3.6 |
| APA Monitor | 2.5 | 2.5 | 2.6 |
| Professional newsletters specific to I/O (e.g., TIP) | 2.3 | 2.7 | 1.8 |
| National convention placement services | 2.1 | 2.3 | 1.9 |
| Intern programs | 2.0 | 2.2 | 1.7 |
| APA Employment Bulletin | 1.8 | 1.8 | 1.7 |
| Newspapers | 1.8 | 1.8 | 1.9 |
| Mail announcements to I/O Division 14 members | 1.6 | 1.7 | 1.6 |
| Regional convention placement services | 1.6 | 1.4 | 1.8 |
| Graduate program announcements | 1.4 | 1.5 | 1.2 |
| Journals | 1.2 | 1.2 | 1.1 |
| Magazines | 1.2 | 1.1 | 1.3 |
| "Headhunters" | 1.2 | 1.2 | 1.2 |

Note. Hotelling's T^2 $F(13, 30) = 1.58, p > .05$.

Ratings of importance were based on the following scale: 1 = Not Used At All, 2 = Slightly Used, 3 = Moderately Used, 4 = Extensively Used.

the same degree when recruiting I/O job applicants. Thus, it would seem that for these firms, I/O applicants' chances for a job are quite likely dependent upon their social network developed while in graduate school and, perhaps, the social network of their faculty members as well.

Importance of Initial Screening Criteria

The average importance ratings for initial screening criteria utilized by the business and consulting organizations are shown in Table 4. From a broad perspective of the overall importance ratings, applicants' possession of a doctoral degree at the time of employment ($M = 5.1$), job experience obtained prior to receiving the doctoral degree ($M = 5.1$), writing ability (e.g., technical reports, $M = 5.0$), and I/O specialty area (e.g., consumer psychology, $M = 5.0$) were viewed as the most important criteria in initial screening.

Several significant differences were found between the two types of organizations. On the whole, business respondents viewed academically-oriented activities as being more important in initial screening than did consulting respondents. For example, business respondents rated applicants' I/O specialty area, refereed journal publications (applicant not senior author), and convention presentations as significantly more im-

TABLE 4

Mean Importance of Initial Screening Criteria
In Selecting I/O Job Applicants

| Initial Screening Criteria ^a | Overall Mean Importance Rating | Mean Importance Rating Business (N = 30) | Mean Importance Rating Consulting (N = 23) |
|--|--------------------------------------|--|--|
| Job experience prior to receiving doctoral degree | 5.1 | 5.1 | 5.1 |
| Doctoral degree at time of employ- ment | 5.1 | 5.1 | 5.2 |
| Writing ability | 5.0 | 5.0 | 5.0 |
| I/O specialty area of applicant (e.g., consumer psych.) | 5.0 | 5.4 | 4.5** |
| Applicant's graduate program reputation | 4.4 | 4.7 | 4.0 |
| Graduate courses | 4.4 | 4.5 | 4.4 |
| Graduate GPA | 3.9 | 4.1 | 3.8 |
| Letters of recommendation | 3.7 | 4.0 | 3.4 |
| Major professor's reputation | 3.6 | 4.1 | 3.0* |
| Faculty familiarity | 3.3 | 3.9 | 2.6** |
| Refereed publications (senior author) | 3.0 | 3.4 | 2.5 |
| Quality of journals applicant has published in | 2.9 | 3.1 | 2.5 |
| Convention presentations | 2.9 | 3.3 | 2.4* |
| Job performance of hires from applicant's program | 2.9 | 3.0 | 2.7 |
| Refereed publications (not senior author) | 2.8 | 3.3 | 2.2* |
| Teaching excellence | 2.6 | 2.7 | 2.5 |
| Job tenure of hires from applicant's graduate program | 2.1 | 2.0 | 2.1 |

Note. Hotelling's T^2 $F(17, 33) = 2.04, p < .05$.

Ratings of importance were based on the following scale: 1 = Very Unimportant, 2 = Moderately Unimportant, 3 = Slightly Unimportant, 4 = Slightly Important, 5 = Moderately Important, 6 = Very Important.

^aMore complete descriptions of these screening criteria were given on the questionnaire.

* $p < .05$, ** $p < .01$

portant than consulting respondents in screening I/O psychologists. Similarly, business respondents indicated familiarity with faculty members at applicants' graduate programs and reputation of applicants' major professors were significantly more important in their screening decisions.

Importance of Selection Criteria

The average importance ratings for criteria used in selecting I/O applicants are shown in Table 5. The most important criteria employed were applicants' grasp of knowledge relevant to an I/O specialty area ($M = 5.6$), personality style (e.g., interpersonal skills, self-confidence, energy level, $M = 5.6$), and interview performance (e.g., ability to answer questions, $M = 5.5$). Consulting organizations rated applicants'

TABLE 5
Mean Importance of Selection Criteria Used In
Selecting I/O Job Applicants

| Selection Criteria ^a | Overall Mean Importance Rating | Mean Importance Business (N = 30) | Mean Importance Consulting (N = 23) |
|--|--------------------------------------|---|---|
| Personality style (e.g., interpersonal skills, confidence) | 5.6 | 5.4 | 5.7 |
| Applicant's grasp of knowledge relevant to specialty area | 5.6 | 5.8 | 5.4* |
| Interview performance | 5.5 | 5.6 | 5.4 |
| Physical appearance | 4.7 | 4.4 | 5.1* |
| Formal presentation evaluation | 4.2 | 4.5 | 3.8 |

Note. Hotelling's T^2 $F(5, 44) = 3.74, p < .01$.

Ratings of importance were based on the following scale: 1 = Very Unimportant, 2 = Moderately Unimportant, 3 = Slightly Unimportant, 4 = Slightly Important, 5 = Moderately Important, 6 = Very Important.

^aMore complete descriptions of these selection criteria were given on the questionnaire.

* $p < .05$.

physical appearance as significantly more important whereas business respondents viewed applicants' grasp of knowledge relevant to an I/O specialty area as significantly more critical.

Some I/O psychologists in industrial settings spend a large proportion of their time managing employees and other resources in the delivery of I/O-related services. Furthermore, psychologists in applied settings may spend a great deal of time interacting with managers, executives, and professionals in a wide array of management positions. While some I/O doctoral programs may not anticipate that their graduates' careers will be in a managerial context, it appears that a number of the respondents in this study were concerned with a general lack of business orientation in the way I/O psychologists approached organizational issues. Selected comments regarding this problem follow:

Many of the I/O psychologists that I interview have little real business understanding re: operations, financial, marketing, and strategic issues. In the consulting field, this is a real limitation since our clients want business and industry knowledge as the context in which to do the work.

It's hard to quantify it, but we look for:

- understanding business vs. academic work situation and differences in work values
- interest in pursuing goals of the company rather than just one's own interests
- willing to work as a "team member" vs. need to have ownership of a project/product
- realization that the applicant won't be a V.P. in 5 years.

Individuals who select I/O psychologists for applied positions consistently emphasized the criticality of communication and interpersonal

skills. The following are sample statements from those who were specific in identifying such issues:

The people we bring in to interview are all competent I/O psychologists. Their success in terms of selection is based on their ability to communicate to different levels of management who are at different levels of sophistication.

The ability to communicate with managers in a way that avoids professional jargon is important, as is the ability to choose the simplest, most cost-effective solution to a problem. Too many PhD's aren't practical enough and, therefore, fail to develop a support base.

What makes the difference in success in our organization is in the category of personal characteristics. The candidate's career objective and interest are important to us. Even more important is the candidate's ability to communicate effectively both orally and in writing to all levels of staff from the manufacturing employee who is asked to participate in our research to the top executive who must understand our results. The candidate's interpersonal skills are equally important to success—our psychologists must be able to get people to work together effectively and to establish favorable working relationships with a wide variety of people. These are the characteristics that differentiate successful from unsuccessful psychologists, not specific subject knowledge which will quickly become obsolete.

The adherence to high professional standards of conduct with clients and colleagues is extremely important to me. Also, the skill of communicating effectively with non-professional clients is important. The intangible attribute of sharing fundamental values with me as the employer is also important.

Another issue emphasized by several participants dealt with the applicants' job experience obtained prior to receiving their doctoral degree. When asked what other issues are important in screening and selecting I/O psychologists, we received comments concerning prior work experience such as the following:

Level of responsibility and experience (in) developing and managing projects in organizations

Nature of internship and reputation of sponsoring organization, telephone interview (with) internship supervisor(s) about candidate's strengths and weaknesses

Range, relevance, and amount of job experience prior to Ph.D., formal recognition of excellence in job related fields (awards, etc.)

Summary and Conclusions

In terms of applicant characteristics sought by business and consulting organizations, the present data indicated important attributes of I/O job applicants. A profile of several of these characteristics is summed up in the following comment given by one prominent I/O psychologist:

Give me someone who has mastered all the difficult courses, such as multivariate, is an achiever, can write well, and is scrupulously ethical. I will make that person a good I/O psychologist.

The present questionnaire data also suggest some conclusions that would appear to have important implications for new and prospective I/O graduates contemplating an applied career in business and consulting organizations. A summary of these findings as defined in the eyes of this study's respondents are as follows:

1. Applicants should have a thorough knowledge of statistical methods and research/measurement concepts and be able to apply and communicate them to an audience with different levels of sophistication. Business organizations generally placed more importance for I/O applicants to be knowledgeable of statistics, research design, and measurement issues than consulting firms.
2. The study participants in business and consulting firms tended to agree on the importance of what job applicants should know about I/O content areas. Specifically, knowledge of traditional I/O content areas such as personnel selection, performance appraisal, and job analysis were most highly valued.
3. Both types of organizations principally used informal recruitment channels composed of colleagues and acquaintances in developing their job applicant tools. Therefore, I/O students interested in these applied settings would be well advised to begin early in developing formal contacts with individuals in these organizations as well as with faculty members who may have such contacts.
4. Regardless of whether applicants are applying to business firms or consulting organizations, their chances for passing initial screening criteria will likely be enhanced if they (a) have had relevant job experience prior to receiving their Ph.D., (b) have their doctoral degree at the time of application, and (c) have the ability to write well.

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Down a Memory Lane to the Future

Gary B. Brumback and Lorraine D. Eyde*

Washington, D.C.

We begin by telling about a reunion and one of its honorees and will end by pointing out some implications we see for the future of APA and SIOP.

Down a Memory Lane

The reunion was chiefly the idea of Bernie Bass. He thought it would be a fitting way to honor two pillars of our profession, Harold E. Burt (Ph.D., 1915, Harvard University) and Carroll (Cal) L. Shartle (Ph.D., 1933, The Ohio State University).

The reunion was held May 15-16, 1987, in Columbus, Ohio, and was attended by over 25 former advisees, colleagues, and their spouses. The event was well organized by John H. Rappaport, one of Dr. Burt's advisees, and by Richard Klimoski, Vice Chair of the Psychology Department of The Ohio State University (OSU). Dr. Burt was unable to attend. In his place, a videotape was shown in which he had wittily recounted several years ago at the age of 90 the first 65 years of the Psychology Department at OSU (1880-1945). Dr. Shartle was able to attend along with his wife, Doris, and their oldest son, Alexander.

We, as advisees of Dr. Shartle, will provide a sketch of some of the highlights in Cal's distinguished career as a psychologist as they may have implications for the future. As we compiled a book of tributes to Cal for the reunion, we researched some files of the APA Archives maintained by the Library of Congress and came across original copies of correspondence and reports that related both to Cal and to the history of our field. Our more detailed portrait of Cal, which draws heavily on contributions by Shartle's advisees and from selected materials from the APA Archives, and which contains excerpts from Shartle's very entertaining autobiography, *Ruthven Roots and the Braytons*, will be deposited in the Library of Congress.

*Opinions expressed are those of the authors and are not necessarily official policy statements of their agencies.

When Dr. Ross Stagner studied part of Shartle's autobiography, he observed that it "would almost stand as a history of our field."¹ We shall personalize that history by sketching three dimensions of Dr. Shartle's career.

APA and Division 14. He was so actively involved in APA functions that the editor of a state association's newsletter good-naturedly dubbed him "King Carroll" in the 1950s. It is hard to imagine how APA could have functioned without him. Witness, for example, the urging by the APA president, Dr. Theodore Newcomb, in this digest of his 1955 letter to Dr. Shartle:

Hope you can accept one more bit of responsibility for APA. Only you combine all the needed qualifications. If necessary, I'll conspire to get you out of some other responsibilities to make room for this one.

The "bits" were more like chunks: APA treasurer for 10 years, on the Board of Directors for 11 years, on the Policy and Planning Board, Senior Representative to the Social Science Research Council, on the American Board of Examiners in Professional Psychology (he was one of the original two representatives from the industrial psychology area, Marion Bills was the other), and member or chair of numerous committees. Also, he was one of the 58 Charter Members of Division 14 and served as its President in 1950. We will tell more about his role in this area during the 1930s and 40s when we get to the future.

Public Service. How many of us have ever experienced a paging like this?

"You are wanted on the telephone, Mr. Shartle.

It's the White House calling."

This is not an unusual paging for one of the most unusual public servants who served his country exceedingly well as an industrial psychologist, science administrator, and consultant during both wartime and peacetime. Our brief overview provides a mere hint of his knack for anticipating the future.

Anticipating World War II (WWII) and our government's need for human resources planning, he foresaw the need for a system based on thousands of job analyses that provided draft deferment, hiring schedules, and training programs for meeting wartime industrial requirements to avoid the disorganized hiring and preferential treatment

prevalent in World War I. He planned and managed a program for developing manning tables for all industries. As wartime need developed, these manning tables were used to determine which employees would be deferred and how many workers would be trained or transferred by each plant. While managing this program, he recognized the capabilities of women and handicapped persons, thereby widening their employment opportunities. He was one of a two-member President's Committee on Occupational Deferments and would go to the White House whenever there was a disagreement between the Committee and a cabinet member about a particular case. Dr. Shartle remembers President Roosevelt siding with the Committee on every case.

The Federal Government continued to seek his services following WWII when he was a professor at OSU. For example, he took a leave of absence from 1961 to 1964 to be the Chief Behavioral Scientist for the Department of Defense.

Research. His work experiences before and during WWII convinced him of the need for a better scientific understanding of leadership in business, in government, and in the military. And so the widely known, 10-year-study of leadership, the first study of its kind, was begun in 1946 under his direction and under the auspices of the Personnel Research Board at OSU.

That the studies lasted 10 years was not happenstance. He planned it that way and managed to obtain the necessary funds! Another mark of his leadership was his staffing of the studies. A firm believer in multidisciplinary approaches to big problems, he recruited economists and sociologists as well as psychologists.

Although less well known and much smaller in scale, his later research on organizational situations and values was no less visionary. The interaction of those important variables with leadership had not gone unnoticed by him in the earlier research, so he set out to study them, again ahead of his time.

To the Future

Justice Oliver Wendell Holmes said that looking back helped him to see ahead. Such a perspective should be useful to us also.

The Future of APA. Our parent body is undergoing considerable stress and strain. Much of it seems to be due to conflicting needs of members who are health-care providers and members who are not. The reorganization plan of the Task Force on the Structure of APA, on which the second author served, aimed at accommodating their different needs. It was rejected last February by Council in a close vote. Afterwards, some of the Council members decided to form an independent Assembly for Scientific and Applied Psychology (ASAP). An invitation

¹Stagner, R. Training and experiences of some distinguished industrial psychologists. *American Psychologist*, 1981, 36(May), 497-505.

to join it was published in the August 1987 issue of **TIP**².

What will become of APA? Of the new ASAP? For a possible answer, let's look back for a moment. What we find is that history is repeating itself, except the new alliance and situation are somewhat different today. In the 1930's, APA was perceived by some of its members as too narrow, rigid, stuffy and dominated by hard-core scientists. So what happened? A new, independent body was established in 1936. It was called the American Association of Applied Psychology (AAAP), and Dr. Shartle was involved in establishing it. As he tells it in his autobiography, AAAP had four sections for psychologists with different interests: clinical, consulting, educational, and industrial. AAAP was short-lived, merging in 1946 with APA. There apparently were concessions from both sides, and they resolved their differences. The sections formed the new divisional structure of APA (the industrial section obviously became Division 14). Again, Dr. Shartle was instrumental in the reorganization.

We presume the founders of the ASAP are familiar with that period of APA history. No doubt ASAP sees the need for promoting autonomy for diverse groups as a way of preserving APA. Possibly they see ASAP ultimately having an effect similar to that of AAAP, another reorganization of APA in which ASAP is folded back into APA.

We believe there may be more insights to be gained by digging deeper into APA's past than we could dig for our narrower reunion focus. To this end, we have suggested to Lynn Offerman, Chair, APA Liaison Subcommittee, that a commemorative history of APA be written for its Centennial that includes a detailed recounting of the AAAP episode. Perhaps SIOP should write its own history. We look upon the Centennial in 1992, by the way, as a grand reunion providing all of us in APA with the opportunity to reflect upon and appreciate our common heritage as psychologists, our diversity, and our contributions to human welfare.

The Future of SIOP. The Society has been raising questions lately about its own future. In his final "Message From Your President," Sheldon Zedeck says that SIOP is "moving too quickly, without direction" and then goes on to raise some fundamental questions.³ Last year, the Long-Range Planning Committee surveyed outgoing committee chairs, and Joel Moses identified from the responses several issues such as whether a clearer definition of I/O psychology is wanted, whether membership criteria should be broadened or narrowed, and whether the scientist-practitioner image should be retained, and if so, how can it be strengthened.⁴ Finally, in the program for SIOP's annual conference in

²Reorganizing to meet the needs of scientific psychology. **TIP**, 1987, 24(Aug.), 62-63.

³Zedeck, S. President's message. **TIP**, 1987, 24(Aug.), 5-7.

⁴Moses, J. Focus on the future. **TIP**, 1986, 24(Nov.), 33-35.

Atlanta this April, we counted no fewer than eight symposia and panel discussions that dealt with the scientist-practitioner issue, whether I/O psychology is even psychology, and psychology departments versus business schools.⁵

Our archival review did not address any of these issues, but another look at the past would undoubtedly be instructive here, too. A case in point, again, is Dr. Shartle. In our opinion, his career exemplified the scientist-practitioner model. There was no gap between the two roles for him. He moved easily from one to the other. His broad outlook on matters surely must have helped.

Times change, of course. Back in 1950, APA had only 7,272 members. The great depression and WWII that helped mold and give opportunities to Dr. Shartle and the 12 other former Division 14 presidents whose autobiographies Dr. Stagner studied were cataclysmic eras the likes of which none of us wants to happen again. But the views expressed by these distinguished psychologists on the importance of both a broad general training and practical field experience, which they had, still seem valid to us today, and suggests that psychologists who are both generalists and specialists might be a model for the future.

In conclusion, we believe it is important to tap the past for tips on the future of both APA and SIOP. We are optimistic that they both have a future together and applaud the leadership of SIOP in their continuing efforts to make certain that happens.

⁵Official program schedule. Second annual conference of SIOP, April 3-4, 1987.

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GATB/VG Testing Programs Studied By National Academy of Sciences

Lance Seberhagen*

What is the reliability and validity of validity generalization? Is it proper to use separate ranking (e.g., within-group percentiles) by race as the basis for selecting applicants? Does the General Aptitude Test Battery (GATB) have adverse impact? Is the GATB valid for all jobs? Does the GATB comply with Title VII and the Uniform Guidelines? What effect does veteran's preference have on the utility of the GATB? These are the kinds of questions that are now under study by the National Research Council of the National Academy of Sciences (NAS/NRC).

After years of research, the U.S. Employment Service (USES) published the GATB in 1947 to provide the basis for vocational counseling and job referral by state employment agencies. The GATB contains 12 subtests which measure nine aptitudes that cluster into three general factors (cognitive, perceptual, and psychomotor). Scoring is normally on a pass-fail basis, with different combinations of 2-4 aptitudes and associated cutoff scores for each job. State employment agencies have traditionally used the GATB only when there was a validation study for a specific job or job family, and over 700 of these specific validation studies have now been completed on more than 500 jobs, making the GATB one of the most widely validated employment tests available.

By 1980, the USES realized that it would be impractical to conduct individual validation studies for each job and began considering alternatives. The validity generalization work by Schmidt and Hunter seemed to offer great potential, so the USES contracted for a series of studies by Jack Hunter to analyze the GATB data base using meta-analysis and validity generalization. From this research, Hunter (1983a, 1983b, 1983c) concluded that the GATB was valid and fair for all 12,000 jobs in the *Dictionary of Occupational Titles* (U.S. Department of Labor, 1977) and that the entire GATB should be scored on a ranking basis to provide maximum test utility.

*Seberhagen & Associates, Vienna, VA. The author served as a consultant to assist John Hawk, USES Personnel Research Psychologist, in briefing the NAS/NRC study committee about the GATB/VG testing program.

In 1981, as a direct result of Hunter's research (and before its publication in 1983), the USES developed a VG-based GATB testing program in which state employment agencies administer the GATB for all jobs and then refer applicants in rank order of GATB score. To reduce possible adverse impact, the USES also recommended separate ranking of applicants by race, according to within-group percentiles, and referral of all applicants at the same rank. The USES deliberately restricted initial implementation of the GATB/VG testing program to small pilot programs in each state to encourage careful planning and evaluation. As of September 1987, 41 states were using the GATB/VG testing program in at least one local office, and six of the 41 states were using the GATB/VG testing program statewide.

In September 1986, Madigan et al. published a feature article about the GATB/VG testing program in the *Personnel Administrator*. This article caught the eye of the Justice Department, and Brad Reynolds of the Civil Rights Division notified the USES in November 1986 that the within-group ranking procedure used in the GATB/VG testing program might be in violation of federal civil rights law. After some discussion, the Justice Department agreed not to take any further action until the USES obtained an independent evaluation of the within-group ranking procedure and the validity generalization basis of the GATB/VG testing program.

In response to its agreement with the Justice Department, the USES issued a contract to NAS/NRC in June 1987 to conduct an 18-month study of all major technical and policy issues related to the GATB/VG testing program. The NAS/NRC study committee will produce two reports:

- An interim report focusing primarily on the separate ranking issue, due by December 31, 1987;
- A final report giving findings and recommendations on all issues, due by December 31, 1988.

The final report by the NAS/NRC will be important not only for the GATB/VG testing program but also for testing in general. The report is expected to (1) evaluate the controversial policy issue of separate ranking to reduce adverse impact, (2) provide the most thorough examination yet conducted of validity generalization theory, and (3) advance the development of professional standards in the emerging area of validity generalization.

The NAS/NRC study committee has 14 members: John Hartigan, Committee Chair, Yale University; Lorrie Shepard, Committee Vice Chair, University of Colorado, Boulder; Marcus Alexis, University of Illinois, Chicago; Manfred Emmrich, North Carolina State Employment

Service, Raleigh; Larry Hedges, University of Chicago; Ira Hirsh, Washington University, St. Louis; Richard Jaeger, University of North Carolina, Greensboro; Stephen Klein, The Rand Corporation, Los Angeles; Robert Linn, University of Illinois, Urbana-Champaign; Paul Meier, University of Chicago; John Rauschenberger, Ford Motor Company, Dearborn; Paul Sackett, University of Illinois, Chicago; Peter Sherwood, New York State Solicitor General, New York; and Howard Taylor, Princeton University. Alexandra Wigdor is the Study Director for NAS/NRC, Washington, DC.

The NAS/NRC has also appointed a Liaison Group to serve as an information resource and provide technical input. The Liaison Group includes testing specialists, VG experts, and representatives of EEOC, OPM, Labor, Justice, state employment agencies, civil rights groups, disabled groups, veterans groups, and private employers. Other interested persons and groups may also submit comments regarding the GATB/VG testing program or the general issues involved. Submit all comments in writing to:

Ms. Alexandra Wigdor, GATB Committee
NAS/National Research Council, GF 176
2101 Constitution Ave., NW
Washington, DC 20418

REFERENCES

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Selecting Electronics and Instrumentation Technicians

*Comments by Tom Ramsay
Human Resources Psychologist*

Many organizations have employees working as electricians or as generalists performing some electrical work. Most organizations with any degree of computer-controlled manufacturing or sophisticated instrumentation have had to employ electronics technicians.

We recently devised a knowledge test for an Ohio manufacturer to use as an aid in selecting electronics and instrumentation technicians. Using electrical and electronics engineers as subject experts, we defined 11 categories of knowledge for the job at hand. The categories were:

| | | |
|---------------------|------------------|------------------------|
| Digital Electronics | Schematics | Motor Control |
| Computers | Test Instruments | AC & DC Theory |
| Power Supplies | Analog Devices | Mechanical Maintenance |
| Power Distribution | Radio Theory | |

The percentages of time spent working with each category were used to suggest the number of items in that category.

The final test contained 184 items. Cutting scores were developed using Angoff's method of requiring subject experts to estimate the proportion of borderline candidates who would pass each item of the test. These results were then averaged across raters and summed.

The resulting test had a KR_{20} of .93 for a sample of 96 candidates and technical institute students. The scores ranged from 34–137 with a mean of 82.47, standard deviation of 23.20, and standard error of measurement of 8.5.

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Graduate Information Exchange

Paula Singleton

The graduate students in the I/O Program at the University of Tennessee (Knoxville) would like to instigate a BITNET connection for I/O & OB graduate programs.

BITNET (Because It's Time NETwork) is an electronic network of over 825 computers at colleges and universities in 44 states. With BITNET's electronic gateways to Europe, the Middle East, Canada, and Japan, users easily transmit research and instructional information nation- and world-wide.

Each computer (or "site") on the BITNET network has a unique node identification, or "nodeid," just as each user has a unique user identification (userid) code. In order to use BITNET, you must know both the userid and nodeid of the individual with whom you wish to communicate. For example, Paula Singleton (the author of this column) has userid "PS30AWG" and nodeid "TCSMUSA." Graduate students wishing to participate in this Graduate Information Exchange have the option of using BITNET for their contributions.

John Cofer, of UT, envisions each I/O & OB program having one student register on BITNET with a common keyword (such as "IO/OBGS"). This would allow anyone to compile a current directory, and it would allow messages, text, etc. to be sent to everyone with the keyword (or just individuals you select). Cofer's userid is "COFER" and his nodeid is "UTKVX1" on VAX. Programs interested in this network should contact him. He is also looking into LIST SERVE as an option for sharing information.

On the merits of attending student conventions: The Industrial/Organizational & Organizational Behavior Graduate Student Conference presents two awards each year, one, the Robert Wherry Award, for the best I/O paper, and the other, the Lyman Porter Award, for the best OB paper. The recipients of these awards present their papers at the APA Convention (for the I/O award) and the Academy of Management Convention (for the OB award).

This year's recipients at the I/O & OB Conference (which was held at UT Knoxville) were: Robert Wherry Award—**Christopher E. Reilley** of Bowling Green State University for his paper "The Effects of Purpose on Observation and Evaluation of Teaching Performance"; and the Lyman Porter Award—**Joan Viksjo** of Teachers College, Columbia University for her paper "Connecting Counseling Psychology and I/O

Psychology Theory and Practice: A Synergistic Model For Understanding Work Motivation."

Joan Viksjo presented her paper at the Academy Convention in New Orleans in August. As a result of her work on the paper and the opportunity to present it at the Academy, Viksjo will be studying for her Ph.D. under Gary Latham at the University of Washington at Seattle.

Graduate students would be well advised not to discount the value of attending student conventions. Next year, the Ninth Annual I/O & OB Graduate Student Conference will be held at Bowling Green State University.

Graduate students are encouraged to share information on the activities they are undertaking in their studies by sending the information to:

Paula Singleton
Industrial/Organizational Psychology Program
Department of Psychology
Tulane University
New Orleans, LA 70118

Journal of Occupational Psychology: An international journal of industrial and organizational psychology

Contents of Volume 60 Part 1 March 1987

- K. M. Bartol & D. C. Martin. Managerial motivation among MBA students: A longitudinal assessment
A. Bryman, M. Bresnen, J. Ford, A. Beardsworth & T. Keil. Leader orientation and organizational transience: An investigation using Fiedler's LPC Scale
G. J. Blau. Locus of control as a potential moderator of the turnover process
R. Payne & J. Hartley. A test of a model for explaining the affective experience of unemployed men
J. McEnery & J. M. McEnery. Self-rating in management training needs assessment: A neglected opportunity?
C. R. Stoner & R. Arora. An investigation of the relationship between selected variables and the psychological health of strike participants
M. J. Tobin & R. Greenhalgh. Normative data for assessing the manual dexterity of visually handicapped adults in vocational rehabilitation

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Clearinghouse for Technical Reports and Other Unpublished Professional Documents

In our attempt to aid in the dissemination of various professional documents that are not often published or otherwise disseminated among our profession, this column publishes brief summaries of such documents with information on how the complete document can be obtained. Copies of the documents are available from the designated sources. We certainly appreciate the submission of the following documents. Many thanks to the authors.

The following working papers can be obtained by writing to the authors at:

The School of Management
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State University of New York
Binghamton, New York 13901

1. Transformational Leaders: Going Beyond the Glitter for a Closer Look at Development.

Bruce J. Avolio and Tracy C. Gibbons.

Abstract:

The focus of this paper is to gain a better understanding of transformational leadership by examining life protocols of leaders, by relating life events collected from those protocols to the orientation leaders have towards influencing followers, and by examining leader and follower interactions using a lifespan development orientation. How leaders develop, how they develop their followers, and the situational factors which mediate both respective developmental processes are topics of discussion in this paper.

2. Beating the Competition: Transforming Leadership at the Bottomline.

Bruce J. Avolio, David A. Waldman and Walter O. Einstein.

Abstract:

This investigation examined the practice of transformational and transactional leadership in a management simulation game which spanned a three-month period of time. Transformational leadership was defined as the extent to which participants viewed formal team leaders as charismatic, inspirational, attending to the individual needs of subordinates (individualized consideration), and intellectually stimulating. Participants were second-year MBA students who

worked in teams comprised of nine members. Each team represented the senior management of a hypothetical organization. An elected team president is referred to as "focal leader" in the current investigation. Data was collected over a three-year period on 27 teams with regard to the perceived leadership of the focal leaders and the financial performance of teams. Financial performance was based on five traditional indicators of organizational effectiveness, i.e., market share, stock price, earnings per share, return on assets, and debt-to-equity ratio. Leadership was measured using the Multifactor Leadership Questionnaire developed by Bass (1985). Analyses of leadership data collected independently of financial performance demonstrated significant and positive relationships between active transactional and transformational leadership and organizational effectiveness.

3. Policy Implications of a New Paradigm of Leadership.

Bernard M. Bass

Abstract:

The model of leadership that is limited to a transactional exchange of rewards with subordinates for the services they render also limits how much effort will be forthcoming from the subordinates, how satisfied the subordinates will be with the arrangements, and how effectively they will contribute to reaching the organization's goals. To proceed beyond such limits in subordinates' effort, satisfaction and effectiveness calls for a new model—the transformational leader—who articulates a realistic vision of the future that can be shared, who stimulates subordinates intellectually, and who pays attention to the differences among the subordinates.

Such transformational leadership in an organization can be nourished. It does not need to be left to the accidents of the right personality happening to show up at the right time. It can be fostered by organizational policies that support the appropriate recruitment, selection, and promotion of those with potential to be transformational. Furthermore, transformational leadership can be increased through training. Likewise it can be fostered by attention the suitable designing of the organization and the roles within it.

4. Superiors' Evaluations and Subordinates' Perceptions of Transformational and Transactional Leadership.

John J. Hater and Bernard M. Bass.

Abstract:

Transformational leaders are postulated to be responsible for performance beyond ordinary expectations as they transmit a sense of mission, stimulate learning experiences, and arouse new ways of thinking. Transactional leaders achieve performance as merely re-

quired by the use of contingent rewards or negative feedback. Previous research has shown that subordinates' perceptions of transformational leadership add to the prediction of subordinates' satisfaction and effectiveness ratings beyond that of perceptions of transactional leadership. The present study replicates previous findings and extends the validity of the transformational leadership model by using criteria measured independently of subordinates' perceptions of leadership. Results are discussed as they relate to a domestic work force that is becoming better educated and is more concerned about having interesting work and self-development.

5. Putting Together the Pieces: A Closer Look at Job Performance. David A. Waldman and William D. Spangler.

Abstract:

Much research has been and continues to be conducted concerning the antecedents of individual job performance. A number of diverse perspectives have formed the basis of this research, including theories involving general abilities, motivation, job characteristics, leadership, and group processes. There is a clear need for an integration of these theoretical perspectives so that researchers can gain a better understanding of the direct and indirect relationships associated with job performance. This paper proposes a conceptual framework to guide researchers interested in the causal modeling of job performance.

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Progress on APA Reorganization

Milton D. Hakel

Committee of Concerned Researchers

At its August meeting, the Council of Representatives received an interim report from the Group on Restructuring of APA (GOR). The report presented a set of principles which GOR will now operationalize as amendments to the APA bylaws. Assuming Council approval next February, APA's members will vote on reorganization later in 1988.

GOR's plan provides for diversity and unity. It creates up to six governance units to serve the functional needs of psychologists. The Assembly for Scientific and Applied Psychology will probably be the nucleus for one of the units. If consistent with APA Bylaws and policies, units may set their own dues, participate in setting APA dues, adopt their own bylaws, initiate items for consideration as APA-wide policy, hold meetings and conventions, own and publish journals and other publications, and conduct advocacy activities.

Unity will be maintained through the Assembly, a 65-member body that will consider APA-wide policies in accreditation, educational standards, specialties and licensure, ethics, assessment and testing, membership/fellowship, and the Board of Directors. The Board will handle APA budgets and dues, investments, management of Central Office, elections, publications, the convention and *Psychology Today*. All policy issues not specifically delegated to the Assembly or the Board will remain the prerogative of the units.

GOR will meet at least twice during the autumn to put this plan into concrete form. It is a plan which I believe can go a long way toward making APA a better home for researchers and applied scientists.

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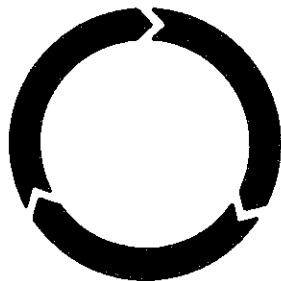
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President
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Job Component Validity: A Reply to the Letter from Meta Nalysis

Dear Meta:

I can understand the disillusionment revealed in your letter to Dr. Kleiman (TIP, May 1987, p. 82). As a "student" you reported that in the first semester of a course in I/O psychology you were enthralled by your exposure to the long-standing, God-given tradition of situational validity—the hallowed practice of validating tests in each and every job situation. In the second semester, however, you had the rug pulled out from under you (a real "downer" as you called it) by being told that that practice was all rot—and that the now current gospel is generalized validity. As proclaimed by Hunter (1982), one needs only to segregate all jobs into five levels of complexity, and then, lo and behold, various combinations of three types of tests (cognitive, perceptual, and psychomotor) are all you need to set up valid batteries for virtually all jobs. I sympathize with your sense of disillusionment in being presented with two such diametrically opposed concepts.

I am reminded of the disillusionment that Virginia must have felt when, as she grew up, she began having doubts about the existence of Santa Claus, and wrote the newspaper editor about her worries. The editor, in his famous reply to Dear Virginia, assured her that there really was a Santa Claus, but not quite the type she had been led to believe in. In a somewhat similar vein I would like to say that there is also something like a Santa Claus to allay your qualms. This is the concept of job component validity—a concept that falls somewhat between the two ends of your dilemma.

In discussing this approach, however, I must first add further to your disillusionment, as follows: Forget for the moment the sacrosanct criterion of variations in job performance and the use of a validity coefficient as a measure of the "validity" of a test. Having so unburdened yourself, reflect back to the work of Harrell and Harrell (1945), Stewart (1947), and Tyler (1965). They document very well the differences in scores on intelligence tests of people on different occupations (with occupations such as engineers and chemists being near the top and occupations such as cooks and farm hands being near the bottom of a hierarchy). The distinct inferences from such data are that people tend to gravitate into occupations that have requirements that are compatible with their own intellectual levels. The implications are that, for any individual occupation, there is a "range" of intelligence that characterizes

those who have, by natural selection, gone into the occupation, have "survived" in it over a period of time, and have performed at an acceptable level.

Now, if by hook or by crook, one can predict—for any given occupation—what that range would be (as by predicting the mean and standard deviation), one could then select for it those whose intelligence scores fall *within* that range. (That range presumably reflects the intellectual requirements for the occupation; individuals above that range presumably would not tend to remain in the occupation, and those below presumably do not have the intellectual level required.)

Actually, by a systematic job analysis procedure, such predictions can be made with substantial reliability (specifically by predicting the mean and standard deviation that one would expect for "surviving" incumbents on various types of jobs). Further, it is possible to do so for each of certain other constructs such as: verbal aptitude; numerical aptitude; spatial aptitude; form perception; clerical perception; motor coordination; finger dexterity; and manual dexterity.

The crux of such a procedure is the use of a systematic, structured job analysis procedure that provides for measuring certain job characteristics (i.e., job components). Such a procedure can result in a "profile" of job component scores for any given job. Measures of these components can then be used to make predictions of the relevant test-score means and standard that one would expect of incumbents in individual occupations.

The job component validity approach, then, represents a strategy that eliminates the need for conventional test validation procedures on the one hand, and yet also avoids the possible shoals of overgeneralization. In general, then, it provides for setting forth varying combinations of possible test predictors depending on the many unique combinations of job components that characterize the jobs in the world of work.

Have a Merry Christmas.

Sincerely,

Ernest J. McCormick

P.S. The job analysis procedure we use is the Position Analysis Questionnaire (PAQ) (McCormick, Jeanneret, and Mecham, 1972; McCormick, DeNisi, and Shaw, 1979). (The PAQ is copyrighted by the Purdue Research Foundation and is distributed by the University Book Store, West Lafayette, IN 47907.)

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Call for Awards Nominations

- Distinguished Professional Practice Award ■
- Distinguished Scientific Contributions Award ■
- S. Rains Wallace Dissertation Award ■
- Edwin E. Ghiselli Award for Research Design ■
- APA Awards ■

The Awards Committee of the Society for Industrial and Organizational Psychology (SIOP) encourages associates, members, and fellows to nominate deserving individuals for consideration for both American Psychological Association (APA) and SIOP awards. The APA awards are for the categories of Distinguished Scientific Contributions, Distinguished Scientific Award for the Application of Psychology, Distinguished Scientific Awards for an Early Career Contribution to Psychology, Distinguished Professional Contributions, and Distinguished Contributions to Psychology in the Public Interest. The April 1987 issue of the *American Psychologist* describes the general criteria used by APA in selecting award winners and lists the names of previous recipients of various awards. In order to meet extant deadlines, the names of potential award recipients should be submitted to the Chair of the SIOP Awards Committee as rapidly as possible, but no later than 1 December 1987.

See following page

There are four SIOP awards that may be given annually. The nature of these awards and the criteria used in selecting recipients for them are described in a brochure that will be sent to all SIOP members in the near future. In the interim, however, brief descriptions of the four awards are provided here. The Distinguished Scientific Contributions Award is presented to the individual who has made outstanding scientific contributions to the field of industrial and organizational psychology. The Distinguished Professional Practice Award is given to the person who has made significant contributions to the practice of industrial and organizational psychology. The S. Rains Wallace Dissertation Award (1988) is presented to the individual who completes the best doctoral dissertation in industrial and organizational psychology during the 1987 calendar year. The Edwin E. Ghiselli Award for Research Design is given to the person who prepares the research proposal that shows the best use of scientific methods in the study of a phenomenon of relevance to the field of industrial and organizational psychology. In order to meet a number of deadlines, nominations for all four of these awards should be submitted to the Chair of the SIOP Awards Committee as rapidly as possible. Note that all nominations must be received by 15 January 1988.

Send nominations for both APA and SIOP awards to:

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Society for Industrial and Organizational Psychology
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Validity Generalization: Round Two

James C. Sharf¹

The precedent of Federal District Court decisions now stands at 4 to 1 in favor of validity generalization (VG). In addition to the two recent Federal District Court opinions supporting generalizing and transporting validity evidence reported below, to date there have been two other favorable precedents (*Friend v. Leidinger*² and *Pegues v. Mississippi State Employment Service*³) and one adverse decision (*Van Aken v. Young*⁴).

One of the most recent VG cases, the first decision, *Atlas Paper Box*, handed down in January, relied on the expert's opinion alone regarding validity generalization, even though the court did not find a *prima facie* presumption of discrimination by its own reckoning, and, therefore, did not have to decide whether the job-relatedness of the Wonderlic constituted a "business necessity." In *Atlas*, the expert was of the opinion that:

"(T)he Wonderlic is a good measure of general cognitive ability. As such, cumulative data in the field would have a high probability of predicting success in all industry including Atlas Paper Box . . . it's job related, very good predictor of job performance. Secondly, cumulative evidence shows that it's fair to minority groups in the sense that ability is not systematically biased, that is . . . the test does not underestimate the ability of minority applicants so the test is fair."

The second decision handed down in August relied on the expert's opinion that: (1) an industry-wide job analysis (developed by Lawshe) showed that the challenged CONRAIL locomotive engineer's job was sufficiently similar to a Burlington Northern job for which (2) there was criterion-related validity evidence relating training performance to job performance for the same job knowledge areas (study conducted by Peterson & Dunnette), and (3) the criterion-related validity evidence

¹The opinions expressed are those of the author and not necessarily official policy statements.

²*Friend v. Leidinger*, 446 F. Supp. 361 (E.D. Va. 1977), *aff'd*, 588 F.2d 61 (4th Cir. 1978).

³*Pegues v. Mississippi State Employment Service*, 488 F. Supp. 239 (N.D. Miss. 1980), *aff'd in part and rev'd in part*, 699 F.2d 760 (5th Cir.), *cert. denied*, 464 U.S. 991 (1983).

⁴*Van Aken v. Young*, 541 F. Supp. 448 (E.D. Mich. 1982) *aff'd* 750 F.2d 43 (1983).

from Burlington Northern could be transported to buttress the conclusion that the training performance tests at CONRAIL were content valid. Below are quotes from the opinions for those two cases.

EEOC v. Atlas Paper Box Company⁵

"There was some evidence that the test was administered in a biased fashion. Atlas apparently ignored the recommendation in the Wonderlic manual that a score adjustment be made on the basis of race to eliminate possible cultural bias in test results. Atlas also apparently failed to give the score adjustments suggested for age to black applicants although the age adjustment was made on occasion for white applicants. However, there is no indication that any black applicants would have qualified if these adjustments had been made.

"In this lawsuit, the EEOC attempted to prove that the Wonderlic test had an impermissibly adverse impact on black applicants and that the test was not a valid instrument for predicting successful job performance for Atlas. Much of the trial was a battle of the experts.

"Dr. John E. Hunter . . . testified that the Wonderlic test is a good measure of cognitive ability—mathematical reasoning, verbal skills, and spatial aptitude. He testified that the test is fair to minority applicants and better than any other predictor of success on the job such as level of training, previous work record, or the impression made in the interview. He testified that the validation studies made at other companies and on other groups of workers have indicated that the Wonderlic is a valid test for all types of clerical work. The more complex the clerical task, the higher the correlation was between a good score on the Wonderlic and successful performance on the job.

"Although this testimony was not actually contradicted, Dr. Barrett questioned the appropriateness of generalizing between other validation studies and the work situation at Atlas. In addition, he pointed out that Atlas suffered from a relatively high employee turnover rate possibly because it was selecting overqualified employees who found their jobs boring.

"In addition, Dr. Donald J. Schwartz of the EEOC testified that the use of the Wonderlic test had had a statistically significant adverse impact on black applicants at Atlas during the 1969-79 period although apparently not during the 1980-84 years . . . As the Court understands the statistical proof offered in this case, the EEOC has made a *prima facie* case that the use of the Wonderlic test for screening Atlas' clerical applicants had a statistically significant adverse impact on black applicants

at least before 1978, although apparently not in recent years. Once a showing of disparate impact has been made, the burden shifts to the employer to show that the use of the test is job related.

"While no formal validation study was performed at Atlas itself, it is obvious that any attempt to validate the Wonderlic test on a clerical work force as small as the one at Atlas would have been statistically meaningless. Much evidence was offered to show that the use of a cognitive ability test as an applicant screening device is more reliable than any other single predictor of job success. The Court is satisfied that Atlas effectively rebutted the *prima facie* case and that there was nothing to suggest that the use of the Wonderlic test was a mere pretext for racial discrimination. A close review of the hiring decisions made over the many years shows a concerted attempt to hire the most qualified employees. While there were a few black applicants who met Atlas' stringent standards, they were never passed over for less well qualified white applicants.

"Accordingly the Court finds that the plaintiff has failed to carry its burden of proof on either its disparate treatment or disparate impact theory of liability. Judgment will enter in favor of the defendant Atlas Paper Box Company."

Samuel Cox vs. Consolidated Rail Corporation & Lawton Frazier v. Consolidated Rail Corporation and United Transportation Union⁶

"Conrail has established the job-relatedness of the Engineer Training Program (ETP) selection procedure (which) . . . was carefully planned, well designed and appropriately focused upon the duties and responsibilities of the position of locomotive engineer and the specific knowledge, skill and abilities associated with that position . . . The actual selection devices themselves, the exams, were all directly and substantially related to the job of locomotive engineer. Engineers absolutely must know the operating rules of the railroad and these are best tested by a standard written exam. Engineers must also be able to run the different types of trains safely, know how to control the brake systems, and have knowledge of the various components of the diesel and electric locomotives. These abilities can only be examined by an on-equipment examination—just as an applicant for a driver's or pilot's license must satisfactorily operate the vehicle before an examiner in order to pass the test . . . In summary, the appropriateness of the ETP's selection devices is obvious even without exacting validation studies.

⁶*Samuel Cox v. Consolidated Rail Corporation & Lawton Frazier v. Consolidated Rail Corporation and United Transportation Union*. No. 83-0514 & 85-0845, slip op. (District of Columbia. August 26, 1987).

⁵*Equal Employment Opportunity Commission v. Atlas Paper Box Company*. No. CIV-1-83-251, slip op. (E.D. Tenn. January 30, 1987).

"Nevertheless, Conrail has validated the ETP according to EEOC's Uniform Guidelines . . . (by) . . . perform(ing) a content validity test of the testing procedures used in the ETP. Under the Uniform Guidelines a content validity study is most appropriate where, as here, the procedures being validated are a representative sample of the content of the job. Plaintiffs' claims to the contrary are specious . . . (the) . . . study of the ETP meets the requirements of the Uniform Guidelines and generally accepted practices and procedures of the psychological profession. Conrail's operating rules and final equipment examinations tested "specific knowledge required on the job" as mandated by the Uniform Guidelines. The court finds that (the expert's) conclusion that the operating rules examination and the final equipment examination were content valid buttresses the finding that these examinations were job-related.

"(The expert) supported his conclusions by what is known as '*validity generalization*'. This is a proper and accepted practice of generalizing the validity of one program by reference to a study made of another, similar program. In the instant case, the other study involved the Burlington Northern Railroad.

"The 'Study of the Burlington Northern Locomotive Engineer Job, Classroom Training, and Written Promotional Examinations,' conducted by Drs. Peterson and Dunnette of the University of Minnesota for Burlington Northern's Locomotive engineer training program, tested the validity of the Burlington Northern training program including the job knowledge necessary to perform the job of engineer. The 'Study of the Burlington Northern Locomotive Engineer Job, Classroom Training, and Written Promotional Examinations' meets the criteria set forth in the Uniform Guidelines . . . Although there are small differences between the two railroads' operating rules, they are 'almost identical.' . . . The equipment used by Conrail is 'very similar' to the equipment used by the Burlington Northern Railroad. Because of the similarity between the engines used by the two railroads, a Conrail engineer could 'walk on to a Burlington Northern locomotive and operate it.' Moreover, railroads engage in interchange of different locomotives.

"The job of engineer for the Burlington Northern Railroad is sufficiently similar to the job of engineer at Conrail to warrant application of the 'Study of the Burlington Northern Locomotive Engineer Job, Classroom Training, and Written Promotional Examinations' to Conrail's ETP. That study was properly 'transported' and utilized in evaluating Conrail's written and oral testing procedures, and buttresses the conclusion that Conrail's ETP was content valid."

IOTAS

James L. Farr

Paul Thayer has notified **TIP** of the recent death of **William McGehee** at the age of 79. Bill was a Fellow of SIOP and well known for his work in the area of training. We send our condolences to his family and friends.

As usual in the fall, there are a number of job changes to report. **Richard J. Campbell** has joined the I/O faculty at New York University after many years at AT & T. **Edward J. O'Connor** has decided to return to academia and will be a visiting professor for 1987-88 in the College of Management at Georgia Tech. **Daniel Svyantek** is now a member of the I/O faculty at the University of Akron. **Ben Shaw** and **Cyn D. Fisher** have left Texas A & M for the University of Baltimore, where Ben is Associate Dean for Liberal Arts and Cyn D. has a faculty position in the Management Department.

Walter Freytag, in addition to making the local arrangements for the SIOP Conference in Dallas, has sent in the following news about Frito-Lay. **Dolph Johnson** and **Carey Seitz** have joined the Management Development Department at Frito-Lay and **Ken Alvares** has been promoted to Vice President, Personnel. Guess what foods we'll have at coffee breaks next year at the conference!

Bill Schiemann has moved from Opinion Research Corporation to Sirota and Alper Associates. **David Robinson** has left his consulting practice in Boise, Idaho, to join the Pain Rehabilitation Clinic at Memorial Hospital in Boulder, Colorado, where he will be using I/O procedures with issues of industrial injury and rehabilitation. **David Kleinke** has been promoted to Director, Employment Testing at the Edison Electric Institute. **Bruce Barge** has changed from one twin city to another with his move from PDRI to St. Paul Fire and Marine Insurance Company. **David Myers** is now Manager, Assessment Services in the Human Resources Department of Duke Power Company. **Neil Dumas** has left ARI to become Director: Office of Policy, Plans, and Human Resource Management of the Defense Technical Information Center, DOD. **Rene Bergermaier** has left Motorola in Munich to form with Ingwer Borg a consulting firm, Human Resources Consulting, specializing in employee and management surveys.

Bernie Bass announces the formation of the Center for Leadership Studies at the University Center at Binghamton, SUNY under his direc-

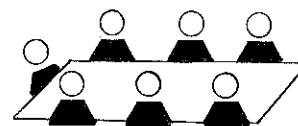
tion. Other SIOP members associated with the Center include **Bruce Avolio**, **Ellen Fagenson**, **David Waldman**, and **Francis Yammarino**.

Congratulations to SIOP-member **Joe Matarazzo** who was elected President-elect of APA in the last balloting. Now we have a member to receive our APA complaints!

Two regional I/O groups have officers to report. The Metropolitan New York Association for Applied Psychology (METRO) announces their 1987-88 officers: President—**M. Lynn Braswell**; Vice President—**John R. Hinrichs**; Treasurer—**Richard E. Kopelman**; Secretary—**Sandra Marshall**; and Placement Coordinator—**Peter D. Wentworth**. The officers of the Greater Chicago Association of I/O Psychologists are: President—**Robert Heller**; Coordinator—**Sally F. Hartmann**; Treasurer—**Paul R. Sackett**; Secretary—**Joseph A. Orban**; and members of the Steering Committee: **William Macey**, **Nambury Raju**, and **Allen Shub**.

Apparently a side benefit of editing I/O journals is the development of footspeed as one avoids irate authors. **Frank Landy** and **Paul Sackett** finished second and third in the APA run in New York. They were the first and second psychologists to finish as the winner was the spouse of an APA member (as Frank has taken great pains to tell me).

Finally, to give you an idea of what benefits come from publishing in **TIP**, let me describe a randomly selected case study. Since **Warren Blumenfeld** published his seminal work on oxymorons, "Milton Blood Be Damned," in the February, 1986, **TIP**, he has been profiled in *People* magazine, been on close to 100 radio and TV shows, had a book published (*Jumbo Shrimp and Other Almost Perfect Oxymorons*), and been besieged by publishers and others. The simple conclusion is "Send stuff to **TIP**; it pays"!



Committees

The following Society members participated in SIOP committee and APA governance activities in 1986-87. Our thanks to all!

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| Brief, Arthur P. | Murphy, Wilton W. | Sparks, Paul C. |
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Professional Affairs Committee

Hannah Rothstein Hirsh

It is nice to be able to start the 1987-88 year with some good news. It now appears that the two major APA bodies concerned with professional affairs policies (the Committee on Professional Standards and the Board of Professional Affairs) will accept SIOP's suggestion not to revise the **Specialty Guidelines** for I/O Psychology. It has long been our position that these guidelines are unnecessary, and we are hopeful that the current **Specialty Guidelines** may eventually be sunsetted. Coupled with our achievement last year of getting the **General Guidelines** worded in a way I/O psychologists could live with, our apparent halting of the **Specialty Guidelines** revision gives us reason to believe that the health care providers are becoming more sensitive to I/O needs. The members of the Professional Affairs Committee will continue to monitor APA issues relating to professional practice as one of its ongoing projects during the coming year. SIOP members with professional practice related concerns are encouraged to communicate with the committee chair.

The second major project of our committee this year is to broaden and improve the range of services and products provided by SIOP to its practitioner members. We are currently evaluating the adequacy of SIOP's products and services in five major areas: practitioner publications, continuing education, marketing of I/O services, legal/legislative/regulatory issues, and relations with APA. Responses to a brief survey that we distributed at the APA convention will provide the primary data from which we will plan new practitioner projects. If you were not at the convention, or missed the survey, you are encouraged to submit suggestions to the committee chair.

The 1987-88 chair of the Professional Affairs Committee is **Hannah Rothstein Hirsh**, who can be reached at the **Department of Management, Box 507, Baruch College—CUNY, 17 Lexington Avenue, New York, New York, 10010.**

Third Annual Conference

Stanley B. Silverman

The Third Annual Conference of the Society will be held in Dallas, Texas, on April 22-23 with workshops on April 21, 1988. **Jim Breagh** and the program committee are in the midst of putting together what I am sure will be an exciting program. **Bill Macey** and the workshop committee are putting together ten workshops. This is two more than last year because of the tremendous response of the membership in Atlanta. **Ron Johnson** promises another year of flawless work from the registration committee and **Walt Freytag** is busy preparing SIOP for Texas and Texas for SIOP! In addition, the steering committee for the Third Annual Conference consists of **Dan Ilgen, Shelly Zedeck, Irv Goldstein**, and me.

This year's conference in Dallas will be held at the Loews Anatole Hotel. As might be expected in Texas, the hotel is immense with over 1,600 rooms and two atrium high rises. But big isn't all it is—it is truly spectacular. For instance, much of the hotel's \$45 million art collection is on display throughout the hotel.

Within the hotel, there are ten restaurants and eight lounges including the state-of-the-art video-music club, the Mistral. In addition, you'll only be a five-minute cab ride from many restaurants and nightclubs to suit a variety of tastes. While it is too early to announce specific sports and entertainment activities, there are sure to be quite a few events occurring at convention time, and we hope to have some details for you in the next issue of **TIP**. For the fitness minded among us, there are a sports center, spa, and three pools.

Of course, the Anatole was chosen for its extraordinary meeting facilities which include nearly 60 meeting rooms, six theaters and auditoriums, and five ballrooms.

The hotel is only about a 25-minute ride from the airport and scheduled ground transportation is available at a reasonable rate. Your Steering Committee is pleased to say that room rates have been negotiated at \$78 for a single and \$88 for a double room. Mark your calendar now; you won't want to miss the Third Annual Conference!

Scientific Affairs Committee

Neal Schmitt, Robert Lord and Mary Zalesny

During the past year a major focus of this committee was on a project labeled Innovations in Science. We were asked to identify new developments in science with relevance to the industrial/organizational area and to develop a format through which this information could be communicated to the I/O field. In this report we briefly describe the procedure we followed and the resulting program which will be part of the 1988 SIOP convention at Dallas.

Through extensive discussion with psychologists and scientists from other fields, two areas were identified in which there had been recent innovations with relevance to the I/O field. They are cognitive science and computer applications and technology. Within these two areas leading experts were contacted, key developments were identified, and possible speakers were contacted. This procedure resulted in two programs which were approved by the SIOP executive committee and will be supported by SIOP.

Each program involves a half-day session at the third annual SIOP convention April 22 (Developments in Cognitive Science) and 23 (Technological Innovations and Computerization), 1988 in Dallas. Each session will last about 3½ hours and will have three speakers. Two speakers will be from outside the industrial/organizational psychology area and will present a summary of developments in their own field. The third speaker in each session will be from the I/O area and will be responsible for integrating the material and discussing its relevance to the field of I/O psychology. This format allows for three 45-minute presentations, ample discussion, and short breaks between each presentation.

Each presenter will provide written copies of the presentation. The possibility of using these products as the basis for a published volume(s) is being explored by this year's Scientific Affairs Committee.

Developments in Cognitive Science

For this program we decided to focus on two topics: developments in the social-cognitive area and recent developments in our understanding of knowledge structures. The social cognitive area was chosen because it centers on processes related to forming perceptions of others and storing and using interpersonal information. Such topics have obvious relevance to a large number of issues in I/O psychology which include performance

evaluation, leadership perceptions, social expectations, and causal attributions. Understanding knowledge structures also has broad relevance to many applied issues such as how people perform familiar tasks, how experts differ from novices, and how efficient training programs could be developed. This topic also relates to fundamental issues in encoding and storing information, for it gives more substance to the general assertion that such processes are guided by already learned cognitive schemas.

In a general sense, one can argue that information processing involves the interplay between cognitive operations and an underlying knowledge system. We believed that the social cognitive area emphasizes the former and work on knowledge structures the latter, although there is certainly enough of a dual focus in each area to provide means of integration. Thus, while each topic is unique, they should complement each other and help us to develop a coherent program.

The speakers who have tentatively agreed to participate in this session, which would be held the afternoon of Friday, April 22, are identified below. Brief biographic information and information about their topic are also provided.

Dr. Thomas Srull is a professor of psychology at the University of Illinois. He has published extensively in the social-cognitive area and is a coeditor of the *Handbook of Social Cognition* (1984). He has developed comprehensive models of social information processing. He will discuss developments in social-cognitions.

Dr. John Black is a professor at Columbia University and has been a key member of the Yale group that has investigated knowledge structures during the past decade. He has published extensively in this area, helping to develop a detailed understanding of cognitive scripts and other types of knowledge structures. He recently coedited a book entitled *Knowledge Structures* (1986). He will discuss this topic.

Dr. Robert Lord is a professor of I/O psychology at the University of Akron. His work on leadership perceptions, cognitive schema, and control theory stresses an information processing perspective, and he has published extensively in these areas. His familiarity with both the cognitive and the I/O areas provides a basis for integrating the two other presentations and discussing their relevance to the I/O field. He will comment on applications to I/O psychology.

Technological Innovations and Computerization

This program will focus on current thought and research on technological innovations and computerization in organizations. The first presenter, Professor Paul Attewell, will address human issues related to the implementation and subsequent consequences of advanced technology in organizations. The second presenter, Professor Daniel

Robey, will provide theoretical and applied perspectives on the prevailing research assumptions made about the use of technological innovations in organizations and the effects of these innovations on organizational structure and functioning. The discussant, Professor Paul Goodman, will integrate the two presentations and provide his own perspective on the impact of these scientific innovations on organizations and organizational research.

Paul Attewell is assistant professor of sociology at the State University of New York at Stony Brook. His research interests include the impact of information systems in organizations and related implementation problems.

Daniel Robey is professor and chairman of the Department of Decision Science and Information Systems at Florida International University. His research interests include the impact of information systems in organizations and related implementation problems.

Paul Goodman is professor of social science at Carnegie Mellon University. His research interests include the consequences of computer technology on social contact patterns within organizations. These include changes in the nature of communications and changes in organizational roles as a result of electronic communications.

Call for Program Proposals: 1988 APA Convention in Atlanta, Georgia

Elaine D. Pulakos

The 1988 APA convention will be held in Atlanta, GA, from August 12 to 16. As you may notice, the dates for the 1988 convention are earlier than they have been in previous years. Accordingly, the submission deadline for receiving program proposals also has been moved up. This year, program proposals are due on **December 21, 1987**. Thus, the time for developing program proposals is **now**. Given the success of both the SIOP convention last April and the APA Convention last August, I look forward to both of these meetings in 1988.

In developing program proposals, it is important to keep in mind that the submission procedures are not identical for the two conventions. To help you prepare your submissions for the 1988 APA convention, this column provides a summary of some key points. The procedures de-

scribed are consistent with those published in the official APA Call for Programs, which you should have received in October.

Criteria for Evaluation of Program Submissions

Before describing what to do when submitting your program proposals, the general criteria for evaluating program submissions are outlined below. To maximize your likelihood of receiving favorable evaluations, use the following criteria as standards in preparing your submission.

Individual Paper Presentations. Division 14 uses poster sessions as the format for the presentation of individual papers. Fifty-six papers were presented at the 1987 APA meeting in New York. In evaluating individual papers, four criteria will be used:

- **Appropriateness of Topic:** The interests of SIOP members can be broadly described as psychology as it relates to people at work.
- **Technical Adequacy:** Reviewers on the program committee expect papers to be technically sound. They use standards quite similar to those in reviewing a paper for potential publication in an academic journal. It is important that you adequately describe your methods and statistical analyses.
- **Contribution to Knowledge:** You should be sure to describe how your paper contributes to our understanding of the subject matter you are investigating.
- **Suitability for Poster Presentation:** At a poster session, authors present 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 papers (e.g., meta-analyses, Monte Carlo studies, lab or field studies). However, not all papers are well-suited to poster sessions (e.g., certain theoretical papers). In evaluating papers, the Program Committee will consider how well each paper is suited to a poster session format.

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

- **Integration:** The Program Committee will consider the extent to which the various presentations form a "coherent whole." Presentation formats that emphasize the interdependence of presen-

tations will be well-received. In order to develop such integration, the individual who develops the session must work closely with the presenters.

- **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. Including presenters with diverse backgrounds and viewpoints increases the likelihood that a session will meet these objectives. One way to increase the diversity of panel members is to include psychologists from other specialties in your panel. Multidisciplinary panels can be very effective at stimulating new ideas for research or practice, and it usually is much easier to assemble such a panel during the APA Convention than during the SIOP Convention. Another technique for increasing audience interest and diversity is to include some new faces from within Division 14 on the panel (e.g., recent PhDs, SIOP members who have not been active recently in APA, etc.).

Submission Procedure

In submitting a program proposal, it is **very** important that you follow the APA procedures. All of the mechanisms used by the reviewers are linked to these procedures. Thus, failure to follow them can cause all kinds of problems and could lead to a proposal being rejected. The following points should aid you in preparing a proposal during the next month.

- APA distinguishes between two types of submissions: presentations and programs. There are different submission 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.
- All paper presentation proposals receive blind reviews. Therefore, when you submit five 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.
- Individual papers must represent completed work. Papers will not be accepted that include statements such as "data collection is in progress."
- Papers that significantly exceed the 1,800 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 author's 20-page paper. We'll use 10 pages

of text as an upper bound (double spaced, one inch margins, elite type).

- 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. To help us do the best possible job evaluating your proposal, we ask that you prepare five copies of the complete proposal, including: (1) the list of participants, with addresses, affiliations, and presentation titles; (2) each participant's summary; and (3) an introductory statement that emphasizes the integration of the various presentations. In most cases, you should build in adequate time for questions and comments from audience members. In addition, you should try to ensure that different perspectives on the topic are represented. Sometimes balance can be provided by including a discussant with a distinctively different perspective, or by scheduling two discussants with different perspectives.
- Late submissions will be returned unreviewed. This isn't done out of malice; we are simply under an extremely tight time deadline. Within 24 hours of the deadline, we will be sending all papers to program committee members for review. As mentioned, the deadline for receiving program proposals is **December 21, 1987**. It should be emphasized that this deadline refers to the **receipt** of your submission, not the date it is postmarked.
- Submissions, inquiries, and suggestions for the program should be sent to: **Elaine D. Pulakos, American Institutes for Research, 1055 Thomas Jefferson St. N.W., Suite 200, Washington, DC, 20007**. My office phone number is (202) 342-5139.

I look forward to hearing from all of you—only you can make the 1988 APA Convention a great one!

Membership Committee

Richard Guzzo

During the past year the Society admitted 90 new Members, 20 new Associates, 3 Foreign Affiliates, and 107 Student Affiliates. About 92% of those who applied for Member status were accepted, as were 95% of applicants for Associate status. The number of Student Affiliates increased substantially over previous years, which bodes well for the

future. Associate applications were down from previous years by about a third, while Member applications were fewer than in 1986 but more numerous than in 1985. According to APA's latest Membership Register, there are a total of 2,573 Fellows, Members, and Associates in the Society.

Do you know somebody who ought to join the Society? A recent graduate, perhaps, or a colleague? Please tell them about SIOP and give them a copy of the membership application blank that appears twice a year in **TIP**. Or have them contact the Society for an application form. An insider's recommendation to join is a great device for attracting new members.

State Affairs

Vicki V. Vandaveer

Do you wish to call yourself a psychologist? Even if you once *were* legitimately able to do so, are you sure that the law in your state still permits it?

Is it possible that you are technically practicing in violation of the law?

Can you legitimately work on a project that involves working in more than one state?

Can your students be certified or licensed after they receive their Ph.D.?

Are the requirements for licensure in your state such that to fulfill them would mean violating an ethical principle by practicing outside your area of competence?

Is it legal to use personality tests *or* attitude surveys in your state?

Can a clinical psychologist legally practice I/O?

These are a few of the important issues with which this committee deals. And the answers might surprise you. Our specific charge:

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

APA Council approved in 1987 a Model Act for State licensure of psychologists. Although SIOP members are divided on the issue of licensure (see "Society Survey: Licensing and Computer Use Issues" by DeGregorio and Schmitt, **TIP**, November, 1986), provisions of the Model Act accommodate both those who believe that I/O psychologists should be exempt from licensure and those who believe we should be able to be licensed if we desire it.

Our Objectives: To monitor actions by State Boards, provide information to SIOP members about pending changes in their state's laws, to press for implementation of key provisions in the Model Act when laws are undergoing review, and to be a resource to the SIOP membership and Executive Committee.

Our Structure: Four subcommittees, each with its own goals and objectives.

Steering Subcommittee—Vicki Vandaveer and Ron Downey,
Co-Chairs.

Coordinates the activities of the other subcommittees and the establishment of policies, procedures and goals for the State Affairs Committee.

State Membership Relations—Frank Ofsanko, Chair; Joe Sgro; Steven H. Brown; Donald L. Fischer; Lawrence S. Kleiman.

Establishes contacts (SIOP members) in each state for effective flow of information from State Boards and State Associations, to the SIOP members in each state, and back. The names and phone numbers of these contacts will be published in **TIP** as they are established. Anyone wanting information regarding licensure, changes in laws, current requirements for I/O psychologists, etc., may call the designated contact for his or her state. Until one is established, any of the State Affairs Committee members may be contacted.

State Associations Relations—Gary Burger, Chair; Felix Lopez; Therese Macan; Mike Flanagan.

Establishes and maintains contact with State Psychological Associations, providing information about the concerns of I/O psychologists, and obtaining information, for dissemination to SIOP members, about the associations' activities that could affect the practice of I/O psychology.

State Boards Relations—Val Markos, Chair; Deirdre Knapp; Ron Shepps.

Establishes and maintains contacts with State Boards, monitoring activities that potentially impact I/O.

Our Needs:

- If anyone is active in his or her State Association and is willing to help by providing us information or by serving as a State contact, please call **Frank Ofsanko** at (818) 302-5480, or **Gary Burger** at (314) 533-5391.
- If anyone currently serves (or has served) on a State Board and can provide us information, please call **Val Markos** at (404) 249-2171.

As I/O psychology continues to grow, these issues are critically important to us as we strive to control our own fate as psychologists.

This committee can provide and obtain information on these issues. However, all I/O psychologists must work together to see that what was fought for and won at the national level (i.e., the Model Act) gets implemented in the states.

If you can help at all, or if you want to know more, please call me or write: **Vicki V. Vandaveer, Head, Personnel Research, Southwestern Bell Telephone Co., 1010 Pine St., Suite 1305, St. Louis, MO 63101, (314) 247-4582.**

Committee on Committees

Walter W. Tornow

The Committee on Committees is now accepting self-nominations for membership on 1988-1989 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 73-74 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 1988-1989 period should complete the Self-Nomination Form (or a copy of it), and send it to the Chair of the Committee on Committees, **Walter W. Tornow**. The mailing address appears on the Self-Nomination Form. Please note that appointments are for the 1988/89 time period. As a consequence, communication of selections will not be made until the summer of 1988!

Self-Nomination Form Standing Committees, 1988-1989 Society for Industrial and Organizational Psychology

If you are interested in serving on a standing committee of the Society for the 1988-1989 period, please complete this form (or a copy of it) and mail it to Walter W. Tornow, Chair, Committee on Committees, Society for Industrial and Organizational Psychology, Control Data Corporation, 8100 34th Ave. South, Minneapolis, MN 55440.

Name: _____
Last First Middle

Mailing Address: _____

Phone Number: Area Code () _____

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.

- | | |
|---------------------------------------|-------------------------------|
| ___ Awards | ___ Professional Affairs |
| ___ Committee on Committees | ___ Program (APA meeting) |
| ___ Continuing Education and Workshop | ___ Program (SIOP Conference) |
| ___ Education and Training | ___ Scientific Affairs |
| ___ External Affairs | ___ State Affairs |
| ___ Fellowship (Fellows only) | ___ TIP Newsletter |
| ___ Membership | |

Prior Society service:

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

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.

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.

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 |
|------|---------|
| | |
| | |

Your Signature: _____
Date: _____

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

Walter W. Tornow, Chair
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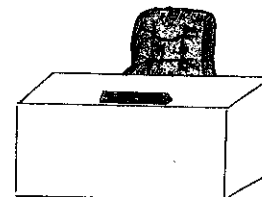
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Positions Available

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INTERNSHIP POSITIONS. BellSouth Human Resources Research is seeking candidates for six month, full-time internships beginning in January and July 1988. These positions will involve working with a group of psychologists and assuming responsibility for significant portions of several research projects in the areas of employee selection, appraisal and development. The ideal candidates will be in the third or fourth year of an I/O psychology doctoral program, have completed all or most required coursework, and looking for a dissertation topic or data source. Excellent quantitative and communication skills are required. Experience working in an applied setting would be helpful but is not essential. BellSouth Corporation is the headquarters organization for Southern Bell, South Central Bell, BellSouth Services and BellSouth Enterprises. Candidates interested in the internships should send a vita and two letters of recommendation to: **Dr. Steven Gordon, BellSouth Human Resources Research, 1155 Peachtree Street, N.E., Room 13EO3, Atlanta, Georgia 30367-6000.** BellSouth Corporation is an Equal Employment Opportunity/Affirmative Action Employer.

I/O GRADUATE STUDENT INTERNSHIPS. The Human Resources Research (HRR) staff at BellSouth Corporation announces *one 12-month research internship* opportunity beginning no later than February 1, 1988, and *three summer internship* opportunities beginning in mid-May, 1988. BellSouth operates entry-, middle-, and advanced-level management assessment center programs that serve several of the former Bell System companies. The 12-month intern will be responsible for conducting research to support various aspects of the entry-level program and preparing technical reports documenting research findings. Each summer intern will work with the advanced-level program and be responsible for administering assessment exercises, writing summary reports of candidate behavior, conducting an independent research project, and preparing a technical report of the project results. All applicants should have completed a Master's degree (or at least two years of

graduate study) and possess strong research and written communication skills. Expertise in using SAS to perform data set manipulations and conduct statistical analyses is required for the 12-month position and strongly recommended for the summer positions. In addition, the summer interns should possess strong interpersonal skills in order to effectively interact with managers who serve as assessors or participate as candidates. All positions provide an excellent opportunity to get firsthand exposure to an operating management assessment center, conduct applied research, interact with a large HRR staff (currently consisting of twelve I/O psychologists), and gain some insight regarding a corporate headquarters environment. Interested graduate students are invited to submit a vita, cover letter, and two letters of recommendation to: **Dr. Keith Lykins, Manager—Human Resources Research, BellSouth Corporation, Suite 400, 2200 Century Parkway, Atlanta, GA 30345.** BellSouth Corporation is an Equal Opportunity/Affirmative Action Employer.

ORGANIZATIONAL PSYCHOLOGIST, Ph.D. Anticipated entry-level opening for tenure-track faculty member in an established program in Industrial/Organizational Psychology. Teach undergraduate and graduate courses in organizational psychology, teach related courses and introductory psychology, advise students, supervise masters and doctoral theses, and participate in program development. Candidates must have teaching and research competence in some area of organizational psychology. Appointment date: August, 1988. Applicants should send curriculum vitae, letters from at least three references, and a statement of research and teaching interests to: **George C. Thornton III, Chairman, Industrial/Organizational Psychology Section, Department of Psychology, Colorado State University, Fort Collins, Colorado 80523.** In order to receive full consideration, applications must be received by January 15, 1988. Colorado State University is EEO/Title IX employer. Equal Opportunity Office: 314 Student Services Building.

MANAGEMENT CONSULTANT. Gehlhausen/Ruda & Associates, Inc., a firm of consulting psychologists to business, is seeking Ph.D. level psychologists for consulting with clients in the United States and abroad. Responsibilities include organizational and individual assessment, training, team-building, survey feedback, and other O.D. activities. Business experience desirable but not required. Some travel. Office in Los Angeles and Chicago. Send resumes to: **Mitchell Cohen, Ph.D., Gehlhausen/Ruda & Associates, Inc., 19 South LaSalle Street, Suite 705, Chicago, IL 60603. Telephone 312-782-5694.**

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ASSISTANT PROFESSOR. The School of Psychology, Georgia Institute of Technology, has an opening for an Assistant Professor in I/O Psychology (new Ph.D. or several years of experience). Requirements for the position include broad interests in I/O psychology, strong research skills, and interest in undergraduate and graduate teaching. Direct inquiries to: **Professor Jack Feldman, School of Psychology, Georgia Institute of Technology, Atlanta, Georgia 30332.** The Georgia Institute of Technology is a Unit of the University System of Georgia and is an Equal Employment Opportunity/Affirmative Action Employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. The Department of Psychology, Hofstra University is accepting applications for a tenure track appointment at the rank of Assistant or Associate Professor, effective September 1988. Salary is competitive. The qualified applicant must be a graduate of a traditional industrial/organizational psychology program. Applicants should be able to develop a strong research program, to teach courses in I/O psychology at both the undergraduate and graduate levels, and to supervise doctoral research. Applicants should send a vita, reprints, and the name, address, and telephone number of three references to **Dr. William Metlay, Chair, I/O Search Committee, Department of Psychology, Hofstra University, Hempstead, NY 11550.** Hofstra University is an Equal Opportunity/Affirmative Action Employer.

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The qualified candidate will have a strong background in the areas cited above, as well as considerable experience in applied research. At least five years organizational experience, preferably within a private business setting, is required, combined with a Ph.D. in industrial psychology or equivalent. Broad human resources experience will further qualify you, as will the ability to work in a fast-paced environment handling multiple assignments.

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INDUSTRIAL PSYCHOLOGIST. Landy, Jacobs and Associates is a broad-based consulting organization with projects in the areas of test development, selection system design, management development and organizational analysis. We are interested in identifying one or more individuals to join our growing firm. The new member will be responsible for regular project work in our offices as well as meeting with clients in various cities across the country. The position(s) could be filled by a recent PhD seeking full-time employment or an individual looking for a one-year position while on leave from their current place of employment. Additionally, we will consider candidates who are within one year of completing their PhD and are interested in a position allowing for consulting as well as dissertation activities. Interested individuals should send a resume to: **Rick Jacobs, Landy, Jacobs & Associates, 300 South Burrowes Street, State College, PA 16801.** We are an Equal Opportunity Employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGISTS. The Department of Psychology, Louisiana State University, is seeking applicants for two tenure track appointments, both probably at the junior level, but perhaps one of the appointments will be at a senior level. The appointments will be effective in August, 1988. For the first position, the ideal candidate will have substantial strength in measurement issues, for the second position the specific interests and strengths within I/O are totally open. LSU offers a Ph.D. in I/O psychology and currently has 12 I/O doctoral students, two full-time I/O faculty members, and five faculty members in the department of management who make a substantial contribution to our program. The qualified applicant will join our team-oriented collaborative I/O group that functions within a 28-person psychology department. The university provides excellent support for I/O faculty, including light teaching, competitive salary, extensive start-up funds, and strong relationships with industry. Interested candidates should send a letter of application, curriculum vitae, selected publications, and three letters of recommendation to: **Dr. James H. Geer, Chair, Department of Psychology, Louisiana State University, Baton**

Rouge, LA 70803-5501. For best consideration, application materials should be received by December 1, 1987, but materials are solicited and will be accepted until the positions are filled. Louisiana State University is an Equal Opportunity Employer and actively encourages applications from minority and women candidates.

PERSONNEL/OB. The Department of Management at the University of Kentucky will be recruiting for a faculty position (rank open) in the joint areas of human resource management, personnel, and organizational behavior. The position will involve a primary responsibility in the personnel domain, with a second emphasis in some area of organizational behavior. This position is in addition to our previously announced opening in OB. As with that position, we are looking for the best candidate, regardless of particular content specialty. The candidate must be committed to significant research programs and to the educational development of students at all university levels. Applicants should send a cover letter and academic vita to **Dr. Philip Bobko, Department of Management, University of Kentucky, Lexington, Kentucky 40506-0034.** The University of Kentucky is an Equal Opportunity Employer.

CONSULTING PSYCHOLOGISTS TO MANAGEMENT. Rohrer, Hibler & Replogle, Inc., is seeking doctoral, licensed (or eligible) psychologists for full-time career positions with our 40-year-old firm, in the San Francisco Bay and Los Angeles offices. Candidates should enjoy collegial affiliation, team work, and contributing to the growth of the firm. Candidates must be able to establish effective rapport with senior business executives, assisting them with innovative, practical, and psychologically sound solutions to complex problems of people and organizations. Responsibilities include executive assessment, manager development, organization analysis, organizational development, and business development. Successful candidates will be experienced and mature psychologists with the technical and personal qualities needed to work effectively in a corporate environment with senior executives. Business training, experience in business consultation, and/or experience in management desirable. Positions open until filled. Send cover letter and resumé to: **J. G. Blanche, Ph.D., Manager, Rohrer, Hibler & Replogle, Inc., 800 S. Figueroa St., Suite 1120, Los Angeles, California 90017.** An Equal Opportunity Employer.

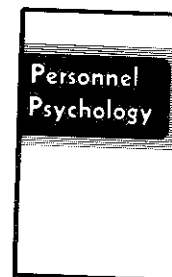
ASSISTANT PROFESSOR OF INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY. One tenure track position, beginning September 1, 1988, with heavy emphasis on graduate teaching and research productivity. Applicants with a quantitative/psychometric background or an interest in cognitive or social information processing approaches will be given preference. The successful applicant will teach industrial/organizational, quantitative/psychometric, or information processing 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. 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 seven I/O faculty members.

Starting salary is competitive, benefits are excellent, and the research and teaching facilities are excellent. There is a possibility of hiring at a level above Assistant Professor. An information processing laboratory with ten networked PCs and technician is available for research. Send letter of application together with vita and three letters of recommendation to **Dr. Ralph A. Alexander, Chairman, I/O Search Committee, Department of Psychology, The University of Akron, Akron, OH 44325** by January 15, 1988. Applicants must complete all requirements for a Ph.D. in I/O psychology prior to starting date. Women and minorities are strongly urged to apply. The University of Akron is an Equal Opportunity/Affirmative Action Employer.

ASSISTANT PROFESSOR OF INDUSTRIAL/GERONTOLOGICAL PSYCHOLOGY One tenure track position beginning September 1, 1988, with heavy emphasis on graduate teaching and research. Applicants should have an interest in Industrial Gerontological Psychology or have strong background in Adult Development and Aging. Successful applicants will be expected to develop a research program in aging and work. Areas can include, but are not limited to, cognitive processing effects of aging on work, job performance and evaluation, selection and employment, training and retraining, age discrimination, career development, and retirement. The successful applicant will join an established I/O program with seven I/O faculty members.

Starting salary is competitive, benefits are excellent, and the research and teaching facilities are excellent. There is a possibility of hiring at a level above Assistant Professor. An information processing laboratory with ten networked PCs and technician is available for research. Send letter of application together with vita and three letters of recommendation to **Dr. Harvey L. Sterns, Chairman, I/G Search Committee, Department of Psychology, The University of Akron, Akron, OH 44325** by

January 15, 1988. Applicants must complete all requirements for a Ph.D. in psychology prior to starting date. Women and minorities are strongly urged to apply. The University of Akron is an Equal Opportunity/Affirmative Action Employer.



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JANUARY 15, 1988

Graduate students in Industrial/Organizational Psychology, Organizational Behavior, and related fields are invited to submit abstracts for paper, poster, or symposium presentation. Abstracts of either a theoretical or empirical nature are welcome. Abstracts must be limited to two (2) single spaced pages, with presentations limited to 12 minutes. Attendance at presentations will be restricted to graduate students to provide a non-evaluative atmosphere.

For further information about the submittal guidelines contact:
Christopher Reilly
Psychology Department
Bowling Green State University
Bowling Green, Ohio 43403
(419) 372 - 2301



ELECTRONIC PUBLISHING

Empirical data concerned with the implementation and evaluation of electronic publishing, especially the production and revision of technical manuals, are sought. The establishment of an informal network of researchers in this area is also a goal. Contact **Jonathan Morell** or **Al Klein**, Oak Ridge National Laboratory, P.O. Box X, Bldg. 4500 N. ms 205, Oak Ridge, TN 37831, 615/576-8046.

EMPLOYMENT OF PERSONS WITH COGNITIVE DISABILITIES

Studies that have examined the validity of predictors for employees who have cognitive disabilities, including retardation, are sought. The employment setting can be either supported or competitive. Contact **Nancy Brawner-Jones**, Specialized Training Program, 135 Education Building, University of Oregon, Eugene, OR 97403, 503/686-5311.

INDUSTRIAL AND LABOUR RESEARCH ASSOCIATION, NIGERIA

Dr. Dego Akanda, Secretary General of the Industrial and Labour Research Association, Department of Psychology, University of Ibadan, Nigeria, is seeking assistance from I/O psychologists who could help this association expose its members to the latest developments in psychology. One way would be to donate books or journals to their library. Contact **Mr. Akanda** if you are interested. **Steven Kennedy** at APA can be of assistance if you wish to donate books or other materials.

APPLIED PSYCHOLOGY: AN INTERNATIONAL REVIEW

Applied Psychology is the official journal of the International Association of Applied Psychology. Submissions to the journal are invited. Submit manuscripts to **Bernhard Wilpert**, Applied Psychology, Institute of Psychology, Technische Universität Berlin, Dovesstr. 1-5, 1000 Berlin 10, Federal Republic of Germany.

OCCUPATIONAL PSYCHOLOGY PROGRAM, UNIVERSITY OF SHEFFIELD, U.K.

The M.Sc. Program in Occupational Psychology, University of Sheffield, is encouraging applications from North American students. The program is a one-year course including both classwork and a research-based thesis. For more information, contact **Dr. Michael West, MRC/ESRC Social and Applied Psychology Unit, Department of Psychology, University of Sheffield, Sheffield S10 2TN, U.K.**

IPMAAC CALL FOR PROGRAMS

The International Personnel Management Association Assessment Council (IPMAAC) announces the "Call for Programs" for the 1988 Annual Conference which will be held June 19-23, 1988, in Las Vegas, Nevada. Proposals for presentations to be considered for inclusion in the program are now being received. Deadline for receipt of proposals is December 15, 1987.

The 1988 program will cover a broad range of topics and issues that will be of interest to selection specialists. The IPMAAC membership has expressed interest in topics such as job analysis, creative item formats, job simulations, statistical analysis, performance appraisal, management selection, affirmative action, and legal issues. However, any topic related to selection and assessment is acceptable. Presentations may be theoretical, research, or practical in nature.

For instructions and materials related to the submission of Proposals, please contact **Joanne Adams, International Personnel Management Associate Headquarters, 1617 Duke Street, Alexandria, Virginia 22314, 703/549-7100.**

ANNUAL VALIDITY REVIEW

Beginning in 1988, Lawrence Erlbaum and Associates will begin publication of an annual volume that should be of substantial interest to **TIP** readers. It has tentatively been titled the *Annual Validity Review*. As the title implies, it will appear once each year and will report the results of criterion-related validity studies. In general, it will be patterned after the "Validity Information Exchange" section that appeared in *Personnel Psychology* until 1963.

The Review will be edited by Frank Landy with the assistance of an advisory board. In addition to validity studies done in the U.S., the Review will include descriptions of validity studies conducted internationally. There will be a number of I/O psychologists from countries other than the U.S. on the advisory board as well. These volumes should fill a gap between research and practice that has been growing wider each year. There are few criterion-related studies appearing in the professional

literature. The publication of these studies should provide valuable information for validity generalization and meta-analytic use.

Now is the time to start preparing submissions for the Review. Guidelines will appear shortly and will be published in **TIP** and sent to I/O psychologists directly by the publisher. Look at an issue of *Personnel Psychology* (pre-1963) for the "Validity Information Exchange" section if you want an idea of what information is to be included. In addition, if you have other questions or would like to nominate someone (or yourself) for the advisory board, contact **Frank Landy, Penn State University, 450 Moore Building, University Park, PA 16802, 814/863-1718.**

PSYINDEX: A DATABASE FOR GERMAN PSYCHOLOGICAL LITERATURE

If you are in the dark about what is going on in German psychology or perhaps you have not included data from German research in your most recent meta-analysis because limited German-language skills make reading an article in German an arduous task, help is now available via PSYINDEX. PSYINDEX is a German-English database covering the German-language psychological literature from the Federal Republic of Germany, Austria, Switzerland, and the German Democratic Republic. This database contains over 27,000 references and includes abstracts of the psychological literature from 1977 to the present. Each entry is referenced in English and German, and English translations of titles and abstracts are provided. PSYINDEX covers all areas of Psychology (including Industrial and Social Psychology and Psychometrics) and a wide variety of publications (journals, books, edited volumes, dissertations, and reports). In addition, PSYINDEX is compatible with PsychINFO, the database version of Psychological Abstracts, in that these databases have the same database fields, descriptors, and classification terms. For more information about how to access PSYINDEX and associated costs, contact the producer of PSYINDEX, the **Zentralstelle fuer Psychologische Information und Dokumentation, Universitaet Trier, Tarforst/Postfach 3825, D-5500 Trier, Federal Republic of Germany.**

MANUSCRIPTS SOUGHT

Quality manuscripts are being solicited for the *Journal of Business and Psychology* (JBP). JBP is a new journal of applied psychology published by Human Sciences Press. Send three copies of manuscript to: Dr. John W. Jones, Editor, *Journal of Business and Psychology*, 1336 Sibley Memorial Highway, P.O. Box 50647, Mendota, Minnesota 55150.

CONTENT VALIDITY POLICY PAPER

Dick Barrett is seeking input from members of the Society to help him to write a "comprehensive policy-oriented paper . . . on the content validity of the multiple choice, essay, oral, and work sample examinations, both commercially developed and home-grown, used by city civil service commissions and/or state licensing boards," which he has been asked to write by the Commission on Testing and Public Policy. The Commission wants "a paper which analyzes the current procedures, or lack thereof, as well as the underlying theory, which should be used to insure that such tests meets or exceed existing professional standards and which serve the public policy purpose for which they were intended."

The Commission on Testing and Public Policy was recently established by a grant from the Ford Foundation to Dean Bernard Gifford of the School of Education, University of California at Berkeley.

Please send contributions to:

Dr. Richard S. Barrett
5 Riverview Place
Hastings-on-Hudson, NY 10706

1988 APA CONVENTION SUBMISSION DEADLINE CHANGE

Because the APA Convention dates have been moved forward about two weeks starting in 1988, the deadline for program submissions has also been moved forward. The new deadline for the 1988 APA Convention in Atlanta is December 18, 1987. The convention dates are August 12-16, 1988. The Call for Programs will appear in the October, 1987 *APA Monitor*. For more information contact **Elaine Pulakos, Division 14 Program Chair, 202/342-5136.**



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Annual Validity Review

Lawrence Erlbaum and Associates is proud to announce that beginning in 1988 the ANNUAL VALIDITY REVIEW will begin publication. The REVIEW will publish criterion-related validity studies conducted in public and private sector settings in the United States and throughout the world.

- * The REVIEW will be directed toward professionals and students interested in personnel selection and personnel decision making.
- * The REVIEW will contain approximately 100 studies per volume.
- * The REVIEW will publish studies that provide technical details about the predictors, criteria, sample and job or job family under investigation.
- * The REVIEW will be guided by an international advisory board featuring selection and measurement specialists from around the world.
- * The REVIEW will publish studies in a consistent format with most studies running a total of five pages.
- * The REVIEW will be edited by Frank J. Landy with offices located at The Pennsylvania State University.

Validity reports are currently being solicited for the 1988 volume. Authors interested in submitting studies should contact the editorial offices for information regarding format requirements. Additionally, anyone wishing to be placed on our mailing list to receive information about the review should contact the editorial offices. Please write to:

Frank J. Landy
Department of Psychology
The Pennsylvania State University
University Park, PA 16802

New TIP Department:

Clearinghouse for Technical Reports and Other Unpublished Professional Documents

In an attempt to aid in the dissemination of various professional documents that are often not published or otherwise available to the profession, **TIP** will publish brief summaries of such documents with information on how the complete document can be obtained. We anticipate that technical reports, intraorganizational applied research reports, and case studies are likely documents for this service. Copies of the documents should be available for distribution by the author(s) for free or for a nominal fee only. Documents that advertise the products or services of an individual or organization will not be listed. For more information, contact: **Ted Rosen, 9008 Seneca Lane, Bethesda, MD 20817, 301/493-9570.**

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POLICY PC version 2.1 operates on the IBM PC and compatible computers. Student editions are available at reduced rates. For more information write to:

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The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2500 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 **Rick Jacobs, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802.**

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DESIGN AND APPEARANCE

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