

TIP

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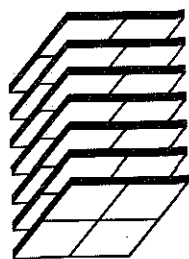
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The Industrial-
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THE THIRD ANNUAL SIOP DOCTORAL STUDENT CONSORTIUM THURSDAY, AUGUST 11, 1988

On the day before the start of the annual APA Convention in Atlanta, GA, the Society (Division 14) will sponsor its Doctoral Student Consortium. The Consortium is intended for outstanding graduate students in Industrial/Organization and Organizational Behavior who have completed most of their doctoral coursework.

Feature speakers and presentations:

Daniel R. Ilgen (Michigan State University), current SIOP president, will be the breakfast/keynote speaker.

Abraham K. Korman (Baruch College, C.U.N.Y.), will present "The Outsider—Jews and Corporate America."

Joel Lefkowitz (Baruch College, C.U.N.Y.) will present "Are I/O Psychologists, Psychologists?"

Michael Campion (Purdue University) will present a session on his research in the field of job design.

Anne Marie Carlisi (BellSouth) and friends will be involved in a panel discussion on "Making the Transition to Industry."

This is an all-day event. There will be opportunities for socializing including breakfast, lunch and a social hour.

Participation is limited. To apply for consideration, students should complete a nomination form including appropriate faculty signatures. Faculty members or professors are also encouraged to nominate students. Nomination forms must be received by June 15, 1988. There will be a registration fee of \$15.00 for the Consortium.

Nomination forms may be obtained from:

**Dennis Doverspike
I/O Doctoral Student Consortium
Department of Psychology
The University of Akron
Akron, OH 44325**

Vote!: THE Message from Your President

Daniel R. Ilgen

There are a great number of interesting and exciting issues facing the Society at this time, but this is a one-issue message. At its February meeting, members of the APA Council of Representatives voted 77 to 41 to recommend a comprehensive reorganization plan for the approval of the membership. Reorganization is something this Society has supported for a long time; yet, this is the first time that it has been possible to obtain the necessary two-thirds vote in Council to allow a plan to go to the membership for a vote.

The plan is a comprehensive one opening the way for a number of significant changes in the structure and operation of the Association. **Milt Hakel**, who along with **Lyman Porter** served on the 14-member Group on Reorganization (GOR) responsible for drafting the plan, describes some of the major elements of the plan in more detail later in this issue of **TIP**. Read his column carefully because it is essential that we all be informed about reorganization. I will provide some general reactions below and more specific ones in a letter that you should receive just prior to receiving a ballot from APA.

It is my opinion and the opinion of the Society's APA Council Representatives, others who have worked closely with GOR, and the Executive Committee members that the GOR plan for reorganization is a plan with which we can live. Our primary goals for reorganization have been to (1) separate ourselves from the necessity of having to deal with issues that may be legitimate ones for health-care professionals but are of no interest to us and other non-health care providers, (2) continue our association with other psychologists with whom we share common interests, and (3) maintain a means for being able to have a voice in the governance of APA that allows us to protect and advance our own interests. Journal publications, conventions, membership dues, licensing, and other scientific and professional concerns unique to industrial and organizational psychologists are just a few of the issues we need to address with APA. We feel that the GOR plan allows the possibility to accomplish these goals. How successful we are at accomplishing the goals, if the plan passes the membership vote, will depend on our ability to work with others in the primary unit or units with which we decide to affiliate (called Societies in the GOR plan). However, given the fact that we have been very successful in the past working with those who will make up

such units, we are confident that a workable arrangement can be drawn up under the plan that is being offered.

In spite of our commitment to the reorganization plan, there is one more critical task ahead—one with which we need the help of all Society members. Two-thirds of those who vote on the By-Laws changes must vote in favor of reorganization. A recent survey of APA members eligible to vote showed that “an overwhelming majority (70%) felt that some type of change [in the structure of APA] was warranted,” (Howard, et al., 1987, p. 767). However, it is not at all clear that the two-thirds majority vote will be obtained from those who do vote in spite of the membership’s desire for such change. In fact, given the typical voting patterns of APA members as a whole, it is clear that without a concerted effort among those who feel that reorganization is necessary, the by-laws amendment vote will fail. Therefore, it is **imperative** that all of us vote and **vote for reorganization**.

As a Society, we have an excellent record of voting when the votes are important for the Society. For example, over 1,400 of you voted on the last apportionment ballot for Council Representatives; this represents nearly 60 percent of the voting members. By all standards, this is excellent member support. All of us on the Executive Committee are extremely grateful for the support and commitment of Society members. It is critical that we are able to continue our strong support. In fact, given the likelihood of opposition from others in APA, it is crucial that we do even better than ever before on the reorganization vote. I urge you, when the ballot comes, vote for reorganization, and persuade other voting members to do the same. Reorganization is not only the most important issue facing the Society at this time, it is **THE ONLY** issue. Without a resolution of the regarding reorganization, we cannot get on with the more interesting business of the Society. We need your help. **Vote!**

REFERENCE

- Howard, A., Pion, G. M., Sechrest, L. B., Cordray, D. S., Kaplan, L., Hall, J., Perloff, R., & Molaison, V. (1988). Membership opinions about reorganizing APA. *American Psychologist*, 42, 763-779.

36th Annual Industrial and Organization Psychology Workshops

Sponsored by the Society for Industrial & Organizational Psychology, Inc.* and presented as part of the annual convention of The American Psychological Association.

Marriott Marquis Hotel
Thursday, August 11, 1988
Atlanta, Georgia

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*Society for Industrial & Organizational Psychology, Inc. is approved by the American Psychological Association to offer Category I continuing education for psychologists. The APA Approved Sponsor maintains responsibility for the program. This workshop is offered for seven (7) hours of continuing education credit.

Workshop Schedule

Thursday, August 11, 1988

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

WORKSHOPS

Marriott Marquis Hotel
Atlanta, Georgia

- Section 1** DEVELOPING PHYSICAL ABILITY MEASURES FOR SELECTION—Joyce Hogan and Sheldon Zedeck
- Section 2** UTILITY ANALYSIS—Wayne F. Cascio
- Section 3** AN EEO PRIMER—Frank Landy
- Section 4** USING SURVEYS FOR ORGANIZATIONAL CHANGE—David A. Nadler and Charles S. Raben
- Section 5** CONTROVERSIAL TESTING TECHNIQUES AND ISSUES—Paul R. Sackett and Judy Olian
- Section 6** APPLIED VALIDITY GENERALIZATION—William W. Ruch and Keith M. Pyburn, Jr.
- Section 7** APPLYING ADVANCES IN COMPUTER AND VIDEO TECHNOLOGY—Stephen L. Cohen and James J. L'Allier
- Section 8** INDIVIDUAL ASSESSMENT—Robert F. Silzer and P. Richard Jeanneret
- Section 9** SUCCESSION PLANNING—Melvin Sorcher and Joseph T. Bevan

Section 1 (Half Day)

DEVELOPING PHYSICAL ABILITY MEASURES FOR SELECTION

Joyce Hogan
University of Tulsa

Sheldon Zedeck
University of California at Berkeley

Few personnel selection issues are as problematic as those involving the use of physical standards for employment decisions. The negative consequences of filling physically demanding jobs with those who are physically unqualified may translate into injuries, work force segregation, additional time to perform tasks, and selective duty assignments. Unfortunately, the progress in matching individual physical performance qualifications to job requirements has advanced slowly.

This workshop will address practical issues of development, implementation, evaluation, and legal defensibility of physical performance selection procedures. From recent studies in corporations and city/state governments, the following will be discussed:

- New procedures for job analysis and task-ability linkages
- Descriptions and evaluations of testing alternatives
- Alternative scoring and validation strategies
- Issues of implementation and evaluation of effectiveness, including links to worker compensation claims
- Current legal concerns and recent court decisions

This workshop is intended for practitioners and researchers in I/O psychology interested in personnel selection issues.

Joyce Hogan is Associate Professor of Psychology at the University of Tulsa. She is responsible for the development and implementation of physical ability tests in both private and public sector organizations. Dr. Hogan received her Ph.D. from the University of Maryland.

Sheldon Zedeck is Professor of Psychology and Acting Director of the Institute of Industrial Relations at the University of California at Berkeley. He has been an active consultant to private and public organizations and has served as an expert witness in cases concerned with employment discrimination. Dr. Zedeck received his Ph.D. from Bowling Green State University.

Coordinator: **Ramon M. Henson**, Avon Products, Inc.

Section 2 (Half Day)

UTILITY ANALYSIS: INTEGRATION OF EXPECTED PAYOFFS FROM HUMAN RESOURCE SYSTEMS WITH STRATEGIC BUSINESS DECISIONS

Wayne F. Cascio
University of Colorado-Denver

Operating executives justifiably demand an estimate of the returns from any proposed capital investment project. Human Resources programs, proposed or ongoing, are no exception. Decision rules are needed to assess the sensibility of investing the firm's dollars in selection, training, or human resource development programs, as opposed to other worthy projects. Cost/benefit or utility analysis can be useful in the decision-making process.

To date, HR professionals have regarded utility analysis as the last step in the process of evaluation. From a broader organizational perspective, however, such analyses represent only the first step in strategic business decision-making. Proposed capital investment projects, such as personnel programs, new equipment purchases, and construction projects, first must be assessed in terms of their financial soundness (net present value), and then must be ranked in order of their strategic priority to the firm.

In this workshop, hands-on examples are used to show how this can be done with HR programs. The practitioner-oriented applications take into account such factors as the length of the effects of the program, the rate of decay in the effects, attrition rates, and multiple employee cohorts.

Further, we will examine the use and contributions of break-even analysis and meta-analysis in this process. Participants will leave the workshop with the skills and understanding to integrate the expected payoffs for HR systems with strategic business planning.

Wayne F. Cascio is a Professor of Management and Organization at the University of Colorado-Denver on leave as a visiting scholar at the Wharton School until June, 1988. He is an APA Fellow, a Diplomate in I/O Psychology of the American Board of Professional Psychology, and a member of the Editorial Boards of *Human Performance* and the *Academy of Management Review*. He has consulted with a wide variety of organizations in both the public and private sectors on personnel matters, and has testified as an expert witness in employment discrimination cases. Dr. Cascio is an active researcher and is the author of four books on human resource management.

Coordinator: **Nancy T. Tippins**, Bell Atlantic

Section 3 (Half Day)

AN EEO PRIMER

Frank Landy
Pennsylvania State University

This workshop will focus on the basic elements of the EEO system as it affects the practicing I/O psychologist and personnel professional. It will concentrate on both the concepts and mechanisms of EEO as well as the application of EEO principles to common personnel decisions.

Among the broad topics to be covered will be relevant administrative documents (*Uniform Guidelines*, Division 14 *Principles*, APA *Standards*) salient court decisions that affect professional practice, and various devices that are subject to scrutiny (e.g., interviews, performance evaluations, assessment centers). In addition, there will be discussion of the litigation process from preliminary to final stages.

In addition to the presentation of information, there will be participant discussion of various hypothetical cases in order to highlight critical issues. In keeping with the theme of a "primer," the presentation will also be structured around a series of basic questions and answers about EEO issues.

Topics covered in this workshop will include:

- Differences among administrative guidelines for interpreting EEO law
- Strengths and weaknesses of classes of personnel decision devices from an EEO perspective
- Various components of the EEO litigation process
- Sample landmark EEO cases that affect practice
- How to access the correct administrative guidelines in analyzing EEO-related issues

The workshop is directed toward those with little or modest familiarity with EEO issues or practice. Further, it is intended for those who are involved in practice rather than research activities.

Frank Landy is a Professor of Industrial Psychology at Pennsylvania State University. He is the author of the *Psychology of Work Behavior*, one of the primary textbooks in industrial psychology, now in the third edition. In addition, he has been an associate editor of the *Journal of Applied Psychology* and currently edits *Human Performance*. He is also the president of Landy, Jacobs and Associates, a consulting firm that specializes in personnel selection in both public and private sector environments. He has had extensive involvement in Title VII litigation.

Coordinator: **Nita French**, BellSouth Corporation

Section 4 (Half Day)

USING SURVEYS FOR ORGANIZATIONAL CHANGE: APPROACHES TO FEEDBACK AND ACTION PLANNING

David A. Nadler

Charles S. Raben

Delta Consulting Group Inc.

Surveys continue to be significant tools that can be used in organizational change efforts. Effective feedback and action planning processes greatly determine the impact of survey based efforts. These activities are particularly important when surveys are used at the senior management levels of organizations.

This session will examine the uses of survey data for feedback and action planning in the context of organizational change efforts. Specific topics to be covered include:

- Basic models of survey feedback and change
- Types of organizational surveys
- Feedback and action planning tasks and principles
- Senior level survey feedback and action planning
- A model for work group feedback and action planning
- Designs for feedback and action planning
- New directions in the use of surveys

The workshop will include presentations on these topics, discussion with the presenters, and demonstrations of selected approaches, including involvement by participants.

The workshop is intended for people with organizational survey or organizational change responsibilities, particularly those who are interested in applications at senior levels. The material will assume a basic knowledge of principles of surveys, including survey feedback.

David A. Nadler is President of the Delta Consulting Group, a New York based management consulting firm specializing in issues of organization and change. He is the author of *Feedback and Organizational Development*, as well as other books on organization and change. He has worked with the senior management of many different companies on issues of organizational change. He holds an MBA from Harvard University and a Ph.D. in Organizational Psychology from the University of Michigan.

Charles S. Raben is a Senior Project Director at the Delta Consulting Group. Prior to joining Delta, he worked as an internal consultant at ARCO where he was involved in both the design and development of organization-wide survey systems and senior level survey feedback and

action planning efforts. He holds a Ph.D. in Industrial and Organizational Psychology from Ohio State University.

Coordinator: **William E. Dodd**, IBM Corporation

Section 5 (Half Day)

CONTROVERSIAL TESTING TECHNIQUES AND ISSUES

Paul R. Sackett

University of Illinois at Chicago

Judy Olian

University of Maryland

Employers are using with greater frequency controversial testing techniques to determine honesty/integrity, drug and alcohol abuse, violent behavior, genetic background, and disease presence. Testing results are then used to make personnel decisions (selection, termination) leading to several controversial employment issues.

This workshop will cover current issues in the use of polygraph and paper and pencil **integrity tests** in the work place (these issues were also covered in the April, 1987 SIOP Workshop). The research evidence offered for both the polygraph and paper and pencil tests will be reviewed and issues such as legality, ethics, impact on morale, and competing claims of test publishers will be examined.

This workshop will also review and update developments in employment applications of **bio-testing**. The specific types of tests to be addressed include drug and alcohol testing, genetic screening, and AIDS testing. We will examine available evidence on the reliability, validity and costs of various tests, how organizations are using these procedures, the problems encountered, and ways of overcoming them. We will also discuss the emerging role of the I/O psychologist in balancing the interests of all affected parties—tested individuals, their peers, and management. A package of resource materials will be distributed.

Paul R. Sackett is Associate Professor of Psychology at the University of Illinois at Chicago. He will be joining the Industrial Relations faculty at the University of Minnesota this fall. His Ph.D. is from Ohio State University. He has published extensively in the areas of assessment of managerial potential, job analysis, honesty in the work place, and psychometric issues in employee selection. He is co-author, with George F. Dreher, of *Perspectives on Employer Staffing and Selection* published in 1983 by Richard D. Irwin. He is currently the editor of *Personnel Psychology*, and has served on the editorial board of the *Journal of Applied Psychology*.

Judy Olian is an Associate Professor of Management and Organization at the University of Maryland. She has a Ph.D. in Industrial Relations. She has written on organizational staffing practice in general, and on bio-testing in particular. She is in the process of doing research and writing a book on bio-testing. She has also done an extensive amount of management consulting.

Coordinator: **Jeanette N. Cleveland**, Colorado State University

Section 6 (Half Day)

APPLIED VALIDITY GENERALIZATION: A PRACTICAL GUIDE FOR TRANSPORTING VALIDITY TO THE LOCAL SETTING

William W. Ruch
Psychological Services, Inc.

Keith M. Pyburn, Jr.
McCalla, Thompson, Pyburn
& Ridley

The *Uniform Guidelines* require validation whenever a selection procedure has an adverse impact against a Title VII-protected group. Professional standards go further, requiring that the use of tests be supported by evidence of validity regardless of impact. Whenever aptitude measures are used, the *Guidelines* and professional standards generally call for Criterion-Related Validation (CRV). Yet, few employers have large enough employee populations to conduct CRV studies except in a very few of their more popular jobs.

Increasingly, employers are relying on validation research conducted outside their own organizations to support their use of tests. One method of doing this is validity generalization. This involves using a meta-analysis of previous CRV studies to demonstrate that a selection procedure as used in a local setting is unlikely to have unacceptably low validity. Another procedure, validity transportability, involves a showing that a particular test has previously been demonstrated to be valid for a job with substantially the same major work behaviors.

This workshop will provide attendees with down-to-earth guidance on how to make practical use of validity generalization and transportability research. Court decisions dealing with the transportation or generalization of validity will be presented and discussed in detail. A goal of this workshop is to supply the attendees with the necessary tools to apply these methodologies in their everyday work, i.e., to demonstrate validity of their selection procedures without conducting local CRV studies.

William W. Ruch is President of Psychological Services, Inc., a Los Angeles-based consulting firm which specializes in the development and validation of tests and other selection procedures. Bill has served extensively as an expert witness on testing, including two cases in which validity transportability studies have been upheld by appellate courts.

Keith M. Pyburn, Jr. is a founding partner in the New Orleans law firm of McCalla, Thompson, Pyburn & Ridley. Following graduation from Tulane Law School in 1974, he clerked for Chief Justice John Dixon of the Louisiana Supreme Court. He is a member of the Equal Employment Opportunity Law Committee of the American Bar Association's Labor and Employment Relations Law Section, and has published articles concerning practice before the EEOC. He regularly advises employers and other test users on testing issues and has litigated cases defending employment tests, including cases involving the transportability of validation results.

Coordinator: **Sally F. Hartmann**, Sears Roebuck & Co.

Section 7 (Half Day)

APPLYING ADVANCES IN COMPUTER AND VIDEO TECHNOLOGY IN HUMAN RESOURCE MANAGEMENT

Stephen L. Cohen

Wilson Learning Corporation

James J. L'Allier

Computer and videodisc technology are becoming more accessible, affordable, and accepted in business, government and educational settings. These tools represent another means of increasing our effectiveness in solving human resource management problems.

Videodisc technology offers attractive opportunities for use in developing selection tools such as work simulations and in the delivery of training and development such as with sales people and managers. The prevalence of the personal computer brings job analysis, developmental diagnosis, and career and succession planning to the practitioner's desktop.

The workshop will focus on how and when to use computer and videodisc technology in human resources management applications. Guidelines for determining the most appropriate delivery technology will be discussed. Principles used in developing applications of videodisc and computer technology will be reviewed. Applications of videodisc technology in a selection system and in sales and management training will be demonstrated as illustrations. Computer applications of job analysis,

developmental diagnosis, and career and succession planning will also be demonstrated. Particular attention will be paid to the issues of measurement, learning design, and organizational implementation.

Stephen Cohen is Executive Vice President and General Manager at Wilson Learning Corporation's Interactive Technology Group where he oversees the development and marketing of interactive videodisc learning systems. He has played also a major role in the development and administration of numerous human resource programs utilizing the assessment center simulation approach as well as the development of performance appraisal, interviewing, manpower and career planning programs. Dr. Cohen received a Ph.D. degree in I/O Psychology from the University of Tennessee.

James L'Allier is currently Vice President of Research and Development for the Wilson Learning/Interactive Technology Group. He has been involved in the design, development, management and production of various interactive videodisc and software projects. He received a Ph.D. in Instructional Systems from the University of Minnesota. Dr. L'Allier is also a University of Minnesota Senior Fellow in the College of Education, Department of Curriculum and Instructional Systems and is a member of various professional training organizations and publication boards.

Coordinator: **R. Stephen Doerflein**, Holy Cross Health Systems.

Section 8 (Full Day)

INDIVIDUAL ASSESSMENT: GETTING AT JOB RELATED SKILLS AND ABILITIES

Robert F. Silzer
Personnel Decisions, Inc.

P. Richard Jeanneret
Jeanneret and Associates, Inc.

Individual assessment is a significant component of the practitioner's side of I/O psychology, and yet is a process for which there is little formal training, especially within the academic environment. Further, there is little communication about the process by either practitioner or scientist, except when it is treated within the domain of the Assessment Center. However, most psychological assessments in industry are conducted in an environment other than that of a formal Assessment Center.

This workshop will examine in depth the psychological assessment of job-related skills and abilities from several perspectives:

- The purposes, expectations and utility of assessment

- The process itself, including job analysis requirements, instruments, administration, interpretation, client relations, and reports
- Specific applications including executive assessments and screening for sensitive positions
- Ethical and legal issues
- Future direction

The workshop format will consist of presentations by the two workshop leaders who will provide information and examples based on their considerable practical experience. Time will also be devoted to participants' questions and follow-up discussions.

Robert F. Silzer is Senior Vice President of Personnel Decisions, Inc. He has a Ph.D. in I/O and Counseling Psychology from the University of Minnesota, and extensive experience as a management consultant at PDI and as a Director of Personnel Research at Fieldcrest Mills, Inc. He has conducted research on the assessment process with particular interest in clinical and statistical integration methods, provided a wide range of assessment services to clients, and designed numerous assessment systems.

P. Richard Jeanneret is the managing principal of Jeanneret and Associates, Inc. He has over 19 years of management consulting experience since obtaining his Ph.D. in I/O Psychology from Purdue University. He has provided psychological assessment services to a wide variety of client organizations, and has conducted several in-house and client-specific research studies of assessment instruments and procedures.

Coordinator: **Elliott D. Pursell**, Human Resource Systems, Inc.

Section 9 (Full Day)

SUCCESSION PLANNING: GOING BEYOND DESCRIPTION

Melvin Sorcher
Sorcher Associates Inc.

Joseph T. Bevan
Richardson-Vicks U.S.A.

The objective of this workshop is to present succession planning activities in a predictive context. Succession planning will be treated as an integrated process of development and evaluation steps which aims at the prediction of performance, especially at senior levels. The major focus will be on actions and processes that lead to sound succession decisions.

Because succession planning implies dependable prediction of managerial abilities in key roles, we will start with the process of early

identification, its biases and shortcomings. Next, differences between middle and senior manager identification and succession planning will be compared, with an emphasis on the link between performance and development.

Issues that will be covered include:

- Tools and methods that provide a framework for succession planning
- A specific evaluation technique that can provide the information needed for succession planning
- The link between performance appraisal and succession planning
- Whether to do performance appraisals and career discussions at the same time
- The respective roles of the individual and the manager in development planning
- The use of common and simple language
- Training of people who complete forms and assume responsibility for development discussions that result in succession plans
- How to deal with a steady but not outstanding manager.

Exercises will be a part of the workshop so that participants develop a sense of how to improve or implement a succession planning process in their own companies.

Melvin Sorcher is President of Sorcher Associates Inc., an organizational consulting firm. He has been on the corporate staffs of General Electric as Manager of Personnel Research and Richardson-Vicks (a Proctor & Gamble subsidiary) as Director of Management Development. He received his Ph.D. in psychology from Syracuse University and was honored by Division 14 with the Professional Practice Award in 1978 for developing the behavior modeling method of manager and employee training.

Joseph T. Bevan is Vice President of Personnel for Richardson-Vicks. He has served in a variety of human resources executive positions. He has also had extensive experience as an internal consultant on issues that include compensation and benefits programs, management development and succession planning, mergers and acquisitions, labor negotiations, and organization restructuring. His bachelor's degree is from Emory University.

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

**REGISTRATION—36TH ANNUAL
INDUSTRIAL AND ORGANIZATIONAL
PSYCHOLOGY WORKSHOPS
THURSDAY, AUGUST 11, 1988
Atlanta, Georgia**

NAME (Please Print) _____

POSITION TITLE _____

ORGANIZATION _____

MAILING ADDRESS _____

Street

City

State

Zip Code

PHONE () _____ EXT. _____

APA DIVISION MEMBERSHIP(S) _____

A Note to Registrants:

Sections 8 and 9 are day-long workshops. All the other workshops have been designed as half-day workshops. Based upon your choices, you will be assigned to one full-day workshop or two half-day workshops.

Section Number

Section Title

First Choice: _____

Second Choice: _____

Third Choice: _____

Fourth Choice: _____

Fifth Choice: _____

Registration is on a first-come, first-serve basis. All workshops will be limited to 25 participants. Please note that advance mail registration will close on August 3, 1988. All registrations received after that date will be processed as on-site registrations.

\$170—Society for Industrial and Organizational Psychology, Inc.
(Division 14 of the American Psychological Association)
Members and Student Affiliates.

\$215—APA Members

\$255—Non-APA, Non-Division 14 Members

- Fee includes: All registration materials, lunch, and social hour. Additional tickets for the social hour are \$25 per guest.
- Please make check or money order payable in U.S. currency to: SIOP.
- Mail form and registration fees to:

Susan N. Palmer (Registrar)
Staff Planning & Analysis #8892
Mail Code 0196-057
Wells Fargo Bank
79 New Montgomery St.
San Francisco, CA 94163
Tel: 415-477-2616

Cancellations

A full refund will be granted up to 4 weeks in advance of the workshop date. A 75% refund will be granted up to the close of advance mail registration. A 50% refund will be granted thereafter. All refunds will be made only on request.

The ad-hoc manager

by Adela Oliver
President
Oliver Human Resource Consultants, Inc.

American corporations have recently undergone massive downsizings, resulting, in part, in temporary or contingency managers.

Little is known about ad-hoc managers except that they are being hired to fill operational holes left in the organization.

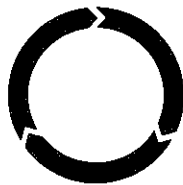
This new breed of managers is troublesome from a human resource point of view. What exactly do they do? What are the guidelines for hiring and terminating them? What benefits and compensation do they receive? What legal liabilities does the hiring company have? What exactly is their status?

Consultants are easy to understand; use their services, pay them, and call them again when you want them. But what about contingency managers? Their status and use is decidedly unclear.

To help us understand this new phenomenon, we invite you, as a human resource executive, to participate in our nationwide survey of ad-hoc managers. Please send your business card and we'll send you the survey. The results will be shared with all participants and your views will help clarify a muddy and worrisome issue.

The Ad-Hoc Manager may well be here to stay. But just where and how does he or she fit in?

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



Oliver Human Resource Consultants, Inc.
1290 Avenue of the Americas, NYC10104
212 307-5740

Vote FOR Reorganization!

Milton D. Hakel

It's here! Your vote is needed! Recruit other voters!

By a margin of 77 to 41, the Council of Representatives voted to recommend a comprehensive reorganization plan for approval by APA's members. Now you get to vote! When the ballot comes, please vote **for reorganization**.

The plan is comprehensive. It breaks the organizational gridlock afflicting 100 or so boards and committees and the Council of Representatives by abolishing them. It substitutes up to five semi-autonomous societies and a 50-member Legislative Assembly with limited policy making powers. It provides for differential dues.

Key Features of the Plan

Nurturing the diversity and vigor of psychology *while maintaining unity* is the key goal of the APA Reorganization Plan. The plan proposes a structure which clearly delineates the authority of societies formed by constituent divisions and states, the Board of Directors, and a Legislative Assembly.

Societies. Diversity is enhanced through the creation of up to five semi-autonomous societies to be formed by the divisions and states. Individual APA members may join as many or as few (including none) as they wish. Political representation in APA's governance will be organized through the societies. Division 14 will probably affiliate with the Society for Scientific and Applied Psychology. Other societies will be organized for clinical scientist-practitioners, private practitioners, states, and public interest psychologists.

One-Person, One-Vote. Diversity is assured by expanding the principle of one-person, one-vote throughout all key elements of the governance structure, and also by providing a "Bill of Rights" in the APA Bylaws. It is further assured by reserving all policy-making rights to the societies that are not explicitly vested in the Board or the Legislative Assembly.

Majority Rule. Majority rule goes hand-in-hand with one-person, one-vote. Majority rule is implemented in the new structure by weighted voting. While there will be an equal number of Directors on the Board and Delegates in the Legislative Assembly from each Society, these people will cast weighted votes so that the more popular societies have a greater impact on decisions. The weights will be determined annually on

an apportionment ballot like the one we use now to assign Council seats to divisions and states.

Efficiency. Vigor is improved by streamlining the governance structure. The 120-member Council of Representatives, which meets twice annually, is replaced by a 50-member Legislative Assembly, meeting annually. The 100 or so Boards and Committees we now support will be picked up by societies that want to pay for them, or else they will be abolished. Only a few committees (such as ethics, membership, etc.) will remain at the association-wide level of governance.

Board of Directors. Vigor is assured by strengthening the Board of Directors and creating a Management Committee to supervise the central functions of APA. The Board will manage the affairs and funds of the association as well as facilitate the collaboration of the societies in making association-wide policy, while the Management Committee will supervise Central Office and handle budgeting, publications and conventions.

Legislative Assembly. Vigor is further assured by focusing the attention of the Legislative Assembly on six domains in which it sets APA-wide policies that potentially affect all APA members. Education standards, accreditation, testing, specialization, membership, and ethics.

Why Reorganize?

Unity will be maintained if the reorganization plan is adopted. Creation of the societies assures homes for the diverse interests of American psychologists. The Legislative Assembly and the strengthened Board of Directors allow for an orderly (and if needed, rapid) setting of APA-wide policy. Costs of APA-wide governance are reduced, and expensive services that some desire (e.g., legislative advocacy) will be made available through societies. By implementing differential dues, it will make APA a better competitor for the affiliation and loyalty of all psychologists.

Implications for Division 14

This plan goes a long way toward solving many of the problems we've had with APA's convoluted, unwieldy and politicized governance structure. It provides a focal society for scientific and applied psychologists, and Division 14 will affiliate with it. It brings down the cost of centralized APA services. It will lead to greater responsiveness to members' concerns because the societies will better reflect their members' needs and interests. It will keep psychologists together under the APA umbrella so that united action may be taken when it is useful to do so.

It is not a perfect plan (for example, it creates a Legislative Assembly, while we wanted APA policy to be set by mutual agreement of the societies). Despite its drawbacks, the reorganized structure is far better

than APA's current structure, and it is the only plan to come to a membership vote in over 40 years. It is crucial that we generate a large voter turnout.

When the ballot comes, *vote for reorganization*. Before it comes, talk with your colleagues. It is crucial that we generate a large voter turnout. Renew acquaintances with old friends, and tell them you want a favor—to vote for reorganization. Tell them what they want to know about the plan, but be sure to get their pledge. If every voter who favors the plan recruits three other yes votes, reorganization will become a fact. APA will again become a home for all psychologists.

**VOTE FOR REORGANIZATION OF APA
AND
REMIND YOUR COLLEAGUES TO VOTE, TOO**

USC

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The Test Validity Yearbook: Organizational

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

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

Excerpts from the National Research Council's "Interim Report: Within-Group Scoring of the General Aptitude Test Battery"

James C. Sharf¹

The Controversy

"In the years since the passage of the Civil Rights Act of 1964, the American people have not resolved a fundamental philosophical conflict between equality conceived of as color-blind law and equality defined as more equitable distribution of society's good, or making up for unequal opportunities. Many Americans who reject completely the system of laws and social conventions that relegated blacks to second-class citizenship for a hundred years after the abolition of slavery believe that the essential remedy is to ensure that the law is the same for all. Others feel that fairness requires more: that contemporary blacks carry the burden of disadvantage created by slavery and maintained by formal and informal segregation until the 1960s and deserve preferential treatment to enable them to join the mainstream of American economic and social life. The decline in the country's economic fortunes in the last decade has added a new dimension to the debate, as concern about productivity and American competitiveness affects perceptions of fair employment practices.

"Officials of the public Employment Service are experimenting with a new referral system that uses the General Aptitude Test Battery to screen job seekers for virtually all of the jobs handled through state Employment Service Offices . . . scores on the GATB are being converted to percentile ranks within the population categories of "black," "Hispanic," and "other" (which includes all of those not in the first two categories) . . . so that the reported score reflects an applicant's standing with reference to his or her own racial or ethnic group, thus effectively erasing average group differences in test scores.

"By combining this method of computing percentile scores with top-down selection of the applicants to be referred to prospective employers, USES sought to reach a workable compromise between an individual employer's interest in hiring the most able workers available and the need to meet federal equal employment opportunity and affirmative action

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

goals. Without some sort of compensatory scoring system, in the agency's view, referral of candidates on the basis of GATB test scores from the top down would reduce the employment opportunities of minority group candidates and cause adverse impact problems for both the Employment Service and employers. But if top-down selection were completely abandoned, in the agency's view, workforce efficiency would suffer.

"The Department of Labor adopted within-group scoring as a way to promote equal employment opportunity goals; the Department of Justice views the score conversions as illegally advancing the interests of one group at the expense of another.

"In November 1986, the Assistant Attorney General challenged this referral plan because within-group scoring 'not only classifies job applicants on the basis of their race or national origin, but . . . requires job service offices to prefer some and disadvantage other individuals based on their membership in racial or ethnic groups. Such a procedure constitutes intentional racial discrimination'."

The Committee and Its Work

"As a consequence of the Justice Department challenge, the Labor Department sought guidance from the National Academy of Sciences, which, through the National Research Council, has convened a committee of experts² to conduct a thorough, scientific evaluation of the proposed GATB-based referral system, including within-group scoring . . . to be carried out in two stages. The first stage is a preliminary study of the within-group percentile scoring system, the second stage is a full-scale evaluation of the whole referral plan and the likely consequences of its widespread adoption.

Stage One: Scoring Methods and Referral Rules

"A principal component of the charge to the committee is the conduct of a careful review of alternative referral methods within the context of the issues raised by the within-group percentile scoring system. We have analyzed issues *theoretically* in order to clarify the available policy options (emphasis added). But our mature conclusions about scoring and

²The 14 member inter-disciplinary National Research Council Committee on the General Aptitude Test Battery includes Paul Sackett, John Rauschenberger and Bob Linn. Hilda Wing is a research associate to Study Director Alexandra Wigdor (who co-authored the '82 NRC *Ability Testing* report). The Committee is chaired by John Hartigan, Department of Statistics, Yale University. The 69 page *Interim Report* is available from: Committee on the General Aptitude Test Battery, National Research Council, MH-176, 2101 Constitution Ave. NW, Washington, DC 20418. The final report will be completed by January, 1989.

referral policy for the proposed GATB-based referral system must of necessity await the completion of the full study.

Stage Two: Full-Scale Evaluation of the Proposed Referral System

"The principal scientific basis of the employment service referral system proposed by the U.S. Employment Service is the work of Schmidt & Hunter. Their theory, called validity generalization, has led some industrial psychologists and psychometricians to reconsider the traditional assumption that a new predictive validity study is necessary whenever a test is introduced in an employee selection system or when the nature of the job or character of the applicant pool changes substantially from that in existing validation evidence.

"Since validity generalization is at the heart of the GATB-based referral system, we will consider both the theory of validity generalization and its application in the USES referral program. This requires looking at the accumulated body of GATB validity research to see if predictive validities for virtually all jobs in the current *Dictionary of Occupational Titles* can be generalized from USES validity studies of particular jobs.

"The second stage of the committee's task also includes analysis of the potential consequences of nationwide use of the GATB by the public Employment Service. If the USES-proposed system of employment referral is widely adopted, it could affect the economy of the United States, the composition of the workforce, the economic well-being of various groups of job seekers (including racial and ethnic groups, veterans, people with handicaps, and lower scoring majority group members), and the operation of the Employment Service. Furthermore, the USES system would set an example for public and private employers throughout the United States. The research agenda of the committee includes examination of each of these issues to the extent possible.

Part I. Balancing Efficiency and Equity: Issues in Science and Social Policy Civil Rights and Fair Employment Practices Law

"The overall tendency of judicial and administrative implementation of the Civil Rights Act since *Griggs* has been to encourage employers in the direction of preferential hiring, thus blurring the distinction between nondiscrimination and affirmative action. At the same time, it has been more difficult to reach public consensus of the proposition that equity requires preferential treatment for protected groups, at least in the short term, than it was to generate enthusiasm for the original conception of the Civil Rights Act that the law should be color-blind.

"The committee is obviously not in a position to make a definitive statement about these conflicting interpretations of the legality of within-group scoring of the GATB. The evolution of fair employment law since

1964 has produced two grounds for race conscious employment practices: the mitigation of adverse impact and voluntary affirmative action. It would appear that the Employment Service may not be able to justify use of score adjustments as part of its lawful affirmative action efforts because it is not acting as an employer. And, since in Justice Stevens' words, Title VII permits but does not require an employer to grant preferential treatment on the basis of race or gender, score adjustments for affirmative action purposes by a governmental employment agency might be found to constitute undue governmental interference with managerial discretion. If the scoring system is not justifiable as part of an affirmative action plan, then its acceptability would seem to depend on whether the weight of legal opinion will recognize the adoption of a generalized score adjustment, designed to prevent adverse impact, as an appropriate compliance effort under Title VII.

The Psychometric Perspective: Validity

"One of the ironies of the evolution of legal and regulatory policy is that in all probability, for within-group scoring to be adjudged 'remedial', it would be necessary that the procedure be used primarily with tests that have not been validated in a manner that complies with the *Uniform Guidelines*.

Bias

"The question of test bias is directly relevant to the issue of scoring methods and within-group score adjustments. If the GATB is found to predict job performance differently for different groups, an adjustment that corrected for these differences might be justified from a scientific standpoint. Presumably, such an adjustment would also be legally warranted. The committee's research agenda includes examination of the question of group differences in performance on the GATB.

Specificity Versus Generalizability

"Until recently, personnel psychologists generally believed that the validity of a test for predicting job performance is highly dependent upon the specific situation . . . This assumption of specificity has been increasingly challenged during the past 10 years as a result of quantitative analyses of the results of validity studies. These studies, known as validity generalization studies, have been purported to show that, contrary to past belief, validity is highly generalizable from one situation to another. The influence of validity generalization research results is visible in the *Society for Industrial and Organizational Psychology Principles* (1987:26), which conclude that 'validities generalize far more than once supposed.' The degree to which GATB validities can be generalized, the

conditions that affect the degree of generalization, and the conditions under which it may be reasonable to infer that the GATB is valid for a particular job based only on the results of validity generalization research, will be a major focus of the work of the committee's continuing work.

Accuracy in Reporting

"A final aspect of validity that is important in psychometrics, as it is to scientific enterprise in general, is that the relationships observed be reported accurately. It is a matter of what might be called numerical ethics that test scores should mean what they appear to mean. In the case of employment tests, two individuals with the same score should have the same predicted job performance. And the accuracy of the prediction should be reported to test users. According to professional standards, both test results and test limitations should be accurately reported; test makers even have the responsibility for dispelling common misinterpretations (AERA, et al., 1985:36). From this perspective, within-group percentile scores are problematic unless such conversions more accurately reflect the predicted job performance of members of each group than would unconverted scores.

Part II. Policy Alternatives: A Theoretical Exploration

Distinguishing Scoring Methods and Referral Rules

"If within-group percentile scores are found unacceptable, on legal or scientific grounds, there may be other combinations of scoring method and referral roles that could achieve the basic purpose of producing the most able or most productive workforce while reducing adverse impact.

Referral Rules

"We describe six common referral rules that are based only on test score and, if pertinent, group membership. Each rule is then evaluated theoretically for its effect on expected job performance—as estimated by the correlation between performance on the test and subsequent performance on the job.

- Raw-score, top-down referral
- Within-group percentile score, top-down referral
- Minimum competency referral
- Zone score, random within-zone referral
- Zone score, preferential within-zone referral
- Expected performance ratio referral

Score Reporting

“(A) policy of referring applicants in rank order of their score on a *valid* test will ineluctably offer employers better performing workers, all other things being equal. At the same time, the computations make clear that a top-down referral system that incorporates within-group score conversions combines the advantages of productivity gains and racial equity in the workforce. However, the system of within-group percentile score reporting chosen by USES raises a number of legal and scientific concerns.

Part III. Conclusions

“In this interim report, the committee neither approves nor disapproves of the GATB, the theory of validity generalization, or the USES’s GATB-based validity generalization pilot referral programs. These issues, along with final conclusions about the GATB scoring system, remain under study by the committee. (I)t is beyond the committee’s charge to determine the legality of race-conscious employment practices, let alone identify particular employment situations for which such use might be justified. Therefore, the committee’s conclusions about the consequences of using race-conscious or non-race-conscious employment practices are similarly not to be interpreted as either approving or disapproving the use of such practices.

Referral Rules

“We conclude: (1) If the will of society is to pursue both high levels of productivity and a racially balanced workforce and if a valid test that produces an adverse impact is used in the referral process, then a race-conscious referral policy is necessary; (2) While we do not at this time recommend a particular referral procedure, after considering a range of alternatives, some race conscious, some not, we find that a top-down within-group referral rule is an effective way to balance the conflicting goals of productivity and racial equity. This referral rule substantially reduces adverse impact with very little loss in the average predicted job performance of those referred.

Score Reporting

“We conclude: (1) The current USES experimental policy of reporting only within-group scores risks violating the principle (that it is misleading to report the same score for two individuals when the two individuals have widely different predicted levels of job performance) because employers might confuse within-group scores and raw or total-group scores; (2) We are concerned about the consequences of total-group score

reporting or any method score reporting when a test is a poor predictor of job performance; (3) We are not prepared in this interim report to approve or disapprove the current reporting practice, nor are we prepared to recommend an alternative.

“Our recommendations about referral systems and score reporting are contingent upon and must await a full evaluation of the GATB, the experimental referral program, and the social and economic consequences of the referral program.”

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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The A, B, C's of Classifying & Training Maintenance Employees

by Tom Ramsay, Human Resources Psychologist

A client company had a number of different titles and classifications for maintenance employees who had progressed through a time-based training program. They wanted a system for diagnosis, classification, and developmental training for their maintenance employees.

Through a method of job analysis, knowledge and skills definition, and test development we suggested a competency-based system to identify C, B, & A Maintenance Mechanics. We were also able to evaluate their present capabilities in

Printreading	Electrical Maintenance
Lubrication	Rigging
Welding	HVAC
Mechanical Maintenance	Plumbing & Piping
Pneumatics	Safety
Shop Machines	

Using maintenance managers and supervisors as subject experts we determined cutting scores with the Angoff procedure, requiring judgment of percent of borderline or lower people who would fail each item.

The client company was then able to classify their existing maintenance employees, diagnose the areas where training needs were indicated, and promote those with knowledge and skills to their rightful places.

As a bonus the company was able to use the tests as part of their pre-employment selection procedure when expansion of facilities required a larger maintenance force.

RAMSAY CORPORATION

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A Consultant's View of Being a Consultant Part IV*

A Worldwide Strategy & Human Resource Consulting Firm

Michael R. Cooper

A. Self Description

Age: 40

Firm: Strategic Management Associates Hay Group, Inc.

Job Title: President

Years in Position: One

Highest Degree: Ph.D.

Year Degree Granted: 1972

Field of Study: I/O Psychology

B. Career Development

My first technical article was published during my first year of graduate school in *Perceptual and Motor Skills*. While I didn't understand the significance of what I was doing at that point in time, I did enjoy seeing my name in print as an author, and that recognition sufficed as an important reward. What I didn't recognize at the time was that it wasn't really the publication that mattered but, more so, the initiating behaviors that publishing requires of a person.

It seemed as though I liked to initiate, so I continued publishing. The first year in my doctoral program at Ohio State, I published in the *American Psychologist* on the results of a field study dealing with passenger's attitudes about skyjacking—a "real world" issue at the time—initiated as a part of a field study course. We even conducted a follow-up study and published the results in *The Journal of Applied Psychology*. In addition, while at Ohio State, I initiated responses to major Requests for Proposals (RFP), still not recognizing the significance of what I was demonstrating. Of course, throughout this process, I was making positive contacts, and through one of my responses to an RFP,

*Editor's Note: Part of a series of articles on organizational consulting coordinated by Dan S. Cohen and initiated by the Professional Affairs Committee while chaired by Manny London.

S. Rains Wallace decided to sponsor me into a position at General Telephone and Electronics Laboratories after my Ph.D. What he didn't tell me was that I was to create something where nothing existed.

Shortly after arriving at GTE Laboratories, I proceeded to quickly build a staff of colleagues to study organizational and human resource issues in various operating units. My first project dealt with the company's operating telephone company in Michigan and had a project team of academics, operating vice presidents, and behavioral science researchers. In a few months, I had a client in a manufacturing company in Canada, and next a subsidiary in Europe. We were, in fact, building a following by educating potential customers who, as questions or problems arose, were calling upon us for help.

All of this was well and good but what I didn't recognize was that information is power, and that any organizational intervention of significance requires sponsorship. I had been operating under the protective sponsorship of Rains Wallace, who alone recognized the power of the information that we were collecting and analyzing. Sadly, he passed away during my third year in the position that he created for me. The protective umbrella began to have holes; it began to rain and then it poured. Of course, I really didn't understand what was happening. In fact, I didn't really understand the issues surrounding what happened until just recently.

But as long as we learn, we continue to grow. Some of the studies that I had performed at GTE were applicable to other companies. As a result, I decided to market my skills and become a consultant. I had one major telecommunications client with a contract-in-hand for one full year of consulting and quickly began to establish a network of other solo practitioners in Boston. We marketed a broader base of combined skills and attempted to cross sell to each other's clients, as well, in order to level the peaks and valleys which any individual consultant encounters. As we got to know each other and initiated more marketing and sales programs, it began to work. However, the concept of individual consulting, even with a network, had its limitations. The projects, aside from my one year core project, were of short duration, and as it began to appear to me, they did not address significant organizational issues, and consequently had little impact.

In order to satisfy my desire to address issues of greater organizational significance, I initiated a search for a broader base in which to better use my emerging consulting skills and organizational knowledge as well as begin to learn how successful consulting firms operated. At the time, Arthur D. Little, in Cambridge, Massachusetts, had acquired Opinion Research Corporation (ORC), an old and prestigious survey research

firm in Princeton, New Jersey. I had formed an affiliation with Arthur D. Little through one of my human resource projects in Boston.

I joined ORC when it was at its low point with a function that had no people and did what had to be done—initiate a plan. I pulled together all of the ORC studies conducted for clients since 1938 dealing with employee attitudes, and there quickly emerged the beginnings of a comparative data base. I secured a number of employee attitude projects, rather quickly established a following, and began to build a staff to support the business at ORC. Here I began to understand the importance of a "brand name" and the power of combining it with a high quality product. I could also clearly see that a very delicate balance existed between marketing, selling, staffing, product, and image/reputation. I brought in people from whom I could learn, many of whom are still with me today, and others of whom are still colleagues and friends. And again, I built a business. The difference this time was that I was beginning to consciously understand what I was doing. However, once I understood what the keys to success in building a research business were, I recognized that client needs were broader and included implementation consulting, a service that we didn't have the know-how to deliver. Thus began the initiating behaviors to extend the business and provide broader, more practical services to meet client needs.

While at ORC, I had the good fortune to secure the sponsorship of its new President, Richard Lysaker. We enjoyed a number of good years together, growing a significant business and building a strong national reputation for ORC. But, as fate would have it, my sponsor received an offer he couldn't refuse and left my protective umbrella with holes. This time, however, I was proactive and initiated a national search for a new home to increase my options just in case. As it turned out, the new President of ORC had a different philosophy and different priorities than his predecessor. In addition, I was becoming frustrated with our less than fast-paced success at integrating research and implementation consulting.

Along came Hay. Hay Associates is a worldwide leader in human resource consulting. The firm had consultants who were accustomed to using quantitative organizational diagnostics through a climate analysis, there existed a brand name, and there was also an existing diagnostic technology (both of the attributes that existed when I joined ORC). In addition, there was an international network of consultants who had familiarity with and used climate technology.

A new challenge that I was unaware of until I was dealing with it presented itself—owning a part of what I was to build. In fact, there was a deliberate tradeoff of building it on my own, versus building it within a brand name base. My earlier independent consulting days told me that

this would still be a slow process, but that I was ready for operating in larger waters. Of course, larger waters have larger problems and Hay was no exception. I quickly secured a number of significant projects and again began to build a staff and a client base. In fact, a number of high quality people from ORC followed me to Hay. Our challenge was to create a high quality, growth business. To do so, we had to begin a process of educating a broader market to our survey technology and change processes. Hay invested heavily in marketing and selling our new position, both inside and outside the firm, and I found myself in every Hay office during the first six months of start-up, in addition to client sales calls and project work.

And, again, it began to take hold. To continue and accelerate our business build-up, we created geographic centers, first in Chicago and then in Los Angeles, in addition to our headquarters in Philadelphia. I shipped some of the know-how that joined me from ORC to work with a marketing-oriented professional in Chicago. I learned the importance of the marketing and delivery team concept, and that critical mass was needed for success. We began to build a loyal following, a following so strong that, even during the worst recession since the 1930's, our practice did not lay off a single consultant. I am quite proud of that. And I might quickly hasten the story and add that to date no senior consultant has left the practice. But, of course, we have professionals who have a passion for what they do and a deep belief in the contribution that they can make to a client organization.

Our geographic heads demonstrated initiating behavior. As the number of clients increased, and our national reputation unfolded, the market itself also began to turn in our direction. Peters' and Waterman's "In Search of Excellence" brought attention to the concept of corporate culture. Since we had a quantitative assessment of organization culture for strategy implementation, in contrast to clients relying on "dominant anecdote" implementation consulting, we were well positioned to capitalize on the market's needs. In addition, Hay itself recognized the need to accelerate its consulting diversification into strategic management and to secure the funds to do so. The partnership was sold to Saatchi & Saatchi, a British marketing and communications firm that sought to create a worldwide, worldclass consulting services organization. From advertising through marketing and research, through human resource and strategy consulting, Saatchi & Saatchi began to acquire high quality, brand name firms that could link to each other and provide a client with a full range of consulting services.

At The Hay Group, Inc., I have accountability for bringing in business, hiring and retaining high quality professionals to deliver consulting services, and providing a profit contribution. The accountabilities

make one very responsive to market needs. If the services that one offers are not being utilized, then either they are not in demand, or the services are not perceived as worth the cost. The challenge is to create services in response to market needs in order to add value to organizational quests for increased competitive advantage. If we are effective consultants, we will help clients achieve their goals, and they will see value in what we do.

Today, Strategic Management Associates, a wholly owned subsidiary of The Hay Group, Inc., has offices in Philadelphia, Chicago, Los Angeles, New York, Atlanta, Boston, Toronto, London, Utrecht, Paris, and Milan. And this is just a start-up . . .

C. Epilogue

I suppose, in retrospect, that I've established a logical buildup of content areas of interest. My doctoral dissertation was on participative management—reflecting my personal quest for understanding organization effectiveness. I then moved into integrating behavioral science into organizational outcomes of importance and worked on human resource accounting projects. I then built on the business objectives which I had learned and looked back to human resource elements needed for success. This was the beginning of the attitude survey business which, in turn, led to the implementation consulting business. As "culture" became hot, its link to "strategy" presented the next logical linkage opportunity, and I connected quantitative diagnostics to business outcomes, again by linking culture to strategy. That takes us to the present.

What I have learned over time is that initiation yields sponsors and that sponsors can create opportunities. In effect, I've learned that initiation is required to achieve any opportunity which one believes is attainable. This theme is pervasive through my career.

Many of my clients have been with me for many years. From a consulting perspective, I've learned that implementation matters most, but to get there, one must provide the balanced counsel that executive management expects. This not only includes the comprehensive study of an organization, but of equal importance, the translation of these studies into programs that help the organization achieve its desired strategies, whatever they are.

In summary, a solid academic research background was important for my personal base-building. Combined with that, a sense of entrepreneurship and a passion for building, helped to set my stage. After the stage was set, it has been a continuous learning process, initiating development through delegation to trusted professionals, plus consistent marketing and high quality delivery. In this way, client consulting opportunities have emerged, relationships have developed and have been maintained over many, many years.

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The Organizational Psychology and Psychology of Economics Unit, Department of Psychology, Ludwig-Maximilians University of Munich, Federal Republic of Germany

Michael Frese & Lutz von Rosenstiel

Editor's Note: Michael Frese will be a visiting professor at the Department of Psychology, Penn State University, University Park, PA 16802 from August 1988 until April 1989 and is interested in learning more about other U.S. I/O research programs and perhaps visiting them. Contact Jim Farr for more information.

The organization of universities in West Germany, and hence the study of psychology and the organization of research, is completely different from that in the U.S. Moreover, there are many differences among the German universities since universities are regulated by state rather than by federal laws. (There are no private universities offering psychology in Germany.) Since there are 13 years of rather rigorous schooling in German high schools, high school graduation provides the students with an approximate equivalent of finishing the 2nd year of college in the U.S. Students then have to choose one course of study (e.g., psychology) when they enter the university. We do not have an equivalent to the bachelor's degree. The normal degree is the Diplom which is achieved after studying for about 5 to 6 years in the respective area (the Diplom is approximately halfway between the American master's degree and the doctorate). There are few exams during the course of studying in German universities, but there is a set of exams after 2-3 years of studying. Thereafter students can specialize to a certain degree. Their master's thesis is in their area of specialization. However, the final exams are in all areas of psychology. Most students choose clinical psychology as an area of specialization, but there has been a recent trend towards industrial and organizational psychology because unemployment is high in the clinical areas.

After the Diplom, most students enter the work force. Only a very small minority of students goes on to do a Doctorate, either as an employee of the university (thereby being required to teach about 4 hours a week) or with little formal or informal relation to the university (getting a doctorate usually takes another 3-6 years). Student-professor ratios are usually much worse in Germany compared to the U.S. The Department

of Psychology in Munich has approximately 1,000 full-time psychology students, 10 professors and 28 other scientific teaching staff and several research assistants. The scientific staff are similar in status to the assistant professor or lecturer in the U.S. (some of them also have tenured jobs).

Our unit has two professors (Frese, v. Rosenstiel), 4 scientific staff members (Kannheiser, Maukisch, Neumann, Stengel), and 7 research assistants (some part-time; Bidmon, Brodbeck, Hormel, Nerdinger, Prümper, Spiess, Zapf). This makes it one of the largest units involved in industrial and organizational psychology in West Germany. Research and teaching comprises three areas: organizational, industrial, and consumer psychology. Only students who have passed the "mid-study" examinations after about 2-3 years are taught by our unit. In addition to teaching psychology students, the unit also teaches a large number of business students who take their minor in psychology.

Theoretical emphasis is on action theory and on the use of social psychology in organizational psychology, particularly the socializing impact of the social situation and climate at work. Action theory (Frese & Sabini, 1985) attempts to explain the cognitive organization and regulation of work activities. Thus, there are similarities to "control theories" (like that of Carver & Scheier, 1981).

Funding for research comes mainly from the Humanization of Work fund of the Ministry of Research and Technology and the German Science Society (similar to the American NSF). Additional funding may also come from corporations. Larger research projects exist in the following areas (our publications are mainly in German, of course; our English language publications are cited here):

1) *Stress at work (Frese)*: There is a continuing research effort in the area of stress among blue collar workers. Initially, two cross-sectional studies ($N = 206$, $N = 840$) and one longitudinal study over 16 months ($N = 90$) were undertaken (Frese, 1985). This series of studies is unique because work place characteristics have been rated "objectively" by observers and a large amount of process measures have been developed, e.g., on coping (Frese, 1986), on control cognitions (Frese, in press), and on social support. Thus, we emphasized the role of moderators on the relationship between stress and ill-health. Recently, a second longitudinal study over 6 years has been completed and is currently being analyzed. The emphasis on longitudinal studies has led us to be interested in a new set of theoretical questions, e.g., different models by which stressors can have an influence on psychological dysfunctioning (Frese & Zapf, in press).

2) *Training for human-computer interaction (Frese)*: In a series of interrelated experimental investigations, different training procedures

were examined (mainly using office and word processing systems). We found that holistic training procedures produce better results (in contrast to sequentially organized training procedures) (Frese et al., in press), that it is possible to develop better manuals based on exploratory learning (Wendel & Frese, 1987), that the action styles of planfulness and goal-orientation (Frese, Stewart & Hannover, 1987) lead to better performance, and that a "direct manipulation" system is more easily learned than a conventional system. Most importantly, one field study looked into transfer from the training situation to actual work behavior. Apparently, most training procedures do not incorporate task-specific problems into the training. Those subjects who developed task application knowledge, had the action style of goal-orientation, and worked under conditions of high job decision latitude showed a higher transfer effect than others (v.Papstein & Frese, 1988).

3) *User errors in human computer interaction (Frese)*: The project FAUST (*Fehler-Analyse zur Untersuchung von Software und Training*) is concerned with developing an error taxonomy in order to improve error treatment in software design, in training, and in quality control (first publication, cf. Frese & Altmann, in press). It is financed for three years and has just recently begun. Its emphasis is on error management, that is, the reduction of the negative consequences of errors, rather than the reduction of errors, per se. This is because errors appear when using even the best designed systems. Software design and training should support error management. In the area of training, we have, for example, done an experiment in which we contrasted one group that was given an "error training" and another group that was prevented from making any errors. The first group was superior in some of the performance measures (e.g., in the use of strategies for solving difficult problems). In another study, we looked at different experts (software designers, trainers, local experts, organizers) to find out what kinds of user errors they perceived to be important and whether their concepts of user errors differed. At the moment, empirical research is under way to collect user errors with the help of observations, diaries, questionnaires, interviews, and keystroke counts. In a further step, various issues will be studied experimentally.

4) *Planning—and decision supporting instrument for the introduction of new technology (Kannheiser)*: This project is financed for three years and began mid-1987. A psychological work analysis instrument is being developed to help planners make decisions when introducing new technology into the work place. The aim is to ensure a more human-oriented introduction of this technology in the blue collar sector of the metal industry. The instrument tries to help answer the following questions: What is the situation and what goals are to be achieved with the new technology? Which functions could achieve these goals? Which

alternatives are possible for the human-human and the human-machine division of labor and which ones help to achieve the goals best?

5) *Conflicts of values in the transition from school to work (v. Rosenstiel)*: The underlying idea is that values of young people changed in the '60s and '70s. The organization stands in contrast to these new values because of its "institutionalized" old values. Thus, the potential value conflicts should lead to specific socializing and selection effects. In an earlier cross-sectional study of students, post-materialistic values were shown to be dominant, leading to critical attitudes towards company values. On the other hand, managers were usually oriented toward their career, had a positive attitude toward work, technology, and future growth, and just wanted the company to emphasize environmental protection and job security to a greater extent. A set of interrelated longitudinal studies (Nerdinger et al., 1988; Spiess et al., 1987; Rosenstiel & Nerdinger, 1986) tried to find an answer to the questions of whether value orientations would predict success in the labor market and whether there was a socializing effect of becoming a member of an organization. The results indicate that career-oriented college graduates find better paid positions with better job perspectives. Leisure time-oriented graduates or graduates who have "alternative" values (e.g., graduates who are sympathetic to the Green party in West Germany and to stricter environmental protection laws and who show some kind of involvement in these matters) have more difficulties finding employment and have less attractive jobs. "Alternative" graduates also show a socializing effect as they become more leisure time-oriented, possibly as a result of disappointments.

6) *Organizational climate (v. Rosenstiel)*: On the basis of a facet analysis, a measure of organizational climate was developed (Rosenstiel et al., 1983). This instrument has been used with about 40 organizations, mostly of moderate size, to develop norms. Following the principles of action research, research results and comparative norms are now fed back to the participants in each department studied (survey feedback method). This leads project groups to analyze why there are bad values in their departments compared to other companies and to suggest ways of improvement. After implementing these suggestions, the instrument is used again to test whether the organizational climate has improved.

7) *Scent and marketing (Neumann)*: In collaboration with a perfume company, different effects of scents and scent compositions on the beliefs and behavior of potential consumers are being researched at the moment. Different methods are used, such as associations (analyzed by multi-dimensional scaling); various scales on the description of aromas, attitudes and feelings; projective techniques; recall and recognitions tests; performance tests; and physiological measures. A major result is a

positive impact of scents that are associated with lemon, orange, strawberries, vacations, France, and Italy. A negative scent is associated with cleaning powder and is sharp and corrosive.

8) A public function of the unit is to provide courts with expert advice on people who have lost their driver's license and are trying to get it back. It is possible to lose the license, for example, because of serious traffic violations and accidents (usually involving the consumption of alcohol) and physical and mental diseases. Dr. Maukisch is the final authority in the state of Bavaria on giving expertise to the court on the matter of whether a person should get his or her license back. Different computer-based measures of cognitive, perceptual, and motor behaviors, an in-depth clinical interview, as well as in vivo driver's behavior are used to make the decision.

Post-war German psychology has had a hard time developing the science of psychology again after we lost our best scholars due to fascism in the 30s. This is also true of industrial and organizational psychology. However, during the last 15 years German industrial and organizational psychology has improved, so that it may be useful again for our American colleagues to take a renewed interest in our research and implementation.

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Congress Debates Legislation to Ban Polygraph Testing

Wayne J. Camara
Science Directorate, APA

The House of Representatives recently passed a bill that prohibits the use of polygraph testing by employers and a similar bill will be voted on in the next few weeks by the U.S. Senate. On November 4, 1987, the House passed the Employee Protection Act (H.R. 1212) by a vote of 245-158. This bill, as introduced by Rep. Pat Williams (D-MT), prohibits all uses of the polygraph in the private sector. However, amendments were adopted by the House to exempt two specific industries, security guards and employees handling controlled substances. A similar bill was introduced in the Senate. Senators Edward M. Kennedy (D-MA) and Orrin G. Hatch (R-UT) are principal cosponsors of S. 1904, the "Polygraph Protection Act." The Senate bill was reported favorably without amendments by the Senate Labor and Human Resources Committee in January.

Similar legislation has been introduced nearly every year since Congress's Office of Technology Assessment (OTA, 1983) said there was little evidence of validity in using the polygraph in "screening situations, whether they be pre-employment, pre-clearance, periodic or aperiodic, random or 'dragnet.'" However, this is the first time that bills have been favorably reported out by Senate and House Committees with approval likely from both sides.

More than two million polygraph tests are administered annually in the United States with the vast majority of these tests required as a condition of employment (*New York Times*, 12/8/85). Polygraph use for screening purposes has also expanded greatly in the public sector in the past few years (OTA, 1983; Tellegan, 1986). After an extensive review of published research and field studies on the polygraph, OTA concluded that there is almost a total lack of research on polygraph use for pre-employment screening and "that no overall measure or single statistic of polygraph validity can be established (OTA, 1983, p. 96). The accuracy of polygraph testing has been reported at ranging from an essentially chance level (Lykken, 1981) to the low .90's (OTA, 1983). However, accuracy is highly related to the application and testing situation.

A major problem associated with polygraph use in pre-employment screening has been labelled the "base rate problem." In this application,

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accuracy depends on the frequency of incidence in the population. Edward Katkin provided an example of the "base rate problem" in testimony before the U.S. Senate Committee on Labor and Human Resources (1987). "Consider, under such circumstances, what would happen in the case of screening 1000 employees, of whom ten percent were dishonest, with a test that is 85 percent accurate. In that situation, one would identify 85 of the dishonest employees, but at a cost of misidentifying 135 (15%) of the honest employees. In this situation, the polygraph tester identifies 220 'suspects,' of whom 61 percent are completely innocent."

In 1987, the American Psychological Association (APA) Council of Representatives passed a resolution noting that . . . "despite many years of development of the polygraph, the scientific evidence is still unsatisfactory for the validity of psychophysiological indicators to infer deceptive behavior. Such evidence is particularly poor concerning the polygraph use in employment screening . . ." The Science Directorate of APA has continued efforts in support of legislation prohibiting the use of polygraph tests by private employers in pre-employment screening.

APA Science Directorate staff worked with House and Senate staff on both bills, organizing Congressional Briefings on Capitol Hill to inform Congress about the scientific issues concerned with polygraph testing. Just prior to passage of H.R. 1212, Dr. Leonard Saxe, a psychologist from Boston University, led an active discussion with Congressional aides, identifying problems, principally those of validity and reliability. On February 19, 1988, Dr. David Raskin, a psychologist at the University of Utah, conducted a similar briefing for Senate staff. Raskin spoke favorably of the Senate bill which he said eliminates polygraph use in the areas where there is the greatest lack of scientific support, but permits restricted use of the polygraph as part of an investigation of specific incidents involving economic loss, a use that has some scientific support.

Similar to the House bill, S. 1904 prohibits private employers from using polygraph tests for pre-employment screening purposes or general screening of incumbent employees. Unlike the House bill, S. 1904 would permit employers to request that employees submit to a polygraph following a specific incident, such as internal theft, if the employer demonstrates reasonable suspicion and files a report of the incident. The Senate bill provides strict regulations concerning the qualifications of the examiner, legal rights and remedies available to the examinee, and disclosure of information for specific incident testing by employers. Both the House and Senate bills permit exemptions for Federal, State, Local Governments, the Department of Defense, and other national security uses of the instrument by government agencies (i.e., F.B.I., C.I.A., N.S.A.).

Senator Donald Nickles (R-OK) introduced several amendments to the pending Senate bill which would exempt employers of child care personnel, security personnel, and employers investigating drug security, drug theft, and drug diversions. The Senate is expected to vote on the bill and proposed amendments, separately, during March. APA has continued to advocate for legislation restricting polygraph use in the workplace, noting that the polygraph is a psychological test; however, its use does not conform to the rigorous criteria of APA's *Standards for Educational and Psychological Testing*. APA has further stated that ". . . it is inevitable that innocent people will be hurt by continued use of polygraphs, in fact over 50 percent of those tested with polygraphs in the workplace will be falsely accused of dishonesty in situations affecting their jobs, chances for promotion, and future employment (1988) . . ."

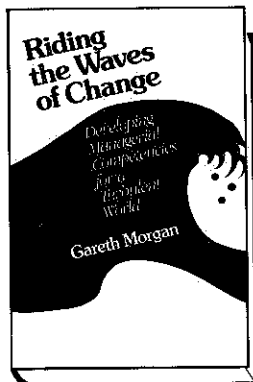
S. 1904 has also received support from a number of employer organizations that have used the lie detector, including the American Association of Railroads, the American Bankers Association, the National Grocer's Association, the National Retail Merchants' Association, the Securities Industry Association, the National Association of Convenience Stores, and the National Restaurant Association. Supporters are optimistic that a bill will be passed by Congress during this session. If S. 1904 is passed by the full Senate, a Conference Committee will be convened to resolve differences in the House and Senate bills. For further information contact the author at APA, 1200 Seventeenth St., NW, Washington, DC 20036.

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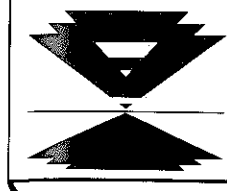
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Revisionism and OD: A Reply to Greiner and Schein

Homer H. Johnson
Loyola University of Chicago

"A Revisionist Look at Power and OD" by Greiner and Schein (TIP, February, 1988) raises some interesting and very basic questions about the profession we call Organization Development.

While these authors are suggesting that we let go of our normative and idealized "Collegial/Consensus" model of organizations to accept and work with a "Political/Pluralistic" model, they have also raised pointed questions as to the current status of OD. Most serious is whether the values and techniques that formed the basis of our origins now are used to serve the power structure of organizations in ways we did not intend. For example, are we relegated only to the lower levels of the organization to get the employees or managers to work toward goals decided upon by the power holders through team building, QWL programs, Quality Circles, etc.? Is the vision that many of our founders had of making a profound change in how total organizations are run now only an empty and discarded dream? As everything eventually finds its place in the grand scheme of things, is OD's niche more of a very minor support role in conducting management training, team building, or job satisfaction surveys out of an HRD or a training and development department?

Greiner and Schein have pointed out that rarely do OD practitioners engage the power holders in the central core of the business—that of the strategy of the organization and how it will be executed. In fact both access to the power holders *and* impact on strategy decisions are areas in which OD has yet to penetrate. I realize that some of us (particularly those with gray hair) do have access to the movers and shakers at times through executive team building, management training, survey reporting, and designing planning retreats. However, our role is to facilitate process or to teach general management skills, but never to stick our noses into the content of strategy or its delivery. While it may enhance our egos to work at the top, and to want to believe that we are of influence, the reality is that we have *no* impact on the strategic decisions of the firm.

I am totally in agreement with the basic concerns of Greiner and Schein. I think we have a lot more to offer organizations than the narrow role that we have been assigned (or perhaps, have chosen) to fill. And I

also think that their "Political/Pluralistic" model is a step in the desired direction of opening up options. However, I think we need to broaden our discussion to include at least four key questions. If we are to move to influence the power holders of the firm and to impact the strategy of the firm, then:

1. What role can or should we play as OD practitioners? Should we be "process consultants," but the "process" we focus on is not behavioral, but content—especially the content of strategy? Or should we be "expert" advisers, or do we enter in the discussion as one of the decision makers or what?
2. What techniques, models, and skills do we need to develop to effectively impact strategy and its execution? Especially of need are those techniques that will be perceived of value (and marketable) to the power holders of the organization. Most current techniques apparently are not of perceived value to them.
3. How do our traditional values as a profession enter into the issues posed above?
4. How do we open up the profession itself to new possibilities? To a great extent the members of a profession define the profession. Are OD professionals willing to *redefine* the profession of Organization Development? Perhaps we need to look at what emerges from a discussion of the three previous questions and then decide if the "new" practice can be integrated into our current practice or if something more radical is needed.

While this last question can only be answered after considering the other three questions, I do consider it a primary concern. I currently direct one of the largest OD graduate programs in the country, and we have been filled to capacity from the day we opened the program in 1981. The students whom we attract, the internships that are open to them, and the employment opportunities that they are offered, all fit comfortably within current (lower level) OD or management training practice. Thus, we create a self-reinforcing cycle that supports current practices and in some sense creates a barrier to the new and riskier modes of thinking. I don't mean to imply that this is necessarily bad. After all, we do hope that all parts of a system will complement one another, and they do. We also want to be successful in attracting students and in finding them jobs, and we do. However, when things are working as people would like them to, it is difficult to see any reason for change. Many students and employers and organizations are happy with what, and where, OD is currently.

Greiner and Schein end the article with the hope that they "will spark some needed debate in renewing a field that, in our opinion has fallen behind the times. . . ." I really think we are past the stage of debate and need to get down to constructing some action to address the issues raised in their paper. I believe there is a critical mass out there who believe that we have more to offer organizations than what we are currently doing. We somehow need to organize that critical mass and provide a forum for the new ideas and techniques. It might be group meetings at national meetings, or perhaps special conferences. It might involve special issues of journals. It might involve the creation of an "open" newsletter for the exchange of ideas and resources. Perhaps an effort could be made to clarify the issues raised here using a modified Delphi survey of leading OD practitioners.

Whatever the strategy, something has to be done, and done with some haste and commitment. Greiner and Schein have (again) opened the debate and have provided a constructive option with their Political/Pluralistic model. It is up to the rest of us to keep the issue alive.

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1987

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The Early Years of I/O: "Dr." Mayo*

**Frank J. Landy
Penn State University**

*Editor's Note: "The Early Years of I/O" will feature brief accounts of the lives of the pioneers of the application of psychology to work and organizations. Please send such accounts to the Editor.

George Elton Mayo (1880-1949) came from a family of physicians. His grandfather and father were classically trained physicians in South Australia. Mayo had every intention of following their footsteps and enrolled in medical school to seek his degree. He failed his second year examinations and returned home in disgrace. In the following years, he made several other attempts to pursue a medical degree but each failed.

Having made little progress in medicine, Mayo decided to pursue a degree in philosophy and was awarded a bachelor's degree in 1911. In the years following his graduation, he became a lecturer in psychology and was particularly interested in clinical applications. Prior to coming to the United States, he began examining the issue of fatigue and its role in psychopathology at work.

When he arrived at the Wharton School of the University of Pennsylvania in 1924 for a temporary position, he immediately began applying his notions of fatigue to industrial work in Philadelphia and conducted several projects in which rest pauses were shown to affect productivity, health and feelings of depression. In these studies, he had cots brought onto the factory floor for workers to use when taking their rest pauses. In addition, he often took various physiological measures such as heart rate and blood pressure and occasionally collected blood samples for analysis.

Throughout his life, he was sensitive to his failure in medical school and was not reluctant to permit, and on occasion encourage, misconceptions about his "credentials." While still in Australia, he claimed that he was denied his M.A. by the University of Adelaide because of "red tape." This did not stop him from fostering the notion later in his career in America that he was a "doctor"—though whether this was meant to suggest an M.D. or Ph.D. was left attractively ambiguous.

This attraction to medicine pervaded a good deal of Mayo's professional work. He identified more closely with clinical psychology than

other subareas. He was a firm believer in Janet's notions of the unconscious, and in particular, he felt that obsessive reveries were caused by factory work. Janet proposed a close link between reverie obsession and psychopathology. Mayo believed that the rest pauses that he introduced reduced such obsessive thought and thus reduced psychopathology. In one case that he described, he suggested that the rest pauses cured a worker of alcoholism and several other self-destructive behavior patterns.

At one point, several of the participants in the Hawthorne experiments showed a disaffection with their work and productivity dropped sharply. The managers were concerned that perhaps the human relations propositions of Mayo and his collaborators had been wrong. Mayo went to talk with one of the workers and concluded that she was suffering from anemia and "prescribed" a change in diet and some rest. This seemed to solve the problem and her work returned to the previous level.

At Harvard, Mayo expected people to address him as "doctor" and his secretary wore the uniform of a nurse. He was acutely aware of any criticism directed toward his work by the medical community. He never was able to shake the feeling of failure developed from his unsuccessful medical school studies nor to avoid the seemingly compensating behavior patterns that smacked of the medical profession.

Cuisine Critic's Column

BEHAVIORALLY ANCHORED CURRY SCALE

- 10 = GASPING (unable to talk)
- 9 = WRITHING (unable to sit still)
- 8 = SUCKING wind (mouth open)
- 7 = INHALING thru teeth
- 6 = WIPING tears off chin
- 5 = BLOWING nose
- 4 = TEARING in corner of eye
- 3 = SNIFFLING
- 2 = PERSPIRING on forehead
- 1 = TASTING threshold (generally spoon from curry put into unseasoned pot)

Based on a field study conducted by Jim Sharf in the State of Punjab, India.

APA Policy on Legal Involvement in Outside Cases

Mary L. Tenopir

A number of questions have arisen about the APA's involvement in the *Watson v. Fort Worth Bank & Trust* case now before the U.S. Supreme Court. In view of the concern of SIOP members about this case, an explanation of APA's policy on involvement in litigation in which APA is not a party seems to be in order.

For many years APA's policy on outside legal involvement was not clear. There were no central mechanisms for handling legal affairs, nor were there any controls on Divisions entering outside cases as amici. For example, a number of years ago, Division 14 submitted several *amicus curiae* briefs to various courts, and in doing so consulted no one outside the division.

In January, 1979, the APA Board of Directors authorized the formation of an Ad Hoc Committee on Legal Issues (COLI) with the functions of reviewing the activities of outside counsels APA might engage, reviewing cases in which *amicus briefs* might be filed, and recommending to the Board of Directors whether briefs should be filed. The COLI committee consists mainly of persons who are both psychologists and attorneys. The actual writing of the briefs is the responsibility of outside counsel.

When a case such as *Watson* is brought to the COLI's attention, usually through APA's outside counsel, several committee members make the decision on whether to recommend a brief. The members are sent a digest of facts in the case, copies of lower court decisions, and other briefs in the case. These members, plus members of various relevant boards or committees and APA staff members, hold a conference call to determine the recommendation. During the call, a COLI checklist of criteria for entering cases is used; this checklist involves factors like relevance of the issue of psychology, cost, and a number of other factors.

The recommendation is given to the APA Board of Directors who actually decide whether to enter a brief. If the Board decides to enter, the actual brief is written by outside counsel who draws on such expertise of the APA membership and staff as counsel deems appropriate. The draft brief usually undergoes at least some review by members of concerned boards, committees, divisions, and by technical experts, as deemed appropriate. In view of filing deadlines for the courts and the usual necessity for haste in the review processes, the only changes usually made as a result of these reviews are minor.

The actual approval of the final brief is the responsibility of the APA Board of Directors. One might well ask what role divisions have in this process. It was decided by the APA Board of Directors in 1979 that divisions would no longer be allowed to enter their own *amicus* briefs. To the writer's knowledge, no APA Council approval has ever been given to this policy. Relevant divisions are checked with as a matter of courtesy at various steps in the process, but there are no formal rules giving divisions an official role in the *amicus* preparation process.

Submit TIP Correspondence to:

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

SIOP Calendar

TIP deadline for August issue	May 15, 1988
SIOP Pre-APA Workshops—	
Atlanta	August 11, 1988
SIOP Doctoral Consortium—	
Atlanta	August 11, 1988
APA Annual Convention—	
Atlanta	August 12-16, 1988

Report on the 2nd Annual I/O-OB Doctoral Student Consortium

Dennis Doverspike
The University of Akron

In 1987, the Society sponsored its second annual I/O and OB Doctoral Student Consortium. The consortium is conducted under the auspices of the Education and Training Committee. The consortium was held before the APA Convention in the Marriott Marquis located off beautiful Times Square in New York City. Forty-five students attended the consortium. We would like to thank all the faculty and universities who nominated and supported students for the consortium.

The day's activities began with a continental breakfast and opening address by the Society's president, Sheldon Zedeck. Students then divided into two all-morning sessions, one by Richard Guzzo and the other by Gerald Barrett. Lunch featured a dynamic speech by Linda Gottfredson on "Problems of promoting performance in a pluralistic society." The afternoon sessions were presented by Seymour Adler, solo, and by the team of Paul Muchinsky, Lawrence Hanser, and Michael Mount. Both personally and for the Society, I would like to express my deepest appreciation and thanks for the time and effort invested by all the presenters.

Students provided written evaluations. Overall, the evaluations were extremely positive. When asked if the consortium met their expectations, 22 of 24 gave a rating of 4 or 5 (on a 5 point scale). The informal verbal and written comments were consistently laudatory.

The subcommittee for the consortium was composed of Dennis Doverspike and Lorianne Roberson. The subcommittee also wishes to thank Ed Levine and Ralph Alexander for their assistance.

The 1989 Doctoral Student Consortium is currently entering the planning stages. Any comments or suggestions may be forwarded to **Dennis Doverspike, Doctoral Student Consortium, Psychology Department, The University of Akron, Akron, Ohio 44325.**

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Report from APA Council

Robert M. Guion

Council in February was too sordid and frustrating for a detailed report. Two major topics took most of the time. One, reorganization of APA, is reported elsewhere in this issue. The other was an issue arising out of a potential for antitrust concerns of the health care providers.

The National Register is both a directory of health service providers and an organization. It has urged members to join a "managed health care" program; subsequently, 20 members of four APA health care divisions signed a letter (on Division 42 letterhead) urging some 30,000 licensed psychologists to boycott the program. Unpleasantness followed, including perceived threats of antitrust litigation, which was resolved under emergency powers of the Board of Directors. The Council issue was one of conflict of interest; two members of APA's Board of Directors are also directors of the National Register. The issue, requiring a great deal of time for discussion, was whether (a) APA Directors can hold that particular dual membership, (b) whether they should have *any* dual membership, and (c) whether prohibitions against dual membership should extend to other offices in APA, including division offices. We got out the part about divisions (if we prohibited people who were involved in other roles from being SIOP officers, we'd be limited to people who haven't been involved in much of any professional activity beyond their own jobs), and we got some of the sting out by saying that APA officers should not be officers of organizations with antitrust potential "such as" the National Register, but we mainly spent a lot of time on a matter that wasn't really our business.

There were other matters, e.g., a motion to prevent future conventions from going to cities in states with anti-sodomy laws, but most of the business at Council continues to center on topics of limited concern to SIOP members. All in all, this Council meeting represented a major reason to support reorganization.

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. Many thanks to the authors.

- I. The following technical report can be obtained by writing to the authors at:

**The California Commission on Peace Officer Standards and Training
Standards and Evaluation Services Bureau
1601 Alhambra Boulevard
Sacramento, California 95816-7083**

POST Basic Course Proficiency Test Study—Relationships with Patrol Officer Job Performance, John Weiner and John Berner, July, 1987.

(From the Executive Summary)

In accordance with a legislative mandate [PC 832.3(d)], the Commission on Peace Officer Standards and Training (POST) conducted a series of studies to examine relationships between scores on the POST Proficiency Test and measures of performance as a patrol officer. The Proficiency Test is presently administered near the completion of basic training in order to assess students' knowledge of the course curriculum. This report describes the rationale, procedures, and results of the total research effort.

The study provided an opportunity to investigate other areas of concern. Results of these investigations are also described in this report. One study examined relationships between scores on the POST Entry-Level Law Enforcement Test Battery (Reading and Writing Test) and on-the-job performance as a patrol officer. In another, the extent of learning via basic training was assessed, and relationships between learning and job performance were analyzed.

The central issue addressed by these studies was essentially one of test validity, that is, the degree to which inferences from scores on tests are justified or supported by evidence. In this case, the inferences

concerned examinees' levels of knowledge, or reading and writing abilities, and the likelihood of future competence as a patrol officer.

The evidence described in this report generally supports the use of POST Proficiency Test scores to assess academy students' potentials for developing patrol skills and abilities.

Note: If you or your organization has any technical reports, case studies, working papers, intraorganizational applied research reports, and/or prepared texts for oral presentations which might be of interest to our profession and are available for distribution, please send a *brief* summary, abstract, or the document itself to the address below. Copies of the documents should be available for distribution by the author(s) free of charge or with only a nominal fee.

Documents that advertise the products or services of an individual or organization will *not* be listed. To submit a document or for more information, contact: **Ted Rosen, 9008 Seneca Lane, Bethesda, Maryland 20817, (301) 493-9570.**

Maryland Student Wins ISA Dissertation Proposal Award

Janice Rouiller, a doctoral student in I/O Psychology at the University of Maryland, has been named the winner of the Instructional Systems Association's 1987 Excellence in Training Research Award. Her dissertation proposal, titled "Determinants of the Climate for Transfer of Training," presents a design for studying the influence of organizational climate on the transfer to the job of learnings in a basic management training program. Research data will be gathered in a fast food restaurant chain. Ms. Rouiller's faculty advisor is Irv Goldstein.

The ISA award is given for the best dissertation proposal accepted by a graduate faculty between September 1 and August 31 and submitted to ISA by October 15. The author of the winning proposal receives an initial sum of \$1,000 and an additional \$2,000 when the dissertation is completed.

ISA is made up of over 80 member firms providing generic and custom-designed training programs. Doug Bray is Chair of the Awards Committee.

Test Validity Yearbook: 1988

Manuscripts are being solicited for the first volume of the Test Validity Yearbook to be published by Lawrence Erlbaum and Associates (see ad in this issue of **TIP**). Those interested in submitting manuscripts should read the instructions to authors carefully. These instructions appear below.

Length: Manuscript length can vary from 5 pp to 25 pp depending on the complexity of the validity study, number of tables, figures, etc.

Style: Manuscripts should conform to the most recent APA publication manual guidelines. Authors should indicate in a cover letter that manuscripts are neither under consideration nor have they been previously published in whole or in part in any form in any other publication and that the APA ethical guidelines for the treatment of human subjects were followed.

Number of Copies to be Submitted: Four copies of the manuscript should be submitted for consideration. All copies should be carefully proofed for errors and should be legible. Manuscripts should be sent to:

Frank J. Landy
Editor: Test Validity Yearbook
450 Moore Building
Department of Psychology
The Pennsylvania State University
University Park, PA 16802

Substance: Criterion-related validity studies are solicited. They may be concurrent or predictive in design. Validity generalization studies will be accepted as well. Any form of predictor is acceptable and might range from traditional paper and pencil devices to physical ability tests or assessment centers. Any form of criterion is acceptable and might range from supervisor ratings to measures of productivity or absences. Reports of negative results will be accepted if there are no structural impediments to interpretation (e.g., unknown reliability of criterion or predictor, small sample sizes). In all instances of negative results, authors should calculate the power of the statistical test.

Format: For ease of reading, all manuscripts should conform to the following format:

1. Author and affiliation.
2. The organization in which the study was completed.

3. The reason for the study.
4. The setting in which the study was done, i.e., a description of the organization.
5. A job description of each position to be considered.
6. Sampling strategy should be described (e.g., random, stratified random, non-random, etc.).
7. Authors should describe the order in which data were collected and the length of time separating the collection of different pieces of data.
8. Sample characteristics including number of subjects and additional information to the extent possible. This information might include experience, age, race, sex, educational level, job titles, etc. If subgroups are identified by race, sex, age, etc., means and standard deviations for both predictors and criteria should be presented for those subgroups.
9. Description of criteria employed; desirable information would include reliability, any range restriction information, means, standard deviations and standard error of measurement. If subjects were used to provide criterion data (e.g., raters), information should be provided about that sample of subjects in addition to those providing predictor information.
10. Any instructions given to subjects regarding the purpose for data collection should be described. This would include instructions not only to those taking the tests, but also to those who might be supplying criterion information. If ratings are used as criteria, the relationship between rater and ratee should be described.
11. Description of predictors employed. This information should include references for established predictors (e.g., GATB, Wonderlic, Bennett, CPI) and a full description of less well known or commercially unavailable predictors. Information should include means, standard deviations, reliability data, standard error of measurement, and range restriction information. In addition, if data are available from independent norms, comparisons should be made between subjects in the study and the normative data. Both normative and sample-specific reliability data should be presented if possible.
12. Technique and results should be summarized in statistical form. In this section, it would also be appropriate to report any utility data that are available. If differential validity analyses were conducted, the results should be reported. If multivariate analysis (e.g., factor or component analysis, discriminant function analysis) was used in forming predictors or criteria, the details of those analyses should be included. Intercorrelations among predictors and among criteria should be reported. When correlation coefficients are reported, the

type of coefficient should be specified (e.g., Pearson product-moment, tetrachoric, biserial, etc.).

13. If validity coefficients are adjusted for range restriction or attenuation, both adjusted and unadjusted values should be reported.
14. Authors are encouraged to compare their results to the results of related studies and discuss similarities or discrepancies in results.

The Board of Convention Affairs of APA would like each person with a disability who is planning to attend the Convention in Atlanta, Georgia, August 12-16, 1988, to identify himself or herself and to provide information on how we can make the convention more readily accessible for his or her attendance. APA will provide a van with a lift as transportation for persons in wheelchairs, interpreters for hearing impaired individuals, and escorts/readers for persons with visual impairments. We strongly urge individuals who would like assistance in facilitating their attendance at the convention to register in advance for the convention on the APA Advance Registration and Housing Form that will appear in the March through May issues of the *American Psychologist*. A note which outlines a person's specific needs should accompany the Advance Registration and Housing Form. This is especially important for persons who require interpreting services.

IOTAS

James L. Farr

Vicki Vandaveer reports that **Christopher Holmes** has joined the personnel research staff at Southwestern Bell. **John Jones** has moved from the St. Paul Fire and Marine Insurance Company to become the vice president of research and development at London House, Inc. **David Finley** has been elected to the position of vice president, human resources by the Southland Corporation's board of directors.

Several SIOP members have been named to various advisory committees. **Richard Barrett** has been appointed to the Standardized Testing Advisor Board by the New York State Senate; this committee will be looking at college and graduate admission tests with respect to possible unfairness to women and minorities. **Neal Kingston** and **Neil Dorans** have been named to the Defense Advisory Committee on Military Personnel Testing (DOD), joining SIOP members **Paul Sackett** and **Frank Schmidt** who are presently on the committee.

The Atlanta Society of Applied Psychology has elected the following officers: **Andrew Neiner**, Chairman; **Donna Sylvan**, Membership Director; **Deborah Kay** and **Peter Uher**, Program Directors; and **Patrick Devine**, Treasurer.

Mary Tenopyr has informed **TIP** of the death of **J. Paul Guilford** in November, 1987. A long-time faculty member at the University of Southern California, he was best known to SIOP members as the author of *Psychometric Methods*, *Fundamental Statistics in Psychology and Education*, and *The Nature of Human Intelligence*. A member of the National Academy of Sciences, he was president of APA in 1949-50 and recipient of APA's Distinguished Scientific Contribution Award in 1964.

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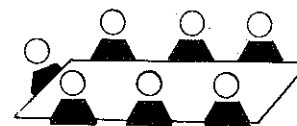
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Committees

APA Program Committee Report

Elaine D. Pulakos

The APA Program is complete! We have scheduled many interesting program sessions for APA and wanted to take this opportunity to tell you about some of the highlights. Included in the program are:

- 48 papers presented in poster sessions
- 21 symposia, panel discussions, and conversation hours addressing topics such as:
 - * Employee turnover
 - * Cognitive and noncognitive motivation theories
 - * How SIOP members can respond to executives in crisis
 - * New directions in performance appraisal research
 - * Training needs for I/O psychologists in organizations
 - * An open forum with I/O journal editors
 - * Nontraditional applications of assessment centers
 - * Levels of analysis issues in organizational data
 - * Moderator variables
 - * Well-being at work
 - * Multicultural management
 - * Issues concerning part-time work
 - * Alternatives to traditional ability tests
 - * Psychological contributions to police assessment
 - * Legal issues and the practice of I/O psychology
- 10 sessions that we are co-sponsoring with other divisions including:
 - * Managing psychological enterprises (APA)
 - * New and emerging issues in consulting psychology (Division 13)
 - * Education and training of consulting psychologists (Division 13)
 - * Retention research in the military (Division 19)
 - * Defining proficiency in military jobs (Division 19)
 - * Performance improvement in air traffic control (Division 25)
 - * New forms of leadership (Division 35)
 - * Women, work, and wellness (Division 35)

- * Role of significant others in the adjustment of working women (Division 35)
- * Career status of male and female psychologists (Division 35)
- Addresses by:
 - * Richard Campbell, "The Scientist-Practitioner in an Age of Organizational Turbulence"
 - * Bob Guion, "Pratfalls in the March of Science"
 - * Dan Ilgen, "Health Issues at Work: I/O Opportunities"
 - * Frank Landy, "Job Satisfaction from 1880-1940: Disinterring the Bones"
 - * Paul Sparks, "My Love Affair with Bio-Data: A Defense of Empiricism"
- An open forum with the Long Range Planning Committee in which APA restructuring issues will be discussed.
- 2 Social Hours

The APA convention will be held in Atlanta, GA, from 12-16 August. A complete program schedule will appear in the August issue of **TIP**. Hope to see all of you there.

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 69-70 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.

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

Prior Society service:

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

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
Committee on Committees
Society for Industrial and Organizational Psychology
Control Data Corporation
8100 34th Ave. South
Minneapolis, MN 55440



CRITERIA FOR MEMBERSHIP

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

Membership in the Society for Industrial and Organization (I/O) Psychology, Inc. is open to Fellows, Members, and Associates of the American Psychological Association (APA). Applications for status in this division as Member or Associate or as Foreign or Student Affiliates of the Society are handled through the Society Membership Committee. Recommendations for status as Fellow are made through the Fellowship Committee.

Article 1, Section 2 of the Society Bylaws describes the Society's purpose as "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services." Examples of such applications include: selection and placement of employees, organization development, employee counseling, career development, conflict resolution, training and development, personnel research, employee motivation, consumer research and product evaluation, and design and optimization of work environments.

The requirements and instructions for application for Associate or Member status or Foreign or Student Affiliate are given below:

Qualifications for Member Status:

1. Members must meet the standards for Members in APA:
 - a. Have a doctoral degree based in part upon a psychological dissertation conferred by a graduate school of recognized standing.
 - b. Be engaged in study or professional work that is primarily psychological in nature.
2. a. Must be engaged in *professional activities*, as demonstrated by research, teaching, and/or practice, *related to the purpose of the Society* as stated in Article 1, Section 2 of the Bylaws. Such activities may be performed in a variety of settings, such as private business or industry, educational institution, consulting firm, government agency, public service foundation, or self. There must be at least one year of full-time service in these activities.



APPLICATION FOR MEMBERSHIP
SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.
DIVISION 14 OF THE AMERICAN PSYCHOLOGICAL ASSOCIATION

(Please Type)

Name and address

Current ☐ Member Year List memberships in other divisions.
APA status & ☐ Associate Year
year elected: ☐ Student affiliate Year List associate status in other divisions
..... ☐ Foreign affiliate Year

Check status in Division 14 for which you are applying: ☐ Member ☐ Associate ☐ Student affiliate ☐ Foreign affiliate

EDUCATIONAL BACKGROUND (Show undergraduate and graduate education)

Institution	Degree	Date	Major area of specialization

Master's thesis title

Advisor(s)

Ph.D. thesis title

Advisor(s)

PUBLICATIONS (List your two most significant publications, if applicable)

Title of Publication	Publication	Date

PROFESSIONAL EXPERIENCE (List present position first and then list earlier positions)

Employer	Title	Supervisor	Dates	
			From	To
1.				
2.				
3.				

DUTIES: On a separate page describe briefly the duties of each job. Identify by the above numbers.

Show any additional information to support your application on the reverse side of this form or a separate page.

I certify the above information is correct. I authorize investigation of all statements contained in this application. I subscribe to and will support the purpose of the Society, "to promote human welfare through the various applications of psychology to all types of organizations providing goods or services, such as manufacturing concerns, commercial enterprises, labor unions or trade association, and public agencies."

..... Date

..... Signature of Applicant

- b. It would be helpful to the Membership Committee if *individuals who did not receive a Ph.D. in I/O psychology, or the equivalent thereof* (e.g., Ph.D. in organizational behavior from a business school), supported their statement that they are engaged in professional activities related to the purpose of the Division by *submitting one of the following*: (a) two articles published in I/O related journals, (b) two letters of recommendation written by current members of the Society of I/O Psychology, (c) name of I/O related courses taught, or (d) copies of unpublished research or evaluation reports in the I/O area.
3. Applications must be approved by both the Membership Committee and the Executive Committee of the Society for Industrial and Organizational Psychology, Inc.

Qualifications for Associate Status:

1. Associates must meet the standards for Associates in APA:
 - a. The person must have completed two years of graduate work in psychology at a recognized graduate school.
 - b. The person must have a *Master's degree* in psychology (or related area) from a recognized graduate school and, in addition, must have completed *one full year* of professional work in psychology.
2. *Presently* must be engaged *primarily* in professional or graduate work related to the purpose of the Society as stated in Article 1, Section 2 of the Bylaws.

Qualifications for Student Affiliate Status:

Must be students presently engaged primarily in formal study related to the purpose of the Society as stated in Article 1, Section 2 of the Bylaws.

Qualifications for Foreign Affiliate Status:

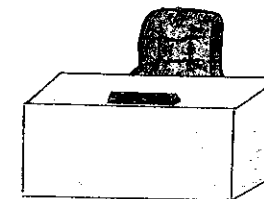
Must be Foreign Affiliates of APA.

*From Society Bylaws

Completed applications should be returned to:
Society for Industrial and Organizational Psychology
Department of Psychology
University of Maryland
College Park, MD 20742

Positions Available

Rick Jacobs



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.**

CONSULTANT. Development Dimensions International (DDI) seeks a Consultant to join its corporate Assessment Center division. Applicants should have good communication skills and varied industrial/organizational experience. Assessment center experience is highly desirable. Applicants with a broad range of backgrounds will be considered, including recent graduates with an advanced degree in I/O psychology or related area, as well as those with several years of experience. Salary is competitive and dependent upon qualifications. DDI is an equal opportunity employer. Qualified applicants should send resumé to: **Elaine Werries, Development Dimensions International, P.O. Box 13379, Pittsburgh, PA 15243.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST—TENURE-TRACK POSITION—UNIVERSITÉ DE MONTRÉAL. The Université de Montréal is one of the oldest and largest universities in Canada. The Department of Psychology is composed of personnel trained in North America as well as Europe and it is the only one in Canada to offer a full Industrial and Organizational Psychology program. Currently staffed by four full-time professors, trained in Canada, Europe and the United States, the I/O program has obtained University support for a major consolidation of its resources.

Consequently candidates are invited to apply for one new tenure track position (subject to budgetary approval) being opened in Personnel Psychology (selection and placement), or in Organizational Development.

The Université de Montréal is a French speaking institution and the successful candidate will have to acquire a working knowledge of oral French. The University will provide the successful candidate with the assistance required to achieve such proficiency.

This recruitment effort is addressed to competent I/O psychologists (Ph.D. or PsyD required) who have strong demonstrable research and student supervision interests and who have the motivation to live in a cultural milieu at the intersection of Europe and the United States. Montreal is a large cosmopolitan city headquartering many large organizations and offers a full complement of research and intervention opportunities for I/O psychologists.

In accordance with Canadian immigration requirements, this advertisement is directed to citizens and permanent residents of Canada. However, given the special circumstances associated with I/O psychology, it is anticipated that the department will be allowed to hire non-Canadians.

Curriculum vita and references should be received by June 15, 1988. **Dr. Yvan Bordeleau, Chairperson, Département de psychologie, Université de Montréal, C.P. 6128, Succursale A, Montréal, H3C 3J7 Canada.**

PIZZA HUT, A DIVISION OF PEPSICO, INC., IS LOOKING FOR AN EXPERIENCED MANAGER OF MANAGEMENT DEVELOPMENT.

As a key player on our management development team, you will develop and conduct management training programs for senior and middle management, manage our human resource and manpower planning processes, consult on organization effectiveness issues, and be a designer and implementer of human resources systems.

Your background must include 2-3 years of business experience in management development activities. You must also possess a Ph.D. in industrial/organizational psychology or closely-related field. Good platform skills, leadership and a practical, results orientation are essential.

Submit your resumé to **Director of Employment, Department IP-588, Pizza Hut, Inc., P.O. Box 428, Wichita, KS 67201.** An Equal Opportunity Employer M/F/H.

PERSONNEL PSYCHOLOGIST, COLUMBUS, OHIO.

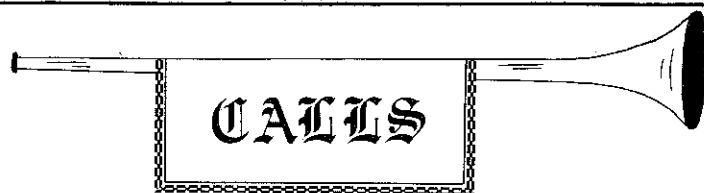
The City of Columbus Civil Service Commission is actively recruiting a Personnel Psychologist to direct the activities of the testing staff and to advise the Commission on technical matters related to testing. The qualified applicant must possess a doctorate in psychology with graduate course work in testing and statistics and five years of experience in personnel test construction, validation, and administration. The successful candidate must obtain a valid license to practice psychology in the State of Ohio. To receive consideration, a candidate must submit a current resumé and credentials to **Forrest D. Waugh, Executive Director, Civil Service Commission, 50 W. Gay Street, Columbus, OH 43215—614/222/7531.** Equal Opportunity Employer.

GRADUATE INFORMATION EXCHANGE

To provide a means of communication, and to inform graduate students and programs of the activities undertaken in other programs, TIP is creating a new section entitled: "Graduate Information Exchange."

Please participate in this endeavor by sending a brief summary of graduate student or program activities or projects that are going on in your department. These summaries should be sent to:

**Paula Singleton
Department of Psychology
2007 Percival Stern Hall
Tulane University
New Orleans, LA 70118**



REVIEWERS FOR INTRODUCTORY PSYCHOLOGY TEXTS WANTED

The SIOP External Affairs Committee has been attempting to get publishers of introductory psychology texts to include more coverage of I/O psychology. In response, some of these publishers have indicated that they would like to have as reviewers of such texts I/O psychologists who also teach the introductory general psychology course. If you are interested in reviewing introductory texts and/or manuscripts, please contact the chair of External Affairs Committee, **Lynn Offermann, Department of Psychology, George Washington University, 2125 G Street, N.W., Washington, D.C. 20052.**

METRO TO CELEBRATE 50TH ANNIVERSARY

In the 1988-89 program year, METRO will celebrate its fiftieth year of continually supporting the professional development needs of metropolitan New York area applied psychologists. The oldest and largest regional group of its kind in the country, METRO serves its approximately 500 members with regular programs, workshops, social and "networking" events, and an employment clearinghouse.

Inquiries about membership and involvement should be directed to **Dr. Sandra J. Marshall, Pepsico Inc., 700 Anderson Hill Road, Purchase, NY 10577 (914) 253-2223.**

A CLOSE LOOK AT PERFORMANCE ENHANCEMENT TECHNIQUES

A committee of psychologists convened by the National Research Council for the Army Research Institute has issued a 300-page report on its evaluation of a wide range of research on techniques designed to improve learning, memory, motor skills, group cohesion and other areas of human performance.

The report, entitled *Enhancing Human Performance: Issues, Theories, and Techniques* is available for \$32.50 (hardcover) or \$22.50

(paperback) from the **National Academy Press; 2101 Constitution Ave. NW; Washington, D.C. 20418.**

EEO QUESTIONS WANTED

One of the Division 14 workshops to be held at the APA convention will be an "EEO Primer." It will deal with the basic questions that are most often asked by practitioners regarding EEO law, guidelines and administrative procedures. The workshop will be structured around actual questions. If you are a practitioner who must deal with EEO procedures or concepts, please send nominations of questions to be covered in the workshop to the address below. The questions should be basic rather than exotic and should represent the most typical areas of confusion or difficulty. Send questions to: **Frank J. Landy, Dept. of Psychology, Penn State University, University Park, PA 16802.**

ANNOTATED BIBLIOGRAPHY ON VALUES AND ETHICS IN ORGANIZATION AND HUMAN SYSTEMS DEVELOPMENT

A product of a three-year project on values and ethics in organization and human systems development (OD-HSD), concluded in October 1987 and funded by a grant from the National Science Foundation, this Annotated Bibliography is intended to serve as an educational and reference tool for OD-HSD teachers, students, researchers, practitioners and clients as well as persons in related behavioral sciences and in the applied and professional ethics field. It contains 178 published and unpublished items drawn from the OD-HSD field, related behavioral sciences, applied and professional ethics, and moral philosophy. Both descriptive and normative material that focuses on professional and personal values and ethical issues in OD-HSD is included.

The 178 items are arranged alphabetically according to author and then chronologically. A list of subject headings was developed and for each item the main subject heading is shown and a listing of all items according to subject heading is provided. A key word index appears at the end.

Copies may be obtained from the **American Association for the Advancement of Science, Marketing Department, 1333 H Street, NW, Washington, DC 20005.** Cost is \$4.00 for AAAS members and \$5.00 for non-members, prepaid.

HUMAN-COMPUTER INTERACTION

HCI International '89, Third International Conference on Human-Computer Interaction, Boston Park Plaza Hotel, Boston, Massachusetts U.S.A., 18-22 September 1989. Five copies of the 800 word abstract for

the parallel presentation is due 31 October 1988, and the 300 word abstract for the poster session is due 30 April 1989. Call for Participation leaflets may be obtained from: **Dr. Gavriel Salvendy, General Conference Chairman, School of Industrial Engineering, Grissom Hall, Purdue University, West Lafayette, IN 47907 U.S.A., Telephone: (317) 494-5426, Electronic mail: salvendy@gb.ecn.purdue.EDU.**

1989-90 COMPETITION OPENS FOR FULBRIGHT SCHOLAR AWARDS

The Council for International Exchange of Scholars has announced the opening of competition for the 1989-90 Fulbright grants in research and university lecturing abroad. The awards for 1989-90 include more than 300 grants in research and 700 grants in university lecturing for periods ranging from three months to a full academic year. There are openings in over 100 countries and, in many regions, the opportunity for multi-country research is available. Fulbright Awards are granted in virtually all disciplines, and scholars in all academic ranks are eligible to apply. Applications are seriously encouraged from retired faculty and independent scholars.

Application materials are now available. For more information and applications, call or write **Council for International Exchange of Scholars, Eleven Dupont Circle N.W., Washington, D.C. 20036-1257. Telephone (202) 939-5403.**

SOCIAL VALUES IN BUSINESS AND CONSUMER SETTINGS

The *Journal of Business Research* will be publishing a special issue on social values. Preference will be given to original papers that offer theoretical developments supported by convincing empirical evidence related to actual business settings, although other papers will be considered. Papers are solicited in any area related to social values and the scope of the *Journal of Business Research*, including but not limited to the following areas' relation to social values:

- 1) Any of the marketing mix variables.
- 2) Managerial style.
- 3) Decision making.
- 4) Organizational behavior and corporate culture.
- 5) Cross-cultural and international business.
- 6) Public policy.

Papers should be limited to 15 double-spaced pages, including all tables, figures and references. Referees will review all papers, and acceptance will be on a competitive basis. Submit manuscripts by September

15, 1988, to the special issue editor at BITNET Address: **6772 @ OREGONI** or: **Lynn R. Kahle, Department of Marketing, University of Oregon, Eugene, OR 97403-1208.**

EARLY I/O WRITTEN MATERIAL

WANTED: Early writings in industrial psychology (any area) including texts, monographs, papers, and other memorabilia. I am interested in the period from 1890 through 1940. Publications in foreign languages for this time period on I/O topics are also of interest. Contact: **Frank J. Landy, Dept. of Psychology, Penn State University, University Park, PA 16802.**

GHISELLI SELF-DESCRIPTION INVENTORY COMPUTER SCORING PROGRAM

The Ghiselli Self-Description Inventory (SDI) has been available as a research instrument for many years. Its development and rationale is described in detail in the monograph by E. E. Ghiselli (1971), *Explorations in Managerial Talent*. (Pacific Palisades, CA: Goodyear Publishing Company). One of the obstacles to its use is the rather laborious weighted scoring procedure using overlay keys. A computer-based scoring routine has been prepared using LOTUS 123 which includes two sets of norms for converting raw scores to percentiles. The norm groups are for non-management and for management personnel. For use, the program requires an IBM PC (or compatible), LOTUS 123 (Version 1A) and a printer. The program is available for the cost of a diskette plus mailing, which amounts to \$2.00, or at no cost if you send a 5¼ inch DS/DD diskette, a self-addressed return mailer and \$.65 postage to: **Erich P. Prien, Performance Management Associates, Poplar Towers, Suite 1103, 6263 Poplar Avenue, Memphis, Tennessee 38119.**

CONFERENCE ON LONGITUDINAL FIELD RESEARCH METHODS FOR STUDYING ORGANIZATIONAL PROCESSES

The National Science Foundation Program for Decision, Risk, and Management Science is sponsoring a working conference on longitudinal field research methods to be hosted by the University of Texas at Austin, September 14-16, 1988. The conference is designed for people engaged in or embarking on longitudinal field research programs. Paper presenters, commentators, and selected participants will discuss and develop methodologies for studying processes of adaptation, change, innovation, and redesign in organizations. Prospective participants should send a vita and one page statement explaining their interest in participating to George Huber by July 15, 1988. Queries may be directed to any of the

ADVERTISE IN TIP

The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 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.**

ADVERTISING RATES

RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four Times
Two-page Spread	\$325	\$250
One Page	\$200	\$150
Half Page	\$150	\$125

PLATE SIZES

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

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DESIGN AND APPEARANCE

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

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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Phone: 612/624-1063

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