

# TIP

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

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# Jobs Change — Skill Requirements Don't

*Comments by Tom Ramsay, Human Resources Psychologist*

A number of sweeping changes have affected jobs in most organizations:

- Use of computers or terminals
- Statistical process control
- Sophisticated processes
- PLC (Programmable Logic Controllers)
- A need for close monitoring of processes & supplies

The net effect of these changes is to require a thinking employee—not an employee who signals when something has gone wrong but an employee who can take action *before* something goes wrong. In many instances disastrous events can occur if employees aren't thinking ahead. There can be disasters with respect to equipment, environment, or human life.

We are using tests of knowledge and skill to ensure that employees can

- learn the material in the training program and
- react with alacrity when things go wrong.

We have made several tests for operator/mechanics—those who can fix the equipment when it malfunctions, or better still, understand the process so well that they can anticipate the failure before it happens.

We have also worked with pay-for-skill employers where the objective is to elevate employees to the highest skill level as quickly as possible so that the productivity gains will be realized quickly.

We are happy to discuss application of these ideas to your organization.

## RAMSAY CORPORATION

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# TIP

The Industrial-  
Organizational  
Psychologist

Vol. 26/No. 2

February, 1989

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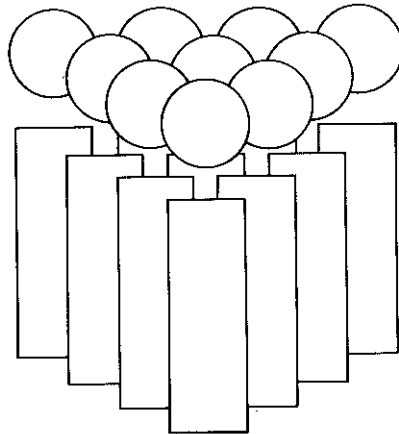
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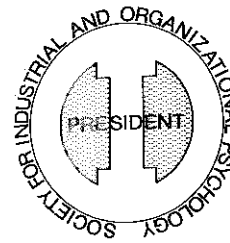
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## A Message from Your President

Ann Howard

This is a year of transformation for the Society. As our dependence on APA recedes, a new vision of SIOP emerges that underscores its primacy in our hearts and minds. The Society for Industrial and Organizational Psychology is the organization that provides our fundamental identity and serves our most immediate professional needs. SIOP also affiliates with other organizations if they provide specific benefits related to its goals. Such organizations include APA and APS, which help establish our roots in psychology. They may also include coalitions such as the Federation of Behavioral, Psychological and Cognitive Sciences (to which we have belonged for the last two years), which gives us information on scientific advances and government funding. The new vision of the Society emanates from a different perspective, with SIOP at the top of the hill.

We now contemplate changing our exclusive relationship with APA, in terms of membership requirements, to one that includes both APA and APS. The response to the proposed Bylaws change, described in detail in my September letter to all of you and reviewed in my President's Message in the last issue of TIP, has generally been well received by those who have communicated with me or other members of the Executive Committee.

One concern, expressed on behalf of our Associate Members, is that APS is geared toward those with doctorates and has no Associate Member category. After consultation with Janet Spence, APS President, I was reassured that those with master's degrees are not automatically excluded from APS membership. Those making contributions to scientific psychology, regardless of degree level, are candidates for APS membership, and SIOP Associate Members should qualify. I would recommend that Associate Members interested in APS apply now while the membership drive is active; if you have any difficulties, let me know.

The Society has no intention of turning its back on its Associate Members or on those trained at the master's level. Our Professional Affairs Committee objected strenuously when APA proposed eliminating

the Associate Member category not too long ago. Furthermore, our Education and Training Committee is currently working toward guidelines on training at the master's level. Activities this year include a proposed APA convention program and a possible analysis of jobs held by master's level I/O psychologists. The subcommittee responsible for these activities is headed by Lilly Berry, under the general direction of E&T Committee Chair Manny London.

Another concern expressed by members regarding the Bylaws change is a need for more information about APS. As of this writing (late December), APS has recruited approximately 3,000 members, and the membership drive is moving forward. There will be a Fellow category, with APA Fellows currently being grandfathered. The first convention will be held June 10-12, 1989, and plans are rapidly moving forward for the first journal, *Psychological Science*. APS is still in the formative stages and needs members and volunteers; for more information call 1-800-950-4APS.

Another activity to help move APS forward is a Leadership Conference, to be held January 27-29, 1989, at the University of Oklahoma in Norman. The theme will be "Strengthening Psychology's Research Base." APS affiliates and potential affiliate organizations, including APA divisions, will be invited to send one or two leaders as attendees. Neal Schmitt and I will represent the Society at the conference and report back to you on the outcome. There will be a special business meeting at the SIOP conference dedicated to a discussion of APS and our proposed Bylaws change; be sure to attend to get the latest information and to give us your thoughts and ideas.

The SIOP Conference has taken on new importance as we become increasingly independent from APA. In addition to the business meeting mentioned above, the Boston conference (April 28-30, 1989) will be the site this year for the I/O Graduate Student Consortium and the Presidential Address. Other events may be moved from the APA convention to the SIOP conference in future years, although not until the conference has been expanded to three days plus the workshops. Elaine Pulakos informs me that Program submissions for the Boston conference are significantly above those for last year, which suggests record attendance. I plan to register early and suggest you do the same! See you there.

## Fourth Annual SIOP Conference

Ronald D. Johnson

The Fourth Annual Conference of the Society will take place at the Boston Marriott Copley Place on April 29-30 with workshops on April 28, 1989. The planning committee has been hard at work putting together what is going to be another outstanding conference. In this issue of *TIP* you will find registration materials for the conference itself as well as the workshop descriptions and registration forms:

Elaine Pulakos reports that the quality of the submissions has been extraordinary and we can look forward to an exciting program. Among some of the conference highlights will be sessions on the following topics:

- selection and development of top-level managers
- analyzing multi-level data
- evaluating "practical IQ"
- alternative work schedules
- performance management and performance appraisal
- utility of social information processing theory
- a practitioner's approach to job analysis
- reconceptualizing organizational commitment
- drug testing
- comparable worth
- a critique of traditional turnover research
- emerging technical and legal issues in validating personnel decisions

The above list shows only some of the topics at this year's SIOP Conference. Once again there will be something for everyone!

The workshops, chaired by Susan Palmer, will be conducted on April 28. As you can see in this issue of *TIP*, the workshops look great so you better register early.

All meetings and workshops will be held at the Boston Marriott Copley Place Hotel. In this issue you will find a registration form for the hotel—cut it out of *TIP* and send it directly to the hotel. Please register early to make sure you get into the hotel. The room rates are as follows:

Single Occupancy: \$107

Double Occupancy: \$120

Please remember the following when registering:

Conference registration form—send to Dianna Stone

Workshop registration form—send to Nita French

Hotel registration form—send to Boston Marriott Copley Place



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**WORKSHOPS\***

Presented as part of the annual conference of The Society for Industrial and Organizational Psychology, Inc.

**Friday, April 28, 1989**

**Boston Marriott Copley Place**  
**Boston, Massachusetts**

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

## Workshop Schedule

Friday, April 28, 1989

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

### WORKSHOPS

**Boston Marriott Copley Place**  
 Boston, Massachusetts

- Section 1** SETTING CUT-OFF SCORES IN PERSONNEL TESTING—Ralph A. Alexander
- Section 2** DESIGNING AND CONDUCTING LARGE-SCALE RESEARCH PROJECTS—David P. Jones and Kathleen A. Kappy
- Section 3** INNOVATIVE APPROACHES TO PERFORMANCE APPRAISAL—H. John Bernardin
- Section 4** JAPANESE AND OTHER FOREIGN SELECTION IN THE UNITED STATES—William C. Byham
- Section 5** BUT IS IT ETHICAL?: APPLYING PSYCHOLOGIST'S ETHICAL STANDARDS IN COMPLEX ORGANIZATIONAL CONTEXTS—Rodney L. Lowman
- Section 6** WORKPLACE DYNAMICS AND JOB RETRAINING—William M. Ouwenel and J. Kevin Ford
- Section 7** THE INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST AS AN EXPERT WITNESS—Gerald V. Barrett and Frank J. Landy
- Section 8** STRATEGIES FOR CREATING THE TOTAL QUALITY ORGANIZATION—Harold J. Tragash
- Section 9** JOB ANALYSIS: MEASURING JOB SIMILARITY AND DIFFERENCES—Robert J. Harvey
- Section 10** CORPORATE RESTRUCTURING AND THE INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST—Mitchell L. Marks and Blake A. Frank

## REGISTRATION PRE-CONFERENCE WORKSHOPS Friday, April 28, 1989 Boston, Massachusetts

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MAILING ADDRESS \_\_\_\_\_

(Organization)

(Street)

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PHONE ( ) \_\_\_\_\_

APA DIVISION MEMBERSHIP(S) \_\_\_\_\_

All workshops have been designed as half-day workshops. Based upon your choices, you will be assigned to *two* half-day workshops.

Section Number

Section Title

First Choice: \_\_\_\_\_

Second Choice: \_\_\_\_\_

Third Choice: \_\_\_\_\_

Fourth Choice: \_\_\_\_\_

Fifth Choice: \_\_\_\_\_

Registration is by *mail only* on a first-come, first-serve basis. Please note that advance mail registration will close on April 21, 1989. All registrations *received* after that date will be processed as on-site registrations.

\$200—Society for Industrial and Organizational Psychology, Inc.  
 (Division 14 of the American Psychological Association)  
 Members and Student Affiliates.

\$245—APA/APS Members

\$285—Non-Members of APA/APS

- Fee includes: All registration materials, lunch, and social hour. Additional tickets for the social hour are \$30 per guest.
- Please make check or money order payable in U.S. currency to: SIOP.
- Mail form and registration fees to:

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 Room 13K03  
 1155 Peachtree Street NE  
 Atlanta, GA 30367-6000  
 (404) 249-2164

### Cancellation Policy

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.

## Section 1 (Half Day)

### SETTING CUT-OFF SCORES IN PERSONNEL TESTING

**Ralph A. Alexander**  
University of Akron

The technical and practical problems associated with setting cutting scores on selection/promotion tests are among the most commonly faced problems of Industrial/Organizational psychologists. This workshop is intended to provide the practicing I/O psychologist with the background and tools needed in the cut-off score development process.

The workshop will begin with an overview of the various methods available for setting cutting scores. This will be followed by several extensive exercises during which the participants will work through actual examples of several of the more prominent methods.

Throughout, particular attention will be given to the distinction between content-related and criterion-related validation settings, the strengths and weaknesses of each method, and the nature and potential sources of data needed for each method.

**Ralph A. Alexander** is Professor of Psychology at the University of Akron where he has been a member of the I/O faculty for the past 15 years. In addition to his research and publications in several areas of I/O psychology, he has served as a consultant to a number of organizations and as expert witness in several court cases. A particular emphasis throughout this work has been the application of psychometrics and applied statistics to valid, nondiscriminatory personnel practices.

Coordinator: **Gary P. Latham**, University of Washington

## Section 2 (Half Day)

### DESIGNING AND CONDUCTING LARGE-SCALE RESEARCH PROJECTS

**David P. Jones**  
Personnel Designs, Inc.

**Kathleen A. Kappy**  
Southern California  
Edison Company

The design and execution of large-scale projects, whether within a single organization or conducted on an industry consortium basis, require a blend of technical, management, and problem solving skills.

Working with individual organization units which vary in their level of commitment to projects requires particular communication and "sales" skills. Working in settings which vary widely with respect to organization policies and cultures require attention to both technical design and administrative practicality. The importance of meeting project timeframe and budgetary commitments also requires close monitoring of project targets and communication with those to whom the project director is accountable.

This session will review some of the special circumstances under which large-scale projects are conducted. Discussion will focus upon topics such as enlisting organization support, identifying project objectives and research plans, coordinating the efforts of many individuals who become involved in large-scale projects, and ensuring that technical and professional requirements are satisfied in the ultimate project work product. Techniques for "selling the project" internally, as well as tracking and monitoring project budgets, will be discussed.

Individuals responsible for the design and execution of projects which cut across multiple organization units or across company lines should profit from the basic project design, execution, and administration topics addressed during the session. In addition, those responsible for conducting research in which the complexities of large-scale data collection are encountered can profit from techniques discussed during the session.

Session participants should bring examples of practical techniques developed within their own organizations for executing large-scale projects efficiently and within the constraints imposed by their own organizational circumstances. A combination of both presentation and group discussion will be used.

**David P. Jones** is President of Personnel Designs, Incorporated, a human resource consulting firm specializing in the design and validation of employee selection systems, compensation programs, and performance enhancement systems. He has directed industry consortium projects, involving the participation of many companies in nationwide selection program validation projects. In addition, he has served as director and lead consultant in projects involving up to 100 locations within individual client organizations.

**Kathleen A. Kappy** is Manager of Human Resource Measurement and Development with Southern California Edison Company. In addition to directing a wide range of human resource activities within her own organization, she has served as an industry coordinator for large scale consortium projects in which outside consultants have been engaged to conduct technical design work. She has also served as technical reviewer

in numerous industry consortia to design and validate employment selection systems.

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

### Section 3 (Half Day)

#### INNOVATIVE APPROACHES TO PERFORMANCE APPRAISAL

**H. John Bernardin**  
Florida Atlantic University

The purpose of the workshop is threefold: to present a diagnostic model of appraisal system development; to discuss the advantages and disadvantages of a number of innovative approaches to appraisal; and to discuss the legal implications of appraisal in the context of recent court cases.

Among the specific areas which will be covered in the workshop are:

- The source of appraisal data and its impact on effectiveness. Particular emphasis will be placed on the use of subordinate appraisal for managerial/supervisory personnel.
- The impact of rater training on appraisal effectiveness. Emphasis will be placed on a method designed to reduce bias and discrepancies between self and other appraisals.
- A legal prescription for the use of appraisals for important personnel decisions, including promotion and downsizing. Title VII, Age Discrimination in Employment Act, and employment-at-will cases will be covered.
- The importance of performance measurement in compensation. Recent examples of pay for performance systems will be critiqued and a model will be proposed.

**H. John Bernardin** is a University Professor of Research in the College of Business and Public Administration at Florida Atlantic University. He has authored numerous books and articles, including *Performance Appraisal: Assessing Human Behavior at Work*.

Coordinator: **Phillip J. Decker**, Western Kentucky University

### Section 4 (Half Day)

#### JAPANESE AND OTHER FOREIGN SELECTION IN THE UNITED STATES

**William C. Byham**  
Development Dimensions International

Japanese and other firms are spending more time and effort in selecting workers, supervisors, and managers than is typical for U.S. industry. It is not unusual for an applicant to go through 12 to 20 hours of testing, behavior simulations, and interviews. Unique selection instruments have evolved including paper-and-pencil instruments to assess motivation and interactive videos to assess interpersonal skills.

This workshop will describe and demonstrate a variety of unique selection instruments designed to hire individuals to work in a highly participative environment. It will also describe complete selection systems for an organization employing a large number of individuals and an organization employing less than a hundred. Descriptive statistics on applicant flow at stages in selection systems and reliability data will be shared along with validity strategies.

**William C. Byham** is President of Development Dimensions International. He has been involved in the design of a number of plant startups for non-U.S. companies such as Toyota, Nippon Steel, Subaru-Isuzu, Imperial Chemicals, Ltd., and Konica.

Coordinator: **John M. Larsen, Jr.**, Human Resources Analysts

### Section 5 (Half Day)

#### BUT IS IT ETHICAL?: APPLYING PSYCHOLOGIST'S ETHICAL STANDARDS IN COMPLEX ORGANIZATIONAL CONTEXTS

**Rodney L. Lowman**  
Duke University

This workshop is directed to the practitioner who is concerned about how ethical issues apply to Industrial/Organizational psychology. It is designed as an active learning experience for *thinking about* ethical issues in the practice of I/O psychology—especially in complex organizational contexts. A wide range of situations is presented where ethics and the



pragmatics of professional practice may compete and where ethical "answers" may not be apparent.

The I/O psychologist today faces increasingly complex issues, and there are few guidelines for the *professional practice* aspects of I/O psychology. Much of the existing literature on ethics and standards focuses on clinical more than on I/O applications. I/O training programs emphasize the scientific more than the practice side of the profession. I/O psychologists receive little training in thinking about ethical issues in the professional practice of their discipline. The workshop is designed to satisfy this need.

**Rodney L. Lowman** is Director of Occupational Mental Health Programs and of the Career Assessment Development Laboratory for the Division of Occupational Medicine at Duke University Medical School. He holds faculty appointments in the Divisions of Medical Psychology and Occupational Medicine. Among his publications is: *Casebook on Ethics and Standards for the Practice of Psychology in Organizations*. He serves on the Ethics Committee of the American Psychological Association and is on the editorial board of *Professional Psychology*.

Coordinator: **Raymond H. Johnson**, Ford Motor Company

#### Section 6 (Half Day)

##### WORKPLACE DYNAMICS AND JOB RETRAINING

**William M. Ouwenel**  
IBM Corporation

**J. Kevin Ford**  
Michigan State University

Projections clearly indicate that the composition of the workforce is changing. The workplace is being transformed by technological advances. Individuals can no longer expect to remain in the same job or career for life. The management of this changing workforce and workplace requires the consideration and implementation of job retraining programs.

This workshop emphasizes both the pragmatic and the research issues underlying the retraining process. A five-phase model showing how to identify, plan, develop, implement, and evaluate retraining programs is presented. The roles of the responsible areas—management, training, personnel, and communications—are examined in each step of the process.

Opportunities for research exist in each phase. Needed studies that focus on improving the design of the retraining programs are identified

and described. The role of these studies in enhancing our understanding of the effectiveness of job retraining is also discussed.

**William M. Ouwenel** spent more than 30 years with the IBM Corporation. Prior to retirement, he was a Program Manager on the corporate education staff that developed IBM's Systems Approach to Education. Assignments included instruction development and management responsibilities in marketing training, customer education, technical training, and administrative education.

**J. Kevin Ford** is an Associate Professor of Psychology at Michigan State University. He has published a number of articles on training issues and has consulted for the State of Michigan, General Motors, and various other companies. He has also taught an overseas management studies course in Sweden and recently completed a Research Fellowship with the Air Force.

Coordinator: **Anna Marie Valerio**, NYNEX Corporation

#### Section 7 (Half Day)

##### THE INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST AS AN EXPERT WITNESS

**Gerald V. Barrett**  
University of Akron

**Frank J. Landy**  
Pennsylvania State University

The workshop will focus upon the role of the Industrial/Organizational psychologist who becomes a plaintiff's or defendant's expert witness. The differences between the scientist-practitioner model and the requirements of the court will be examined. Potential ethical issues and problems which confront every expert witness will be discussed.

The problems an expert witness faces in cases involving alleged age, sex, or race discrimination will be explored. The specific areas of selection, promotion, compensation, and termination will be highlighted and discussed in terms of the most significant issues the expert witness faces in each substantive area. Some of the important differences between the Age Discrimination in Employment Act, the Equal Pay Act, and Title VII will be highlighted as it pertains to the role of an expert witness.

Actual testimony from expert witnesses will provide a basis for discussion. This workshop will be useful both for psychologists preparing to be an expert witness and for those who are responsible for selecting, monitoring, and evaluating expert witnesses for their organizations.

**Gerald V. Barrett** is Professor and Head of the Department of Psychology at The University of Akron. He is also the President of Barrett and Associates, a human resource consulting firm which develops personnel systems in compensation, selection, and performance appraisal where there is significant risk of litigation. Dr. Barrett has been an expert witness in over 50 court cases and a plaintiff's expert and consultant to the Equal Employment Opportunity Commission. Dr. Barrett is both a licensed psychologist and attorney in the State of Ohio.

**Frank J. Landy** is Professor of Industrial Psychology at Pennsylvania State University. He is also the President of Landy, Jacobs and Associates, a consulting firm that specializes in personnel selection. He has had extensive involvement in Title VII litigation as an expert witness for both plaintiffs and defendants in claims of discrimination based on race, sex, and age. In addition to defending tests that he has developed, he has also been retained as an independent expert to evaluate the integrity of tests developed by others.

Coordinator: **Georgia T. Chao**, Michigan State University

#### **Section 8 (Half Day)**

### **STRATEGIES FOR CREATING THE TOTAL QUALITY ORGANIZATION**

**Harold J. Tragash**  
**Xerox Corporation**

Why the emphasis on "quality" as the vehicle for organizational change today? To understand the power of quality, one need only look toward the Japanese. Since the early 1950's they have been applying the principles and tools of quality with results that are the envy of the industrialized world. Much of their success is attributed to applying the concepts of a handful of people—Dr. W. Edwards Deming and Dr. Joseph Juran; or is it? What other facets of organizational theory applied both in the Far East and the U.S. are producing these changes?

This workshop is designed to:

- Review the role of quality in global competitiveness;
- Define and examine the elements of continuous quality improvement, including:
  - Employee involvement,
  - Statistical Quality Control,
  - Measures of quality,

—Reward and recognition, and

—Role of management.

- Examine the role and skills of the I/O change agent in the quality process; and
- Clarify the key strategic components which organizations must address to achieve Total Quality Control.

The workshop is based upon the experiences of the Xerox Corporation's Leadership Through Quality business strategy. This business strategy has been applied in a variety of organizational settings.

**Harold J. Tragash** is currently Director, Human Resources Development and Systems for Xerox. In this role, he is responsible for employee involvement practices, personnel strategic planning, education and training, recognition programs, and personnel systems automation. He serves on the corporation's Innovation Board and the Corporate Quality Implementation Team.

Coordinator: **Jay C. Thomas**, J. C. Thomas and Associates

#### **Section 9 (Half Day)**

### **JOB ANALYSIS: MEASURING JOB SIMILARITY AND DIFFERENCES AND IMPLICATIONS FOR TREATMENT EFFECTS**

**Robert J. Harvey**  
**Virginia Polytechnic Institute and State University**

This workshop will address both the theoretical and practical issues in the quantitative approaches to job analysis which underlie the identification and interpretation of job differences. Emphasis will be given to statistical techniques used in data analysis and the development and use of external criteria to evaluate the importance of job differences.

Among the specific questions that will be addressed in the workshop are:

- Selecting a quantitative grouping procedure from among the many available choices: How should it be done and how much of a difference does it make?
- What type of statistic should be used to quantify the similarity between job analysis profiles?
- How should the type of job analysis data be matched with the purpose for grouping jobs?

- Can holistic or non-data-based job grouping methods offer an acceptable alternative to traditional detailed methods?
- How should within-title variability on the job elements be quantified, and how much can be tolerated? To what extent is this variability due to measurement error in the job analysis process?
- At a theoretical level, are current definitions of the constructs of the position, job, and job family adequate to meet organizational realities?
- What external criteria should be used to evaluate differences?

This workshop is targeted toward personnel practitioners and researchers. It is assumed that participants will be familiar with job analysis methods and the fundamentals of the statistical procedures used to analyze job data.

**Robert J. Harvey** is Associate Professor of Psychology at the Virginia Polytechnic Institute and State University. He has published numerous articles on job analysis methods with particular emphasis on the psychometric issues concerning job similarity and differences. Dr. Harvey has consulted with a variety of public- and private-sector organizations, paying particular attention to municipal government and public safety organizations.

Coordinator: **Erich P. Prien**, Performance Management Associates

## Section 10 (Half Day)

### CORPORATE RESTRUCTURING AND THE INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST

**Blake A. Frank**  
Southland Corporation

**Mitchell L. Marks**  
Mercer-Meidinger-Hansen, Inc.

Corporate restructuring, whether downsizing to meet an economic need, integrating with another organization as a result of a merger or acquisition, or responding to a leveraged buyout, occurs frequently in organizations today. These events are extremely stressful for people involved and have the potential to affect employee productivity, intergroup relations, and organizational performance.

Corporate restructuring also provides a unique opportunity for the Industrial/Organizational psychologist. Using skills in assessment, organization design, organization development, or other areas of expertise, the I/O psychologist can and should be in a position to impact the restructuring process.

This workshop will describe typical patterns of employee responses to restructuring and will review interventions to minimize negative reactions, while building support for change and commitment to the new organization. This workshop will focus on how internal human resources practitioners and consulting psychologists can use their skills in the restructuring process.

Topics to be covered include the following:

- integrating I/O psychologists into the human resources and operating organization;
- preparing for the restructuring;
- using individual assessment techniques to evaluate the workforce;
- communicating throughout the restructuring process;
- managing stress and dissatisfaction;
- using surveys and other techniques to monitor and track the impact of change;
- using organization techniques such as teambuilding and organization mapping to help define structure;
- creating transition structures to guide restructuring, planning, and implementation; and
- building and integrating post-change teams and organizations.

**Blake A. Frank** is Manager of Personnel Research for the Southland Corporation in Dallas. His department at Southland is responsible for employee testing, opinion surveys, organization development, HR planning systems, and HR information systems. As a practitioner, he has first-hand knowledge and experience in corporate restructuring. In 1987, Southland underwent a leveraged buyout which resulted in divestiture of major parts of the business and a restructuring of the remaining organization.

**Mitchell L. Marks** is currently Director of Human Resources Consulting for Mercer-Meidinger-Hansen, Inc. in Los Angeles. For the past five years he was on the faculty of the California School of Professional Psychology in Los Angeles. He has conducted extensive research and published reports on the human and organizational aspects of restructuring. He has consulted on corporate restructuring in a variety of industries and has assisted a broad range of clients including Unisys, AT&T, and American Airlines.

Coordinator: **Patrick R. Pinto**, Pinto Consulting Group

## ITEM ANALYSIS PROGRAMS

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**RASCAL™** estimates traditional Rasch difficulty parameters for multiple-choice items. You can also use it to compute Rasch parameters on a scale comparable to that used by the 3-parameter item response model.

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**For more information** on how all three programs can go to work for you, write or call Assessment Systems Corporation and ask for a free information packet.

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## COME TO BOSTON for the 4th Annual SIOP Conference

Joseph Czajka and Joel Wiesen

Start making your plans now to be at the 4th Annual SIOP conference being held on April 28-30, 1989, in one of America's great cities—BOSTON. This year's convention hotel—Boston Marriott Copley Place—is in the heart of Boston within a short distance of the theater district, historic sites, museums, art galleries, and many restaurants.

Boston is a friendly city which invites its visitors to explore its many sights and sounds, people and places. Whatever your interests or tastes, Boston has something for you. So whether by foot, cab, or the infamous MBTA, venture forth and have a relaxing yet unforgettable experience.

Boston is a historic city and its most traveled path is the famous FREEDOM TRAIL. The trail starts at the Boston Commons and guides you along a 3 mile tour of major revolutionary sites and structures . . . the Old State House . . . the Old North Church, where lanterns warned patriots of the British attack . . . the U.S.S. Constitution, and Bunker Hill. Partly through the tour you can browse the many shops and enjoy a meal at the new waterfront marketplace that includes Quincy Market and Faneuil Hall. Nearby, if you are out on Saturday afternoon, is Hay Market where many of the city's residents come to buy produce and fish from the stands and carts of vendors who come to town for the open air market.

To some, a city is measured by its diversity and quality of restaurants. Boston's restaurants cover a broad spectrum of gastronomical delights . . . Pasta & Cannolis in the Italian North End, Lobster Sausage from Jasper's, Clam Chowder and Seafood from Legal's, down home Yankee style at Durgin Park, Indian Pudding at Locke-Ober Cafe, Beef at Morton's, Peking Duck at Mister Leung's . . . the list goes on . . . delights in Chinatown, delectable morsels from cafes on Newbury Street, or adventures in dining that include Hungarian, Thai, Latin, and even Polish cuisine. It is here for the asking, formal and informal dining, inexpensive to . . . if you have to ask maybe you should have gone elsewhere.

Boston's pride also includes its many museums and cultural events. You should consider a visit to the Museum of Fine Arts, the Science Museum, Children's Museum, or the New England Aquarium. All are within a trolley or subway ride from the hotel. A short walk takes you to Symphony Hall, the home of the Boston Symphony Orchestra and the Boston Pops. A glance at the arts and entertainment section of the Sun-

day Boston Globe (check local library or newsstand) a week or two before the conference should help plan an enjoyable evening or two.

If you are still looking for something to do, you may consider catching the Red Sox in action at Fenway Park or with the luck of the Irish, the Celtics in a playoff game at the venerable Boston Garden . . . or a harbor cruise or ferry to Provincetown or Martha's Vineyard, a half-day whale-watch cruise, or a walk along the esplanade on the Charles River. A trip out of the city may lead to Cambridge's Harvard Square or the towns of Salem (Witch Trials of 1600's), Marblehead, Manchester-by-the-Sea, Gloucester, or Rockport . . . all with New England character and charm and within an hour drive of downtown Boston.

Make your plans early. For more information on Boston and scheduled events, write for an Official Visitors Information Kit (\$6.50 fee) from Greater Boston Convention & Visitors Bureau, Prudential Plaza, P.O. Box 490, Dept. 1A, Boston, MA 02199.

## MONEY! MONEY! MONEY! SIOP Financial Report for 1987-88

**John R. Hinrichs**  
Financial Officer

We did it! SIOP broke into the black in 1987-88 after two consecutive years of red ink. It's not an overwhelming event, and certainly not one that allows for complacency in light of all the changes we're going to have to adjust to, but it's reassuring that revenue exceeded expenses by \$5,477 in the fiscal year ending August 31, 1988.

Ironically, actual income last year was down over \$15,000 from 1986-87, primarily due to a significant decline in workshop income from the APA Convention. Attendance at Atlanta was off sharply, and revenues followed.

But the good news is that expenses were down even more sharply than revenue, by almost \$34,000. This was primarily driven by significantly lower APA expenses (Atlanta vs. New York City) and a more "normal" printing bill (several SIOP booklets came off the press in 1986). The bottom line was a \$5K gain, versus a \$12K loss in 86-87.

Another factor inflating both revenues and expenses in prior years came from refunds to people canceling workshop or conference attendance. Last year we started charging refunds directly against revenue, so refunds don't show on the 1987-88 income statement; they were expenses in prior years (to the tune of about \$10,000). This year, all income figures are actuals.

One noteworthy and unusual expense item for the past year was a \$5,000 donation to ASAP for electioneering on the APA reorganization vote. 1987-88 was clearly an active year for SIOP in the scholarly, the professional, and the political arenas!

Here are the detailed numbers, with comparisons over the past five years.

INNOVATION may not be the *first* word you associate with Personnel Psychology—after all, our cover has been the same since 1948. But fancy covers and jazzy type-setting are irrelevant. You read a journal for content, and the content of every issue of Personnel Psychology is cover-to-cover innovation. Personnel Psychology publishes the state of your art.

A Comparison of Holistic vs. Decomposed Rating of Position Analysis Questionnaire Work Dimensions by *Stephanie K. Butler and R. J. Harvey*; Some New Frontiers in Personnel Selection Research by *Edwin A. Fleishman*; Group Homogeneity, Range Restriction and Range Enhancement Effects by *Ralph A. Alexander*; Scientific Understandings of an Approach to Criterion Linkages by *Elaine C. Borman, and Leaetta M. H. by Michael A. McDaniel*; A Survey of Training and Education Practices in Organizations by *Lise M. Saari, Terry R. Johnson, Steven Denise M. Zimmerle*; The Relationship Between Performance Perceptions and Pay Satisfaction by *David B. Greenberger, and Stephen Strasser*; Managerial Effectiveness: Interrater Agreement Effectiveness Models by *Anne S. Tsui and Patricia Ohlott* (Vol. 41, No. 4)

**SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL  
PSYCHOLOGY, INC.—DIV. 14  
FINANCIAL STATEMENT FOR THE  
FISCAL YEAR ENDING 8/31/88**

	1987-88*	1986-87	1985-86	1984-85	1983-84
<b>REVENUE</b>					
Dues / Assessments	\$51,682	\$53,216	\$49,388	\$48,588	\$48,288
Interest	5,743	4,456	5,444	5,694	2,091
Advertising (TIP)	8,905	8,300	4,580	5,740	4,765
Subscriptions (TIP)	6,446	4,243	3,647	3,471	1,950
Booklet Sales					
Principles	3,881	6,030	1,198	2,372	3,026
Ethics Casebook	1,342	732	2,064	—	—
Others	789	501	187	—	—
Royalties					
Innovations in					
Method	2,143	2,028	3,096	4,988	9,639
Frontiers	4,958	1,054	—	—	—
Workshops					
APA	31,678	49,260	31,760	30,305	29,907
Society Conference	42,104	42,225	29,375	—	—
Conferences					
APA Consortium	285	1,272	—	—	—
Society Conference	34,225	37,730	33,859	—	—
Other	711	328	627	1,047	—
<b>TOTAL REVENUE</b>	<b>\$194,892</b>	<b>\$211,375</b>	<b>\$165,225</b>	<b>\$102,205</b>	<b>\$99,666</b>
<b>EXPENSE</b>					
Professional fees	\$855	\$1,117	\$3,244	\$783	\$570
Supplies	2,450	2,787	5,893	244	1,604
Telephone	519	1,071	504	273	152
Postage/shipping	12,332	12,655	12,338	6,442	5,130
Equipment rental	6,431	11,196	2,587	2,206	3,063
Printing/publications	36,625	47,218	36,672	26,511	16,805
Travel	31,450	29,103	34,416	22,267	16,270
Conferences / meetings	57,813	74,783	50,484	19,368	9,998
Dues / Donations	5,950	600	—	575	575
Awards / Honoraria	19,365	16,329	10,361	6,145	5,856
Clerical / adm.					
assistance	15,041	13,246	12,757	7,998	—
Refunds	—	10,579	7,102	1,940	1,665
Other	584	2,608	3,380	7,104	5,211
<b>TOTAL EXPENSES</b>	<b>\$189,415</b>	<b>\$223,292</b>	<b>\$179,738</b>	<b>\$101,281</b>	<b>\$66,899</b>
<b>NET INCOME</b>	<b>\$5,477</b>	<b>(\$11,917)</b>	<b>(\$14,513)</b>	<b>\$924</b>	<b>\$32,767</b>
<b>CURRENT ASSETS</b>					
(CASH)	<b>\$67,466</b>	<b>\$61,988</b>	<b>\$73,905</b>	<b>\$88,418</b>	<b>\$87,494</b>

A breakdown of expenses by the functions served by the various committees and officers of your Society shows the diversity of activities which SIOP is currently following. While expenditures don't necessarily reflect value added to your profession—your Executive Committee assures you that the contribution from External Affairs is a whale of a lot greater than their \$54 expenditure—these numbers do suggest where much of the intense activity is. The workshops, society conference, and **TIP** require the greatest expenditures; these same activities also generate most of the society's revenue (except for dues; we'll also put in a plug for careful asset management with record bank interest income last year).

**SIOP EXPENSES BY FUNCTION  
Fiscal Year Ending 8/31/88**

Administration	\$29,146	
Executive Committee		
Officers	8,432	
Members-At-Large	781	
Council Representatives	3,370	
Committees		
Awards	2,210	
Committees	766	
Continuing Education and Workshop	64,557	
SIOP Workshops		\$35,667
APA Workshops		28,890
Education and Training	3,116	
External Affairs	54	
Fellowship	624	
Frontiers Series	1,869	
Long Range Planning	3,522	
Membership	397	
Professional Affairs	489	
Program	3,447	
Scientific Affairs	5,376	
Society Conference	32,920	
1988		\$30,691
Future Years		2,229
State Affairs	1,261	
Taskforce on APA	1,250	
<b>TIP</b>	<b>25,828</b>	
<b>TOTAL</b>	<b>\$189,415</b>	

1987-88 has been a healthy financial year for SIOP. We wish it had been better, as we clearly face a lot of unknowns over the next few years and we'll need financial flexibility. Fewer workshops are being planned for APA in anticipation of lower attendance at New Orleans. Probably APA dues will fall off. At the same time the demands on SIOP's resources will undoubtedly increase. We need to manage our assets more carefully, and this year we're setting out to do so through a budget and monitoring process.

But we also need the continued support and active participation of all of our members. Your Society is vigorous, both in its activities and its finances. We all need to work to keep it that way.

### **Struggling with Level of Analysis Issues? Want Help Analyzing your Multi-level Data?**

We will be offering a master tutorial (not a pre-conference workshop) on multi-level data analysis during the SIOP Conference in Boston (April 29-30, 1989). We would like to demonstrate multi-level data analysis techniques using tutorial participants' data. If you would like to participate in the tutorial and you have multi-level data you would like analyzed, please call or write Rosalie Hall or Katherine Klein before March 1, 1989. We will then tell you exactly how to send us your data (e.g., the tape or BITNET format you must follow, the maximum number of variables, levels, and cases we can analyze, etc.). Because we do not know how many people will respond to this notice, we cannot promise that we will analyze your data, but we are eager to hear from you. Fred Dansereau will join us in leading the tutorial.

**Rosalie Hall**  
Department of Psychology  
University of Akron  
Akron, OH 44325  
Telephone: (216) 375-6711

**Katherine Klein**  
Department of Psychology  
University of Maryland  
College Park, MD 20742  
Telephone: (301) 454-5658

## **Report on the 3rd Annual I/O-OB Doctoral Student Consortium**

**Dennis Doverspike**  
The University of Akron

At the 1988 APA convention the Society sponsored its third annual I/O and OB Doctoral Student Consortium. The Consortium was conducted under the auspices of the Education and Training Committee. The consortium was held before the APA convention in the Atlanta Marriott Marquis. Twenty 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 president, Daniel Ilgen; his talk was entitled "Work Motivations: Realistic Expectations for Theory and Practices." Students then divided into two all-morning sessions, one by Abraham Korman on "The Outsiders: Jews and Corporate America" and the other by Joel Lefkowitz on "Are I/O Psychologists Really Psychologists?" Following a luncheon, the students again divided into two sessions, one by Mike Campion on "Interdisciplinary Approaches to Job Design" and the other by Carl Greenberg, Anne Marie Carlisi, and Andrew Cella on "Life in Industry."

Both personally and for the Society, I would like to express my deepest appreciation and thanks to the participants, and their companies or universities, for the time and effort invested by all presenters.

Students provided written evaluations. Overall, the evaluations were consistently positive.

The subcommittee for the consortium was composed of Dennis Doverspike and Joel Lefkowitz. I would like to thank Joel and Ed Levine for their assistance.

The 1989 Doctoral Student Consortium is currently being planned. The big news flash is that it will be moved to the SIOP Spring Convention, April 28, in Boston, Massachusetts. Please make note of this move. Individuals interested in receiving nomination forms should contact Dennis Doverspike, Psychology Department, University of Akron, Akron, Ohio 44325.

## Tulane to Host National I/O & OB Convention for Graduate Students

Graduate students of Tulane University's Industrial/Organizational Psychology program are the hosts of the 10th Annual Industrial/Organizational Behavior Graduate Student Convention, to be held March 10-12 at the LePavillon Hotel in New Orleans, Louisiana. The event is unique in that it is organized entirely by and for graduate students, and is hosted each year by a different university program. Last year about 300 graduate students from programs across America and Canada attended. The Tulane program is only about eight years old, and is proud to be given the honor of host.

In its ten years of existence, the conference format has remained basically the same. Students present both theoretical and research-based papers. Last year over 70 presentations were given on a multitude of topics, including motivation, performance appraisal, job attitudes, personnel selection, decision making, compensation, interviewing, leadership, and health in the work place. Renowned academicians and researchers present keynote speeches and workshops, and interact with students. In celebration of this year's theme, "Changes and Trends in I/O and OB in Research and Practice," the Tulane Group has assembled a diverse group of both research and applied experts. Keynote speeches on the research and applied aspects of I/O and OB will be given by Marvin Dunnette, editor of the I/O Handbook, and Julien Phillips, a consultant with the McKinsey Group. Workshops will be presented by Don Jenkins (University of Arkansas, pay and motivation), Paul Roman (University of Georgia, employee assistance programs), Gary Latham (University of Washington, situational interviews), Harry Sharp (Drake Beam Morin, outplacement), John Cornwell (Tulane University, legal issues in I/O) and Andrew Partee (New Orleans Attorney), Michael Frese (University of Munich, stress management), and Bob Gandossy (Hewitt Associates, organizational development techniques). Two panels will also be presented. Gerard Watzke and Joseph Ganitzky of Tulane University's Business School will discuss international management topics relating to European, Latin American, and American styles of management. The second panel will discuss trends in I/O and OB, and discussants are William Howell (Rice University), James Farr (Pennsylvania State University), and O.D. Markley (University of Houston).

In that the conference is organized by graduate students and is not associated with any national association or university, fundraising is a major effort. Each conference subsists entirely on donated funds from

15-20 corporations and associations. It is estimated that about \$10,000 is necessary to run the convention. Corporations who have an interest in applied research are earnestly solicited to become a corporate sponsor. This year, for the first time, corporate sponsors will be permitted to send a representative to the conference to attend presentations and meet with students. Sponsors may also list job positions in the proceedings. All corporate sponsors receive a copy of the proceedings.

University programs, corporations, and associations wishing more information about the conference, are encouraged to contact Paula Singleton or Michelle LeDuff at (504) 865-5331 or Tulane University, Department of Psychology, New Orleans, LA 70118. Pre-registration of \$28 for graduate students is due by February 1; registration at the conference will be \$33. Others may register for a slightly higher fee.

### SIOP Calendar

<b>TIP</b> deadline for May issue	March 1, 1989
I/O & OB Graduate Student Convention—New Orleans	March 10-12, 1989
Pre-SIOP Conference Workshops—Boston	April 28, 1989
SIOP I/O Doctoral Student Consortium—Boston [Note change of date and place]	April 28, 1989
SIOP Annual Conference—Boston	April 29-30, 1989
APS First Annual Convention—Arlington, VA	June 10-12, 1989
SIOP Pre-APA Workshops—New Orleans	August 10, 1989
Annual APA Convention—New Orleans	August 11-15, 1989



## 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

## **American Psychological Society Convention June 10-12, 1989**

The first annual convention of the American Psychological Society will be held June 10-12, 1989, in Arlington, Virginia. It will be a truly historic meeting: one that will be a prelude to the future of scientifically oriented psychology. James L. McGaugh, University of California, Irvine and George A. Miller, Princeton University, will deliver the keynote addresses. Symposia are being organized by Peter Depaulo, University of Missouri, St. Louis; Hortensia Amaro, Boston University Medical School; James R. Averill, University of Massachusetts; Jack I. Bardon, University of North Carolina, Greensboro; A. Charles Catania, University of Maryland, Baltimore County; Ursula Delworth, University of Iowa; John Giamot, Princeton University; Steve Norwicki and Marshall Duke, Emory University; Hayne Reese, University of West Virginia; and Richard F. Thompson, University of Southern California. Among those presenting invited addresses are Harry P. Bahrick, Ohio Wesleyan University; Thomas J. Bouchard, Jr., University of Minnesota; Kay Deaux, City College of New York; J. Richard Hackman, Harvard University; James S. Jackson, University of Michigan; Lewis P. Lipsitt, Brown University; Joe L. Martinez, Jr., University of California, Berkeley; Chris Maslach, University of California, Berkeley; and Stephen J. Suomi, National Institutes of Health. Don't miss this opportunity to be part of history by attending this first meeting.

Although the bulk of the program is invitational, there will be several poster sessions. You are cordially invited to submit your work for poster presentation (see submission details below).

The meetings will be held at the Arlington Hyatt Hotel in Rosslyn and the Rosslyn Westpark Hotel. APS rates at the Hyatt are \$85.00 a night and they are \$65.00 a night at the Westpark. Rooms will be dispersed on a first-come first-serve basis. The registration deadline is May 15, 1989. Please contact the hotels directly to reserve rooms. The number for the Hyatt is (703) 525-1234; the number for the Westpark is (703) 527-4814. You must mention that you are with APS in order to qualify for the special rates.

The deadline for early registration for the APS Convention is April 1, 1989. Registering by that date will guarantee no registration fee for APS members and a \$50.00 registration fee for non-members and advance receipt of the program. The student fee is \$10.00. On-site registration for APS members will be \$25.00 and for nonmembers \$75.00. Help the

**CALL FOR POSTERS**  
**American Psychological Society Meeting**

The meeting will primarily consist of invited addresses and symposia on a variety of topics of broad interest to academic, research, and applied psychologists. However, two poster sessions have also been scheduled, during which time no other competing events will occur.

- a. To be considered, submissions must be postmarked *no later than February 29, 1989*.
- b. Both members and non-members of APS may submit abstracts for consideration; however, full members' submissions will receive a higher priority for acceptance on the program.
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## Supreme Court Reviews Case of Sex Bias in the Workplace

**Wayne J. Camara**  
Science Directorate, APA

Ann Hopkins, a management consultant with Price Waterhouse, brought suit against her former accounting firm claiming sex discrimination, a violation of Title VII. The Supreme Court listened to oral arguments on *Price Waterhouse v. Hopkins* on October 31, 1988. Two complex legal questions are addressed in this case: Who has the burden of proof? And how much proof is required? One complex scientific question has also been raised in this case: To what extent are data regarding sexual stereotyping valid and useful in measuring discrimination in employment decision making.

Ann Hopkins joined Price Waterhouse in 1978. She was nominated for partnership in 1982 and considered exceptionally successful as a manager and a business developer. She had secured approximately \$40 million in new business for the firm, more than any of the other 87 candidates for partnership in this cycle. Hopkins also had more billable hours than any of the candidates (Pet. App. 43a). She was the only female among the 88 candidates, 47 of whom are invited to be partners in the firm. The firm admitted that the promotion decision was based in large part on evaluations from 32 partners, of whom eight opposed her admission, eight others stated that they lacked a sufficient basis on which to form an opinion, and three recommended that she be held for reconsideration (Bersoff, personal correspondence, 1988).

Ms. Hopkins asserts that the negative comments from the evaluations focused on her lack of "interpersonal skills" and were couched in terms of her sex ("take a course at charm school," "may have been over-compensated for being a lady"). The firm recommended that Ms. Hopkins be held over for one year. The partner-in-charge of her division discussed problems identified by partners opposing her candidacy and advised her "to walk more femininely, talk more femininely, dress more femininely, wear make-up, have her hair styled, and wear jewelry" (852 F. at 463). After being passed over for partnership again and advised that it was unlikely that she would ever be admitted to the partnership, Hopkins left Price Waterhouse and initiated litigation.

Ms. Hopkins prevailed in the district court and in the U.S. Court of Appeals in demonstrating Price Waterhouse's failure to promote her to partnership was grounded on evidence that "was impermissibly infected

by stereotypical attitudes toward female candidates” [Hopkins v. Price Waterhouse, 825 F 2d 458, 468 (D.C. Cir. 1987) J. Price Waterhouse petitioned the Supreme Court for review of the Court of Appeal’s decision to shift the burden of persuasion on the issue of intentional discrimination to the defendant in this mixed-motive case. On March 7, 1988, the Supreme Court granted the review.

A mixed-motive Title VII employment discrimination case occurs when the court notes that a mix of lawful (nondiscriminatory) criteria and unlawful (discriminatory) criteria result in an adverse employment action against a member of a protected class. Price Waterhouse noted that lower courts have continued to disagree about burden-shifting and the amount of required evidence in such cases.

In district court, Hopkins made a *prima facie* case of a Title VII violation under a disparate treatment theory and the burden of persuasion was shifted to Price Waterhouse. The court’s decision was in large part based on expert witness testimony by a psychologist and member of the American Psychological Association (APA) that the negative criticisms were a product of sexual stereotyping by male partners, and the firm’s failure to redress such biases in its evaluation process resulted in unlawful sexual discrimination. A divided three-member court of appeals upheld this decision, based on expert testimony, and reaffirmed the district court in shifting burden to the firm to establish that bias was not a determining factor in the decision. However, the court of appeals decision notes that “Price Waterhouse could not demonstrate ‘by clear and convincing evidence’ that impermissible bias was not the determining factor” in the employment decision. Price Waterhouse argues that “clear and convincing” evidence imposes an extraordinary burden on the employer and that using a “preponderance of evidence standard,” as other lower courts continue to do, would have resulted in an entirely different judgment. Both legal issues were discussed by the Supreme Court in the recent *Watson v. Fort Worth Bank and Trust* decision, without a plurality.

APA has submitted an *amicus* brief in support of Ms. Hopkins in response to the scientific arguments surrounding evidence of sexual stereotyping. APA’s brief informs the Court of the scientific validity of the concept of sexual stereotyping and its connection to the employment decision since lower court decisions have been based on this evidence. The brief notes three factors that promote stereotyping in employment settings were present: (1) The rarity of the stereotyped individual within the setting (Hopkins was the only female of 88 candidates in a firm of 662 partners with only seven female partners), (2) The ambiguity of criteria used to make an evaluation (The argument is not that subjective criteria should not be used, but that research illustrates that stereotyping

is more likely to be found when ambiguous criteria are used); and (3) The paucity of information available to make a decision (stereotyping is most likely when decision makers have available little or irrelevant information, e.g., several comments focused on dress and physical attributes).

At the center of the scientific argument is the extent that social science research can illustrate that the presence of these factors, associated with stereotyping, can be empirically linked to employment decisions. The APA brief cites the validity of this relationship, noting that “research conducted in the past 15 years has systematically revealed the cognitive structure of sex stereotypes and the psychological processes by which they influence behavior, including behavior in the workplace.” However, the dissenting opinion by the court of appeals called this evidence a “dramatic imaginative leap.”

SIOF members are invited to become members of the International Association of Applied Psychology (IAAP), and its Division of Organizational Psychology, by writing to **Dr. Renate Mai-Dalton, Membership Chair, IAAP Organizational Psychology Division, School of Business, University of Kansas, 345 F Summerfield Hall, Lawrence, Kansas 60045**, telephone (913) 841-8488. **Fred Fiedler** is current President-Elect of the Division of Organizational Psychology. Other SIOF members on the IAAP Executive Committee include **Harry Triandis** (IAAP President-Elect), **Ed Fleishman** (IAAP Past-President), **Bernie Bass**, **Joe Matarazzo**, **Lyman Porter**, and **Peter Weissenberg**.

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## Employer's Burden of Proof May Be Reduced in Testing Cases

Edward E. Potter  
McGuiness & Williams, Washington, D.C.

Resolving an issue that had split the federal circuit courts of appeals, U.S. Supreme Court ruled 8-0 this summer in *Watson v. Fort Worth Bank* that Title VII plaintiffs do not have to prove intentional discrimination in order to challenge subjective employment practices. As a result, the adverse impact theory first adopted in *Griggs v. Duke Power*, 401 U.S. 711 (1971), has been expanded beyond "objective" selection methods such as written tests and height/weight requirements. Justice Kennedy did not participate in the decision.

At the same time, however, a majority of the Court seems to have made it more difficult for plaintiffs to establish a prima facie case of adverse impact. Seven justices agreed that a statistical disparity is not always sufficient to make out a prima facie case. In addition, a majority of the justices would require a plaintiff to identify the *specific* practice being challenged and then prove that this practice *caused* the exclusion of applicants for jobs or promotions because of their membership in a "protected group."

Further, a plurality of four of the seven justices reaching the issue would significantly lessen the employer's burden of showing business necessity. This plurality stated that "validation" has never been required even for standardized or objective tests. The plurality also appears to allow the employer to rebut a prima facie adverse impact case by introducing evidence—but not necessarily having to prove—that it had legitimate business reasons for its subjective judgment. This portion of Justice O'Connor's plurality opinion opens a whole range of issues that will have to be resolved by the courts, including the legal effect of the Uniform Guidelines on Employee Selection Procedures (Uniform Guidelines).

### The Employer's Rebuttal Burden

The winner in an adverse impact case is likely to be determined by the burden a court places on employers to show the "business necessity" of a challenged employment practice. Prior to *Watson*, many had assumed that the rebuttal burden was more difficult in adverse impact cases in that employers would have to prove business necessity, rather than merely being required to produce evidence supporting their business reasons.

But Justice O'Connor's plurality opinion (joined by Justices Rehnquist, White and Scalia) announced in *Watson* that:

the distinguishing features of the factual issues that typically dominate in disparate impact cases do not imply that the ultimate legal issue is different than in cases where disparate treatment analysis is used. . . . Nor do we think it is appropriate to hold a defendant liable for unintentional discrimination on the basis of less evidence than is required to prove intentional discrimination.

In discussing the employer's business necessity defense, Justice O'Connor stressed that the ultimate burden of proof cannot be shifted to the defendant, but remains with the plaintiff. And once the employer has "met its burden of producing evidence that its employment practices are based on legitimate business reasons, the plaintiff must show" that there are other selection methods that would also serve the employer's legitimate interests.

Justice Blackmun (joined by Justices Brennan and Marshall) dissented from this part of the O'Connor plurality opinion. He interpreted the plurality opinion as merging the *Burdine* disparate treatment standard with the *Griggs* adverse impact theory. Thus, Justice Blackmun reads the O'Connor opinion as allowing the employer merely to "articulate" a legitimate reason for its decision, and not having to "prove" business necessity as Justice Blackmun would require.

While there may be some argument over whether Justice O'Connor has gone this far, defense counsel can be expected to argue that the employer's rebuttal obligation is merely to articulate, not to prove, that its selection procedure is supported by legitimate business reasons.

#### **The O'Connor Plurality Allows Business Necessity to be Shown by Evidence of Legitimate Business Reasons**

One of the most heavily briefed issues in *Watson* was the role that the Uniform Guidelines should play in evaluating the validity of subjective employment practices. The controversy centered around a brief filed by the American Psychological Association (APA) claiming that the APA Standards and the Uniform Guidelines could be used to validate subjective practices, thus providing a means of determining whether subjective practices were discriminatory.

None of the *Watson* opinions endorsed the APA's assertions, and Justice Blackmun—noting that the APA had argued that subjective and objective devices are amenable to the same "psychometric scrutiny"—observed that "formal validation techniques endorsed by the EEOC in its Uniform Guidelines may sometimes *not* be effective in measuring the job-relatedness of subjective-selection processes." Justice Blackmun, however, did indicate that employment practices could be validated by less formal means than argued by the APA, and that

establishing business necessity "will vary with the type and size of the business in question, as well as the particular job for which the selection process is employed."

Perhaps the most provocative section of the O'Connor plurality opinion is its discussion of whether selection techniques have to be validated to prove that they are job-related. (Justices Blackmun, Marshall and Brennan dissented from this discussion.)

Under the plurality opinion, the Uniform Guidelines did not fare particularly well. For example, the plurality noted that the "four-fifths" rule for inferring adverse impact has been criticized on technical grounds," and "it has not provided more than a rule of thumb for the courts." Moreover, Justice O'Connor stated that:

Our cases make it clear that employers are not required, even when defending standardized or objective tests, to introduce formal "validation studies" showing that particular criteria predict actual on-the-job performance.

Indeed, Justice O'Connor stated that:

In the context of subjective or discretionary employment decisions, the employer will often find it easier than in the case of standardized tests to produce evidence of a "manifest relationship" to the employment in question. It is self-evident that many jobs, for example those involving managerial responsibilities, require personal qualities that have never been considered amenable to standardized testing. In evaluating claims that discriminatory employment practices are insufficiently related to *legitimate business purposes*, it must be borne in mind that "[c]ourts are generally less competent than employers to restructure business practices, and unless mandated to do so by Congress, they should not attempt it." *Furnco Construction Corp. v. Waters*, 438 U.S., 578.

(Emphasis added.)

Thus, far from requiring the employer to prove that its business reasons are necessary to the survival of the enterprise, Justice O'Connor's opinion allows the employer to rely upon a wide variety of legitimate business reasons. The plaintiff then would have to prove that there are other selection devices that would not have adverse effect, while at the same time serving the employer's interest in "efficient and trustworthy workmanship." "Factors such as the cost or other burdens of proposed alternative selection devices are relevant in determining whether they would be equally as effective as the challenged practice in serving the employer's legitimate business goals."

It is clear from this discussion that at least four justices would not require an employer to prove that its selection procedures have been validated under the Uniform Guidelines in order to present a "business necessity" defense to a prima facie case of adverse impact. Proof that certain skills are relevant for particular jobs in a certain industry, or proof that the employer followed well-established industry practice, may provide sufficient evidence that the practice is job-related.

### Atonio v. Wards Cove Packing

The day after it decided *Watson*, the Court agreed to review the *Wards Cove Packing* case, which will give all nine justices the chance to address many of the burden of proof questions opened by the *Watson* decision.

Wards Cove operates a salmon fishing and cannery operation. It has five fishing canneries in Alaska. Skilled workers are brought in prior to each fishing season to assemble canning equipment, repair winter damage, and ready the operation for the start of the salmon run. Time is of the essence, and these workers must have the required skills when they arrive at the cannery.

The plaintiffs brought a class action against the Petitioner companies alleging disparate treatment and disparate impact under Title VII of the 1964 Civil Rights Act, *as amended*, 42 U.S.C. § 2000e *et seq.*, and the Civil Rights Act of 1866, 42 U.S.C. § 1981. Specifically, they claimed that as unskilled cannery workers, they were discriminated against in hiring and promotion to skilled jobs, as well as with respect to the companies' housing and messing practices. In a wide-ranging attack, the plaintiffs identified 16 practices which they asserted caused a concentration of nonwhites in the cannery positions, including English language skill requirements and nepotism. In addition to anecdotal evidence, they attempted to support their claims of disparate treatment and impact with two kinds of general statistical evidence: (1) comparisons between the racial composition of the defendants' skilled jobs and the racial composition of the available external labor supply, and (2) comparisons between the racial composition of defendants' skilled jobs and the racial composition of the defendants' unskilled jobs.

With respect to the allegations of disparate treatment, the trial court concluded that the plaintiffs had not proved the individual instances of discrimination and accorded the plaintiffs' statistics little probative value because they did not reflect the pool of employees who had the requisite skills or who were available for preseason work. The district court applied a disparate impact analysis to English language requirements and nepotism claims, and found for the defendants. It declined to apply the disparate impact theory to subjective criteria and practices, as did the first panel of Ninth Circuit judges to hear the case. But a later decision by the Ninth Circuit adopted the plaintiff's adverse impact theory.

### Conclusion

Justice Stevens did not participate in the burden of proof discussion in *Watson*. He argued that because the issue had not been discussed by the court of appeals, it was not properly before the court. As mentioned, Justice Kennedy did not participate because he was not a member of the Court when *Watson* was decided. In *Wards Cove*, if either Justice

Stevens or Kennedy agrees with the O'Connor plurality, plaintiffs will find it much more difficult to prevail in adverse impact cases involving both objective and subjective practices.



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# Base Rates and Tests of Deception: Has I/O Psychology Shot Itself in the Foot?

Philip J. Manhardt  
The Prudential Insurance Company

The Polygraph Protection Act, which prohibits the use of the polygraph as a selection instrument, is now signed into law and most I/O Psychologists would applaud this outcome, given the polygraph's poor record of validity and the intrusiveness of this technique. One of the arguments that Psychologists (Bales, 1988), including at least one I/O Psychologist (Murphy, 1987), have invoked in their criticism of the polygraph is that, in situations with low base rates of dishonesty, the likelihood is that an applicant labelled as dishonest will have a higher probability of behaving honestly on the job than behaving dishonestly. Murphy (1987) takes this argument even further, invoking the judicial concept of "reasonable doubt" and arguing for a "90% threshold" such that applicants should not be rejected if there is less than a 90% probability that they will be dishonest.

This argument is initially appealing (for many selection methods) because it seems unfair to reject an applicant who has a better chance of being successful than unsuccessful. However, the use of this argument in opposition to a particular selection instrument may represent an instance of I/O Psychology unintentionally "shooting itself in the foot." This is because Taylor-Russell tables clearly show that rejected applicants having a higher probability of success than failure is not limited to situations where the base rate of failure is extremely low, but is also likely to occur in more typical selection situations. If the base rate argument is taken seriously, and it is consequently viewed as unethical to screen people out if their probability of success is greater than their probability of failure, almost all tests, bio-data instruments, and assessment centers that are in use today would be viewed as unethical. Random selection would be left as the only ethical alternative.

The following hypothetical case, which is typical of many actual selection situations in the public and private sector, will illustrate this point more clearly.

1. Assume a base rate of 20% failure on the job. Depending on the job, failure could be defined as being discourteous to customers, failing to successfully complete training, or, perhaps, engaging in petty theft from the employer. This base rate is higher than what critics of the

polygraph refer to as "low" and was chosen to illustrate the point that the base rate argument reaches a ludicrous conclusion even in commonly occurring selection situations.

2. Assume a test validity of .40 and a selection ratio of .30, which are certainly realistic assumptions for most selection instruments in use today.

By applying the Taylor-Russell tables ( $P$  of Success = .80), we find the following:

1. Odds of failure for those selected = .08, which means the organization would be able to reduce its odds from the base rate of .20 to .08, thereby achieving significant cost savings and productivity gains.
2. Odds of failure for those rejected = .25. This is derived by simple subtraction as illustrated below:

	N	N(Fail)	N(Succeed)	P(Fail)	P(Succeed)
Applicants	1000	200	800	.20	.80
Selected	300	24	276	.08	.92
Not Selected	700	176	524	.25	.75

These odds of .25 are obviously well below Murphy's minimum threshold of .50 and even further below his 90% standard of reasonable doubt.

The above illustration shows that applying the base rate argument used by Murphy and others would lead to a conclusion that an acceptably valid test, with a typical selection ratio, and a typical base rate of employee failure, is unacceptable.

When a logical argument leads to an illogical conclusion, one's first step is to check the assumptions. What erroneous assumption could have caused a conclusion that the organization is ethically bound to abandon a valid selection instrument? The erroneous assumption seems to be that the consequences of all unfavorable personnel decisions are equally adverse. In defending his proposed "90% threshold," Murphy (1988, p. 612) states that it "may be appropriate if the test of deception leads directly to potentially adverse actions, as is frequently the case in pre-employment screening." However, it is clear to most human resources professionals that there is a great deal of difference between applicant selection decisions, where some of many candidates *must* be hired, and termination decisions where a satisfactory performer might lose his or her job because of an unfavorable test result. The concept of reasonable doubt seems highly appropriate for the latter decision, but not for the former.

Has I/O Psychology already "shot itself in the foot" or is it only waving a loaded gun around? The answer depends on whether or not we start



seeing the concept of "reasonable doubt" embedded in APA test standards or being mentioned in court decisions involving employment tests. In the meantime, I/O Psychologists would be well advised to be extremely clear about the context in which a personnel decision is made before talking about "base rates" and "reasonable doubt."

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Murphy, K. E. (1987). Detecting infrequent deception. *Journal of Applied Psychology*, 72, 611-614.

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## **Merging and Acquiring Organizations: Employee Impact and the Role of I/O Psychologists**

**Mitchell Lee Marks**

**California School of Professional Psychology, Los Angeles**

**James P. Walsh**

**Amos Tuck School of Business Administration,  
Dartmouth College**

**David M. Schweiger**

**University of South Carolina**

**Carol A. Paradise**

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More than 75,000 mergers and acquisitions have been announced in the past twenty-five years. While this activity sparked a great deal of interest among financial economists, our understanding of the effects of such activity on the managers and employees within these firms is surprisingly limited. Until recently, we could only speculate about the uncertainty, stress, job loss, and career disruption that these mergers and acquisitions might cause.

At the 1988 SIOP conference in Dallas, we participated (along with Ben Schneider as discussant) in a symposium which presented recent findings from our respective research programs on the human resources and cultural aspects of corporate mergers and acquisitions. To the extent possible in this short article, we would like to both review findings from our presentations and indicate where we are headed with our research programs.

This year is Mitch Marks' tenth anniversary of studying and consulting in the area of corporate mergers and acquisitions. Building upon his insights dating from his doctoral dissertation research, he is interested in understanding the factors that influence managers' expectations of the business and personal implications of merging, as well as the distinctions between acquisitions, internal reorganizations, and downsizings. Much of his understanding comes from consultations to firms who were planning and implementing combinations. His clients have included Unisys (formerly Burroughs and Sperry computer companies), American Airlines and Air California, and several "internal" mergers and reorganizations.

His presentation in Dallas drew upon his research program to focus on the interventions available to I/O psychologists to minimize negative employee reactions to a merger and to facilitate a smooth postmerger integration. In past research, he and Philip Mirvis (Boston University) documented the "merger syndrome" (executives' stressful reactions to a combination) and the development of a crisis management orientation at the expense of performance. This defensive, "fear-the-worst" response of managers and employees to being merged or acquired was seen as contributing to the poor financial performance of seemingly otherwise well-conceived mergers and acquisitions.

Marks noted various ways in which the merger syndrome is manifested:

1. **Preoccupation.** People become preoccupied, even obsessed, with wondering how they will survive a merger with their jobs, benefits, and careers intact.
2. **Imagining the Worst.** Rumors of mass layoffs and forced relocations run rampant throughout merging or acquired organizations, along with "horror stories" of how people suffered in other mergers.
3. **Stress Reactions.** The merger syndrome also takes its toll on executives' psychological and physiological well-being. Increases in sleeplessness, fights with spouses and children, and alcohol, tobacco, and drug usage are reported in the days and months following merger announcement.
4. **Crisis Management.** Our research showed that acquired or merging top executive teams adopt a crisis management approach. There is an air of tension and chaos as executives retreat in "war rooms" and adopt a combat mentality about fending off advances from the other side.
5. **Constricted Communications.** Communication decreases, becomes more formalized, and is restricted to a "need to know" basis. Most employees are left in the dark about what is going on, despite assurances that "everything will be okay" and "nothing will change." People doubt the credibility of these promises.
7. **Clash of Cultures.** People see big differences between their company and the other in organization and values, or possibly in the style and capability of the two managements. People focus on these differences; everything becomes "we" vs. "they."
8. **Superior vs. Inferior.** People evaluate how their company works in comparison to how the other side operates, seeing their culture as superior.
9. **Win vs. Lose.** People keep track of decisions to see which side

wins each skirmish. Some, who see themselves as winners, rush to impose change. Others, who feel like losers, revise their resumes and answer calls from recruiters.

10. **Fill in the Blank.** Companies express the merger syndrome in a variety of ways. In some, people pull together for a common goal; in others, it's everybody for themselves. Some move too slowly in the merger, others too fast. Some manage successfully through the merger syndrome. Most do not.

More detail on the merger syndrome—its causes, consequences, and cures—can be found in their article in *Psychology Today* (October 1986, pp. 36–42) and in a two-part series in *Mergers & Acquisitions* (Summer 1985, pp. 50–55; and January/February 1986, pp. 70–76).

Marks also reported on his work with psychologist Joseph G. Cutcliffe. They clustered interventions designed to minimize negative employee reactions and to facilitate post-merger integration into three categories. Specific interventions can be targeted for use with individuals, groups, and/or with the total organization. *Preliminary interventions* focus on employees' immediate feelings and concerns about what the merger will mean for them and the organization. They are most useful soon after an intended merger is announced, a period when little is known about how and when the merger will actually be implemented. *Primary interventions* can have the most positive impact on the integration process because the focus on the exchange of valid information between the merging partners at operational levels. They are best timed for the transition period which occurs immediately before legal combination and just after integration implementation. *Secondary interventions* focus on assessing and correcting maladaptive behaviors in both individuals and groups which may linger after the post-merger integration plan is clarified and implemented. These are usually confrontive in nature and are best timed anywhere from 6 to 18 months after the legal merger has occurred. A fuller treatment of the interventions that I/O psychologist may use to facilitate mergers is provided in their article "Making Mergers Work" in the April, 1988, issue of the *Training & Development Journal*.

Jim Walsh has embarked upon a program of research to understand the effects of mergers and acquisitions on the acquired company's management team. He shared his results of this work in Dallas. He began by noting that managers of potential merger or acquisition targets cannot be heartened by what they read in the popular press. A recent *Wall Street Journal* article proclaimed (without evidence) that "mergers and acquisitions are removing scores of CEOs from their jobs." A *Newsweek* interview with Carl Icahn after he took over TWA may have kept a few managers awake at night. He said, "At TWA—to make it simple, we

basically replaced the top management. That's one of the steps we took in the first few months . . . There's nobody there on the 42nd floor at 605 Third Avenue who was there before . . . It had to be done."

Jim Walsh has conducted three studies to try and put such comments in perspective. His first study documented the extent of top management turnover following mergers and acquisitions, and explored the effects of merger type on these turnover rates. His second study investigated the effects of the pre-merger negotiations on top managers' future employment. Most recently, he is finishing a study with John Ellwood (University of Minnesota) to understand the effects of pre-merger company performance on the top managers' futures in the merged entity.

In his first study, Walsh followed the employment history of the target company's top management team for five years after a merger or acquisition. He found that the cumulative top management team turnover rate at each of the five years was 25, 37, 46, 52, and 59 percent, respectively. He contrasted these rates with "normal" turnover rates for companies of similar asset size who were not involved in mergers and acquisitions during this same period. The "normal" top management team turnover rates are 2, 13, 21, 31, and 33 percent, respectively. While managers in target companies lose their jobs at significantly higher rates than their peers, there is no evidence of the kind of wholesale job loss suggested by a casual reading of *Newsweek* magazine or *The Wall Street Journal*. None of these rates varied with the type of merger or acquisition (related vs. unrelated). More detail on this study can be found in the *Strategic Management Journal* (1988, 9, 173-183).

In his second study, Walsh tracked the negotiations preceding 113 mergers and acquisitions. As might be expected, he found some evidence to suggest that quickly consummated, hostile tender offers tend to be associated with higher top management turnover than friendly mergers that unfold over a longer period of negotiations. Interestingly, cash deals tend to be associated with turnover in the first two years, while managers in companies paid for in stock tend to depart in the fourth year after a merger or acquisition. Perhaps the most surprising finding of all was that there was no significant difference between the turnover rates of those managers who had been assured publicly that they would retain their jobs and those who had received no such assurances. Indeed, the turnover rates among those managers who had received assurance was, on average, 6 percent *higher* in each of the five years after the merger than their peers who received no job guarantees! A report on this research is in press at the *Strategic Management Journal*.

In the third study, Walsh and Ellwood examined the effects of the pre-acquisition performance of both the parent and the target companies on target company top management turnover. Company performance was

assessed by comparing each company's stock performance to a global measure of market performance for the five-year period before each merger or acquisition. This study was a test of the theory of the market for corporate control. Popular among financial economists, the theory holds that M&As serve as an external control mechanism to discipline (i.e., remove) entrenched and inefficient managers. Their new evidence suggests that, contrary to a normal inverse relationship between company performance and top management turnover, target company top management turnover is unrelated to the company's past performance. Rather, the fate of the target company managers seems to be determined by the performance record of the parent company. If the parent company has a poor performance record, the target's managers seem to depart in the first year after the acquisition (suggesting that, contrary to the market for corporate control perspective, this early turnover is voluntary). If the parent company has a good performance history, the target's managers appear to turn over in the second year after an acquisition. This research is particularly exciting because it embodies a rather unusual collaboration between psychology and economics.

Walsh is currently pursuing these interests with Rita Kosnik (Trinity University) in a study of managerial turnover in companies that have been the focus of interest by corporate raiders, and with a Dartmouth colleague, Jim Seward, on a more elaborate test of the theory of the market for corporate control. Contact Jim Walsh directly for more details on any of these research projects.

Dave Schweiger has been involved with a number of research projects focused on the implementation of mergers and acquisitions over the past five years. The particular focus of the projects has been to examine the effectiveness of human resource interventions in minimizing the trauma that M&As often create for employees. Recently, he and his U.S.C. colleague, Angelo DeNisi, had the opportunity to conduct a longitudinal field experiment that examined the effects of a merger (with and without a communication intervention) on employees. This experiment was the primary focus of his symposium presentation at the Dallas meetings.

Many practitioners, consultants, and academics have noted that the uncertain time immediately following the announcement of an acquisition or a merger tends to be the most stressful for employees. The problem seems to stem from management's inability or unwillingness to communicate accurate information concerning organizational and personnel changes. Often, this results in employees relying on negative rumors for information. This reliance can result in lower productivity, self-esteem, job satisfaction, health, and organizational commitment, as well as in higher stress, absenteeism, and turnover.

It would seem that the way to combat uncertainty and its dysfunc-

tional outcomes is quite clear. Open and honest communication of relevant information as soon as it is available would allow employees to act on the basis of fact rather than rumor. Although this recommendation appears logical, there are those who argue that such communications could threaten management's ability to implement or change plans. Moreover, some fear that it might lead valuable members of an organization to act (e.g., quit) earlier than management would like.

Rather than debate the merits of these arguments, Schweiger and DeNisi attempted to answer some of them empirically. (A paper describing the study and its findings is available upon request.) The research was conducted in two light manufacturing plants of one of two merging *Fortune* 500 firms. The plants were similar in many respects (allowing one plant to serve as an experimental group, and the other as a control group). The negotiations between the executives of the two companies were friendly and closed; employees of both plants knew nothing about the merger until it was formally announced.

Survey and archival data for 75 and 72 employees in the experimental and control plants (respectively) were collected four weeks prior to and two weeks after the announcement of the merger. Employees of both plants were informed of the merger via a letter from their CEO. One week after the administration of the second survey, communications (through the use of meetings with the plant manager, a merger newsletter sent by the Vice President of Human Resources, and a telephone hotline) were begun in the experimental plant. Additional survey and archival data were then collected three days and three months after the communication intervention had begun.

The results of the study clearly demonstrate that, for these plants, the merger created significant dysfunctional outcomes for employees. With the exception of performance in both plants and health in the communications plant, the announcement of the intent to merge led to a significant deterioration in all the variables measured.

Communications, however, ceased the deterioration in all variables three days after its introduction in the experimental plant (with the exception of commitment and performance). Moreover, with continued communication, performance and commitment significantly improved at three months. For the control plant, all variables at three days (with the exception of performance), and all variables at three months (with the exception of self-esteem, satisfaction, commitment, and absenteeism) continued to deteriorate. Direct comparisons of the data between the two plants also support the longitudinal findings.

The evidence clearly demonstrates that mergers are powerful events that create trauma for organizations and employees. It also demonstrates that the proactive use of interventions, such as communications, by ac-

quired and acquiring management can significantly minimize short-term trauma. Further detail on his research findings can be found in "Executive Actions for Managing Human Resources before and after Acquisition": (with John M. Ivancevich and Frank R. Power) in the *Academy of Management Executive* (1987, 1, 127-138).

Schweiger's research continues to focus on interventions for managing M&As. He is in the process of collecting additional data on the two plants discussed above, in the hope of examining the longer term effects of the merger and intervention. With grants from the Human Resource Planning Society and the University of South Carolina, he is also completing a comprehensive study of how 79 firms (several of which have been involved in some of the largest mergers of the decade) manage the implementation of M&As. Finally, Jim Walsh and Schweiger are preparing a research review chapter on M&As for K. M. Rowland and G. R. Ferris (Eds.), *Research in Personnel and Human Resource Management*, Vol. 8, to be published by JAI Press of Greenwich, Connecticut.

Carol Paradise has been following the impact of M&As on employees from her vantage point as an organizational psychologist in an acquiring company. She is employed by the First Bank System in Minneapolis, Minnesota. It is the eighth largest regional holding company in the U.S. Like many other regional holding companies, its primary means of growth is through acquisition and expansion into new markets. Paradise reported results of her analysis of employees' reactions to a "friendly" acquisition by First Bank System.

Over 80 percent of the employees of the small ( $N = 65$ ) acquired bank in rural Washington participated in the study which focused on their perceptions of the acquisition process and the impact it had on them, their jobs, and their bank. Among the variables examined were the effectiveness and the impact of the acquisition implementation process, as well as the organizational and leadership changes that were made. The impact on employee job satisfaction, morale, perceived job security, opportunities for advancement, relationships with co-workers, stress, performance, and quality of service was also assessed.

In contrast to our occasional preoccupation with negative impacts, this research revealed that the acquisition's impact was both positive and negative. On the positive side, nearly three quarters of the employees felt that the acquisition had a favorable impact on how prepared they felt to do their jobs and on their satisfaction with their work and their relationships at the bank. More than half felt satisfied with how their bank was being managed (i.e., management style and efficiency of operations).

On the negative side, many thought that they had lost some of their autonomy in meeting their customer's needs. As a result, they were worried about the impact of the acquisition on their community. Personally,

the greatest impact seems to have been centered on career issues. Nearly one-third of the employees were dissatisfied with the decision process that was used to restaff the bank. Living with the ambiguity of potential job loss or potentially thwarted advancement opportunities, however, seemed to be the most difficult aspect of the acquisition for them.

The key lesson learned was that communication cannot be overdone. Specifically, mechanisms need to be established for staying in touch with employee concerns and for demonstrating responsiveness to them. Local managers, in particular, need to be supported throughout the integration period. Oftentimes they provide the only communications link between the local employees and the acquiring company. They are critical to the ultimate success of an acquisition.

First Bank System discovered that an impact study should become an integral part of any merger or acquisition. Besides demonstrating a concern for the new employees, it helps to establish and reinforce a dialogue between management and employees as they move forward in building the new organization. Toward this end, Carol Paradise is now studying the acquisition impact on employees in three recently acquired banks in the Minneapolis area. Later this year, she will examine the integration of 1,200 employees from another regional holding company that was just acquired in Colorado.

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## THE EARLY YEARS OF I/O: Mr. Barnard's Harvard Circle

**William G. Scott and Terence R. Mitchell**  
**University of Washington**

Organizational psychology owes an unacknowledged debt to the management practitioner and scholar, Chester I. Barnard (1886-1961). Barnard—President of New Jersey Bell Telephone, President of the U.S.O., President of the Rockefeller Foundation, and Chairman of the National Science Board—was an influential public figure from the early 1930's to 1958. His highly regarded book, *The functions of the executive* (1938), is still in print, and it is now accepted as a landmark of modern management.

Barnard's concepts of communication, the consent theory of authority, and effectiveness-efficiency are check-points in virtually every index in current management textbooks. He stated the paradigm of the field, and this demanded that he include a behavioral component in it. This he provided. However, Barnard's insights about behavior and motivation are undocumented in the organizational psychology literature. Yet, he had wide-ranging and innovative thoughts on these subjects. They included such contemporary notions as reverse causality, tension reduction, goal setting, equity and exchange, motivation, and group dynamics. More specifically, people are seen as having motives that can be defined as types of purposes or goals. When these are not fulfilled, the person seeks to reduce the tension caused by such a deficiency. If active cognitive processing is involved, the choice of behavior is a function of the costs and benefits of a particular action when compared to other alternatives. Part of this evaluation is influenced by how one perceives the relative distribution of inducements versus contributions to oneself and one's co-worker. When the person behaves without reflection, internalized norms and rules often serve as guides. Whether this effort results in high performance depends on ability and the social and technological environment.

Barnard's understanding of this environment was also quite advanced. He recognized the functions of roles and norms as providing and enforcing expectations. He saw that different sorts of problems required different group sizes and communication. His discussion of how the reward system must match up well with the degree of interdependence was an important insight, as was his understanding of the role of nonverbal communications. In short, if we were to summarize what appears in to-

day's texts—46 years later, it would not be very different from the above position (Mitchell and Scott, 1985).

With the possible exceptions of Lillian Gilbreth and Mary Parker Follett, he was the first management author of any consequence to put a toe into the waters of organizational psychology. His contributions were intuitive, shaped by the "casual empiricism" of his long top-management career, his voluminous reading, and his association with a vibrant circle of scholars at the Harvard Business School in the 1930's.

Under the leadership of Dean Wallace B. Donham, the Business School became a center for social research and theory building. It produced data and developed conceptual schemes for explaining behavior in modern organizations. To help him achieve his plan to invigorate the Business School, Donham enticed the famous biochemist, Lawrence J. Henderson, to come into his fold. Henderson and Donham were interested in applying the medical model of clinical case study to the analysis of organizations. The two of them, with a grant from the Rockefeller Foundation, brought Elton Mayo from Wharton to Harvard in 1926. A year later, funded by another, more substantial Rockefeller grant, Mayo and Henderson established within the Business School their Laboratory of Industrial *Physiology*. Later, it became better known as the Fatigue Lab.

Although the Harvard sociologist Pitrim Sorokin sourly called the Lab, "The Institute for Creative Altruism," it was where plans for the Hawthorne studies at the Western Electric Company were formulated. Among the notables who orbited in the interdisciplinary circles that surrounded this research in the 30's were George Homans, Talcott Parsons, Alfred North Whitehead, Fritz Roethlisberger, Clyde Kluckhohn, William F. Whyte, Lloyd Warner, B. F. Skinner and, of course, Elton Mayo. Barnard was acquainted with these people and had an extensive personal correspondence with a number of them as well as other, lesser luminaries.

Lacking a science requirement, Barnard did not graduate from Harvard. (He would have been in the class of 1910.) However, this did not prevent him from being active in the affairs of the University. Over the years, by his own admission, he served on fifteen or eighteen visiting committees in an advisory capacity (Wolf 1972:3). He was also very close to the Business School, and a good friend of both Donham and Henderson. He presented his "case" about how he dealt with the Trenton riot of the unemployed a number of times in Henderson's popular course, Sociology 23—Concrete Sociology. This case was basically an analysis of the motivations and behaviors of the representatives of the unemployed. Most important of all Barnard's activities at Harvard were the eight talks he gave in the Lowell Institute Lecture series. They were the basis for his

1938 book. So, in spite of his high executive job at AT&T, Barnard made frequent trips to Boston during the 30's to keep in touch with and to participate in the stimulating intellectual life at Harvard.

Barnard would be the last to admit that his insights came from only one source. Instead, he might say that they resulted from many sources: his long years with AT&T, his public service, his private (and lonely) intellectual life, and his Harvard connection. He also felt that, since the influences on his thoughts were so complex and that the language was so impoverished, he could not put his intuitive system into words. Nevertheless, it helped him "to go where no organizational psychologist had gone before,"—and we should recognize him for it.

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## THE EARLY YEARS OF I/O: J. D. Houser and J.D.I.

Frank J. Landy  
Penn State University

We have come to take the measurement of job satisfaction for granted. It seems fairly clear that, in order to get information on the attitudes of workers, we should ask the workers a set of standard questions. This was not always the conventional wisdom.

The earliest reported study of job satisfaction was a brief treatise by Rammizzini in Modena, Italy, in the early 17th century. He noted the look of disgust on the faces of cesspool cleaners and decided to ask them to describe their feelings about that work. Like the cesspool workers, we have been up to our knees in it ever since.

Even though Karl Marx developed a satisfaction questionnaire in the middle of the 19th century, there was little attention paid to the measurement of job satisfaction until the late 1920's. In 1911, Levenstein distributed semi-structured questionnaires to several thousand German workers and another German, Otto Lippman, studied satisfaction using methods of formal inquiry in 1920. In the U.S., there was a good deal of discussion of the morale of workers after the turn of the century (the term job satisfaction was not widely used until the early 1930's), but the only one doing any serious writing about measuring the phenomenon was J. D. Houser.

Houser wrote a book entitled "What Employers Think" and in it, described a method for assessing the attitudes of workers through a structured interview. This was interesting because Houser suggested a revolutionary technique—he suggested that *workers* be asked about satisfaction rather than *their managers*. Up to this point in the U.S., the most common method for assessing workers' attitudes was to ask their managers about subordinates' satisfaction. In interviewing these managers, it occurred to Houser that the managers were often out of touch with the concerns of the workers. As a result, Houser suggested that workers be asked questions directly. The interviewer would ask a series of questions about various aspects of the work and work environment and would then rate the answers on a scale of 1 (very hostile) through 5 (very pleased). This enabled the comparison of subgroups of workers (e.g., men vs. women; young vs. old; industry A vs. industry B). It was then a short step to turn the interview into an actual questionnaire to be filled out by workers.

By the late 20's, Thurstone was codifying his law of comparative judgment with enthusiasm and, as part of that effort, he had developed several different scaling techniques, among them the Thurstone Scale. With this scaling technique, Thurstone and his students set about demonstrating that people had attitudes toward many psychological objects (e.g., movies, religion, political parties) and that these attitudes could be reliably measured. One of these psychological objects was work. Thurstone and others developed scales for assessing attitudes toward work. The two most notable scale developers were Uhrbrock and Hoppock. Hoppock was a student of Thorndike who encouraged him to try out this new technique developed at the University of Chicago for his dissertation. Together, Uhrbrock and Hoppock independently scaled many hundreds of statements about work. These statements were then used to assess satisfaction.

But there were two problems with Thurstone attitude scales from the perspective of the personnel researcher. First, the scale development process was very tedious since hundreds of statements had to be considered by a scaling group. In addition, the method required both positive and negative statements and managers were uncomfortable with these negative statements. They did not like the idea of asking people to consider negative work descriptions. Both of these problems were solved in short order by Rensis Likert who introduced the Likert scaling technique in 1932 and demonstrated that it provided attitude estimates that were comparable to those derived from Thurstone scales.

It is interesting to note that virtually *all* of this development occurred between 1925 and 1932. The combination of Houser's decision to actually interview workers, the development of Thurstone scaling, and, finally, the development of Likert's technique represented a technology leap from which we continue to benefit.

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## **Industrial Gerontology: A Review of Legal and Research Issues\***

**Mary Anne Taylor**  
**Baldwin-Wallace College**

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\*This paper is based on a symposium given at the annual meeting of the Society for Industrial and Organizational Psychology in Dallas, TX, April, 1988.

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A review of existing research in industrial gerontology suggests that many areas have not been adequately explored. Theoretical and applied questions of interest arise as issues involving older employees continue to emerge. For example, the increasing number of cases involving age discrimination emphasizes the need for research on differences between older and younger employees' job performance. Studies that define age-related changes in cognitive functioning are also needed. Perceptions of older workers' capabilities, another important issue, has only recently expanded. Characteristics of jobs, such as skill demands, and beliefs about older employees' capabilities may play significant roles in personnel decision-making.

The increasing importance of legal issues in industrial gerontology has been emphasized by Barrett & Alexander (1988). While individuals over the age of 40 are protected by the Age Discrimination in Employment Act, allegations of discrimination occur in a variety of employment decisions. As revealed in a recent review, three themes are apparent in these age discrimination cases (Snyder & Barrett, in press).

First, the relative performance of an older employee who is the target of some employment action is often an issue. Comparisons are made between the performance appraisal data of an older worker and the appraisal of a younger employee, who was not the target of a negative personnel decision, to determine if age was a factor in the employment action.

Second, management's desire for a young workforce may become a significant issue in age discrimination cases. Such policies may range from explicit goals to hire younger employees to more subtle means of selection discrimination. For instance, the employer may limit selection to those applicants with less than five years of experience.

A third theme revolves around statistical evidence of discrimination. Such cases may include a comparison of the age of those who are terminated or laid off with the age of those who remain with the organization. Age differences between the workers who are retained and



those who are the target of some negative employment action are explored.

As noted, discrimination charges as revealed in court cases cover a broad range of employment issues. In order of decreasing frequency, the personnel decisions include reductions in the organization's workforce (e.g., layoffs), termination, mandatory retirement, initial selection, promotions, constructive discharge, employee benefits, and demotions. Such court cases often involve a comparison of the plaintiff's performance level with that of a younger employee in order to suggest that age entered the employer's decision.

Barrett and Alexander point out that a subset of the cases involve the defendant's contention that age is a bona fide occupational qualification (BFOQ) for the job. In the BFOQ case, the employer asserts that age is an important consideration in the employment decision. Many of these cases center around jobs which involve public safety, such as bus drivers and airplane pilots.

Successful defense of this approach involves a two-part test. First, the age limit used by the employer must be shown to be reasonably necessary to the operation of the business. Second, age must serve as a proxy for skills or attributes needed for successful job performance. The second part of the test may be met by showing that all, or substantially all, people over the contended age are incapable of effective job performance. Alternatively, the defendant may demonstrate that it would be impossible or highly impractical to measure the attributes on an individual basis.

In BFOQ cases, age differences in laboratory task performance and potential risks to public safety incurred by hiring older workers are often discussed. However, there are problems with both of these approaches. Barrett and Alexander point out that few studies have investigated whether age differences in laboratory task performance translate into differences in job performance levels. Furthermore, the argument that the cost to society is greater than the benefits gained by hiring older workers is often not supported by empirical data. More studies should be conducted within this area, since the absence of research may lead to reliance on age as an indicator of individual capacity in public safety occupations (Avolio, Barrett & Sterns, 1984).

A related study by Avolio and Waldman (1988) makes a significant contribution to knowledge of age-related changes in cognitive functioning. These researchers hypothesized that educational level and certain types of job experience may moderate the usual negative relationship between age and performance on cognitive ability tasks. Older workers with higher levels of education should perform relatively well on those cognitive ability tests that tapped skills developed through academic experience. Similarly, job experiences that facilitated use of certain

cognitive skills should enhance test performance on related tests.

Samples of skilled and unskilled workers in a coal mine served as subjects. As revealed in a job analysis, those employed in the skilled occupation were more likely to use the abilities assessed in the cognitive test battery. These skills included space visualization, numerical, verbal, symbolic and mechanical reasoning.

Contrary to the hypothesized results, controlling the variance associated with educational level did not diminish the negative relationship between age and test performance. However, a restricted range of educational attainment was apparent, and this may have contributed to the observed result.

Comparisons of the age-test performance relationship between skilled and unskilled workers showed that higher negative correlations were found in the latter group, providing some support for the second hypothesis. Furthermore, the scores on three of the tests given to skilled workers did not yield the usual negative age-test score relationship.

Explanations for the effect of job experience on test performance include Gribben, Schaie & Parhams' (1980) suggestion that skilled workers participate in activities that maintain and stimulate cognitive capabilities. Alternatively, Avolio and Waldman suggest that individuals with lower cognitive abilities may gravitate into jobs which require less high-level cognitive skills.

This study clarifies the relationship between aging and performance on cognitive ability tests. Job experience may serve as an important influence on the age-test performance relationship. Avolio and Waldman note that the type and quality of cognitive activity experienced on the job may play a significant role in performance on such cognitive tests.

Perceptions of older workers is another important factor in industrial gerontology. Although research has been conducted that examines attitudes toward older employees, much variation exists in the reported results. Attitudes toward older workers may be more favorable, less favorable, or no different than attitudes toward younger workers, depending on the particular trait or ability dimension examined.

One study which suggests that attitudes toward older workers may depend on rater age and the dimension under consideration was conducted by Taylor and Brickner (1988). Using a factor analysis of job-relevant traits developed by Rosen and Jerdee (1976), it was possible to identify different dimensions of attitudes toward older employees, and to explore differences in perceptions of older and younger workers. Age of the assessor was also included as an exploratory variable in the analyses.

Results suggested that, while older raters believed that younger employees were less reliable than older employees, the opposite pattern emerged in ratings made by younger subjects. In addition, older

assessors rated older employees as more rigid than did younger assessors. Both older and younger subjects believed that older workers were more honest than younger ones, but ratings of older workers' performance capacity were significantly lower. In addition, ratings of older workers' physical capabilities were lower than those of younger workers, while ratings of cognitive abilities did not differ. This suggests that perceptions of older employees are complex and differentiated, rather than uniformly negative.

The practical significance of attitudes toward older employees was demonstrated in a study conducted by Doverspike, Racicot, and Taylor (1988). This research showed that subjects with more negative attitudes toward older employees were less likely to perceive age discrimination as a factor in an employment decision. When given information that an older worker was fired and replaced with a younger employee, those with negative attitudes were less likely to believe that discrimination was a possible factor in this decision.

Given that beliefs regarding older employees may influence employment opportunities, it is important to explore the content and nature of these attitudes, as well as potential interventions to decrease the impact of negative, unfounded beliefs. Some evidence suggests that short, informative lectures on aging and myths surrounding older peoples' capabilities may significantly increase the favorability of expressed attitudes (Taylor & Doverspike, 1988). However, the long-term effects and practical impact of these lectures need further examination.

Although attitudes toward older workers are potentially useful areas of research, an absence of programmatic research characterizes such efforts. More information is needed in order to clarify the structure of beliefs regarding older employees, and the conditions under which negative beliefs will have the largest impact.

Cleveland's recent work points to the employment context as an important consideration in perceptions of older workers (Cleveland, 1988). Both distal and contextual factors may influence the way in which older applicants are viewed. While distal factors include variables such as the age composition of an organization, proximal factors include the age and task composition of the particular job. Cleveland's research demonstrates that two proximal factors, the age composition of the applicant pool and the perceived skill requirements of jobs, may be important determinants of the influence of age in selection decisions.

Cleveland, Festa, and Montgomery (1988) varied the proportion of older applicants in an applicant pool and measured the impact of this manipulation on perceptions of the job and on employment decisions. As hypothesized, hiring recommendations for older employees were more favorable when all applicants were older than when one or two out

of the seven in the applicant pool were older. Similarly, lower ratings of the applicant's potential to advance occurred when fewer older applicants comprised the pool. The age type of the job moved from that of a younger person's job to that of a middle-aged person as the proportion of older workers increased. Age composition of the applicant pool did not influence ratings of expected job performance or applicant qualifications.

The implications of this research, noted by Cleveland, are that an employer might decrease bias against older workers by manipulating contextual factors. Increasing the proportion of older applicants might diminish the negative impact of older age on some employment decisions and alter perceptions of the job type.

A second study (Cleveland & Baker, 1987) explored how perceived skill requirements of a job relate to age typing. This research suggested that problem-solving requirements are a significant predictor of age ratings of jobs. Demands on attention to detail and interpersonal skills were additional significant predictors.

This study contributes to our understanding of the factors that lead to age-typing of jobs. Furthermore, it suggests that applicant evaluations occur in a complex context and emphasizes the importance of investigating and clarifying the impact of these contextual factors on older workers' employment opportunities.

Although the studies discussed have added to our knowledge of the capabilities of the older worker and perceptions of their abilities, many unanswered questions remain. Do differences between older and younger subjects' performance on laboratory tasks translate into differences in performance on the job? Which factors are important moderators of the relationship between increasing age and performance on cognitive tests? Do attitudes toward older employees have a significant impact on personnel decisions? Are there additional contextual variables in job settings which influence the perceived suitability of older applicants? Future research may further distinguish between real and perceived differences between older and younger employees.

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## THE SCIENCE AND PRACTICE OF INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

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## Iotas

**James L. Farr**

**Erich Prien** has informed us of the death of **Leonard W. Ferguson**, who was president of Division 14 in 1955-56. A major legacy of Leonard Ferguson is his history of I/O psychology published in 1963, *The Heritage of Industrial Psychology*. Ferguson has bequeathed a large archive of historical material to Carnegie Mellon that should prove most valuable for those interested in our history. Our condolences to his family.

SIOP members continue to assume administrative positions in a variety of organizations. **Paul Thayer** has been named the interim dean of the College of Education and Psychology at North Carolina State University. Paul writes that he hopes his term will end in June of this year, but those of us who recall his 18 straight years on SIOP's Executive Committee suspect that it will be longer than that!

At the International Congress of Psychology, held in Sydney, Australia, in August of last year, **Harry Triandis** was elected president-elect of the International Association of Applied Psychology (IAAP). His term will begin at the next IAAP Congress to be held in Kyoto, Japan, in July, 1990. Harry is the third U.S. psychologist to be elected president in the 68 years of the Association's history, joining **Morris Viteles** (1958-68) and **Ed Fleishman** (1974-82).

**Hal Hendrick**, Dean of the College of Systems Science at the University of Denver, has been elected for a three-year term as Secretary General of the International Ergonomics Association (IEA). The IEA is comprised of 17 federated human factors and ergonomics societies throughout the world with a professional membership of over 10,000. As Secretary General, Hal will be responsible for administration of the Society's affairs.

An omission from last issue's listing of SIOP members involved in APA governance activities has been brought to my attention. **Jo-Ida Hansen** of the University of Minnesota is the APA member of the Joint Committee on Testing Practices. A similar omission was made last year (note that reliability does not guarantee validity); someone at APA apparently does not like to tell us about Jo-Ida's contributions. Sorry (again)!

A number of SIOP members have changed jobs. **Margaret Ingate** has been promoted to senior research manager and assistant vice president at Merrill Lynch. **Robert Gregory** has moved from the Air Force Academy

to join the San Diego branch of the Center for Creative Leadership. **Mike McDaniel** is now a member of the staff of Booz, Allen, & Hamilton in Bethesda, Maryland.

On the academic scene, **Steve Zaccaro** has joined the faculty of the I/O psychology program at George Mason University. **Bill Mobley's** ascendancy to the presidency of Texas A & M University (noted in the last issue of **TIP**) seems to be associated with (we cannot assume causality from these observational data) a number of other changes at A & M. **Bob Pritchard** has joined A & M as the director of the I/O program. **David Woehr** and **Philip Roth** have also joined the I/O faculty there. Finally, **Jerry Ferris** from A & M's Management Department has been granted a joint appointment in psychology. Thanks to **Charles Samuelson** for all of the A & M news.

Our members also continue to represent us to the world beyond the confines of the Society. **Jane Elizabeth Allen** recently became a regularly featured columnist in the Business Monday Magazine section of the *Middletown Times Herald Record*, a regional daily newspaper. **Warren Blumenfeld**, SIOP's oxymoron expert, has published a sequel to *Jumbo Shrimp & Other Almost Perfect Oxymorons* that introduces a new phenomenon for our research and recreational interests: the pleonasm, the redundant expression that makes perfect sense. Pleonasms and more oxymorons appear in Warren's new classic, *Pretty Ugly: More Oxymorons & Other Illogical Expressions That Make Absolute Sense*. Mention **TIP** when you make your purchase and you might receive a free gift at no cost to you (but don't count on it).

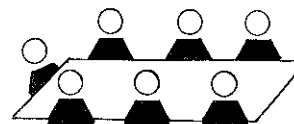
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## Committees

### Education and Training Committee

**Manny London, Chair**

The E&T Committee's 1988-1989 activities are organized into several important subcommittees. Our work centers on education at the graduate and undergraduate level. It focuses on tracking I/O programs and communicating the information for use in guiding students to our field and in enhancing the value of I/O education. This brief article summarizes our goals for the year.

**Dennis Doverspike** is spearheading the 1989 Doctoral Consortium with the help of **Loriann Roberson** and **Ellen Kossek**. The Consortium will be held during the Society's Annual Meeting in April, not during the APA Convention as in prior years (see article and "box" elsewhere in this issue of **TIP**).

**Ron Downey** and **Karl Kuhnert** have designed a questionnaire on I/O internships. The questionnaire has been sent to I/O Graduate Program Directors and Directors of selected OB Programs to determine the purposes of internship programs, how they fit into the degree program, and criteria for selecting internships.

The Society's periodic survey of Graduate Programs in I/O and OB is under the direction of **Janet Barnes-Farrell** with the assistance of **Ellen Kossek**. The survey results are being analyzed this fall. The survey includes information on program characteristics (e.g., number of faculty, number of students, admission standards, and availability of financial aid). The last survey was published in 1986. The current results, due out early in 1989, will be sent to Society members and distributed widely to psychology departments for use in undergraduate career planning.

**James Herndon** is responsible for the Committee's interface with APA and APS on E&T issues. Working with **Ira Kaplan** and **Bob McIntyre**, this subcommittee contributes to policy issues and studies, such as APA's committee on the scope and criteria for accreditation for doctoral

education. Currently, there are ambiguities about APA's accreditation procedures and curriculum requirements, and the Society's position has been to avoid APA initiatives to accredit I/O programs. This subcommittee also will be working with APS as it formulates policies that affect education and training.

**Lilly Berry**, working with **Loriann Roberson** and **Ira Kaplan**, is continuing the work on masters level education in I/O psychology. They are investigating the extent to which a full-fledged job analysis would be necessary before masters level training guidelines are developed.

**Carnot Nelson** and **Michael Brannick** are co-chairing a subcommittee on teaching I/O to undergraduates. They have developed a survey of psychology departments with undergraduate majors. The goal is to develop suggestions for improving undergraduate education in I/O.

**Bob McIntyre** has assumed responsibility for an examination of how ethical issues are taught in I/O graduate programs. He plans to collect examples of ways of teaching ethics, which may include use of the Society's Ethics Case Book.

Finally, **Dennis Doverspike** and **Karl Kuhnert** are reviewing the Society's E&T Guidelines to determine whether or not a revision is in order. They would appreciate hearing opinions about the value of the current Guidelines.

Questions and comments about E&T activities should be addressed to **Manny London**, AT&T, Rm. 4C162, Rts. 202-206, Bedminster, NJ 07921. Tel: 201-234-6829.

**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

## Self-Nomination Form Standing Committees, 1989-1990 Society for Industrial and Organizational Psychology

If you are interested in serving on a standing committee of the Society for the 1989-1990 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

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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)
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<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.

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**Prior APA service:**

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

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**Special interests and/or qualifications:**

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

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**References:**

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

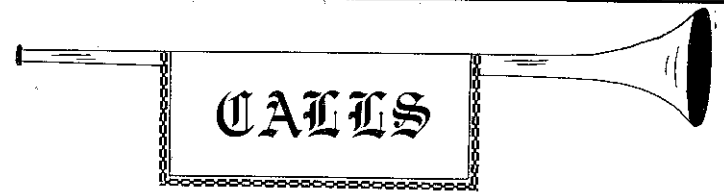
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**CALL FOR SUBMISSIONS: 3RD INTERNATIONAL SYMPOSIUM ON HUMAN FACTORS IN ORGANIZATIONAL DESIGN AND MANAGEMENT**

The 3rd International Symposium on Human Factors in Organizational Design and Management is soliciting abstracts related to the theme "The Future Roles of Human Factors in Human Organization Affected by High Technology." The symposium is to be held July 18-21, 1990 in Kyoto, Japan, immediately preceding the IAAP International Congress also to be held in Kyoto. For more information, contact **Dr. Junzo Watada, Symposium Secretariat, Faculty of Business Administration, Ryukoku University, Fukakusa, Fushimi, Kyoto 612, Japan.**

**SYMPOSIUM AT TULANE**

The I/O Doctoral Program in the Department of Psychology at Tulane University in New Orleans is sponsoring the Department's Annual Flowerree Symposium. This year's theme is "Psychology in the Workplace" to be held Friday, March 10, 1989. Invited speakers include Dr. Marvin Dunnette, Dr. James Farr, Dr. Michael Frese, Dr. Gary Latham, and Dr. Paul Roman. Interested faculty, students, and members of the business community are invited to attend. For more information please write or call **Dr. John M. Cornwell, I/O Doctoral Program, Department of Psychology, Tulane University, New Orleans, LA 70118 (phone 504-865-5331).**

**APA STATEMENT ON THE GOLDEN RULE COMPANY SETTLEMENT**

APA's Committee on Psychological Tests and Assessment has developed a statement covering certain specific aspects of the Golden Rule Company settlement that concern item bias. Copies of the statement are available from **Wayne Camara, APA, 1200 Seventeenth Street, NW, Washington, DC 20036; 202/955-7600.**

## CODE OF FAIR TESTING PRACTICES IN EDUCATION

The Joint Committee on Testing Practices has published its final version of the *Code of Fair Testing Practices in Education*. The *Code* states the primary obligations that those who develop educational tests or who use such tests have to the students who take the tests. Single copies of the *Code* are free from the **National Council on Measurement in Education**, 1230 Seventeenth Street, NW, Washington, DC 20036.

## CALL FOR PAPERS: CREATIVITY RESEARCH JOURNAL

*The Creativity Research Journal* is interested in receiving manuscripts concerned with creativity in organizations. For more information, contact the editor, **Mark A. Runco**, EC 105, California State University, Fullerton, CA 92634; 714/773-3861.

## GATEWAY: I/O PSYCHOLOGY IN THE PITTSBURGH/TRI-STATE AREA

I/O psychologists in the greater Pittsburgh and Tri-State area have recently formed Gateway, an organization dedicated to advancing the applied psychological sciences. For more information, contact **Mary Jo Sonntag** at 412/257-0600, ext. 154.

## 1988-89 METRO PROGRAM

The Metropolitan New York Association for Applied Psychology (METRO) announces the following 50th Anniversary Year program. The METRO Board would be delighted to have SIOP members who happen to be in New York on a Metro meeting date attend as their guest. There will be no charge if you live/work outside the Metropolitan New York area; local non-members of the METRO are charged \$10. SIOP members wishing to attend the February, May, or June special events should contact **Joel Moses**, METRO Secretary, at 201/342-6307 for reservations.

**February 9**—Annual Ground Hog Day Dinner: "The Optimistic Organization" by **Martin E. P. Seligman**, University of Pennsylvania.

**March 16**—"Citizenship Behavior in Organizations: Antecedents and Consequences" by **Dennis Organ**, Indiana University.

**April 26**—"The Mysterious International Manager" by **John Fulkeron**, Pepsi-Cola International.

**May 5**—Annual Luncheon: "The Three Crucial Words in I/O Psychology" by **Gary P. Latham**, University of Washington.

**An afternoon in June**—Boat Trip around Manhattan—Semicentenary Celebration with **Past METRO Presidents**.

## CALL FOR AWARD NOMINATIONS

The Organizational Behavior Division of the Academy of Management announces its annual call for nominations for its "Scholarly Contribution Award." It will be presented to a publication appearing during the 1988 calendar year in recognized outlets that are generally available to division members. Recipients of the award need not belong to Academy of Management. The Scholarly Contribution Award is given for the most significant contribution to the advancement of the Organization Behavior field. Theoretical and empirically-based research publications are eligible.

Each Academy of Management member may nominate one publication for the award, but no member may nominate more than one publication. Nominations should be written by letter and include (a) a rationale justifying receipt of the award by the nominee(s), and (b) a full bibliographic citation of the nominated work. Self-nominations will not be accepted. The award winners will be announced at the August 1989 national Academy Meeting in Washington, D.C., during the OB Division's business meeting and will be presented a certificate of recognition.

All nominations should be sent to: **Ellen F. Jackofsky**, Organizational Behavior and Administration, Edwin L. Cox School of Business, Southern Methodist University, Dallas, Texas 75275. To receive consideration, material must be postmarked no later than March 31, 1989.

## BEHAVIORAL ASSESSMENT OF COGNITIVE COMPLEXITY

Government-sponsored training schemes in the United Kingdom distinguish between two kinds of intended outcome: performance in specific job tasks (the primary training objective), and outcomes referred to as "personal effectiveness" and "ability to transfer."

The latter two cover a person's competence in coping with variation and complexity, over and above narrowly-defined task competence. The national Training Agency in UK is seeking to develop procedures through which these broader outcomes can be measured, preferably in behavioral terms through task simulations or through standardized performance tests.

**TIP** readers interested in these issues are invited to share experiences with **Professor Peter Warr**, at the **MRC/ESRC Social and Applied Psychology Unit, University of Sheffield, Sheffield S10 2TN, United Kingdom**. He is contracted to devise and test appropriate procedures, and North American examples would be especially welcome.



**CALL FOR PAPERS—INTERNATIONAL PERSONNEL & HUMAN RESOURCES MANAGEMENT CONFERENCE, CITY POLYTECHNIC OF HONG KONG, DECEMBER 12–15, 1989**

Members of the Society are invited to submit papers to the conference which provide an international, cross-cultural, or inter-cultural perspective to conceptual, methodological, or practical issues in—or closely related to—P/HRM. Authors are particularly encouraged to submit papers dealing with (1) P/HRM issues in multinational corporations and (2) issues associated with P/HRM in developing countries.

Deadline for the receipt of papers is August 1, 1989. Papers will be reviewed by September 1, and authors will be notified of acceptance, need for revision, or rejection by September 20th.

Selected papers presented at the conference, as well as relevant conference notes, will be published as a *Supplement* to the annual JAI Press series on *Research in Personnel and Human Resources Management*. Additionally, a conference *Proceedings* will be published.

Inquiries and papers in triplicate of 25–40 pages in length should be forwarded to either: **Dr. Ben Shaw, Department of Management, University of Baltimore, 1420 North Charles Street Baltimore, Maryland 21201, (301) 625–3145**, or **Dr. Ken Rowland, University of Illinois, Commerce West Building, 1206 South Sixth Street, Champaign, Illinois 61820, (217) 333–4518 or 4547**.

**CALL FOR PAPERS—THIRD CONFERENCE ON QUALITY OF LIFE AND MARKETING**

Quality-of-life (QOL) studies in marketing and management are broadly defined to involve issues related to the effects of organizational variables on the internal and external environments of organizations on the subjective and/or physical well-being of individuals, groups, communities, and/or society. Organizations can be business organizations, government organizations, educational organizations, community organizations, nonprofit organizations, household organizations, among others.

**DEADLINE FOR PAPERS SUBMISSION:** May 30, 1989.

To obtain the full Call for Papers (detailing the various tracks, track chairs, the kinds of competitive papers and symposium proposals solicited, format and instructions for preparing papers/proposals, publication of proceedings, special issue in the *Journal of Business of Research*, etc.), please write to (or call) the program chair: **M. Joseph Sirgy, Department of Marketing, Virginia Tech, Blacksburg, VA 24061, (703) 961–5110 (office)**.

**CALL FOR NOMINATIONS—1989 PERSONNEL/HUMAN RESOURCES SCHOLARLY ACHIEVEMENT AWARD**

The Personnel/Human Resources Division of the Academy of Management announces a call for nominations for its annual "Scholarly Achievement Award." The award will be presented to a paper published in recognized periodical outlets (e.g., journals, research annuals) that are generally available to Division members. Nominated papers must have a publication date of 1988. Recipients of the award need not belong to the Academy of Management.

The Personnel/Human Resource Scholarly Achievement Award is given for the most significant empirically or non-empirically based publication on issues of importance to the field of Personnel/Human Resource Management. Papers nominated for this award will be judged with regard to their extent of contribution to the advancement of this field.

Each Academy of Management member may nominate one publication for the award. Nominations should be made by a letter to the Chair of the Award Committee and should include (a) a rationale justifying receipt of the award by the nominee(s) and (b) a full bibliographic citation of the nominated work. Self-nominations will not be accepted.

The award winner will be announced at the August 1989 National Academy Meeting during the Personnel/Human Resource Division's Business Meeting. Award recipients will be presented with a plaque of recognition.

All nominations should be sent to **Jerry Ferris, Department of Management, Texas A&M University, College Station, Texas 77843–4221**. To receive consideration, nominations must be postmarked no later than **March 15, 1989**.

**CALL FOR PAPERS—ORGANIZATION SCIENCE**

*Organization Science*, a new international journal published by The Institute of Management Sciences, invites authors to submit for review original manuscripts that report empirical or theoretical research about organizations. For more information, contact: **Professor Richard L. Daft, Texas A&M University, Department of Management, College Station, Texas 77843, (409) 845–3134**, or **Professor Arie Y. Lewin, Duke University, The Fuqua School of Business, Durham, North Carolina 27706, (919) 684–5383**.



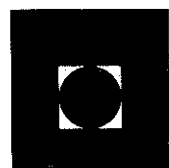


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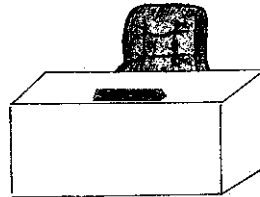
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## Positions Available

Rick Jacobs



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**ROLLINS COLLEGE INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY.** Rollins College, a small liberal arts college in Winter Park, Florida, is looking for a tenure-track Assistant Professor with a Ph.D. in Psychology by Fall 1989 to teach in the Organizational Behavior Program. The Organizational Behavior Major is an evening program in Psychology serving adults who are seeking the Bachelor's Degree. In addition, the position requires teaching courses in the day Psychology program. We are looking for an individual who can teach General Psychology, Experimental, Statistics, I/O, Tests and Measurements and related courses. Please send resume and three letters of recommendation to: **Robert M. Smither, Director, Organizational Behavior Program, Department of Psychology, Campus Box 2760, ROLLINS COLLEGE, Winter Park, FL 32789.** Rollins College is an affirmative action, Equal Opportunity Employer. Minorities and Women are encouraged to apply.

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**VISITING FACULTY POSITION AT PENN STATE.** The Department of Psychology at Penn State University has an opening for a visiting I/O faculty member for the 1989-90 academic year. Rank is open, but we are especially interested in a senior level person who may be on sabbatical leave from another institution. Part-time teaching may be arranged. Interested individuals should contact: **Dr. Rick Jacobs, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802; 814/863-1734.** Penn State is an Equal Opportunity/Affirmative Action Employer.

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**THE PSYCHOLOGY DEPARTMENT OF THE UNIVERSITY OF WISCONSIN OSHKOSH** is seeking applicants for two entry-level, tenure-track assistant professor positions beginning September, 1989. One position is contingent upon funding. Responsibilities will be to teach

a nine-credit load of undergraduate courses in physiological, cognitive, and history of psychology, and graduate experimental psychology. A Ph.D. in Psychology required. Pursuit of extramural funding is expected. Send letter of application, vita, complete official transcripts, and three current letters of reference to: **W. D. Scoville, Ph.D., Department of Psychology, University of Wisconsin Oshkosh, Oshkosh, WI 54901.** Screening of applicants will begin January 17, 1989, and continue until the position is filled. The University of Wisconsin Oshkosh is an affirmative action equal opportunity employer.

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**THE PSYCHOLOGY DEPARTMENT OF THE UNIVERSITY OF WISCONSIN OSHKOSH** is seeking applicants for two tenure-track Assistant Professor positions beginning September, 1989. Responsibilities will be to teach a nine-credit load to include courses in Industrial/Organizational Psychology, and other graduate and undergraduate courses. A Ph.D. in Psychology required. Applicants should have an active interest in pursuit of extramural funding, research, publication and serving on thesis committees in M.S. program. Associate Professor rank may be offered to qualified candidate. Send letter of application, vita, complete official transcripts, and three current letters of reference to: **W. D. Scoville, Ph.D., Department of Psychology, University of Wisconsin Oshkosh, Oshkosh, WI 54901.** Screening of applicants will begin January 17, 1989, and continue until the position is filled. The University of Wisconsin Oshkosh is an affirmative action equal opportunity employer.

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**SELECTION SPECIALIST.** Wells Fargo Bank is actively seeking a selection professional to coordinate and monitor company-wide testing activities and to consult with line managers on selection and placement issues. Your qualifications should include a Master's degree in a related field and 2-3 years of business experience. Strong communication, consulting, and statistical skills as well as a practical, results orientation are essential. Salary is competitive and dependent upon qualifications. Qualified applicants should send a resume, list of relevant courses, and references to: **Susan Palmer, Ph.D., Vice President & Manager, Staff Planning & Analysis, Wells Fargo Bank, 79 New Montgomery-5th floor, San Francisco, CA 94163.** An Equal Opportunity Employer M/F/D/V.

**ORGANIZATIONAL PSYCHOLOGIST.** Large, urban medical center seeks an experienced and dynamic organization development professional who enjoys hands-on consulting. Clientele would include nurses, physicians, and non-physician managers. Applicants must enjoy working with health care providers with multiple and often times conflicting goals to achieve implementable solutions. In addition to conflict resolution skills, applicants should have prior experience in helping others to successfully anticipate/implement change. Prior experience in a health care environment and management preferred. Three to five years of organization development work required. As part of our organization, you would enjoy an excellent salary and generous fringe benefits. Resumes should be sent to: **Stuart Pivnick, Ph.D., 3505 Broadway, Oakland, CA 94611.** We are an Equal Opportunity Employer (Male/Female, Handicapped/Veteran).

**CONSULTING PSYCHOLOGIST.** Ph.D. position available immediately. Work with corporations and individuals in executive assessment, development, and planning. Salary commensurate with experience. Contact **Dr. Rick C. Bauman, Humber, Mundie & McClary, 111 East Wisconsin Avenue, Suite 1950, Milwaukee, Wisconsin 53202.**

**INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST TENURE TRACK POSITION—**Kutztown University. Beginning September 1989. Teach undergraduate and/or graduate courses. Also able to teach in the areas of statistics and psychological measurement. Candidates should be from an academic Psychology Department. Ph.D. required. Candidate will be asked to demonstrate or provide evidence of superior teaching abilities. Kutztown University is located approximately two hours from both New York City and Philadelphia. Excellent fringe benefits and competitive salaries. Please send letter of application and three letters of reference to **Dr. Constance P. Dent, Chair, Search Committee, Psychology Department, Kutztown University, Kutztown, PA 19530.** Application deadline March 1, 1989. Kutztown University is an Affirmative Action/Equal Opportunity Employer.

**INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST.** The University of New Haven Psychology Department seeks applications for a Tenure-Track Assistant Professorship beginning September, 1989, sub-

ject to final budgetary approval. The successful applicant will teach graduate courses in a comprehensive M.A. program in I/O Psychology and some undergraduate I/O courses. Applicants should possess advanced skills in applied personnel psychology including research methods, psychometrics, training, and organizational behavior. Preference will be given to those with practical and applied experience. Starting salary and benefits are competitive. Ph.D. required. Opportunities for research and consulting are plentiful in this high-growth area of southern Connecticut. Women and minorities are encouraged to apply. Send vita and three letters of recommendation to **Thomas Mentzer, Chair, Department of Psychology, University of New Haven, 300 Orange Avenue, West Haven, CT 06516.** UNH is an affirmative action, equal opportunity employer.

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

**SURVEY DIRECTOR.** Prestige, rapid growth International consulting firm seeks highly qualified individual to assume responsibility for managing client engagements. ISR specializes in employee and management attitude surveys for world-class multinational companies. A Survey Director manages all aspects of the survey process, from client-specific questionnaire design through to final report presentation and monitoring of follow-up. Approximately 50% travel is required.

The candidate should possess the following:

- Ph.D. in the behavioral sciences
- Successful business experience
- Exceptional interpersonal skills
- Fluency in Spanish, French, or German desirable

Exceptional salary and benefits.

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

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**INDUSTRIAL PSYCHOLOGIST:** Development Dimensions International (DDI), a world leader in human resource management consulting, assessment, development and training, has an opportunity for a new or recent graduate with a master's or Ph.D. in Industrial Psychology. This person will have primary responsibility for the design and testing of video-based assessment techniques, including:

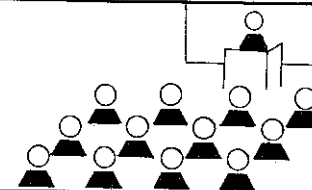
- instrument design
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- field testing
- validation research

This person also will work on projects associated with selection technology. Strong background in test development and validation research needed. Must possess superior oral and written communication skills and a desire to interact with both internal and external clients. Relevant experience in consulting and/or applied research preferred. Travel approximately 25% of time. Position offers attractive compensation package, including full benefits and an opportunity to work in a highly professional environment. Send cover letter and resume to **Bernadette D. Kortze, Development Dimensions International, P.O. Box 13379, Pittsburgh, PA 15243.** Equal Opportunity Employer.

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## Meetings



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### Upcoming Conferences and Meetings

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|-------------|---|
| Feb. 17-19  | Annual Conference of Society for Psychologists in Management. Tampa, FL. Contact: SPIM, 225 S. Meramec Ave., Suite 1032, St. Louis, MO 63105.                         |
| April 8-12  | "The Changing Public Service: Looking Back, Looking Forward." Miami, FL. Contact: American Society for Public Administration, (202) 393-7878.                         |
| April 29-30 | Annual Conference of the Society for Industrial and Organizational Psychology. Boston, MA. Contact: Elaine Pulakos, American Institutes for Research, (202) 944-3870. |
| May 7-12    | 27th Annual National Society for Performance and Instruction (NSPI) Conference. Denver, CO. Contact: National Headquarters, NSPI, (202) 861-0777.                     |
| May 15-18   | Annual International Congress on the Assessment Center Method. Pittsburgh, PA. Contact: Development Dimensions, Inc., (412) 257-0600.                                 |
| May 23-26   | "What is Happening in O.D. and Human Resource Development?" Williams Bay, WI. Contact: Donald Cole, O.D. Institute, (216) 461-4333.                                   |
| June 4-8    | Annual Conference of the American Society for Training and Development. Boston, MA. Contact: Joy O'Day, ASTD, (703) 683-8188.   |
| June 10-12  | First Annual Conference of the American Psychological Society. Washington, D.C. Contact: Nancy Anderson, (301) 454-6389 or Judith Goggin, (915) 747-5551.             |
| June 18-22  | Annual Conference of the International Personnel Management Association Assessment Council. Orlando, FL. Contact: Joanne Adams, IPMA, (703) 549-7100.                 |

- June 25-28     Annual Conference of the American Society for Personnel Administration. Boston, MA. Contact ASPA, (703) 548-3340.
- August 6-10     Annual Convention of the American Statistical Association. Washington, D.C. Contact: ASA, (202) 955-7705.
- August 11-15     Annual Convention of the American Psychological Association. New Orleans, LA. Contact: APA, (202) 955-7705.
- August 11-16     Annual Meeting of the National Academy of Management. Washington, DC. Contact: Janice Beyer, Univ. of Texas, Management Dept., (512) 471-8825.

**NOTE:** This list was prepared by Ilene Gast and Lance Seberhagen on behalf of SIOP's External Affairs Committee. If you would like to suggest additional entries, please call Ilene Gast at (202) 653-6688.

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## 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 \$50.00 per position. For information or placement of ads, write to **Rick Jacobs, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802.**

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Respective closing dates: Sept. 1, Dec. 1, Mar. 1, May 15.

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