

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

Editor:

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

Business Manager:

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

Editorial Board:

Paul Connolly
Cynthia D. Fisher
Theodore Rosen
James Sharf
James Smither

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*Comments by Tom Ramsay
Human Resources Psychologist*

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A review of office materials included office procedures, handbooks, manuals, directions, references, and textbooks. They ranged from a SMOG readability of 10.0 to 13.7 and the mean was 11.7. The passages include 10, 11, 12, and 13 SMOG readabilities. The mean is 11.4 and the range is from 10 to 13. Two passages are at 11.0.

Item analysis for 69 persons shows scores from 18-40, with a mean of 34.12, standard deviation of 5.00, standard error of measurement of 2.0, and KR₂₀ reliability of .84.

We envision this test being used with applicants for office positions. We suggest other tests to evaluate reading, keyboard, filing or other skills.

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TIP

The Industrial-
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A Parting Editorial

James L. Farr



This is my last issue as Editor of **TIP**. Although I cannot honestly say that the past three years have flown by, neither have they crawled. Your new **TIP** Editor is **Steve Kozlowski** of Michigan State University. I trust that all of you will treat Steve as well as you have treated me in this job. (A note to our younger readers: When one of your current organizational colleagues is SIOP President-elect and your old dissertation committee chair is the outgoing **TIP** Editor, LOOK OUT!)

I thank all of you who have contributed to **TIP** during my editorship. I am pleased that you rarely saw my personal byline on articles. A fear of anyone taking this job is having to write, write, write, . . . In general, I had no problems with having sufficient copy. Indeed, I am sorry that I had to turn down some submissions for lack of available space.

In particular I would like to extend my thanks to the various SIOP officers and committee chairs who frequently contributed articles and reports, to the various members of the **TIP** Editorial Board for their efforts, and, especially, to the two Business Managers who have worked with me, **Mick Mount** and **Rick Jacobs**, for keeping the advertising and subscriptions under control.

I must also follow the lead of my predecessor, **Paul Muchinsky**, and thank the staff at Graphic Publishing Company, especially **Mary Sullivan**, for their professionalism and high standards in printing **TIP**. It has been a pleasure (and great personal relief to me) to be able to work with people who can so quickly take VERY ROUGH copy and turn it into the finished product that you see.

Finally, I should thank **Shelly Zedeck** and **Frank Landy** who persuaded me to take on this task three years ago. I do not regret the decision to do so, although the thought of reading the contents of the November 1989 **TIP** in *November* for the first time does seem quite attractive!

See you in New Orleans at APA. Remember, it is "Buy the Former **TIP** Editor a Drink Month" in all Louisiana watering holes.

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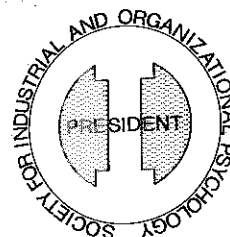
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A Message from Your President

Ann Howard

I can scarcely believe I am preparing my last message to you as your President; how the year has flown. You will receive this issue on the eve of a memorable APA convention—our last with SIOP's annual business meeting, awards addresses, and change of officers. In 1990, all these functions will appear at the SIOP conference in Miami. In case you wonder why there is no Presidential Address sandwiched between the APA business meeting and cocktail party, it's not because I couldn't think of one; I already gave it at the SIOP conference in April!

As I review the past year, several themes emerge. A major preoccupation has been, of course, our relationship with the professional organization of psychology. Following the defeat of the APA reorganization plan, the Executive Committee decided to affiliate also with the American Psychological Society and recommended Bylaws amendments, drawn up by the Long Range Planning Committee (**Paul Sackett**, chair), that would permit either APA or APS membership as a precondition for SIOP membership. By the time you receive this message, the ballots will have been counted and we will know if this major change in our membership requirements was approved.

Because of the anticipated change in membership requirements, as well as the reorientation of our official calendar around the SIOP conference, we took steps to enhance our administrative capabilities. We are now poised to maintain our own membership database, publish a biographical directory, collect dues, and run elections.

Key to these and other activities is the membership survey, developed by the Membership Committee (**Phil DeVries**, Chair), which you hopefully received and responded to this summer. Besides providing directory and billing information, the survey information will offer a comprehensive view of the activities and specialties of Society members. This will not only be useful for media referrals but for creating a better understanding of what I/O psychologists do. Because the survey information will be gathered periodically, we can generate longitudinal information (an approach dear to my heart) about development of the field.

Defining ourselves and the discipline of I/O psychology is also critical from a credentialing point of view; here, too, important strides were made this year. No less than three committees—Professional Affairs (chaired by **Bob Boldt**), State Affairs (**Vicki Vandaveer**), and Education and Training (**Manny London**)—have concentrated on defining the discipline and its training requirements. SIOP's official position has been that licensing is inappropriate for I/O psychologists, but that those who wish to become licensed should be able to do so. Because of our philosophical stance, we were providing no assistance to licensing boards receiving applications from our members. This year we decided to re-evaluate our position and have come at it from both ends of the policy-practice continuum. Vicki describes State Affairs as the "short fuse" end of the continuum, in that many of our members seeking licensure have been frustrated by a vacuum of guidelines for the boards.

State Affairs is now working with Education and Training to define minimum education requirements for I/O psychologists seeking licensing. Education and Training is also working at the other end of the continuum, assisting Professional Affairs in their effort to produce an outline of I/O functions (based on job analysis information), KSA's needed to perform those functions, and paths for attaining those KSA's. Professional Affairs is, in addition, exploring a definition of the field that could be used for licensing exemptions and is examining credentialing mechanisms used in other professions. The membership survey includes several items about I/O practice that will help us ascertain the extent to which activities often considered licensable are indeed performed by our members.

Other research activities have occupied SIOP committees and officers this year. The Education and Training Committee alone conducted four surveys—of graduate programs, undergraduate teaching, internship practices, and the teaching of ethics in I/O psychology. The Committee on Committees (**Walt Tornow**) published a survey in *TIP* of SIOP committee members' experiences, and the Continuing Education and Workshop Committee (**Susan Palmer**—SIOP and **Bill Macey**—APA) conducted the first workshop evaluations using learning rather than self-perception criteria. State Affairs has gathered information from all the states concerning rules and regulations about licensing. Scientific Affairs (**Larry James**) decided to take a proactive approach to interdisciplinary research, focusing initially on the dispositional nature of personality. The Task Force on History and Centennial (**Ray Katzell**) came up with 14 different projects, slated for completion before APA's centennial celebration in 1992, that will explore and communicate the history of I/O psychology.

In addition to research and information gathering, SIOP was very active in its educational role. Between the SIOP and APA conventions, 16 different workshops were offered. The SIOP Program (**Elaine Pulakos**) attracted nearly twice as many program proposals as could be accepted, spurring the overall SIOP Conference Committee (**Ron Johnson**) to extend future conferences to three days of program plus one day of workshops. The popularity of the SIOP conference broke all records; the Registration Committee (**Dianna Stone**) signed up more than 1,000 registrants. Attendees enjoyed not just the professional meetings but the attractions of Boston and insights into public relations from the dynamic Jim King, wooed to be our luncheon speaker by the Local Arrangements Committee (**Joel Wiesen**, with **Joe Czajka**). As shown elsewhere in this issue, the APA Program (**Kevin Ford**) also features a number of intriguing I/O offerings as well as inter-disciplinary and co-sponsored sessions, including the APA Science Weekend.

In addition to oral communications, our educational activities expanded in print. Series Editor **Irv Goldstein** and the Frontiers Board brought four volumes to different stages of completion; watch for the training volume this fall. SIOP also launched a new book series focused on the practice of I/O psychology; **Doug Bray**, Series Editor, lined up the first editorial board, which developed a strategy for the series and went far toward producing the introductory volume. *TIP* maintained its professional reputation, producing new features and additional advertising revenues. Next time you see him, give a hearty thanks to Editor **Jim Farr**; this is his 12th and final issue.

The activities of SIOP and individual I/O psychologists could easily be lost without proper reward mechanisms. Internally, the Awards Committee (**Gene Stone**) found winners for six different SIOP awards, including a new one for service to the Society. The Fellowship Committee (**Rich Klimoski**) forwarded the names of six significant achievers to APA for recognition as Fellows. You'll have a chance to participate in these honorary events at the Business Meeting at the APA convention. Outside recognition was an important function for the External Affairs Committee (**Lynn Offermann**); they generated publicity for the SIOP conference, developed a media referral list, and made preparations for a Sino-American I/O conference.

What an impressive list of accomplishments! And there wasn't space to cover them all. I want to offer my sincere, heartfelt appreciation to all the officers, committee chairs, and committee members who participated so energetically in the 1988-89 move forward. I am confident that SIOP members will maintain that thrust under the capable leadership of President-Elect **Neal Schmitt** in the forthcoming year, and I wish him well.

The talent and motivation that I/O psychologists routinely demonstrate must be used to attack the awesome problems our country is facing currently and in the future. In the emerging global economic war, America must try to reconcile increasingly complex work with struggling organizations and an ill-prepared work force. Never before have I/O psychologists' professional skills been so critical for this country's future. As I said in my Presidential Address, this is "Our Place in Time."

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The 1989 APA Convention

J. Kevin Ford

The APA program for the Society of Industrial/Organizational Psychology, Division 14, is complete. The program includes many interesting sessions sponsored or co-sponsored by Division 14. The highlights include:

- Invited Addresses by:
 - ***Raymond A. Katzell**, "Boos and Bravos: Some Comments on Contemporary Industrial/Organizational Psychology"
 - ***Manuel London**, "The Industrial/Organizational Psychologist as Change Agent and Strategist"
 - ***Herbert H. Meyer**, "The Performance Appraisal Enigma: Another 'Solution' to Add to Your List"
 - ***Edgar H. Schein**, "Process Consultation as a General Philosophy of How to Give Help" (Co-sponsored with Division 13)
- 46 papers presented in poster sessions
- 22 Symposia, Panel Discussions, and Conversation Hours including topics such as:
 - *Recent technical developments and issues in validity generalization
 - *Is the concept of true score still useful?
 - *Defining managerial success
 - *The meaning and effect of job security in the workplace
 - *Strategies for optimizing team performance
 - *Cost saving innovations in assessment center methodology
 - *Responding to technological change

A key advantage of the APA convention over other conferences is the opportunity to interact with psychologists who have allied interests. This year we are co-sponsoring 14 symposia with other APA divisions.

One activity that should attract much interest is an invited symposium chaired by Edwin Fleishman (co-sponsored with Division 1) "*Industrial and Organizational Psychology: From Morris Viteles to the Field Today*" which includes presentations by Ernest Primoff, Raymond Katzell, Donald Super and Frank Landy. Other symposium topics we are co-sponsoring include:

- *Drug use and job performance indicators (Division 28)
- *Integrity testing (Division 5)
- *Aspects of Navy work and career development (Division 19)

- *Noncognitive predictors of military effectiveness (Division 19)
- *OD interventions for teams and transitions (Division 13)
- *Enhancing general managers' effectiveness: The role of the corporate psychologist (Division 13)
- *Women's work (Division 35)

In addition, the APA Board of Scientific Affairs, Science Directorate and 13 cooperating divisions including Division 14 are sponsoring two days (Saturday, August 12, and Sunday, August 13) of concentrated programming (32 hours of invited addresses and symposia) on topics such as "Models of Competence and Performance" and "Technology and the Human Condition."

As you can see, there is a full lineup of events and activities that you can take advantage of at the 1989 APA Convention. The programming for Division 14 is given below. See you in New Orleans!

SIOP Calendar

| | |
|--|--------------------|
| TIP deadline for November issue | September 1, 1989 |
| SIOP Pre-APA Workshops—New Orleans | August 10, 1989 |
| Annual APA Convention—New Orleans | August 11-15, 1989 |
| Deadline for SIOP Awards nominations | September 15, 1989 |
| Deadline for program submissions, SIOP Annual Conference—Miami | September 29, 1989 |
| Pre-SIOP Conference Workshops—SIOP I/O Doctoral Student Consortium—Miami | April 19, 1990 |
| SIOP Annual Conference—Miami | April 20-22, 1990 |

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC. APA CONVENTION PROGRAM FRIDAY, AUGUST 11-TUESDAY, AUGUST 15

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

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| Brian T. Lohrer | Hilda Wing |

Note: All sessions are in the Convention Center (CC) or in the Hilton Hotel (HH).

FRIDAY, 9:00-10:50 **Room 24 (CC)**
**Symposium: Theory, Instrumentation, Applications, and Consequences
in Recent Job Analysis Research**

Terry W. Mitchell, Psychological Corporation, San Diego, CA
Malcolm C. McCulloch, University of Houston, TX.
Susana R. Lozada-Larsen, The Psychological Corporation, San Diego, CA.
Robert J. Harvey, Virginia Polytechnic Institute and State University.
Michele A. Wittig, California State University, Northridge, CA.
Sidney Gael, NYNEX Corporation, White Plains, NY (Discussant).

FRIDAY, 11:00-12:50 **Room 39 (CC)**
Symposium: Strategies for Optimizing Team Performance
Robert D. Smither, Rollins College

James E. Driskell, Eagle Technology, Inc., Winter Park, FL.
Joyce Hogan and Robert Hogan, University of Tulsa.
Eduardo Salas, Naval Systems Training Center, Orlando, FL.
Robert D. Smither, Rollins College.
Daniel Ilgen, Michigan State University (Discussant).

FRIDAY, 11:00-12:50 **Room 10 (CC)**
**Symposium: Practical Information: Antecedents and Consequences of
Tacit Knowledge**

Kurt Kraiger, University of Colorado, Denver

Kurt Kraiger, University of Colorado, Denver.
Judy Roach, University of Colorado, Denver.
Miriam Erez, Technion, Israel Institute of Technology.
Ruth Mandrell and Elizabeth Ruppe, U.S. West Inc., Denver, CO.
Richard K. Wagner, Florida State University.

FRIDAY, 1:00-1:50 **Room 10 (CC)**
Conversation Hour: Annual Review of Psychology
Kurt Kraiger, University of Colorado, Denver

Neal Schmitt, Michigan State University, and Ivan Robertson, University of Manchester, England. Personnel Selection.

FRIDAY, 1:00-1:50 **Room 5 (CC)**
**Panel Discussion: Internship Programs in I/O Psychology:
Development of an I/O Model**

Karl W. Kuhnert, University of Georgia
Ronald G. Downey, Kansas State University
Richard J. Klimoski, The Ohio State University
Vicki V. Vandaveer, Southwestern Bell, St. Louis, MO
Mary C. Wilson, University of Tennessee-Knoxville

FRIDAY, 2:00-3:50 **Room 42 (CC)**
Panel Discussion: Is the Concept of True Score Still Useful?
Eric S. Knowles, University of Arkansas

Jack M. Feldman, Georgia Institute of Technology
Lawrence R. James, University of Tennessee
Eric S. Knowles, University of Arkansas
Roger Tourangeau and Kenneth A. Rasinski, National Opinion Research Center, Chicago IL
Daniel R. Ilgen, Michigan State University
Thomas K. Srull, University of Illinois (Discussant)

FRIDAY, 2:00-3:50 **Room 37 (CC)**
**Symposium: Defining Managerial Success: Distinctions and
Similarities among Typical Criteria**
Robert F. Silzer, Personnel Decisions, Inc.

Joy F. Hazucha, Personnel Decisions, Inc., Minneapolis, MN, and the University of Minnesota
Robert F. Silzer, Personnel Decisions, Inc., Minneapolis, MN
Sarah E. Flynn, Personnel Decisions, Inc., Minneapolis, MN, and the University of Minnesota
John P. Campbell, University of Minnesota (Discussant)
Larry L. Cummings, University of Minnesota (Discussant)

Friday, 4:00-4:50 **Grand Ballroom A (HH)**
Invited Address

Richard J. Klimoski, The Ohio State University
Manuel London, State University of New York at Stony Brook. The Industrial/Organizational Psychologist as Change Agent and Strategist.

FRIDAY, 5:00-8:00 **Durnham (HH)**
Outgoing Executive Committee Meeting
Ann Howard, Leadership Research Institute, Tenafly, NJ

SATURDAY, 9:00-9:50

Exhibit Hall A (CC)

Poster Session: I

Lois Tetrick, Wayne State University

PERFORMANCE APPRAISAL ACCURACY AND THE PRINCIPLE OF ENCODING SPECIFICITY. Marta L. Carter and Roseanne J. Foti, Virginia Polytechnic Institute and State University.

LEADERSHIP AND COMMUNICATION SKILLS OF FIREFIGHTER SUPERVISORS. Ronald E. Riggio and Emmet Cole, California State University, Fullerton.

JOB EVALUATION COMMITTEES: A BOON OR A BOONDOGGLE. Christopher Baughn, Thomas D. Heetderks, and Lois E. Tetrick, Wayne State University.

THE VALIDITY OF A STANDARDIZED BIODATA FORM FOR MANAGERIAL POSITIONS. Scott L. Fraser and Marilyn Baumler, Florida International University.

AN EXAMINATION OF THE GOAL SETTING EFFECT WITH BEHAVIORAL DECISION THEORY. Mark E. Tubbs and James G. Dahl, University of Missouri-St. Louis.

TRAINING EVALUATION: THE USEFULNESS OF SELF-APPRAISALS OF TRAINING-RELATED ON-THE-JOB PERFORMANCE. Antonia D. Martin and Cary M. Lichtman, Wayne State University.

RETRAINING OF NONEXEMPT WORKERS: SUCCESSFUL SOLUTION FOR JOB OBSOLESCENCE. Margaret E. Mitchell, Rutgers University, & Cal Oltrogge, IBM Corporation, New York, NY.

INTERRATER AGREEMENT AND RELIABILITY OF PERFORMANCE RATINGS: A METHODOLOGICAL EXAMINATION. Julie L. Boyd, William F. Grossnickle, East Carolina University and John W. Fleenor, Burroughs Wellcome Co., Greenville, NC.

TRAINING TO IMPROVE RATING ACCURACY: A META-ANALYSIS. Terry L. Dickinson and Todd A. Baker, Old Dominion University.

RELATIONSHIPS BETWEEN PERSONNEL TESTS, AGE AND JOB PERFORMANCE. Winfred Arthur, Rick R. Fuentes, Texas A & M University, and Dennis Doverspike, The University of Akron, and Darren Hart, Texas A & M University.

VALIDATION OF THE MELVIN-SIMS WORD PROCESSING OPERATOR TEST. Mary H. Haigler and Kenneth B. Melvin, The University of Alabama.

AGE-EFFECTS IN PEER APPRAISALS OF EFFECTIVE AND INEFFECTIVE CO-WORKERS. Michael C. Rush, Jeffrey D. Houston, University of Tennessee, and Paul E. Panek, Ohio State University at Newark.

COMPARISON OF THE PREDICTIVE CHARACTERISTICS OF THREE BIODATA SCALING METHODS. Rick R. Fuentes and John Sawyer, Texas A & M University.

THE EMPLOYMENT DECISION: IMPORTANCE PLUS DIFFERENTIATION INFLUENCES CHOICE. Kenneth W. Kerber and James P. Campbell, Data General Corporation, Westboro, MA.

PREDICTING TASK-BASED PERFORMANCE WITH MEASURES OF PERSONAL TEMPERAMENT. Lawrence M. Hanser, Andrea E. Birnbaum and Roya L. Bauman, U.S. Army Research Institute, Alexandria, VA.

TEACHER BURNOUT: VALIDATING THE MASLACH BURNOUT INVENTORY ACROSS FOUR EDUCATIONAL LEVELS. Barbara M. Byrne, University of Ottawa.

HOW TRADITIONAL RESEARCH DESIGNS OVER- AND UNDERESTIMATE VALIDITY COEFFICIENTS. Scott L. Martin, Applied Personnel Strategies, Northbrook, IL.

EMPIRICAL ASSESSMENT OF CONVERGENCE BETWEEN TWO STRUCTURED JOB ANALYSIS METHODS. Charles E. Lance, University of Georgia, Rodger D. Ballentine, Air Force Human Resources Laboratory, Brooks AFB, TX, and J. W. Cunningham, North Carolina State University.

CAN EMPIRICALLY KEYED BIODATA BE TRANSPORTED ACROSS CULTURE AND LANGUAGE? Michelle M. Crosby and Margaret A. McManus, LIMRA International, Farmington, CT.

THE VALIDITY OF SELF-APPRAISALS IN A MANAGEMENT DEVELOPMENT PROGRAM. Gary S. Nickell, Moorhead State University, and Connie R. Schmidt, Iowa State University.

REACTIONS TO INTERVIEWER BIAS: AN ANALYSIS OF AFFECTIVE RESPONSE MEASURES. Bernard L. Dugoni, Edward J. Torpy, and Jacqueline Palomar, Loyola University of Chicago.

HIRING FOR PERSONALITY AND ABILITY: THE CASE OF SERVICE ORIENTATION. Joseph G. Rosse, University of Colorado at Boulder, and Howard Miller and Laurie Barnes, Mankato State University.

SATURDAY, 10:00-10:50

Exhibit Hall A (CC)

Poster Session: II

Dirk Steiner, Louisiana State University

RETIREMENT AS A VOLUNTARY ORGANIZATIONAL WITHDRAWAL BEHAVIOR. Kathy A. Hanisch and Charles L. Hulin, University of Illinois at Urbana-Champaign.

THE EFFECT OF COPING ON THE JOB-LIFE SATISFACTION RELATIONSHIP. Alfred C. Schnur, Jr., Dirk D. Steiner, and Fredda

Blanchard-Fields, Louisiana State University.

ROLE CONFLICT AND AMBIGUITY: EVALUATION OF CONVERGENT AND DISCRIMINANT VALIDITY. Daniel W. King and Lynda A. King, Central Michigan University.

THE EFFECTS OF FEEDBACK AND JOB SATISFACTION ON ORGANIZATIONAL COMMITMENT. Andrew J. Meibbaum, III, Al C. Schnur, Wanda A. Trahan, Jane M. Mouton, Louisiana State University and Gregory H. Dobbins, University of Tennessee.

STRESSORS, SYMPTOMS, AND STRATEGIES: AN ORGANIZATIONAL INTERVENTION. John T. Chibnall, David C. Munz, St. Louis University, and Kathryn D. Cramer, Health Psychology Consultants, St. Louis, MO.

CONFIRMATORY FACTOR ANALYSIS OF THE MINNESOTA SATISFACTORINESS SCALES. Jeffrey B. Brookings, Wittenberg University, and Brian Bolton, University of Arkansas.

DEVELOPMENT AND CONVERGENT VALIDATION OF CROSS-JOB EASE-OF-MOVEMENT INDICES. Charles E. Lance, University of Georgia, Michael J. Kavanagh, SUNY-Albany, and R. Bruce Gould, Air Force Human Resources Laboratory, Brooks AFB, TX.

LINKS BETWEEN AFFECTIVE AND CONTINUANCE COMMITMENT TO THE ORGANIZATION. John P. Meyer, Ian R. Gellatly, and Natalie J. Allen, The University of Western Ontario.

CONTINUANCE AND AFFECTIVE COMMITMENT: DIMENSIONALITY AND CORRELATES. Mark J. Somers, New Jersey Institute of Technology, and Louise Birnbaum, Tulane Medical Center.

STRATEGIC FAILURE IN RESPONSE TO DIFFICULT GOALS. Elizabeth A. Brownlee, Virginia Polytechnic Institute and State University, and Ann H. Baumgartner, Michigan State University.

MATERNAL EMPLOYMENT ROLE VARIABLES, COGNITIVE DIFFICULTIES AND PERFORMANCE. Karyl E. MacEwen and Julian Barling, Queen's University.

JOB SATISFACTION OVER THE LIFESPAN—A LINEAR OR CURVILINEAR RELATION? Arthur G. Olguin, The Claremont Graduate School.

REACTIONS TO PERFORMANCE FEEDBACK. Paul E. Levy and Roseanne J. Foti, Virginia Polytechnic Institute and State University.

ANTECEDENTS TO INFORMAL FEEDBACK DELIVERY. James L. Farr and Jeffrey C. Quinn, Pennsylvania State University.

DETERMINANTS OF JOB SATISFACTION: SOCIAL CUES, TASK STRUCTURE, AND PREDISPOSITION. Monnie L. Bittle and Neil M. A. Hauenstein, Virginia Polytechnic Institute and State University.

AN EXAMINATION OF TIME CONTROL. Therese H. Macan, University of Missouri-St. Louis.

RELATION BETWEEN JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT IN TURNOVER MODELS. John P. Meyer and Robert P. Tett, The University of Western Ontario.

A WITHIN-SUBJECTS EXAMINATION OF THE PERFORMANCE-GOAL COMMITMENT PROCESS. Mark E. Tubbs and James G. Dahl, University of Missouri-St. Louis.

A TEST OF THEORETICAL MODERATORS OF THE JOB CHARACTERISTICS MODEL. Robert B. Tiegs, Lois E. Tetrick and Yitzhak Fried, Wayne State University.

A CROSS-LEVEL EXAMINATION OF GROUP ABSENCE INFLUENCES ON INDIVIDUAL ABSENCE. Stacey S. Kohler and John E. Mathieu, The Pennsylvania State University.

APPLICATION OF THE REASONED ACTION MODEL TO ORGANIZATIONAL CHANGE. Joyce Shettel-Neuber, Navy Personnel Research and Development Center, San Diego, CA, and John P. Sheposh, Edith L. Goldberg, Russell S. Cooke, San Diego State University.

EFFECTS OF TASK RELEVANCE AND DELAY OF QUESTIONNAIRE ON SIP EFFECTS. Mary D. Zalensy and Michael Feuer, University of Missouri-St. Louis.

GOAL SETTING AND PROBLEM SOLVING: COMPARED AND COMBINED. Ira T. Kaplan, William Metlay, and Thomas Frye, Hofstra University.

SATURDAY, 11:00-12:50

Room 26 (CC)

Symposium: Report on the General Aptitude Test Battery

Alexandra K. Wigdor, National Academy of Sciences, Washington, D.C.

John A. Hartigan, Department of Statistics, Yale University
Alexandra K. Wigdor, National Academy of Sciences, Washington, D.C.

Paul R. Sackett, University of Minnesota
Mary L. Tenopir, American Telephone and Telegraph, Morristown, NJ (Discussant)

SATURDAY, 11:00-12:50

Grand Ballroom A (HH)

Symposium: Cost-Saving Innovations in Assessment Center Methodology

William P. Burke, Office of Institutional Research, West Point, NY

William C. Byham, Development Dimensions International, Pittsburgh, PA

Wayne A. Burroughs, Assessment Designs International, Maitland, FL

Cabot L. Jaffee, Electronic Selection Systems Corporation, Maitland, FL

Douglas W. Bray, Development Dimensions International, Tenaflly, NJ (Discussant)

SATURDAY, 1:00-1:50 **Room 38 (CC)**

Open Forum: Long Range Planning Committee

Paul R. Sackett, University of Minnesota

SATURDAY, 2:00-3:50 **Oak Alley (HH)**

Panel Discussion: Licensure of I/O Psychologists: Pros and Cons

Greg Gormanous, LSBEP, Baton Rouge, LA

Randolph P. Reaves, American Association of State Psychology Boards, Montgomery, AL

Vicki V. Vandaveer, Southwestern Bell Telephone, St. Louis, MO

Ann Howard, Leadership Research Institute, Tenaflly, NJ

Neal W. Schmitt, Michigan State University

Karen Kendrick, University of Houston

SATURDAY, 2:00-3:50 **Grand Ballroom A (HH)**

Panel Discussion: Recent Technological Developments and Issues in Validity Generalization

Lawrence R. James, University of Tennessee

Stanley Muliak, Georgia Institute of Technology

Hobart G. Osburn, University of Houston

Frank L. Schmidt, University of Iowa

SATURDAY, 4:00-4:50 **Grand Ballroom A (HH)**

Invited Address: Professional Practice Award

Douglas W. Bray, Development Dimensions International, Tenaflly, NJ

Herbert H. Meyer, University of South Florida. The Performance Appraisal Enigma: Another "Solution" to Add to Your List.

SATURDAY, 5:00-5:50 **Grand Ballroom A (HH)**

Business Meeting

Ann Howard, Leadership Research Institute, Tenaflly, NJ

SATURDAY, 6:00

Grand Ballroom B (HH)

Division 14 Social Hour

No-Host Bar

SUNDAY, 11:00-12:50

Room 20 (CC)

Symposium: The Meaning and Effect of Job Security in the Workplace

Mary Anne Lahey, University of Georgia

Mary Anne Lahey, University of Georgia

Karl W. Kuhnert, University of Georgia

Robert J. Vance, The Ohio State University

Ronald G. Downey, Kansas State University

James L. Farr, Pennsylvania State University (Discussant)

SUNDAY, 12:00-12:50

Room 23 (CC)

Invited Address: S. Rains Wallace Dissertation Award

SUNDAY, 1:00-2:50

Room 20 (CC)

Symposium: Developing Entry-Level Professional and Administrative Examinations in the Federal Government

Magda Colberg, Office of Personnel Management, Washington, D.C.

Julie Rheinstein, Donald E. McCauley, and Brian S. O'Leary, Office of Personnel Research and Development, Washington, D.C.

Lois Northrop, Mary Ann Nester, and Cynthia Diane, Office of Personnel Research and Development, Washington, D.C.

Jay A. Gandy, Alice N. Outerbridge, James H. Sharf, and David A. Dye, Office of Personnel Research and Development, Washington, D.C.

David A. Dye, Martin Reck, and Patricia A. Harris, Office of Personnel Research and Development, Washington, D.C.

Susan M. Reilly, and Marvin Trattner, Office of Personnel Research and Development, Washington, D.C.

Frank L. Schmidt, The University of Iowa (Discussant)

SUNDAY, 1:00-4:50

Trafalgar (HH)

Incoming Executive Meeting

Neal W. Schmitt, Michigan State University

SUNDAY, 3:00-4:50

Room 28 (CC)

Symposium: Responding to Technological Change: Applications for Enhancing Human Resource Effectiveness

Ronald C. Page, Hay Management Consultants, Minneapolis, MN

Paul Banas, Ford Motor Company, Dearborn, MI

Mark A. Wilson, Iowa State University

Joyce Shields, Hay Systems, Inc., Washington, D.C.
Kevin J. Nilan, 3M, St. Paul, MN
Terry W. Mitchell, The Psychological Corporation, San Diego, CA
(Discussant)

SUNDAY, 5:00 **Grand Ballroom D (HH)**
Division 14 Social Hour
No-Host Bar

MONDAY, 9:00-9:50 **Room 21 (CC)**
Discussion: I/O O/B Graduate Student Convention

MONDAY, 9:00-10:50 **Room 2 (CC)**
Panel Discussion: Defining the Role of Master's Level
Training in I/O Psychology
Robert D. Dugan, University of New Haven
Robert D. Dugan, University of New Haven
Janet J. Turnage, University of Central Florida
William J. Siegfried, University of North Carolina at Charlotte
Gordon R. Simerson, University of New Haven
Edward L. Levine, University of South Florida (Discussant)
Lilly M. Berry, San Francisco State University (Discussant)

MONDAY, 11:00-11:50 **Grand Ballroom A (CC)**
Invited Address: Distinguished Scientific Contributions Award
William Balzer, Bowling Green State University

Raymond A. Katzell, New York University. Boos and Bravos: Some
Comments on Contemporary Industrial/Organizational Psychology.

MONDAY, 12:00-12:50 **Room 19 (CC)**
Symposium: Beyond Validity in Honesty Testing:
Base Rates, False-Positives and Offensiveness
Nambury S. Raju, Illinois Institute of Technology

Karen B. Slora, London House, Inc., Park Ridge, IL
Scott L. Martin, Applied Personnel Strategies, Northbrook, IL, and
Roosevelt University
John W. Jones and Dennis Joy, London House, Inc., Park Ridge, IL
Nambury S. Raju, Illinois Institute of Technology

MONDAY, 1:00-2:50 **Room 13 (CC)**
Symposium: Applied Measurement Issues in Job Analysis
Robert J. Harvey, Virginia Polytechnic Institute and State University
Mark A. Wilson, Iowa State University
Lee Friedman, George Mason University
Theodore L. Hayes, Rice University
Robert J. Harvey, Virginia Polytechnic Institute and State University
Joseph W. Cunningham, North Carolina State University (Discussant)

MONDAY, 3:00-4:50 **Room 37 (CC)**
Symposium: Developments in the Selection, Training, and
Appraisal of First-Line Supervisors
Kevin J. Nilan, 3M, St. Paul, MN

John D. Arnold, Personnel Designs, Inc., Grosse Pointe, MI
Mary A. Lewis, PPG Industries, Inc., Pittsburgh, PA
Richard W. Leatherman, International Training Consultants, Inc.,
Richmond, VA
Donna L. Denning, City of Los Angeles, CA
C. Paul Sparks, Serendipity Unlimited, Inc., Houston, TX (Discussant)

TUESDAY, 10:00-11:50 **Belle Chasse (HH)**
Symposium: The Impact of Achieving Styles in Diverse
Organizational Settings
Jean C. Lipman-Blumen, Claremont Graduate School

E. C. Williams, Interstate Electronics Corporation, Anaheim, CA
Arthur G. Olguin, California State University, Fullerton
Joan Fobbs, University of Vermont
Dinah Bird-Westerfield, Claremont Graduate School
Greg Stewart, University of Maryland
Joan Bitterman, Northern Illinois University
Dirk Steiner, Louisiana State University (Discussant)

Co-Sponsored Sessions

Division 14 is co-sponsoring several symposia with other APA Divisions. For those sessions in which definite times and/or locations are not available, please see the APA Convention Directory which is mailed to all registrants. Due to space constraints, only session titles and chairs are listed below.

Industrial and Organizational Psychology: From Morris Viteles to the Field Today. Chair: Edwin Fleishman (Division 1). Monday, August 14, 1:00-2:50; Room 10 (CC).

Computer-Based Testing and Assessment. (Division 5). Monday, August 14, 4:00-4:50; Room 22 (CC).

Integrity Testing: Its Prediction, Technology, and Policy Implications. (Division 5). Sunday, August 13, 1:00-2:50, Room 40 (CC).

Structural Modeling for Improved Psychological Testing: A Promise Fulfilled? (Division 5). Friday, August 11, 9:00-10:50; Room 37 (CC).

Toward a Social Psychology of Computing. Chair: Charles Huff (Division 8). Tuesday, August 15, 9:00-10:50; Room 3 (CC).

Invited Address: Edgar H. Schein. Process Consultation as a General Philosophy of How to Give Help. Chair: Kenneth H. Bradt (Division 13). Sunday August 13; 3:00-4:50.

OD Interventions for Teams and Transitions. Chair: John E. Deleray (Division 13). Saturday, August 12, 4:00-4:50.

Enhancing General Managers' Effectiveness: The Role of the Corporate Psychologist. Chair: Paul E. Slobodian (Division 13). Sunday, August 13, 1:00-2:50.

Aspects of Navy Work and Career Development. Chair: Martin F. Wiskoff (Division 19). Saturday, August 12, 9:00-10:50.

Task Selection for Performance Testing. Chair: John J. Pass (Division 19). Saturday, August 12, 11:00-12:50.

Noncognitive Predictors of Military Effectiveness and Attrition Using Biographical Data. Chair: Paul D. Grubb (Division 19). Monday, August 14, 9:00-10:50.

Developing a Decision Support System for Training: Interdisciplinary Perspectives. Chair: Hendrick W. Ruck (Division 19). Monday, August 14, 11:00-12:50.

Drug Use and Job Performance Indicators. Chair: Steven W. Gust (Division 28). Monday, August 14, 2:00-3:50.

Women's Work. Chair: Maureen McHugh (Division 35). Sunday, August 13, 12:00-12:50; Room 29 (CC).

Examining Family-of-Origin Legacies in our Lives at Work. (Division 43). Monday, August 14, 1:00-1:50.

Friday, August 11

9:00-10:50 Recent Job Analysis Research
(Rm 24 CC)

11:00-12:50 Optimizing Team Performance (Rm 39 CC) Practical Information and Tacit Knowledge (Rm 10 CC)

1:00- 1:50 Conversation Hour Annual Review of Psychology (Rm 10 CC) Internship Programs in I/O Psychology (Rm 5 CC)

2:00- 3:50 Is the Concept of True Score Defining Managerial Success (Rm 37 CC) Still Useful? (Rm 42 CC)

4:00- 4:50 Invited Address: M. London
(Grand Ballroom A HH)

5:00- 8:00 Outgoing Executive Committee Meeting (Durnham HH)

Saturday, August 12

9:00- 9:50 Poster Session I (Exhibit Hall A CC) Aspects of Navy Work and Career Development (Div. 19)

10:00-10:50 Poster Session II (Exhibit Hall A CC)

11:00-12:50 Report on the GATB (Rm 26 CC) Cost-savings in Assessment Center Methodology (Grand Ballroom A HH)

1:00- 1:50 Open Forum: Long Range Planning Committee (Rm 38 CC)

2:00- 3:50 Issues in Validity Generalization (Grand Ballroom A HH) Licensure of I/O Psychologists (Oak Alley HH)

4:00- 4:50 Invited Address: H. Meyer
(Grand Ballroom A HH)

5:00- 5:50 Business Meeting (Grand Ballroom A HH)

6:00- Social Hour (Grand Ballroom B HH)

Sunday, August 13

9:00-10:50 See Science Weekend Activities

11:00-12:50 Job Security in the Workplace (Rm 20 CC)

12:00-12:50 Invited Address: S. Rains
Wallace Dissertation Award (Rm 23 CC)

1:00- 2:50 Developing Entry-Level Examinations (Rm 20 CC) Incoming Executive Meeting (Trafalger HH) (1:00-4:50)

3:00- 4:50 Responding to Technological Change (Rm 28 CC) Invited Address: E. Schein (Div. 13)
 5:00- Social Hour (Grand Ballroom D HH)

Monday, August 14

9:00- 9:50 I/O OB Graduate Student Conference (Rm 21 CC) Role of Master's Level Training (Rm 2 CC) (9:00-10:50)
 11:00-11:50 Invited Address: R. Katzell (Grand Ballroom A HH)
 12:00-12:50 Validity in Honesty Testing (Rm 19 CC)
 1:00- 2:50 Applied Issues in Job Analysis (Rm 13 CC) From M. Viteles to the Field Today (Div. 1) (Rm 10 CC)
 3:00- 4:50 Selection of First Line Supervisors (Rm 37 CC)

Tuesday, August 15

9:00- 9:50 Social Psychology of Computing (Div. 8) (Rm 3 CC)
 10:00-11:50 Achieving Styles in Organizations (Belle Chase HH)

Note: CC = Convention Center, HH = Hilton Hotel.

GATB REPORT AVAILABLE

The National Academy of Sciences/National Research Council's Committee on the General Aptitude Test Battery has published its report concerned with the validity, fairness, and utility of the GATB. The report, entitled *Fairness in Employment Testing: Validity Generalization, Minority Issues, and the General Aptitude Test Battery*, is available from the National Academy Press, 2101 Constitution Avenue, NW, Washington, DC 20418. The price is \$29.95 for paperback and \$39.95 for hardback. All orders must be prepaid.

SIOP Conferences Report

Ron Johnson

ANNUAL CONFERENCE '89

The fourth annual SIOP conference in Boston was a resounding success. The quality of the program and workshops were matched by a record registration. For the first time, registration exceeded the 1,000 mark. Advance registration reached 800, a number larger than the total registration at our first conference in Chicago in 1986.

Thanks to the work of many volunteers, our annual conference continues to be a highlight of our professional activities each year. The key organizers of the conference in Boston were: Susan Palmer and Bill Macey (workshops), Elaine Pulakos (program), Dianna Stone (registration), and Joel Wiesen and Joe Czajka (local arrangements). Each did an outstanding job and contributed to the success of the 1989 conference.

ANNUAL CONFERENCE '90

MIAMI—1990. Yes, pick out your swimwear, locate your sunglasses, think sunshine, and work on those program ideas! The 1990 SIOP Annual Conference will be held at the Fountainbleau Hotel in Miami Beach, April 19-22, 1990. For our fifth conference, an additional day has been added to the conference schedule. We will now have one day of workshops and three days of conference program activities. The response to the annual conference has been so great that the additional day has been added in an effort to accommodate the many high quality program submissions that the program committee reviews. The 1989 program committee was swamped with submissions and had to reject more than they would have preferred to simply due to lack of program time. There will be more program time available in Miami.

A contract has already been signed with American Airlines to be our "official carrier" for the 1990 conference. American is making Miami one of their hub cities so most members should be able to find good flight connections with American. More complete information will be provided in the November issue of *TIP* and in the call for program proposals that will be mailed to all members this fall. No other carrier should be able to match the American fares.

A thousand in Boston was great, so let's keep it above 1,000 in Miami. Start refining your program ideas so that you can be a part of SIOP '90!

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I/O and OB Graduate Student Conference

The Tenth Annual Industrial/Organizational and Organizational Behavior Graduate Student Conference was held in New Orleans, March 10-12. Tulane University hosted the event, and the consensus among participants was that the conference was very successful. One of the keynote speakers, Marvin Dunnette, was unable to attend, but William Howell was able to deliver a keynote speech, "Human Factors in the Workplace," in Dunnette's Place.

The conference had another keynote address, "Organizational Consulting in the 1990s" by Julien Phillips. Also, there were two panel discussions: "Trends in Industrial/Organizational Psychology and Organizational Behavior" by James L. Farr, O. W. "Mark" Markley, and William Howell; and "International Management Topics Relating to European, Latin American, American and Japanese Styles of Management" by Gerard E. Watzke, Joseph Ganitsky, and John R. McIntyre. Seven workshops were conducted: "Situational Interviews" by Gary P. Latham; "Stress at Work and Stress Prevention" by Michael Frese; "Thanks for the Memories: Creating Innovations in a Non-Innovative Environment" by Bob Gandossy; "Legal Issues in I/O Psychology" by John M. Cornwell and Andrew C. Partee; "Pay and Motivation" by G. Douglas Jenkins; "Outplacement Counseling/Career Continuation: A Growing Industry" by Harry Sharp; and "The Significance of EAPs for I/O Psychologists" by Paul M. Roman. Over 70 graduate student papers were also presented at the conference, as well as a graduate student panel on "Internships" composed of students from several graduate programs.

The conference was well attended and everyone appeared to have an enjoyable time in New Orleans. Next year, the Eleventh Annual I/O and OB Graduate Student Conference will be hosted by the Ohio State University in Columbus, Ohio, in April 1990.

Tulane is still accepting (and requesting) donations for the conference. All funds that exceed expenses for this year's convention will be forwarded to Ohio State University for next year's convention. If you would like to make a donation, make it payable to "10th Annual I/O and OB Convention" and send it to: Michele Le Duff, Department of Psychology, Tulane University, New Orleans, LA 70118. Thanks.

Price Waterhouse v. Hopkins

Lawrence Z. Lorber and J. Robert Kirk
Kelley Drye & Warren

A majority of the justices of the United States Supreme Court once again cannot agree on exactly how the burdens of proof should be allocated in a Title VII employment discrimination case. Just as in *Watson v. Fort Worth Bank & Trust*, decided a year ago, the Court's recent decision in *Price Waterhouse v. Hopkins* has announced an important new rule of employment law without settling issues which will have a major impact on its practical effect.

Read together, the Court's four separate opinions in *Hopkins* announce an important general rule. Under Title VII, once an individual plaintiff proves that an unlawful criterion—such as gender—was a substantial factor in an employment decision, the employer may avoid liability only if it can prove that the employment decision would have been the same in the absence of the unlawful factor. This rule embodies a new allocation of the burden of proving discrimination. Prior to this decision, individual Title VII plaintiffs carried the ultimate burden of proving discrimination—not merely proving that the unlawful criterion was a “substantial factor” in the mix of factors, but that it actually caused the adverse employment decision.

Ann Hopkins was a senior manager of accounts in the Washington, D.C., office of Price Waterhouse, a major accounting firm. When the firm considered Ms. Hopkins for partnership in 1982, it neither accepted nor rejected her but placed her candidacy on “hold” for a year. The trial court found that a variety of factors led to this decision. Ms. Hopkins was competent and hard-working, was well liked by clients, and had played a key role in obtaining a multi-million dollar project for the firm. On the other hand, it was alleged that Ms. Hopkins was widely disliked among the firm's staff because of her brusque, aggressive style. Partners who commented on Ms. Hopkins' candidacy for partnership noted she was overly aggressive, unduly harsh, difficult to work with, and impatient with others. One partner described her as “macho”; another suggested she “overcompensated for being a woman”; others advised her to take “a course at charm school” and objected to “a lady using foul language.” The partner who explained the “hold” decision to Ms. Hopkins advised her to “walk more femininely, talk more femininely, dress more femininely, wear make-up, have her hair styled, and wear jewelry.”

The fundamental issue before the Supreme Court arose from the trial court's finding that *both* legitimate and illegitimate considerations had played a part in the decision to “hold” Ms. Hopkins' candidacy. The procedural, potentially decisive issue was whether Ms. Hopkins or Price Waterhouse had the burden of proving whether the decision was made “because of” a factor outlawed by Title VII.

By a vote of 6–3, the Court held that this burden of proof shifts to the employer once a Title VII plaintiff has proven that an unlawful criterion was considered by the employer.

In the plurality opinion authored by Justice Brennan, four of the nine justices concluded that because Ms. Hopkins proved that her gender played a “*motivating part*” in the decision to place her candidacy on “hold,” Price Waterhouse could avoid liability “only by proving by a preponderance of the evidence that it would have made the same decision even if it had not taken [her] gender into account.” The plurality found it difficult to imagine that “Congress meant to obligate a plaintiff to identify the precise causal role played by legitimate and illegitimate motivations in the employment decision she challenges.”

Justices O'Connor and White agreed, in separate opinions, that the burden of proving that gender made no difference should shift to the employer, but only when a plaintiff shows “by *direct evidence* that an illegitimate criterion was a *substantial factor* in the decision.” This burden shifting threshold appears to be somewhat higher than the “motivating part” test enunciated by the plurality. Since the votes of Justices O'Connor and White are required in order to make burden-shifting the rule of the Court, lower courts ought to apply the rule according to the standards adopted by Justices O'Connor and White.

Justice Kennedy authored a dissent for himself, Chief Justice Rehnquist and Justice Scalia. The dissenters would have required Ms. Hopkins to prove sex discrimination under the traditional Title VII model—meaning that it was her burden to prove that the “hold” decision was more likely motivated by sex bias than by concerns about her personality.

Differences in the approaches of the plurality, Justice O'Connor, and Justice White leave important issues unsettled. First, only future litigation will reveal the true magnitude of difference between the thresholds for burden-shifting—“motivating part” vs. “direct evidence/substantial factor.” In fact, Justices O'Connor and White may be willing to shift the burden to the employer on less evidence of bias than was shown by Ms. Hopkins. Second, the plurality stated that, once the burden shifted, “in most cases, the employer should be able to present some *objective* evidence as to its probable decision in the absence of an impermissible motive.” Justice White and the three dissenters expressly rejected a re-

quirement that employers present "objective" evidence in satisfaction of their burden. Justice O'Connor—who held the deciding vote on this key disagreement—did not speak directly to the issue. Justice O'Connor did observe that "the employer need not isolate the sole cause for the decision, rather it must demonstrate that with the illegitimate factor removed from the calculus, sufficient business reasons would have induced it to take the same employment action." Justice O'Connor's formulation would appear to permit the employer to present such evidence as it had, objective or subjective, requiring the trier of fact to judge the credibility of the explanations offered by the employer.

In terms of the quality of the evidence required to meet the burden-shifting threshold, the Court appeared to reject the notion, advanced through the testimony of a social psychologist, Dr. Fiske, that the comments of the Price Waterhouse partners indicated a pattern of sex stereotyping sufficient to taint the entire partner selection process. The plurality noted that specific evidence of the actual sex biased comments of Price Waterhouse partners made Dr. Fiske's testimony the "icing on Hopkins' cake" rather than dispositive proof of discrimination. Nor did Justice O'Connor credit Dr. Fiske's testimony as sufficient to justifying a burden shift.

Justice O'Connor's opinion also offers an insight into the Court's thinking in *Wards Cove Packing Co., Inc. v. Atonio*, now pending before the Court, and the impact of last year's decision in *Watson v. Fort Worth Bank and Trust*. Justice O'Connor suggested the distinction between the opinion of the *Watson* plurality, which suggested that in disparate impact cases plaintiffs retained the burden of showing the specific cause of the impact, while in treatment cases such as *Hopkins* the burden shifts once the plaintiff proves that discriminatory factors tainted the employment decision. Justice O'Connor noted that in a statistical case such as *Watson*, the plaintiff appropriately retained the burden of identifying specific employment practices which caused the disparity, whereas in treatment cases the employer has the burden of showing that the prohibited factors were irrelevant to the employment decision.

The Court's decision in *Hopkins* makes it doubly important that employers not generate "direct evidence" of unlawful bias because their resulting burden of proof is likely to be unmanageable. Management personnel must be sensitive to the illegitimate bases for employment decisions and do everything possible to isolate their decisions from potential sources of bias. Statements like those made by Ms. Hopkins' reviewers must not be made. If such a statement is made, it must be disclaimed immediately, preferably with some appropriate disciplinary action taken against its author. In no event may employment decisions be based on any criterion or review that may be judged to constitute "direct

evidence" of unlawful bias.

If these principles are not obeyed, employers will now find themselves asked to prove that a plaintiff would have fared no better even in the absence of bias. This, in many cases, will be an impossible proof.

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The Spell-checker as a Personality Assessment Device

Paul R. Sackett

When you type as poorly as I do, a spell-checking program for a PC word processor is invaluable. When it finds a word it doesn't recognize, it alerts you, and also gives you a list of suggested words that it thinks you might have intended. One theory is that these are not mechanical devices, but are, in fact, really small people inside your computer. It's a form of reincarnation: if you spell badly, you come back in the next life as a spell-checker.

The spell-checker runs into difficulty when it comes to proper names: it views most of them as spelling errors and offers you alternatives. I can't help but feel that the suggestions offered are to be viewed as a personality assessment of the individuals whose names are being checked. I input 'Dunnette' and it suggests 'dignity'; input 'Campion' and it suggests 'champion'; input 'DeNisi' and it suggests 'dynasty'. Input our current SIOP president, Ann Howard, and it appropriately suggests 'harried'.

For some individuals, the checker seems ambivalent. For 'Yukl' it suggests 'excel', but also 'yokel'; for 'Mowday' it suggests 'mighty', but also 'moldy'; for 'Brett' it suggests, 'bright', but also 'brute'; for 'Rynes' it suggests 'reigns', but also 'ruinous'.

Occasionally the checker is clearly wrong. It produces 'lardy' for Landy, which certainly doesn't fit a heavy-duty marathoner like Frank.

At times the checker seems quite creative. Input 'Zedeck' and it suggests 'exotic'; input 'Hulin' and it suggests 'Halloween'; input 'Raju' and it suggests 'roughage'; input 'Pulakos' and it suggests 'pillowcase'.

What does it say about me? Input 'Sackett', and it suggests 'succeed'. It also suggests 'sauced', 'suicide', 'socket', and 'sulked'. Perhaps this isn't such a good idea after all. But go ahead—blow off the afternoon and see what the computer has to say about all your colleagues. You may learn something.

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Survey Norms—Useful Benchmarks Or Management Distractions?

John R. Hinrichs

**Management Decision Systems, Inc.
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If you've ever conducted an employee survey in your organization, you've probably been asked "How does this result compare with other companies?" It's a valid and understandable question, but it's a question that must be dealt with carefully to ensure management's response to survey results isn't pulled out of proper focus: i.e., What are the key issues *inside* my organization and how should I deal with them?

Take, for example, actual data from a field sales organization (we'll call it XYZ) recently completing a comprehensive survey. A typical standard questionnaire item rated the organization, overall, as a company to work for. One typical commercially available norm base from numerous recent surveys and 35,000 employees registered 62.7% favorable on this item. XYZ rang in at 70%.

"Hurrah!" Management would probably chortle when presented their company's results as above average. But wait, just what does that 62.7% "norm" mean!

The answer is: not much! That's because it represents a mix of whatever data happen to be in the vendor's recent normative database. In this case there's a range of almost 60 percentage points across numerous individual companies—from 38% to 97% favorable.

From a review of such published "norms," it's clear that unless they come from a carefully constructed national representative sample, such as the University of Michigan's, or a stable group of companies such as the Mayflower database, "norms" flop all over the place from year to year.

Okay, but how about sharpening the comparison to surveys covering the same function—field sales in this case. Here the norm database average is 83.1%, and XYZ's 70% doesn't look too hot! Our presentation is losing ground with management already!

Even worse, when we pick from the norm base four discrete sales organizations with the most comparable characteristics of size, function, and organization, here's how they compare:

| Rating of Co. (% favorable) | Comparisons | | | | | Weighted |
|--------------------------------|-------------|----------|----------|----------|----------|----------|
| | XYZ | Co. A | Co. B | Co. C | Co. D | |
| | 70% | 82% | 90% | 93% | 97% | 84.6% |

Now, despair sets in with management, and our presentation degenerates into all kinds of rationalizations—most typically an attempt to attack the validity of the survey or the norms.

But wait, perhaps there's a better way. XYZ is one unit of a large multiunit corporation which has a rather pervasive corporate culture and set of policies. Maybe a better comparison is against sister organizations?

There are nine of them in the norm base with the same corporate parent. The average percent favorable is 59.7%. Once again, XYZ looks like a hero at 70%, and management is set to spread the word through the corporate executive offices.

But once again, "Whoa!" A unit-by-unit comparison shows XYZ to be just slightly above the middle of the pack; there's still clearly room for improvement.

| Unit A | Unit B | Unit C | Unit D | Unit E | Unit F | XYZ | Unit H | Unit I |
|-----------|-----------|-----------|-----------|-----------|-----------|-----|-----------|-----------|
| 38% | 52% | 59% | 61% | 63% | 69% | 70% | 74% | 76% |

The same type of comparison applied to each of the many survey areas tapped consistently across surveys—pay, supervision, opportunities, etc.—leads to a bewildering mosaic of "us versus them" norm comparisons.

At this point confusion and frustration reign. We've lost management's perspective on what they really should be attending to: uncovering the weak spots and the strengths *within* their own organization, not comparatively.

Every survey we've seen provides a wealth of data to reveal this. If focused properly, with a solid feedback and action strategy, external "norms" in reality have very little role to play. Certainly for companies doing repeat surveys, norms have almost no role to play; for them the only relevant norm is their previous survey benchmark.

But, first-time survey users still want to know: "How do we stand versus the rest of the world?" Such benchmarks can be helpful, but we recommend using them with care. Specifically:

- Never dump an "average percent favorable" on management. Recognize that it's an "average" of whatever apples and oranges happen to be in the current norm database.
- Instead, it's more useful to provide actual data from five to six

anonymous, but similar-as-possible, organizations described generically but not identified.

- Try to do this off line from the executive presentation, responding in qualitative terms to queries of "How does that stack up?" (Response: "It's about average for the comparison companies." "This area seems a bit low." "Our data seem really strong here.")
- Don't provide outside quantitative "norms" to repeat survey users. Here, the question is: "How are we doing versus where we were?"
- Throughout all your survey support, emphasize that measurement (the quantitative data, norms) is really a secondary, if understandable, consideration. The process of follow-through on those data is the only source of value added from a survey.

So, external norms present a tricky challenge for survey users. They are understandably desired and infrequently useful. Actually, we've found that even companies which adamantly demand normative data in their initial negotiations rarely use them when they are presented with the wealth of internal insight which flows from a well-constructed employee survey process.

Journal of Occupational Psychology

Edited by Dr David Guest
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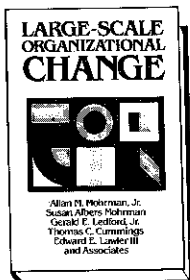
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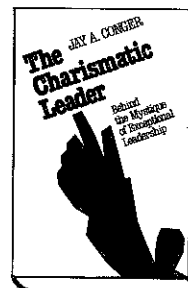
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In What Jobs Do Less Intelligent People Perform Better Than More Intelligent People?

Michael A. McDaniel
Booz•Allen & Hamilton, Inc.

As a management consultant, I often brief nonpsychologists on the merits of personnel selection procedures. Given the time constraints of clients, I sometimes need to summarize the state-of-the-art in personnel selection in ten minutes or less. In such situations, I offer the clients two maxims:

- The best predictor of future behavior is past behavior.
- On average, more intelligent people perform better in jobs than less intelligent people.

Although one can find exceptions to these precepts, nonpsychologists seldom find anything unreasonable in these statements.

Consistent with the view of nonpsychologists, I/O psychologists have few problems with the first maxim. The notion that past behavior is the best predictor of future behavior is a maxim often repeated in I/O training and is well accepted by I/O psychologists. However, some I/O psychologists find my second maxim to be somewhat radical and a simplification of the truth. Although some psychologists will argue with the maxim at an abstract level, I have yet to hear a compelling argument concerning a specific job in which, on average, less intelligent people outperform more intelligent people. Thus, I appeal to **TIP** readers to show me the error of my ways by introducing the "In what jobs do less intelligent people perform better than more intelligent people? Contest."

Submit all entries in the form of "Less intelligent people in _____ jobs perform better on the job than more intelligent people because _____." Please note the following contest rules:

- The contest concerns job performance and not tenure. I don't want to hear about very smart people who will quit snuff-box-stuffer jobs because they are bored.
- No statistical/methodological arguments. I don't want to hear about statistically nonsignificant correlation coefficients, range restriction, criteria deficiencies, or debates concerning the mathematical derivation of validity generalization.
- I don't want to hear arguments concerning what constitutes intelligence.

Should anyone come up with a compelling argument, the first place winner will receive one "I Got VG From Frank Schmidt" button. The second place winner will receive two buttons.

Psychological Approaches of Software-Design and Computer-Training in West Germany

Siegfried Greif, University of Osnabrück, West Germany

Psychology has begun to play a role in the field of software-design and computer-training in West Germany. Siegfried Greif visited Penn State University in July 1988 and talked about his work and European developments of Work- and Organizational Psychology. He is professor of psychology and head of the 'Work- and Organizational Psychology Unit' at the Department of Psychology, University of Osnabrück. At the unit the research teams are conducting both applied projects and psychophysiological laboratory experiments on human-computer interaction. A primary objective is the programming of tools and prototypes of software-systems. Box 1 lists the major projects in this field.

BOX 1: Survey of the major human-computer interaction projects at the 'Work and Organizational Psychology Unit,' University of Osnabrück, FRG

1. Psychophysiological laboratory experiments on response times and action interruptions (in cooperation with Boucsein, Wuppertal; funded by the German Research Foundation DFG).
2. "Multifunctional Office-Software and Qualification (MBQ)" (funded by the Federal Ministry of Research, Program on "Humanization of Working Life").
3. Task Analysis and related methods (several studies).
4. Training of computer novices (experimental evaluation studies) and training of trainers.
5. Consultancy activities for industrial organizations and unions.

Psychophysiological time series experiments with different tasks show basically that constant and variable system response times of over 2 secs result in interindividually different stress reactions (Boucsein, 1988; Holling, 1987). But the psychological reactions to action interruptions by response times and other tasks cannot be summarized and transformed to simple software-design principles. The laboratory research results have to be interpreted in relation to the complexity of tasks, the interacting context variables (especially time pressure), and individual differences of the meaning of waiting. But since the development of high speed modern parallel processing computer and software systems have

not solved but enlarged the problems of response times and action interruptions, the research may be not only theoretically interesting, but of practical importance.

Task, organization, and software design have to be integrated with an appropriate concept of learning and training to be put into practice. At first glance, methods based on learning theory and concepts of programmed learning seem to give a practicable approach, allowing for individualization (cf. Ackermann & Ulich, 1987) and task (or criterion)-oriented design of the learning process. But our experimental research and practical experience show that current concepts of programmed learning are not very successful. Carroll and Mack (1983) evaluated an approach of exploratory learning. In Osnabrück this approach has been developed to a training concept of "exploratory learning by errors" combined with principles of self controlled learning. Box 2 summarizes the major results of several evaluation studies.

BOX 2: Major results of our experimental studies comparing learning theory principles and exploratory learning by errors

1. Standard tutorials are inadequate. Most novices are unable to perform elementary practical tasks. A subgroup of the subjects even reacts with extreme states of helplessness.
2. It is difficult to prevent subjects from engaging in exploratory behavior. Most subjects demand at least phases of active explorations.
3. Compared with standard tutorials, exploratory learning results in better performance.
4. Compared with the reinforcement of correct performance, exploratory learning is superior for novel tasks.

Several evaluation studies have demonstrated the practical value of our approach. But exploratory learning should not be evaluated as the "one best way" of training. Depending on the task, risks of errors, and differences of the individuals, different techniques and combinations of techniques will be adequate (Greif, 1989).

A central principle of the West German "Humanization of Working Life Programme" is to enhance the skills and abilities of employees. Our approach to software design embodies this goal through its design of a stepwise and "natural" development from concrete thinking and direct manipulation toward actions integrating higher order abstract thinking levels and flexible operations.

The essential principle of "genetic growing systems," as we call them, is to support a natural stepwise development of schemata and knowledge of all levels of thinking and operations which are flexibly adapted to task

demands. The system has also to be adaptable to individual differences (cf. Ackermann & Ulich, 1987) and self regulatory competences.

Some short remarks on the organizational implications of genetic growing software design may be necessary. To choose the most complex software or highest level of thinking may be not an optimum strategy, even from a humanization-of-working-life perspective. It is necessary to design and evaluate the whole job and the balance between job demands and software. Basically, the competence demanded by the whole job activity has to be enlarged in order to increase the complexity of the software or programs levels which demand higher levels of thought.

Günther Gediga has programmed a prototype genetic growing multifunctional office system called "individual System (iS)" in our MBQ-project. The following box gives a summary of the design principles:

The "individual System (iS)"

- Task Oriented (adapted to the task)
- Individualized (adapted to the individual)
- Genetic growing (supporting the competence development and "growing" of the individual)
- Application of the Exploratory Learning by Errors Concept for training and implementation

The "iS" prototype is a multifunctional system for typical word processor, elementary data base, calculation, and business-graphic tasks and is a modifiable help-information system. It is applicable with all standard Personal Computers and DOS systems (IBM PC, XT, AT and compatibles, COMPAQ 386, IBM/2) and with a selected set of standard matrix and laser printers. The special features of the structure of the system (to be published elsewhere) are a closer integration of the subsystems compared with SYMPHONY, FRAMEWORK, OPEN ACCESS, SMART, etc., and a genetic systems manager controlling the different menus and individual adaptations. For laboratory experiments we use a special version with modifiable structures, a special help-information system, and a logfile program for research purposes. We presented the program at the ORGATECH (Cologne, October 1988) and the CeBIT (Hannover, March 1988) meetings.

We are not assuming that genetic growing systems are always an appropriate solution. If tasks and people are homogeneous, standard versions of the system may be sufficient. This also applies for training. Beginning with a simplified lower level may not always be useful. If, for example, we train student groups and especially students with prior computer experiences (e.g., DOS knowledges) to use a typical word proc-

essing system, we should not reduce the complexity of the word processing system. Here our genetic growing system may be more of a hinderance. Our theoretical assumption confirmed by our evaluation studies is that genetic growing systems are useful if we train subjects with low background knowledge and high anxiety.

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The Early Years of I/O: Hamilton MacFarland Barksdale (1861-1918)

William M. Fox

Hamilton Barksdale was born in 1861, son of a medical doctor. After receiving a degree in civil engineering from the University of Virginia, he joined the engineering corps of the Baltimore and Ohio Railroad. This was quite fortunate, given his subsequent inclination toward innovative organizational development work, for he was able to study B and O's viable organizational approach, first-hand.

A new challenge had arisen as American railroads had expanded to the point of operating over 500 miles of track prior to the Civil War: How to obtain real-time coordination of highly interdependent men and equipment over a large geographic area, while retaining adaptive integration of local-area activities. The B and O had adopted the ground-breaking approach that had been pioneered under the leadership of Edgar Thomson, president of the Pennsylvania Railroad. Headquarters managers retained their authority over staff specialists, generally, but divisional superintendents were given authority over day-to-day direction of any staff field activities in their jurisdictions. This resulted in headquarters staff managers shifting their attention more to technical direction via the formulation of organization-wide rules, policies, procedures, and specifications. Consequently, a more equitable balance between central direction and each superintendent's authority was achieved (Chandler, 1965). (It should be noted that here, perhaps, was the beginning of modern matrix design: The higher staff managers being the functional department bosses and the divisional superintendents serving as the project—in this case territorial-bosses).

Around 1887, William du Pont hired Barksdale to help run his Repauno dynamite plant. As general manager at Repauno, and later as president, Barksdale was the primary change agent for inspiring and developing a modern administrative organization (Dale and Meloy, 1962). Later, in 1903, he performed this same change-agent function as head of Du Pont's sixteen plants comprising the High Explosives Department (Chandler and Salisbury, 1971).

The key elements of Barksdale's approach are revealed in the "Barksdale papers," which recount the transactions of the meetings of the High Explosives Operating Department from 1904 to 1914, and by a survey of his large correspondence, comprising some 50,000 letters (Dale

and Meloy, 1962). His overriding goal of assuring adequate central control (without undermining divisional-level initiative and flexibility) was achieved by implementation of the following provisions:

- * Decentralized divisions were treated as "investment centers": Relatively independent units which could be assessed on the basis of return on assets utilized.
- * Divisional managers were motivated by active participation in goal setting and policy making, and by a reward system that stressed divisional performance (via attractive base pay and bonuses) as well as corporate performance (via stock options). Periodic evaluative feedback was provided by a central executive committee of generalists on the basis of various performance criteria (in addition to the criterion of return-on-investment).
- * Each division had its own staff specialists, in addition to access to central staff personnel.
- * There was firm commitment to group problem solving, preceded by careful forecasting, extensive research, and delegation of the preparation of analytical reports on all phases of activity. Barksdale anticipated, also, the possible benefits of attitude surveys conducted by outside experts (Dale and Meloy, 1962).

He felt that the best way to assess the capability of a manager was to try him out in situations where he would not have the advantage of his personal staff being with him. In addition, he used an action-research approach in dealing with safety problems, and he utilized psychological testing for selection as early as 1910 (Dale, 1960).

By 1913, Barksdale had become president of the Du Pont Company. Though he became less active as his health began to fail, his ideas were instrumental in guiding the redesign of the company's structure—from functional to decentralized-divisional—to accommodate a rapid post-World War I acquisition and diversification program. The basic plan for the reorganization was developed by a subcommittee of three, appointed by the Du Pont Executive Committee in 1918.

Donaldson Brown, a member of the subcommittee and Barksdale's first cousin and son-in-law, reports that the group spent several months studying various approaches and consulting with industrialists in other firms: "My own views were undoubtedly a reflection of Mr. Barksdale's management concepts. So were those of Haskell, who had served for many years as Mr. Barksdale's right-hand man in the High Explosive Department. Pickard came around to sharing our judgment . . ." (Brown, 1977).

On the basis of the evidence, it seems reasonable to conclude that Hamilton Barksdale was a creative developer of organizations and men.

He was a mentor, positive model, and effective coach for many. He was committed to a collaborative, action-research approach in identifying problems and opportunities, and in dealing with them. In sum, he was a true OD pioneer.

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Submit All Future TIP Manuscripts and News Items To:

Dr. Steve W. J. Kozlowski
Editor, TIP
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Psychology Research Building
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East Lansing, MI 48824-1117

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The Test Validity Yearbook: Organizational

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

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- * 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

A Contest Open to SIOP Fellows, Members, Associates and Just Good Friends (Even Students)

Topics in I/O Psychology as Seen by Famous Authors

**Suggested by Jack Feldman, Walt Tornow and an
Anonymous Third Party¹**

Informal conversations among psychologists often include the content of recent journal articles. Less often, attention is paid to style. This disparity may well be due to the fact that most journal articles leave one with a distinct sense of sameness. This lack of individuality frequently results in lapses of attention and, in extreme cases, short-term loss of consciousness.²

It occurred to us that more variety in the treatment of research topics might help sustain interest, especially among harassed graduate students who have trouble staying awake anyway. Thus, we are soliciting treatments of I/O research issues in the style of famous authors, poets, or others who might provide a few laughs.

Examples might be:

1. Performance appraisal as seen by Ernest Hemingway.
2. Power as seen by William Shakespeare.
3. Organization theory as seen by Isaac Asimov.
4. Organizational politics as seen by Hunter S. Thompson.
5. Ethnomethodology as seen by Carlos Castañeda (on second thought, who could tell the difference?)

Submissions should be 500 words or less in any style that seems appropriate. Submissions will be judged by a committee appointed by the Editor, according to completely arbitrary standards. Those chosen will be published in **TIP** as time, space, and Editorial whim allow. In other words, no differently than any other journal submission. See the following for an initial effort by the senior suggestor.

¹The inspiration for the contest arose in a social hour conversation between the first and second authors and the unknown third party. Apologies to the third person, but it was near the end of the social hour and, well . . .

²For an example, consider the preceding paragraph.

Satisfaction
Michael Jagger Keith Richard
Rolling Stone Research Institute¹
London, England

Satisfaction, especially at work, appears to many to be a vanishingly rare commodity. Some, in fact, claim that one cannot obtain it at all (Jagger & Richard, 1965) due to low wages and minimal benefits. Others, particularly those writing from a humanist perspective, claim that even if one cannot obtain what one wants, one usually gets what one needs (Jagger & Richard, 1967; Maslow, 1958).

While the latter view is generally supported by studies in middle-class managerial populations (e.g., Joplin, 1969), some researchers maintain that this opinion is limited to so-called "yuppies" preoccupied with "New Age" values and a superficial concern for "personal growth." The "materialist school," at the extreme, contends that these humanists are "playing with fire" (Jagger & Richard, 1971).

Studies of Northeastern, urban, blue-collar workers and the British working class are suggestive in this regard (see, e.g., Springsteen, 1984; Seger, 1982). They document a general disillusion with the blue-collar workplace including tendencies toward violent confrontations (Jagger & Richard, 1968; Paycheck, 1972) and depression (Jagger & Richard, 1969). Attempts at worker-management reconciliation and the presentation of alternative viewpoints on the conflict are, typically, summarily rejected (Jagger & Richard, 1966).

The views of the "materialist" school are equally firmly rejected. Those of the humanist or personal growth persuasion see the issue as a moral one; they characterize the claims of those contending that low wages and inadequate benefits are at the core of blue-collar dissatisfaction as "devilish," and show little sympathy for them (Jagger & Richard, 1970). Two things seem certain: academia will continue to rock with controversy, and contradictory conclusions will roll off the presses. The issue is here to stay.

¹While trying to come up with a good example for this contest, and finding that writing a sonnet about organization theory was a lot harder than I imagined, I started to wonder what the I/O literature might look like if certain people's careers had taken a different direction. Thus, the present effort; you may not think much of it, but be glad you never heard me sing. —Jack Feldman

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New TIP Department:

**Clearinghouse for Technical Reports and
Other Unpublished Professional Documents**

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

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Notes: All payments in U.S. funds, MN residents add 6% tax, outside North America add \$10.00 for shipping. Please specify 5¼" or 3½" diskette. The MCAB will run on any IBM PC or 100% compatible computer. IBM is a registered trademark of International Business Machines Corporation. Minnesota Clerical Assessment Battery and MCAB are trademarks of Assessment Systems Corporation. **Distributor Inquiries Invited.**

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Another Contest Open to SIOP Fellows, Members, Associates, and Just Good Friends (Even Students): Drinks in Honor of Notable Psychologists

Suggested by Jack Feldman, Sharon Green, Julie Kwan,
Karen May and Howard Tokunaga¹

Pre-, post- (and sometimes during-) dinner drinks are a regular feature of psychological conventions and colloquia. It seems somehow appropriate, therefore, that drinks be created to honor famous (or infamous) psychologists. In the spirit of Campbell, Dunnette, Lawler and Weick (1970), the drinks should represent the life or work of the person via their contents, the processes of their creation, or in their effects. Ideally, all three will be involved.

Drinks will be judged by a self-selected subcommittee of the Division 14 Executive Committee and the contest originators. Ratings will be made on the basis of symbolic appropriateness, originality, and taste, equally weighted. Final judgment will be made by a simple majority of those still coherent after the tasting. The best recipes will be published in **TIP**, assuring immortality to the inventors and, for the rest of us, a chance to seriously annoy bartenders in convention cities for years to come.

Example 1: The Sigmund Freud

Method

Content: 150 ml. hot Viennese coffee

40 ml. 5-star cognac

20 ml. coffee liqueur

Process: To coffee in large stemmed glass, add liqueur; stir. Heat cognac separately; ignite; pour slowly into coffee/liqueur mixture.

Discussion

The ingredients represent, respectively, the superego, id, and ego. The Viennese coffee also represents Freud's background and culture.² The rest is left as an exercise for the reader.

¹Order of "suggestionship" is alphabetical; contribution (and blame) is shared equally.

²This is an after-dinner drink. Thus, cigars are customarily smoked during consumption. The reader may make what he or she will of this. It should be noted, however, that (in the words of the Good Doctor), "Sometimes a cigar is just a cigar."

Example 2: The B. F. Skinner

Method

Content: .5 liter grain alcohol (e.g., Everclear), 190 Proof
2 liters distilled water

Process: Place alcohol in freezer for at least 6 hours or until serving temperature ($-10^{\circ}\text{C}.$) is reached. In .10 liter container, mix alcohol and water to taste.³

Discussion

This drink avoids the use of unobservables and/or ingredients unnecessary to the process of influencing behavior. In other words, what you see is what you get. As before, other inferences are left as an exercise for the reader.

REFERENCE

Campbell, J. P., Dunnette, M. D., Lawler, E. E., III, and Weick, K. E. (1970). *Managerial behavior, performance, and effectiveness*. New York: McGraw-Hill.

³Flavoring ingredients may be added, e.g., lemon peel (1 cm x .25 cm), ground black pepper, etc. Readers should be aware, however, that doing so violates the spirit of the libation.

JOB OPENINGS?

Contact the Business Manager to advertise in **TIP**. Rick Jacobs, 520 Moore Building, Department of Psychology, Pennsylvania State University, University Park, PA 16802 (814-863-1867 or 814-237-5997).



TRYOUT SITE NEEDED FOR NEW APPRAISAL METHOD

Jeff Kane has recently completed development of a microcomputer-based system for performance appraisal and needs a site to collect evaluation data on the system. Ideally, he would like to get 20-25 managers, each rating 3-5 subordinate managers/supervisors since he's already developed standard scales for managers. The whole process would take 3-4 hours of raters' time and 15-20 minutes of ratees' time. There would be no fee and he would pay for all his own expenses. For further information, contact Dr. Jeffrey S. Kane, Management Dept., University of Massachusetts, Amherst, MA 01003, (413) 548-9850.

ABSENTEEISM RESEARCH SITE SOUGHT

Gary Johns is looking for a research site to carry out a study of absenteeism from work. The research design to be employed is a past winner of SIOP's Edwin E. Ghiselli Research Design Award, although it can be tailored to local conditions. The study will be funded by the Social Sciences and Humanities Research Council of Canada. The ideal research site would be a large organization with an existing absence measurement system and openness to the administration of a questionnaire. Top management interest in absenteeism and cross-unit differences in absence levels are definite assets. Anticipated benefits to the organization include a picture of the organization's "absence culture" and advice concerning the management of employee attendance. Gary Johns, Department of Management, Concordia University, 1455 de Maisonneuve Blvd., West, Montreal, Quebec, Canada H3G 1M8. Phone: (514) 848-2914 or 848-2924.

NEW JOURNAL

JAI Press of Greenwich, CT, will begin publication of a new quarterly journal, *Human Resource Management Review*, in March, 1990, under the co-editorship of Jeffrey S. Kane (University of Massachusetts) and H. John Bernardin (Florida Atlantic University). The *Review* will

publish conceptual/theoretical articles pertinent to the functional areas of HRM, I/O psychology, and related fields. Authors are invited to submit manuscripts, starting immediately, to **Dr. Jeffrey S. Kane, Management Department, School of Management, University of Massachusetts, Amherst, MA 01003**. Those who would like to be considered for appointment to the journals Ad Hoc Review Board, from which future members of the regular Editorial Board will be selected, are invited to forward their vitae to Dr. Kane at the aforementioned address.

TIM GROUP PROGRAM AT ACADEMY MEETING

The Technology and Innovation Management (TIM) division of the Academy of Management has put together its program for the Academy of Management meetings this August in Washington, D.C. Edward R. Roberts, the David Sarnoff Professor of the Management of Technology at MIT, will be this year's distinguished speaker. His topic will be the "Management of the Technology Agenda: Integrating Strategy, Structure and Staffing for Competitive Awareness." In addition, the TIM division will have paper sessions oriented to R&D productivity, industrial competitiveness and technological dynamics, and technological innovation. Symposia topics include longitudinal innovation, technical/professional career issues, and managing design and manufacturing.

TIM is an international network of academics, management practitioners and consultants who are concerned about the management of technology as a tool for competitive industrial advantage. The group is especially interested in work focused on R&D management, technology in production and operations, the economics of innovation and change, and the management of information systems. For more information about membership in the TIM group or participation in its activities, contact: **Michael K. Badawy, R. B. Pamplin College of Business, Virginia Tech, 2990 Telestar Court, Falls Church, VA 22042-1287, (703) 698-6092**.

STEVEN PREMACK MEMORIAL FUND

The Steven Premack Memorial Fund has been established in the School of Labor and Industrial Relations at Michigan State University. Monies deposited in the fund will be used to support Ph.D. candidates working in Labor and Industrial Relations—Steve's area of interest.

The mailing address for the fund is as follows: **Steven Premack Memorial Fund, Michigan State University Development Fund, 4700 S. Hagadorn Road, East Lansing, MI 48823. ATTN: College of Social Science.**

TEST VALIDITY YEARBOOK

The Test Validity Yearbook will publish reports of *any type validation study* in private or public sector settings. The Yearbook will not be restricted to criterion related studies. Guidelines for the format of the submissions can be obtained from: **Frank J. Landy, Editor: Test Validity Yearbook, Center for Applied Behavioral Sciences, Research Building D, Penn State University, University Park, PA 16802**. Submissions are being accepted for the 1990 yearbook.

THE 1990-91 FULBRIGHT SCHOLAR-IN-RESIDENCE PROGRAM

Opportunities for American colleges and universities to host a visiting scholar from abroad for all or part of the 1990-91 academic year are available through the Fulbright Scholar-in-Residence Program. Institutions are invited to submit proposals for visiting scholars in the humanities and social sciences, or in professional specializations with a strong international focus.

A Fulbright Scholar-in-Residence may teach regular courses from a comparative or foreign area perspective, serve as a resource person in interdisciplinary courses, assist in developing new courses, or participate in special seminars. An institution hosting a scholar-in-residence would be expected to share the scholar's expertise among departments and with neighboring institutions, involve him/her in community activities and professional organizations, and provide opportunities for the visitor to advance professional research interests. The program provides round trip travel for the grantee and, for full-year awards, one accompanying dependent; a monthly maintenance allowance; and incidental allowances for travel, books, and services essential to the assignment. The host institution is expected to share some costs in the form of supplementary funding and in-kind support such as housing.

The deadline for receipt of proposals is November 1, 1989. Detailed program guidelines and proposal forms are available in June 1989 and can be requested from the **Council for International Exchange of Scholars, 3400 International Drive NW, Suite M-500, Washington, D.C. 20008-3097. Telephone: 202/686-7866.**

SPECIAL ISSUE OF ORGANIZATION SCIENCE ON THE LITIGIOUS ORGANIZATION

Organization Science is pleased to announce a special issue entitled "The Litigious Organization: The Emergence and Effects of Legalistic Reasoning, Criteria, and Decision-Making Procedures in the Workplace." Papers are sought that explain the causes, processes, and consequences of increased legalization of organizations. Papers are

welcome using diverse research methods (e.g., theoretical essay, case study, large sample study, literature review). Contributors are being solicited from a wide variety of disciplinary perspectives. All papers will be blind reviewed using the standard *Organization Science* evaluation procedure. There will be no invited or commissioned papers. For a detailed description of the special issue and *Organization Science* policies, prospective contributors should contact either guest editor: **Robert J. Bies, Kellogg Graduate School of Management, Northwestern University, Evanston, IL, 60208, 312-491-8074; Sim B. Sitkin, Graduate School of Business, University of Texas, Austin, TX 78712, 512-471-5277.** Submissions are due by September 1, 1989, and should clearly identify the special issue in the cover letter and include five copies of the manuscript. Mail to: **Robert J. Bies/Sim B. Sitkin, c/o Arie Y. Lewin, Co-Editor-in-Chief, *Organization Science*, Fuqua School of Business, Duke University, Durham, NC 27706.**

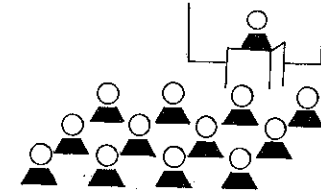
CONFERENCE ON HUMAN-COMPUTER INTERACTION

Third International Conference on Human-Computer Interaction (HCI International '89), Boston, Massachusetts U.S.A., 18-22 September 1989. The conference addresses the cognitive, social, ergonomic and health aspects of work with computers. To receive further information on this conference and to obtain the Advanced Conference Program, please contact: **Dr. Gavriel Salvendy, General Conference Chair, HCI International '89, 263 Grissom Hall, Purdue University, West Lafayette, IN 47907 U.S.A.**

SPECIAL ISSUE: TRAINING

The Training Technical Group will sponsor a special issue of *Human Factors* in the area of training. Relevant topics include (but are not limited to) computer assisted instruction, learning strategies, embedded training, team training and performance, applications of neural networks, interactive systems (e.g., videodiscs, CD-ROM), decision-making training, intelligent training system design, training design and effectiveness, and personnel training. Empirical work is preferred but theoretical or review papers are also welcome. All submissions must conform to the requirements in the Authors' Guide to *Human Factors* (available at no charge from the HFS Central Office). Manuscripts should be received by December 15 to be considered. Send submissions to **Eduardo Salas, Code 712, Naval Training Systems Center, Orlando, FL 32826-3224** or for more information **(407) 380-4651.**

Meetings



Upcoming Conferences and Meetings

- Aug. 6-10 Annual Convention of the American Statistical Association. Washington, DC. Contact: ASA, (202) 833-3410.
- Aug. 11-15 Annual Convention of the American Psychological Association. New Orleans, LA. Contact: APA, (202) 955-7705.
- Aug. 11-16 Annual Meeting of the National Academy of Management. Washington, D.C. Contact: Janice Beyer, Univ. of Texas, Management Dept., (512) 471-8825.
- Oct. 1-3 The 1989 National Assessment Conference. Minneapolis, MN. Contact: Teresa Jensen, Personnel Decisions Incorporated, (800) 633-4410 or (612) 339-0927.
- Oct. 16-20 Annual Conference of the Human Factors Society. Denver, CO. Contact: Craig Hartley, the Human Factors Society, (213) 394-1811.
- Oct. 20-22 Conference of National Committee on Pay Equity. Washington, D.C. Contact: NCPE, (202) 822-7304.
- Nov. 8-10 Third Conference on Quality of Life and Marketing. Blacksburg, VA. Contact: M. Joseph Sirgy, Department of Marketing, Virginia Tech, (703) 231-5110.
- Dec. 12-15 International Personnel & Human Resources Management Conference. City Polytechnic of Hong Kong. Contact: Dr. Ben Shaw, Department of Management, University of Baltimore, (301) 625-3145 or Dr. Ken Rowland, University of Illinois, (217) 333-4518 or 4547.

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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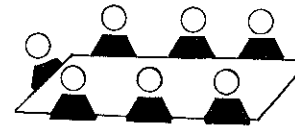
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Committees

Awards

William K. Balzer

Neal Schmitt has asked me to chair the Awards Committee during his 1989-90 presidential term. Unfortunately, at the time this report was submitted to TIP, members of the 1989-90 Awards Committee had not been finalized and therefore I cannot recognize them at this time. But I am sure I speak for the whole committee in thanking the outgoing Awards chair, **Eugene Stone**, for leaving behind a careful and thorough process for announcing SIOP awards and selecting among award nominees and entrants.

I wanted to bring two important pieces of information to your attention. First, SIOP members and affiliates should have already received a copy of the 1990 awards brochure in the May SIOP mailing. If you have not received one, I would be happy to provide one (Department of Psychology, Bowling Green State University, Bowling Green, OH 43403). Second, please note that the deadline for submission of nominations and entries for the 1990 awards has been moved up to 15 September, 1989. This change in deadline was necessitated by the SIOP Executive Committee's decisions to present the 1990 and all future awards at our mid-year conference (as opposed to annual APA conference).

I look forward to your nominations and entries for the 1990 awards. Let's be sure to continue to recognize and reward the outstanding achievements of our SIOP colleagues!

Practice Series

Douglas W. Bray, Series Editor

Planning is well under way for the first publication in this new Series. The tentative title of this volume, which **Doug Bray** will edit, is *Practicing Industrial-Organizational Psychology*. This will be a hard-cover book, but some of the later additions to the Series are planned as shorter paperbacks each made up of case studies of organizational practice in a specific area.

Contributors have been enlisted for six of the eleven chapters in the first volume and invitations have been issued for four others. Negotiations with possible publishers will start soon.

The members of the Editorial Board for the Series are **Warner Burke**, **Bill Byham**, **Marv Dunnette**, and **Vic Vroom**.

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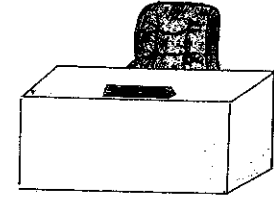
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Iotas

James L. Farr

Ernest McCormick and **Jimmy Mitchell** both informed me of the death in March of this year of **Joseph Tiffin**, long-time I/O professor at Purdue, SIOP Fellow, and prolific researcher and author of professional and trade publications. Another SIOP Fellow, **Lester Guest**, died in April. He was well known for his work in consumer behavior and a former faculty member at Penn State and South Florida. Our condolences to their families and friends.

There are a number of job transitions to report among our membership. **Don Grant** would like to remind everyone that he *has retired* and can be reached at 1064-4 Noble Vines Drive, Clarkston, GA 30021. Matters pertaining to the Applied Psychology Program at the University of Georgia should be directed to his successor as chair there, B. Ed Mulligan.

Allen I. Kraut has left IBM after more than 25 years to become Professor of Management at Baruch College of CUNY. During his career at IBM, Allen worked in virtually every major area of personnel research and, most recently, managed a strategically-oriented personnel research studies department. Over 150 I/O psychologists have been personnel research interns at IBM over the last 15 years, most of them in Allen's unit. His colleagues at IBM, **Steve Marcus** and **Pat Dyer**, intend to maintain this tradition. Incidentally, Allen appreciates all of the kind words given about his work in Washington, D.C., but regrets that the kudos belong to Alan G. Kraut (no relation), who is head of the APA Science Directorate.

Lise Saari has joined The Boeing Company in Seattle as a principal research scientist. Jeanneret & Associates, Inc. has announced the election of **S. M. McPhail** to the position of Principal. Jeanneret & Associates has also established a branch practice in St. Louis under the direction of **Darrell D. Hartke**. Their other branch practice is located in Austin, Texas, under the leadership of **John R. Moore**.

On the academic side, things have been particularly active. **Steve Motowidlo** is trading the winters of Minneapolis for the warmer climate of the University of Florida. **Daniel Feldman** has left the University of Florida for the University of South Carolina. **Angelo DeNisi** has moved from the University of South Carolina to Rutgers University's Institute for Management and Labor Relations. Causal inferences are left for the reader.

In other academic moves, **Gerald Ferris** has accepted a position of Professor of Labor and Industrial Relations and of Business Administration at the University of Illinois at Urbana-Champaign (try to fit all of that on a business card!). **Michael Mumford** is leaving Georgia Tech for George Mason University. **Richard Guzzo** has moved from NYU to the University of Maryland. **Henry P. (Hank) Sims** has also joined the faculty at Maryland.

Congratulations are in order for **Russell Cropanzano**, now at Colorado State University, for winning the Ernest J. McCormick Award for outstanding graduate work at Purdue University.

John Murray has written to claim the "Unrecognized Contributions Award" that I considered awarding to **Jo-Ida Hansen** in the February IOTAS column. John has been a member of the APA Insurance Trust since 1982 and has never been acknowledged in **TIP**. He also noted that he would welcome any questions or expressions of concern that any SIOP members may have about insurance coverage made available through APA sponsored programs. John can be contacted at The Prudential Insurance Company of America, Prudential Plaza, Newark, NJ 07101 or 201/802-7701.

Finally, observant **TIP** readers may have wondered when we elected a new SIOP Secretary (see inside back cover). We didn't; as part of her strategy of keeping all of us in utter confusion about how to contact her, **Marilyn Quaintance** is now **Marilyn Gowing**. Having a job change and a name change in consecutive IOTAS establishes a record for Marilyn that others will be hard pressed to surpass!

CALL FOR PAPERS

The 1990 Self-Managed Work Groups Conference. Academics and practitioners are invited to submit papers, symposia, case studies, etc., to the conference which deal with any I/O aspects of installing and maintaining self-managed work groups (self-directed, semi-autonomous, etc.). Deadline for receipt of papers and proposals is October 15, 1989. For more information contact **Drs. Doug Johnson or Michael Beyerlein, Psychology Department, University of North Texas, Denton, Texas 76203-3587 (phone: 817-565-2671).**

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