

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

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

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Two copies of articles or news items should be submitted to the editor. Submissions well in advance of the deadline are appreciated.

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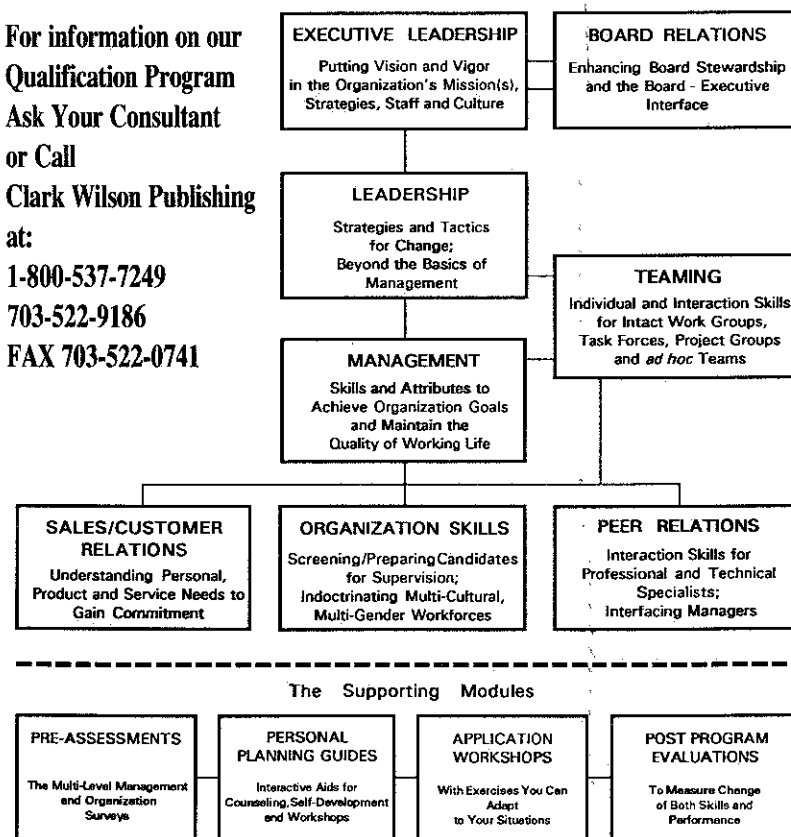
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CAN YOUR OFFICE EMPLOYEES READ?

*Comments by Tom Ramsay
Human Resources Psychologist*

You may assume office applicants have the reading skills needed to work in an office. Because of the recent publicity that 20 percent of the workforce is functionally illiterate, we have developed a 40-item test consisting of five passages of text concerning common office communications followed by 8 multiple-choice items after each passage. The test has been administered to students in several business school curricula.

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.

We would be happy to discuss the requirements of your organization with respect to knowledge required by your facilities and technology.

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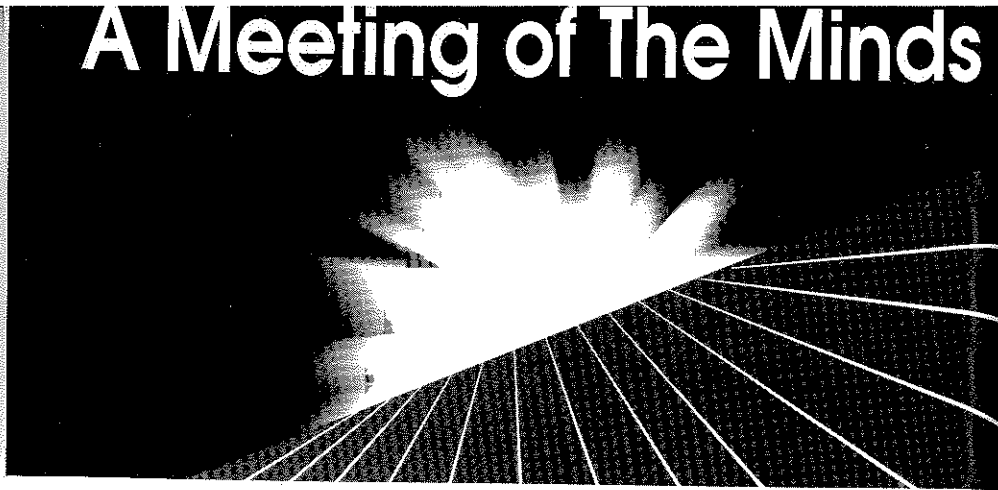
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A Meeting of The Minds



Human Resource Planning Society Conference Ritz-Carlton Hotel, Naples, Florida April 1-4, 1990

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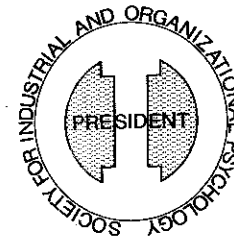
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Conference Chair: Linda Baylis Mallia, **The Hay Group**. **Speakers:** Susan L. Thompson, Levi-Strauss & Company; Carl Starrett, Macmillan Inc.; Lyle Spenser, McBer & Company; Dave Hofrichter, The Hay Group; James Noel, General Electric Company; Harry McVeigh, Mobil Oil Corporation; Richard M. DiGeorgio, Mobil Oil Corporation; T.H. (Scoop) Tiedemann, Jr., Exxon Corporation; Bob Reichelt, Exxon Corporation; Peter Starrett, Plymouth Lamston Stores; Robert Mirtz, Time Inc.; D. Eric Pogue, Philip Morris Companies Inc.; Barbara Walker, Digital Equipment Corporation; Alexander Z. Lane, Schering-Plough Research; Gordon C. O'Brien, Schering-Plough Corporation; Linda A. Cardillo, Schering-Plough Corporation; Ken Disken, General Electric Government Services; Virginia Lord and Richard Chagnon, Right Associates; John Tucker, Kraft General Foods Group; Lourine Clark, Citicorp; John Fulkerson, Pepsi-Cola International; Keith A. Lawrence, Proctor & Gamble Company; Dennis W. Shuler, Proctor & Gamble Company; Ram Charan, Ram Charan Associates; L. Kay, The Hay Group; Henry A. Goodstein, BMR Inc.; Andrea Cadalbert, 3M



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A Message from Your President

Neal Schmitt

In my last message (November, 1989, **TIP**), I outlined some of the many projects engaged in by Society committees and officers. Work on some of these projects is described elsewhere in this issue; in addition, some new issues have attracted our attention.

Most obvious in the "work completed" category are the efforts of **Kevin Ford's** Program Committee. As I indicated we would try to do last November, the Program Committee completed their work in time to include SIOP's entire Annual Conference program in **TIP**. You will not receive another copy of the program till your arrival at the SIOP Convention in Miami. This is our first three-day conference (April 20-22) with pre-convention workshops and doctoral consortia held the day before (April 19) the conference begins. All Society functions (business meetings, awards, presentations, etc.) are now held at this meeting. The number of program submissions continue to escalate every year. Moreover, I'm sure you'll agree that the scheduled sessions for the 1990 conference address a wide variety of topics of interest to I/O psychologists. It is important that you register early (30 days prior to the convention) to insure guaranteed convention rates.

Our members also continue to be active in many official and ad hoc ways with both APS and APA. **Frank Landy** and **Rich Klimoski** attended the second APS-sponsored Summit meeting of representatives for major psychological organizations in Tucson January 26-28. The theme for this meeting was "A National Behavioral Science Research Agenda." Their report on this conference will appear in the next issue of **TIP**. Two other SIOP members serve as officers of APS: **Milt Hakel** as treasurer and **Virginia O'Leary** as Member-at-Large.

Bob Guion is serving on a task force jointly sponsored by Divisions 5 and 14, APA's Board of Directors, the Board of Scientific Affairs, and the Committee on Psychological Tests and Assessments. This task force has been charged with conducting a study on the prediction of dishonesty and theft in employment settings. A call for information on predictors of dishonesty and theft appeared in the last issue of **TIP**. This effort is very important to some of our members and I urge you to make available to this committee any published or unpublished research reports. **Ralph**

Alexander chairs a "testing issues" subcommittee of SIOP's Scientific Affairs Committee, and his group commented on a draft of testimony that APA personnel delivered to Congress on November 2 regarding Standards and Due Process for Granting, Denying, and Revoking Security Clearances. This subcommittee is also reviewing proposed legislation regarding the employment of disabled persons. This disability legislation has been actively supported by APA, but it has been opposed by various business organizations because of the accommodations the legislation would require in the employment of handicapped persons. We also continue to monitor legislation introduced by Senator Metzenbaum to clarify the burden of proof obligations in employment discrimination cases in the wake of the Supreme Court's *Wards Cove* decision. Clearly, testing issues continue to occupy our attention, and APA and SIOP groups are actively involved with many of these concerns. The subcommittee of Scientific Affairs headed by **Ralph Alexander** has been charged with monitoring the development of testing issues. SIOP officers and committee chairs appreciate timely information from members on these and similar legislative and professional developments. Very frequently, it is easiest to have significant impact if one is involved early in these discussions.

I will be attending a conference on Scientist-Practitioner Education and Training in mid-January. This conference is co-sponsored by a large number of groups involved in training psychologists including the Council of Graduate Departments of Psychology (COGDOP). The discussions and positions taken at this conference may be particularly important given COGDOP's recent position that APA not be considered the sole accrediting body for doctoral programs in professional psychology.

Our administrative office has been successfully transferred to **Bill Macey's** organization in Arlington Heights, Illinois (see the inside back cover for the address). You should also soon be seeing the product of **Wayne Camara's** Membership Committee in the form of our first SIOP Membership Directory and **Roger Taylor** and his colleagues at State Farm will be reporting the results of our recent salary survey. **Bob Boldt**, chair of Professional Affairs, has produced a draft version of a restatement of SIOP's position on licensing I/O psychologists. I am sure this proposal will be discussed at length at our January Executive Committee meeting, and will likely be changed as a result of that discussion, but I believe the Professional Affairs Committee's statement represents progress on a particularly difficult issue.

On a completely different note, I am pleased to announce that we did sign a contract with the Queen Elizabeth Hotel in Montreal for our 1992 Conference. First, however, I hope to see you in Miami in April, 1990. Please remember to register early.

SIOP '90—Fifth Annual Conference Miami Fontainebleau Hilton—April 19-22, 1990

Ronald D. Johnson

In this issue of **TIP** you will find considerable information about the Society's Fifth Annual Conference to be held this spring. In case you have not already registered for a workshop and/or the conference, please take the time to do so now. If you were uncertain about your plans to participate this year, read the information about the workshops and the program and I believe that you will want to join us. Many persons have worked hard to prepare a quality conference for you.

The conference planning committee is looking forward to another outstanding series of workshops and program sessions. The membership support of the annual conference has been excellent in the past, a new attendance record last year in Boston (1000 + registrants), and we look forward to even greater support this spring. Miami Beach in April should be hard to beat. In this issue of **TIP** you will find information about the host city provided by Linda Neider, our local arrangement chair. I strongly encourage you to make every reasonable effort to join your colleagues for this conference.

Through the work of previous committees, we have an opportunity to hold our conference in an internationally recognized resort hotel, the Miami Fontainebleau Hilton Resort and Spa. You will enjoy your stay. You may also come early and/or stay late and take advantage of the conference hotel rates. You have the beach just steps away from the meeting rooms and the more ambitious can participate in the spa activities. The hotel will offer a special rate for use of the spa during our conference.

I also encourage you to use the services of our designated air carrier for your flight arrangements if at all possible. American Airlines now has Miami as one of its hubs and they are offering special discount tickets for conference attendees.

So, what are you waiting for? Register now. Save \$25 and advance register for the conference. Note that advance registration forms will not be processed if they show a postmark date later than March 26.

Please remember that hotel registration, workshop registration, and conference registration are all separate. Mail the correct form to the correct person! Also, see the note on the conference registration form about receipts. Finally, note that the official program **WILL NOT BE MAILED IN ADVANCE OF THE CONFERENCE**. The program is in

this issue of **TIP** and the official program will be available on site, at the registration desk. (This change saves money for the Society and thus saves you money!)

SEE YOU IN MIAMI BEACH APRIL 19-22, 1990! DON'T MISS THE FUN!

Registration

To facilitate the registration process, you should do the following three things:

- (1) Return only the conference registration form along with your check to Dr. Dianna Stone.
- (2) Make your hotel reservation by calling or mailing the hotel form directly to the Fontainebleau Hilton.
- (3) Return only the workshop registration form along with your check to Dr. Sally Hartmann.

NOTE: IF YOU SEND MATERIALS TO THE WRONG PERSON OR THE WRONG ADDRESS, YOUR REGISTRATION WILL NOT BE PROCESSED CORRECTLY AND YOU MAY NOT HAVE A ROOM, GET YOUR WORKSHOP CHOICES, OR BE REGISTERED FOR THE CONFERENCE AT REDUCED FEES.

IF YOU HAVE ADDITIONAL QUESTIONS ABOUT THE CONFERENCE, PLEASE CONTACT THE FOLLOWING INDIVIDUALS DIRECTLY:

CONFERENCE: DR. RONALD JOHNSON (PHONE: 703 231-6152)

PROGRAM: DR. J. KEVIN FORD (PHONE 517 353-5006)

WORKSHOPS: DR. SALLY HARTMANN (PHONE 312 875-8181)

Register Today For SIOP Conference Advance Conference Registration Form SIOP 5th Annual Conference

FULL NAME AS YOU WISH IT TO APPEAR ON YOUR CONFERENCE BADGE (TYPE OR PRINT CLEARLY).

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CHECK APPROPRIATE CATEGORY: (NOTE THAT ALL FEES INCLUDE LUNCHEON)

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SOCIETY MEMBER _____ (\$55.00)	SOCIETY MEMBER _____ (\$80.00)
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MAKE CHECKS PAYABLE TO SIOP

(NOTE: In order to save mailing costs, we will distribute receipts at the conference. If a receipt is required prior to the conference, please enclose a self-addressed, stamped envelope.)

THE DEADLINE FOR ALL ADVANCE CONFERENCE REGISTRATION FORMS IS A POSTMARK OF MARCH 26, 1990. PLEASE DO NOT MAIL THE CONFERENCE REGISTRATION FORM AFTER MARCH 26, 1990. (No advance conference registration will be processed if it is postmarked after the above date.)

If you do not meet the March 26, 1990 deadline, you may register at the conference. Note that we are unable to accept credit cards for advance or on-site registration.

THE LUNCHEON WILL BE ON SATURDAY, APRIL 21, 1990 FROM 12:00-1:50 p.m.

We need to provide the hotel with an accurate estimate of the number of individuals who will attend the luncheon. Overestimates are extremely costly to the Society. Using the scale below please indicate your plans about the SIOP luncheon.

- _____ I will definitely attend.
 _____ I lean slightly towards attending.
 _____ I lean slightly towards NOT attending.
 _____ I will definitely NOT attend.

MAIL ONLY CONFERENCE REGISTRATION FORMS AND CHECK TO:

**DR. DIANNA L. STONE
DEPARTMENT OF MANAGEMENT
BOWLING GREEN STATE UNIVERSITY
BOWLING GREEN, OH 43403-0270**

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April 19-22, 1990

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Please circle rate desired. If rate requested is not available, a room will be assigned at the next available rate.

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ARRIVAL TIME _____ TYPE/NO. OF ROOM(S) _____

LAST NAME _____ FIRST NAME _____

LAST NAME _____ FIRST NAME _____

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- Please forward with your reservation a deposit of one night's room rate to be applied to the last night of your confirmed stay, or provide credit card information to guarantee your reservation. Should you leave early, the deposit will be refunded if you advise us at check-in or prior to arrival. If you cancel the reservation entirely (at least 21 days prior to arrival, your deposit will also be refunded).
- Your room will be held until 6 a.m. of the morning following your arrival date. Check-in is after 3 p.m., or earlier, if the room is available. Check-out time is 11:00 a.m.
- To change or cancel reservations, please call either Hilton Reservation Service at 1-800 HILTONS or the Hotel directly at (305) 538-2000.
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- We've made arrangements, subject to room availability, for your special rate to be made available three days prior and three days after the official meeting dates, so please stay longer while you're visiting with us.

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Thursday, April 19, 1990

**Miami Beach Fontainebleau Hilton
Miami Beach, Florida**

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WORKSHOPS

Miami Beach Fontainebleau Hilton
Miami Beach, Florida

- Section 1** THE CURRENT STATE OF PERFORMANCE APPRAISAL RESEARCH AND PRACTICE: IDENTIFYING THE GAP—Robert D. Bretz, Jr.
- Section 2** THE ART AND SCIENCE OF ASSESSING MANAGERS: EVERYTHING YOU NEVER LEARNED IN YOUR I/O PROGRAM—John A. Batrus and C. Lewis Hollweg
- Section 3** STATISTICS UPDATE—Kevin R. Murphy
- Section 4** MANAGING AND MARKETING CUSTOMER SERVICE: THE ROLE FOR I/O—Benjamin Schneider and David Bowen
- Section 5** INNOVATIVE TRENDS IN COMPENSATION STRATEGIES AND PROGRAMS—M. Peter Scontrino and James E. Nichel
- Section 6** STRATEGIES AND TECHNIQUES FOR SELECTING AND MANAGING A SALESFORCE—Seymour Adler
- Section 7** ORGANIZATIONAL ASSESSMENT AND ANALYSIS: APPROACHES AND METHODS IN ORGANIZATIONAL PROBLEM SOLVING—David A. Nadler and Charles S. Raben
- Section 8** RECENT DEVELOPMENTS IN EEO—R. Lawrence Ashe and David P. Jones
- Section 9** TRAINING FROM A TO Z: A LOOK AT CURRENT TRENDS AND INNOVATIVE PROGRAMS—John R. Mietus and Brett K. Avner
- Section 10** EFFECTIVE I/O CONSULTING—Mirian M. Graddick and William W. Ruch
- Section 11** DEMOGRAPHICS AND SELECTION IN THE 1990'S—Martin M. Greller and Gary Morris
- Section 12** IMPROVING EFFICIENCY AND SATISFACTION THROUGH JOB DESIGN—Michael A. Campion

REGISTRATION PRE-CONVENTION WORKSHOPS Thursday, April 19, 1990 Miami Beach, Florida

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APA DIVISION MEMBERSHIP(S) _____

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Third Choice:	_____	_____
Fourth Choice:	_____	_____
Fifth Choice:	_____	_____

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\$285—Non-Members of APA/APS

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WORKSHOP SCHEDULE

April 19, 1990

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

SECTION 1 (HALF DAY)

THE CURRENT STATE OF PERFORMANCE APPRAISAL RESEARCH AND PRACTICE: IDENTIFYING THE GAP

Robert D. Bretz, Jr.

**Center for Advanced Human Resource Studies
School of Industrial and Labor Relations
Cornell University**

This workshop will summarize the current academic research on performance appraisal issues, and describe in detail the results of an extensive study of performance appraisal practices of Fortune 100 companies. Descriptions of practices will cover (1) rating formats used, (2) uses of performance appraisal information, (3) who rates whom, (4) rater training, (5) frequency distributions of assigned ratings, (6) major performance appraisal issues as perceived by the Fortune 100 companies, (7) linkages with pay distribution, and (8) process issues such as involvement of employee groups, feedback, timing, and monitoring the system. The important performance appraisal issues in organizations will be compared and contrasted with what the literature identifies as the important issues (including but not limited to cognitive processing issues and procedural and distributive justice). The existing gap between research and practice will be discussed with implications of practice for research and research for practice.

Bob Bretz is Assistant Professor of Human Resource Studies in Cornell University's School of Industrial and Labor Relations. He is also a faculty member of the Center for Advanced Human Resource Studies at Cornell. Before joining the faculty at ILR-Cornell, he received his M.B.A. and Ph.D. in personnel/human resource management from the University of Kansas and served as a research assistant for KU's Institute for Public Policy and Business Research. His primary research interests include the relationship between individual and organizational performance, individual job search and choice behavior, and potential causes and effects of work force homogeneity.

Coordinator: **Ronald A. Ash**, University of Kansas

SECTION 2 (HALF DAY)

THE ART AND SCIENCE OF ASSESSING MANAGERS: EVERYTHING YOU NEVER LEARNED IN YOUR I/O PROGRAM

John A. Batrus
Batrus Hollweg Ph.D.s, Inc.

C. Lewis Hollweg
Batrus Hollweg Ph.D.s, Inc.

The demand for psychologically-based individual assessments of managers for selection, promotion, and development appears to be inexhaustible. This workshop will present a conceptual framework, and the specific psychological instruments and techniques used for assessments and their application for managers within organizations. The emphasis will be on combining the best of the projective techniques with the best of the objective psychological assessment tools. Topics will include:

1. Digging out useful data from projective techniques, such as the Sentence Completion Test and the Rorschach Inkblots.
2. Objectively using the objective measurement techniques, such as the FIRO-B, Holland Vocational Preference Inventory, the DF Opinion Survey, the Guilford-Zimmerman Temperament Survey, the Thurstone Test of Mental Alertness and the Wechsler Adult Intelligence Scale.
3. How to conduct an interview and use the bio-data, not only objectively, but from a psychodynamic point of view.

This approach to assessments is a combination of a psychodynamic and a psychometric approach which has proven to be quite successful in predicting managerial success and in developing managerial talent. The workshop will focus on the application of the assessments to selection, promotion, and development of managers.

John A. Batrus is founder and partner of Batrus Hollweg Ph.D.s, Inc. He received his Ph.D. in Clinical Psychology and interned at Walter Reed Army General Hospital in 1961. Since 1966, when he joined RH&R in New York City, he has applied his clinical skills to industrial settings. In 1969 he founded Batrus Hollweg. He has worked in well over 200 industrial organizations, and has done more than 10,000 individual assessments.

C. Lewis Hollweg earned his Ph.D. from TCU in Mathematical Psychology in 1973. He has been working in industrial settings for 20 years and has been associated with Batrus Hollweg since 1973 and has been a partner in the firm for 14 years. He has been responsible for creating a computerized test battery system which has been used to do well over 60,000 assessments. In his work with organizations, he has done well over 5,000 individual assessments, as well.

Coordinator: **Kenneth P. Carson**, Arizona State University

SECTION 3 (HALF DAY)

STATISTICS UPDATE

Kevin R. Murphy
Colorado State University

This workshop provides an overview of developments in statistics and data analysis during the last ten to fifteen years that are likely to be relevant to the work of the Industrial/Organizational Psychologist. Such topics include con-

firmatory factor analysis, structural modeling, and log-linear models for categorical data. Relevant developments in methods for analyzing tests and measures, including those based on Item Response Theory (IRT), will also be presented. The focus will be on understanding the rationale, interpretation, and application of these techniques rather than on mathematical details. This workshop will not require knowledge of calculus or mathematical concepts more complicated than the basic operations of matrix algebra.

The objective of this workshop is to aid participants in understanding research that employs these methods of analysis. A second objective is to give participants a clear understanding of the strengths and limitations of these methods.

Kevin R. Murphy is Professor of Psychology at Colorado State University. He has published numerous articles in the areas of performance appraisal, judgment, and psychological measurement. He currently serves on the editorial boards of the *Journal of Applied Psychology* and *Human Performance*.

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

SECTION 4 (HALF DAY)

MANAGING AND MARKETING CUSTOMER SERVICE: THE ROLE FOR I/O

Benjamin Schneider
University of Maryland

David Bowen
University of Southern California

From *Newsweek* to the *Wall Street Journal*, customer service has become an important media topic. Many organizations have simultaneously become committed to improving the quality of the service they deliver to consumers. Indeed, recently a book on the 101 best service companies has been published (Zemke & Schaff, 1989). Simultaneously, researchers and practitioners in marketing and the organizational sciences have made considerable progress in producing models for understanding what service quality is and in formulating strategies for improving the quality of service delivered to consumers.

This workshop will focus on some of the methods being used by service businesses to assess service quality and the methods by which organizations are being helped to direct their efforts towards improved service quality. Service to both external and internal customers will be explored, so some of the methods that will be described for assessing service quality will include customer surveys and focus groups as well as employee surveys or employee focus groups: examples of each will be presented. With regard to change, special emphasis will be placed on procedures used for change that are in the arsenal of I/O psychologists, including selection strategies (personality tests, interviews, and simulations), training, compensation, career planning, the development of strategic service plans, organizational intervention, and so forth. Indeed, the selection and training of *customers* for the roles they play in organizations will also be explored. Examples of these procedures will also be presented.

Finally, the methods presented above for assessing and improving internal and external service in service businesses will be reviewed for their implications regarding customer service in the *manufacturing* sector. Thus, we believe that the principles that have evolved for understanding and changing customer service are equally applicable to service and to manufacturing organizations.

Benjamin Schneider is Professor of Psychology and Business Management at the University of Maryland, College Park. He has also taught at Yale University, Bar-Ilan University (Israel), and Michigan State University. He has been Presi-

dent of SIOP and the OB Division of the Academy of Management. His research and practice has focused on service organizations, climate diagnosis, and personnel selection.

David Bowen is Associate Professor of Management and Organization at the School of Business Administration, University of Southern California. He received his B.A. degree (1973) from Alma College, Alma, Michigan, in Political Science, his MBA from Michigan State University (1977), and his Ph.D. (1983) from Michigan State University in Business Administration.

Dr. Bowen's main research activities have been in the human resource management practices of service organizations, the socialization of customers, and service-oriented manufacturing. In 1988, he was designated an Ascendant Scholar of the Western Academy of Management for his work on service.

Dr. Bowen's consulting clients have included Citibank, First Interstate Services Corporation, General Electric, Kinkos Copier, and Bellcore of the AT&T System. He has made presentations on the subject of human resource management effectiveness to Hughes Aircraft, TRW, ARCO, Central Corporation, and the Human Resource Systems Professionals Association.

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

SECTION 5 (HALF DAY)

INNOVATIVE TRENDS IN COMPENSATION STRATEGIES AND PROGRAMS

M. Peter Scontrino
Scontrino and Associates

James E. Nichel
Towers Perrin

Many companies are questioning the effectiveness of traditional merit-based and pay-for-performance compensation strategies and programs. Searches for effective alternative reward systems have become more important in light of increased needs for cooperative team and organizational goal achievement, cross-trained and multi-functional employees, increased employee involvement, and the introduction of total quality initiatives.

This workshop will present descriptions and discussions of various alternative reward systems, including:

- Group incentive strategies and programs
- Pay for knowledge and skill programs
- Employee stock ownership plans
- Variable individual incentives

Psychological and organizational implications of the various systems will also be discussed, as well as effective planning, installation, and implementation of the strategies and programs.

M. Peter Scontrino is an industrial psychologist in private practice based in Issaquah, Washington. Formerly on the faculty of the University of Washington and Seattle University, he has seventeen years of consulting experience with both individual and group incentives. During the past five years he has been integrating the concepts of total quality, team incentives, and employee involvement in his consulting work. He has worked with General Electric, AT&T, Weyerhaeuser, Honeywell, Columbia Aluminum, and other organizations in the design and implementation of productivity/quality gainsharing plans. He received his Ph.D. from Michigan State University in 1971.

James E. Nickel is a Principal of TPF&C and Towers Perrin's Alternative Rewards Practice Leader. He is responsible for managing this practice and for conducting client assignments in the design and implementation of all forms of alternative rewards programs worldwide. Mr. Nickel received his degree in Industrial Relations in 1973 from Iowa State University.

His consulting experience includes developing numerous forms of incentive programs such as gain sharing and short term bonus plans (both individual and small group oriented); and human resource management projects including organizational analysis, work measurement, performance appraisal, manpower planning and productivity improvement programs. He has designed and installed gain sharing and group productivity programs in a variety of manufacturing and service organizations for some of the nation's largest companies.

Jim has also done considerable research in compensation and has co-authored a *Productivity Sourcebook* (Human Resource Development Press; Amherst, MA) which includes a chapter and several original articles on gain sharing.

Coordinator: **Sarah E. Henry**, Towers Perrin

SECTION 6 (HALF DAY)

STRATEGIES AND TECHNIQUES FOR SELECTING AND MANAGING A SALESFORCE

Seymour Adler
Stevens Institute of Technology and Assessment Systems Incorporated

Personal selling has become an increasingly critical function in American business organizations. Major industries in which sales was never a focus of management concern—telecommunications and banking are prime examples—now see the sales function as critical to survival in a fiercely competitive marketplace. Not surprisingly, there has been a great deal of work on sales selection and management, although this work is inconsistent in quality and scattered. This workshop is intended to bring together much of what is known on the science and practice of sales selection and management.

Specifically this workshop will focus on two broad areas of opportunity for I/O practitioners:

- *Sales selection*—Developing and implementing sound systems for the selection of sales people and sales managers.
- *Sales management*—Specific approaches and tools to help sales managers more effectively manage, motivate, and retain their salespeople.

During the workshop we will:

- Identify major sales and sales management selection techniques and review the research literature and the validity and utility.
- Report on the results and implications of a recently completed survey on current organizational practices in sales selection, training, and management.
- Present, through case studies and hands-on examples, recent innovations in sales selection and sales management technology.
- Discuss practical constraints on the implementation of sales force selection and management programs.

The workshop is designed primarily for those I/O practitioners (inside and outside of organizations) who provide human resource support in the areas of personal sales and customer service.

Seymour Adler is Associate Professor of Applied Psychology at Stevens Institute of Technology and a Principal of Assessment Systems Incorporated, a New York-based human resources consulting firm. He has conducted extensive research on and developed selection and training programs for sales, customer service, and sales management positions, primarily in the financial services, telecommunications, and advertising industries.

Coordinator: **Ramon Henson**, Avon Products

SECTION 7 (FULL DAY)

ORGANIZATIONAL ASSESSMENT AND ANALYSIS: APPROACHES AND METHODS IN ORGANIZATIONAL PROBLEM SOLVING

David A. Nadler
Delta Consulting Group

Charles S. Raben
Delta Consulting Group

Understanding the dynamics that shape an organization's performance and the problems that limit its effectiveness are fundamental to helping any organization improve. The success of any specific change strategy or intervention depends, in large part, on the accuracy of the diagnosis and assessment of the problems to be addressed. Creating "leverage" through organizational change requires that the right problems are being addressed at the right level. Assessing the "right" problems requires time and discipline. The task becomes even more difficult as organizations simultaneously undergo changes created through acquisitions, mergers, divestitures, etc.

This workshop will examine the approaches and methods that are used to assess organizational performance. The emphasis will be on providing participants with the concepts, methods, and tools that will enable them to improve their organizational problem solving skills. Specific topics to be covered include:

- The use of organizational models in guiding assessment
- Design of data collections strategies
- Methods of data collection
- A model for organizational problem solving
- Analysis techniques
- Feedback and action planning
- Specific organizational case studies

The workshop will include presentations on these topics, discussion with the presenters, and demonstrations of selected approaches and techniques. Participants will be actively involved in the workshop, including case study analysis.

The workshop is intended for people with organizational change and consulting responsibilities. The material will assume a basic knowledge of organizational behavior and data collection techniques.

David A. Nadler is President of the Delta Consulting Group, a New York-based management consulting firm specializing in issues of organization and change. He is one of the authors of *Organizational Assessment: Perspectives on the Measurement of Organizational Behavior and the Quality of Work Life*, as well as other books on organization and change. He has worked with senior management of many different companies on issues of organizational change.

Charles S. Raben is a Managing Director at the Delta Consulting Group. He has consulted to managers on issues of organizational change and effectiveness for the last fifteen years. While at Delta, he has led a number of large scale

organizational change programs for client organizations. Prior to joining Delta, he worked as an internal consultant at the ARCO Oil and Gas Company. He has published numerous articles and papers on organizational change and related topics.

Coordinator: **John Larsen**, Human Resources Analysts

SECTION 8 (HALF DAY)

RECENT DEVELOPMENTS IN EEO

R. Lawrence Ashe
Paul, Hastings, Janofsky & Walker

David P. Jones
Personnel Designs, Inc.

EEO law, which provides the framework for much of what I/O psychologists do, is always changing and difficult to predict, but the past few years have been particularly volatile. Recent Supreme Court decisions (e.g., *Watson*, *Wards Cove*, *Hopkins*, *Crosby*) and major Appeals Court decisions (e.g., *Atlas Paper Box*, *Allen v. Seidman*, *Evans v. City of Evanston*) have redefined the legal requirements for employee selection (i.e., both entry-level and promotional). New legislation (e.g., Americans with Disabilities Act of 1989) has added other new requirements for employee selection, sometimes going in a different direction from the courts. Another related development was the release of National Research Council's report on *Fairness in Employment Testing*, which concluded that it was proper for state employment services to rank applicants separately by race and national origin to eliminate adverse impact on the GATB.

This workshop, which is intended for I/O psychologists who are already familiar with basic EEO law, will review the latest developments in EEO law and discuss their implications for employers and I/O psychologists in the area of employee selection. Major discussion questions will include:

1. What evidence must employers provide to justify the use of employee selection procedures that have adverse impact?
2. What evidence must plaintiffs provide to show that a selection procedure is discriminatory?
3. What is the current legal status of validity generalization?
4. Will the recent legal developments make employers more or less likely to conduct validation of employee selection procedures in the future?
5. Will there be any change in the use of I/O psychologists as expert witnesses in EEO cases?

R. Lawrence Ashe, Jr., is Managing Partner of the Atlanta office of the law firm of Paul, Hastings, Janofsky & Walker, where he specializes in matters regarding employment, civil rights, litigation, and labor law. Mr. Ashe has long been active in American Bar Association activities as well as in many civic organizations. He has served as Lead Trial Counsel in many employment discrimination suits, including several of the largest class actions tried to date. Mr. Ashe focuses much of his practice on personnel selection and test validation issues. He has lectured and been published widely in this field, including the "Scored Tests" chapter of Schlei and Grossman's *Employment Discrimination Law* (BNA, 1983).

David P. Jones is President of Personnel Designs, Inc., and specializes in the areas of employee selection, training, performance appraisal, and compensation. He holds a Ph.D. in industrial/organizational psychology from Bowling Green

State University. Dr. Jones' professional practice has included the design of employee selection, appraisal, and compensation systems for some of the country's largest corporations and public-sector employers. He has also assisted employers in matters involving review of their human resource programs by the U.S. Equal Employment Opportunity Commission, U.S. Office of Federal Contract Compliance Programs, and U.S. Department of Justice. In addition to his professional practice, he is a frequent speaker before management, I/O psychology, and legal groups. He also serves as a National Certification Instructor for the American Compensation Association, teaching its practitioner certification courses in both basic statistics and advanced quantitative analysis.

Coordinator: **Lance W. Seberhagen**, Seberhagen & Associates

SECTION 9 (HALF DAY)

TRAINING FROM A TO Z: A LOOK AT CURRENT TRENDS AND INNOVATIVE PROGRAMS

John R. Mietus
Baltimore Gas & Electric Company

Brett K. Avner
Nationwide Insurance

More than ever before, organizations have realized the importance of human capital to successful business performance. Many companies have responded by investing heavily in the training and education of their work force in order to regain their competitive edge. In fact, businesses are laying out over \$210 billion per year on training, which is almost as much as the United States spends on all primary and secondary education.

This workshop will explore some of the key trends impacting the need for increased and continued training and development such as deregulation, a shrinking labor market, technology, competition and changing demographics. Also presented will be examples of innovative training systems that have been implemented to keep pace with these trends, including executive education, career assessment, supervisory training, and business skill development. The critical role of the Industrial/Organizational Psychologist will be emphasized throughout this workshop.

John R. Mietus is Director of Psychological Assessment for Baltimore Gas and Electric Company, where he works in selection and development for a 9,000 person work force. He has developed and implemented numerous programs including comprehensive needs analysis, multilevel assessment centers, career development systems and a wide range of employee, supervisory and managerial training programs. In addition to his job responsibilities, he served on the Executive Council of the Maryland State Psychological Association and is Vice Chairman of the Edison Electric Institute Personnel Research Task Force.

Brett K. Avner is Personnel Regional Manager for Nationwide Insurance. Prior to this recent line assignment, he was Director of Human Resources Development and Planning at Nationwide where he managed all selection and "non-technical" training for their 25,000 person work force. He has designed and implemented programs in the areas of customer service training, succession planning, performance appraisal and recruiting/selection. In 1987, he received the outstanding contributor award from the American Society for Training and Development, Region III.

Coordinator: **Jay Thomas**, Jay Thomas & Associates

SECTION 10 (HALF DAY)

EFFECTIVE I/O CONSULTING

Miriam M. Graddick
AT&T International

William W. Ruch
Psychological Services, Inc.

This half-day workshop is intended to expose both practitioners and academicians to methods, tools and approaches that contribute to effective consulting. Differences between internal and external consulting will be contrasted, and issues and barriers to successful consulting will be addressed.

The following issues or topics will be covered in the workshop:

- Making the Transition from Academic Training to Effective Consulting
 - The differing objectives of academic research and real-world consulting.
 - Critical competencies and experiences required.
- Establishing Consulting Relationships
 - Reaching agreement on objectives, resource requirements, costs, and deliverables.
 - Understanding the organizational context.
 - RFP's versus other means of retaining consulting services.
- Understanding Who's the Client
 - Senior executive versus HR manager versus line manager
 - Coping with conflict within the organization.
- Implementing Projects Successfully
 - Reacting to changing information or conditions.
 - Status reports and ensuring continual client buy-in.
 - Communicating results/recommendations.

Miriam M. Graddick is currently Deputy Director—Human Resources, AT&T International Communications Services. She is responsible for all human resources matters including selection, development, training and employee communications. Dr. Graddick joined AT&T in 1981 and has had a variety of assignments in Human Resource including the design and validation of entry level selection tests, management of an assessment center, human resources planning, management of executive education programs, the development of corporate-wide high potential programs and executive succession planning. Dr. Graddick has conducted research and written papers on topics such as the analysis of managerial jobs, the advancement of women into middle and upper management, the selection and development of U.S. expatriates, integrating business planning and human resource planning and corporate philosophies of management development.

William M. Ruch is president of Psychological Services, Inc., a management consultant firm specializing in the application of the principles of I/O psychology to the management of human resources. PSI consults in the area of personnel selection and evaluation, affirmative action and employment discrimination litigation, and selection and certification and testing. Client organizations include both governmental agencies and private employers, ranging in size from a few hundred employees to the Fortune 100.

Coordinator: **Peter Uher**, Bell South

SECTION 11 (HALF DAY)

DEMOGRAPHICS AND SELECTION IN THE 1990'S

Martin M. Greller
Personnel Strategies, Inc.

Gary Morris
Corporate Research for
Ameritech Services

A major contribution of I/O psychologists has been to help companies improve their selection decisions. The key assumptions on which many selection systems are based, however, may change radically in the 1990s. This is especially true of assumptions regarding the populations from which the selection is made and the jobs and/or career paths into which successful applicants pass. How must we adapt to continuing making a contribution to the selection process? To what degree will one's own organization be effected by these changes?

The workshop considers the effects of a changing work force on selection tools, their use, and the roles they play in organization decision making. This will be done by focusing on four topic areas:

- The changes occurring in national demographics, including an overview of changes in the labor pool and in job requirements as well.
- The effects of processing the changing applicant pool using current selection systems and the effects of training and managing it under current human resource practices.
- Alternative approaches to selection and their impact on the organization.
- The role of psychologists in initiating/supporting organizational as well as procedural changes and interventions in the selection process.

Participants are assumed to be experienced in the selection process (e.g., advising how it should be done, responsible for its conduct) or related areas (such as recruiting, staffing or human resource planning). That experience will be used in problem-solving and case discussions during the workshop. In addition to lecture/discussions, the workshop will explore the vulnerability of participants' organizations to the demographic changes.

Martin M. Greller is President of Personnel Strategies, Inc., a management consulting firm specializing in human resource planning and manager/organization development. He is author (with David Nee) of *From Baby Boom to Baby Bust*, and was Director of Human Resource Planning and Development for the New York Times Company.

Gary Morris is Director of Corporate Research for Ameritech Services, Inc., a subsidiary of American Information Technologies. He manages several research programs, one of which is the Human Resources Research function responsible for the construction, maintenance and evolution selection programs within Ameritech. He was previously with United Airlines, where he was responsible for building and maintaining selection programs for pilots, sales personnel, and computer personnel, and was also a member of the faculty of the Psychology Department at Illinois Institute of Technology.

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

SECTION 12 (HALF DAY)

IMPROVING EFFICIENCY AND SATISFACTION THROUGH JOB DESIGN

Michael A. Campion
Krannert School of Management
Purdue University

This workshop focuses on how to design or redesign jobs to influence a wide range of outcomes (e.g., efficiency, satisfaction). An interdisciplinary perspective will be used which considers job design approaches from organizational psychology, industrial engineering, ergonomics, and human factors. Each approach, its likely benefits and costs, and the critical tradeoffs will be described, as well as the influence of job design on other human resource systems (e.g., selection, training, compensation). Research and job design interventions by the author and others will be described, and the participants are encouraged to bring their own job design problems and opportunities for discussion. Measurement instruments, practice in their use, and background literature will be provided.

Michael A. Campion is an Associate Professor of Management at Purdue University. His previous industrial experience includes four years each at IBM Corporation and Weyerhaeuser Company, where he held a variety of personnel research and management positions. He is an industrial and organizational psychologist with an M.A. from the University of Akron and a Ph.D. from North Carolina State University. He has authored numerous articles in scientific and professional journals on such topics as job design, selection interviewing and testing, promotion and turnover, and motivation. He is a member of the editorial boards of *Personnel Psychology*, *Journal of Applied Psychology*, and *Journal of Management*.

Coordinator: **Craig Williams**, Burroughs Wellcome Co.

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PROGRAM

Fifth Annual Conference of the Society for Industrial and Organizational Psychology

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THURSDAY, APRIL 19, 1990
6:00-8:00

WELCOME CASH BAR

FRIDAY, APRIL 20, 1990
8:45-9:50

PRESIDENTIAL ADDRESS

Frank J. Landy, Pennsylvania State University, Chair.
Presenter: Neal Schmitt, Department of Psychology, Michigan State University.
What Else Should We Do?

10:00-10:30

SPONSORED COFFEE BREAK

Sponsor to be announced

10:30-12:20

SYMPOSIUM: EXPLORING THE RELATIONSHIP BETWEEN GOAL SETTING AND VALENCE

Edwin A. Locke, University of Maryland, Chair.

Participants:

Anthony J. Mento, Loyola College. *The Relationship of Goal Level to Valence and Instrumentality.*
Delbert Nebeker & James A. Riedel, Navy Personnel Research & Development Center. *Effects of Goal Attainment on the Valence of Job Outcomes Under Differing Incentive Conditions.*
Howard J. Klein, Ohio State University. *Predicting Goal Choice, Commitment, and Performance with Valence, Expectancy and Efficacy Expectations, and Motivational Force.*
Karla Krentz Stuebing, University of Houston. *A Reward is Not a Reward: Valence of Outcomes as a Function of Individual Characteristics.*
Steven E. Ekeberg, Cleveland State University. *Exploring the Use of Valence Functions.*
Discussant: Mark Tubbs, University of Missouri-St. Louis.

SYMPOSIUM: CORPORATE CRASH LANDINGS AND EMPLOYEES' LIVES: THE EASTERN AIRLINES STRIKE

Dana Farrow, Florida International University, Chair.

Participants:

Marilyn Baumler, Manager, Manpower Planning, Maintenance and Engineering Division.
Sandra Mickley, Transport Workers Union of America—Local 553, AFL-CIO.
Nadeen Medvin, Florida International University.
Discussant: Scott L. Fraser, Florida International University.

SYMPOSIUM: USING EMPLOYEE ATTITUDE SURVEYS TO ASSESS THE QUALITY OF LEADERSHIP

Lowell Hellervik, Personnel Decisions, Inc., Chair.

Participants:

Rene' Bergermaier, Nymphenburger Strabe 148. *Getting the Employees' Assessment of Leadership.*
David P. Campbell, Center for Creative Leadership. *Using Employee Attitude Surveys to Assess the Quality of Organizational Leadership.*
John R. Hinrichs, Management Decision Systems, Inc. *Survey Data as Criterion Variables in the Assessment of Organizational Leadership.*
Allen I. Kraut, Baruch College, City University of New York. *Can Surveys Assess Leadership Performance? Modestly, at Best.*
Discussant: George P. Hollenbeck, Harvard Business School.

MASTER TUTORIAL: CAUSAL ANALYSIS OF EXPERIMENTS AND INTERVENTIONS

Presenter: John E. Hunter, Michigan State University.

10:30-11:50

PANEL DISCUSSION: MAINTAINING RESEARCH PRODUCTIVITY

David J. Woehr, Texas A & M University, Chair.

Participants:

Robert D. Pritchard, Texas A & M University.
Lawrence R. James, University of Tennessee.
Jeanne M. Brett, Northwestern University.
Daniel R. Ilgen, Michigan State University.
Neal Schmitt, Michigan State University.

**PANEL DISCUSSION: PSYCHOLOGY ON TRIAL: LEGITIMACY OF
STATISTICAL TESTIMONY IN TITLE VII CASES**

Jeanette N. Cleveland & Charmine Hartel,
Colorado State University, Chairs.

Participants:

Frank J. Landy, Pennsylvania State University.
Ray Hogler, Colorado State University.
Terence G. Connor, Morgan, Lewis, and Bockius.

12:30-1:20

**ROUNDTABLE #1
PROCEDURES FOR EVALUATING GRADUATE
STUDENT PERFORMANCE**

William K. Balzer, Bowling Green State University.
Ann Marie Ryan, Bowling Green State University.

**INTERNATIONAL PERSONNEL RESEARCH:
WHAT DOES I/O PSYCHOLOGY HAVE TO OFFER?**

Mirian Graddick, American Telephone & Telegraph.
Jeffrey Worst, Booz-Allen & Hamilton Inc.

**USING EXPERT SYSTEM TECHNOLOGY TO SOLVE
ORGANIZATIONAL PROBLEMS**

Steven D. Ashworth, Allstate Research & Planning Center.
Michael Coovert, University of South Florida.
David Bigby, Bigby, Havis, and Associates.

**INTO THE NINETIES: RESPONDING TO
CHANGES IN WORKFORCE DEMOGRAPHY**

Christina G. Banks, University of California-Berkeley.
Kurt Kraiger, University of California-Berkeley.
John P. Campbell, University of Minnesota.

**EVALUATING PERFORMANCE MANAGEMENT
INTERVENTIONS**

Carol F. Moore, Allstate Research and Planning Center.
Stanley B. Silverman, Human Resource Decisions.

12:30-2:20

**SYMPOSIUM: UNION COMMITMENT—ANTECEDENTS,
CONSEQUENCES, AND UNION CHARACTERISTICS:
AN INTERNATIONAL PERSPECTIVE**

Lois E. Tetrick, Wayne State University, Chair.

Participants:

Daniel B. Gallagher, James Madison University. *The Union Membership Roster as a Source of Possible Sample Bias in the Study of Union Commitment.*
Kevin Kelloway & Julian Barling, Queen's University. *Predictors and Outcomes of Different Dimensions of Union Commitment.*
Lois Tetrick, Wayne State University & James W. Thacker & Mitchell W. Fields, University of Windsor, Ontario. *Relations among Union Commitment Dimensions: Differential Antecedents and Consequences.*
Clive Fullagar, Kansas State University, Julian Barling, Queen's University, Ontario, & Peter Christie, University of Witwatersrand, South Africa. *Dual*

Commitment in Aggressive and Protective Unions.
Discussant: Lynn Shore, Georgia State University.

**SYMPOSIUM: MEDIATORS OF THE GOAL-PERFORMANCE
RELATIONSHIP: LAB AND FIELD FINDINGS**

Robert J. Vance, Ohio State University, Chair.

Participants:

Marie Waung, Ohio State University. *The Effects of Self-Efficacy and Satisfaction with Performance on Goal Commitment.*
Howard J. Klein, Ohio State University & Patrick M. Wright, Texas A & M University. *Manipulating Goal Commitment by Altering Expectancy and Attractiveness Beliefs.*
Patrick M. Wright, Texas A & M University, and John R. Hollenbeck & Pat M. Walz, Michigan State University. *The Effects of Varying Goal Difficulty Operationalizations on Goal Setting Outcomes and Processes.*
Scott M. Brooks & Robert J. Vance, Ohio State University. *A Multi-level Analysis of the Goal-Setting Process in a Manufacturing Organization.*
Discussant: Robert G. Lord, University of Akron.

**SYMPOSIUM: LEARNING TO LEARN: PEERING INTO THE
BLACK BOX OF EXECUTIVE GROWTH**

Michael M. Lombardo, Center for Creative Leadership, Chair.

Participants:

Amy D. Webb, Center for Creative Leadership. *Learning to Learn: Working Hypotheses.*
Kerry A. Bunker, Center for Creative Leadership. *Phase One of an Action-Research Study.*
Ed Hallisey, Peoples Natural Gas Company. *Reflections of a Research Participant.*
Michael Lombardo & Karen McNeil-Miller, Center for Creative Leadership. *Using the Technology in Applied Settings.*
Discussant: Robert Hogan, University of Tulsa.

**PANEL DISCUSSION: PROFESSIONAL AND ETHICAL CONFLICTS
IN THE PRACTICE OF I/O PSYCHOLOGY**

Richard Arvey, University of Minnesota, Chair.

Participants:

John Hinrichs, Management Decision Systems, Inc.
Richard Jeanneret, University of Houston.
Robert Silzer, Personnel Decisions, Inc.
Frank Landy, Pennsylvania State University.

**PANEL DISCUSSION: PURPOSE AND POLITICS OF
PERFORMANCE APPRAISAL: GOALS OF APPRAISAL CONSTITUENTS**

Jeanette N. Cleveland, Colorado, Colorado State University, Chair.

Participants:

Barry Nathan, University of Southern California.
Clint Longenecker, University of Toledo.
Steve Kozlowski, Michigan State University, and Robert Morrison, Navy Personnel Research & Development Center.
Jack Feldman, Georgia Institute of Technology.
Walter Tornow, University of Minnesota.

MASTER TUTORIAL: SELECTION MODELS FOR THE 1990'S

Presenters: Wayne F. Cascio, University of Colorado at Denver & James Outtz.

1:30-2:20

POSTER SESSION #1

Jeff McHenry, Allstate, Chair

**DISTRIBUTIVE AND PROCEDURAL JUSTICE AS
PREDICTORS OF OUTCOME SATISFACTION**

Dean B. McFarlin, Marquette University.

Paul D. Sweeney, Marquette University.

**IRT ITEM BIAS ANALYSIS: USEFULNESS OF
ABILITY SCALE PURIFICATIONS**

Vicki L. Flaherty, University of Georgia.

Gary J. Lautenschlager, University of Georgia.

**A GOODNESS OF FIT INDEX FOR
VALIDITY GENERALIZATION**

Ralph A. Alexander, University of Akron.

Lawrence J. Borodkin, University of Akron.

**AN EXAMINATION OF HRM PRACTICES OF
AMERICAN AND JAPANESE BANKS**

Bradley W. Hall, Tulane University.

John M. Cornwell, Tulane University.

**COMPARISON OF I/O AND NON-I/O PSYCHOLOGISTS
EVALUATIONS OF INDIVIDUAL ASSESSMENTS**

Ann Marie Ryan, Bowling Green State University.

**DO SIMILAR PEOPLE CHOOSE SIMILAR JOBS?:
RANGE RESTRICTION AMONG APPLICANTS**

Sandra J. Lancaster, Grand Rapids Junior College.

Stephen M. Colarelli, Central Michigan University.

Daniel W. King, Central Michigan University.

Terry A. Beehr, Central Michigan University.

**EMPLOYMENT DECISIONS OF COLLEGE RECRUITS:
A COMPARISON OF FACTORS INFLUENCING THE
ACCEPT AND REJECT DECISION**

Daniel B. Turban, University of Missouri-Columbia.

Alison R. Eyring, University of Houston.

James E. Campion, University of Houston.

**DEVELOPMENT AND CONTENT VALIDATION OF
MULTIPLE-TEST SELECTION PROCEDURES**

Cristina G. Banks, University of California.

Karen E. May, University of California.

Kathleen L. Mosier, University of California.

**ON THE CONSTRUCT VALIDITY OF
BIOGRAPHICAL INFORMATION**

Craig J. Russell, Rutgers University.

Donald R. Domm, John Carroll University.

**GENERAL ABILITY VERSUS SPECIFIC ABILITIES AS
PREDICTORS OF OCCUPATIONAL SUCCESS**

Gwen E. Jones, SUNY-Albany.

Malcolm Ree, AFHRL/MOA.

Michael J. Kavanagh, SUNY-Albany.

**APPLYING PRINCIPLES OF CONTENT AND CONSTRUCT
VALIDITY TO BACKGROUND DATA**

Michael D. Mumford, George Mason University.

Bernard J. Nickels, University Research Corporation.

**PREDICTION OF TRADES APPRENTICES' PERFORMANCE
ON JOB SAMPLE CRITERIA**

Keith Hattrup, Michigan State University.

Neal Schmitt, Michigan State University.

**GREAT EXPECTATIONS REVISITED: IS ROLE
DISAGREEMENT A VIABLE CONSTRUCT?**

Carla S. Smith, Bowling Green State University.

John Tisak, Bowling Green State University.

**DIMENSION RATINGS VERSUS EXERCISE RATINGS
IN ASSESSMENT CENTERS**

Andrea M. Konz, S. C. Johnson Wax

FAKABILITY OF A COMPUTERIZED BIODATA INSTRUMENT

Joseph E. Baratta, LIMRA International.

John D. Scott, LIMRA International.

**DETECTION OF FAKING ON AN EMPIRICALLY-KEYED
BIODATA INSTRUMENT**

Margaret A. McManus, LIMRA International.

**JUDGEMENTAL METHODOLOGY FOR SETTING CUTOFF
SCORES: EXPERT VS. NON-EXPERT JUDGES**

Todd J. Maurer, Georgia Institute of Technology.

Ralph A. Alexander, University of Akron.

Jeff J. Bailey, University of Akron.

Cathy M. Callahan, University of Akron.

**ANOTHER LOOK AT THE VALIDITY OF PERSONALITY:
A DIMENSIONAL PERSPECTIVE**

Michael K. Mount, University of Iowa.

Murray R. Barrick, University of Iowa.

**DIFFERENCES AMONG INTERVIEWERS IN THE
INCREMENTAL VALIDITY OF THEIR JUDGMENTS**

Robert L. Dipboye, Rice University.
Barbara Gaugler, Rice University.
Theodore L. Hayes, Rice University.

**PERSONAL ATTRIBUTES AS PREDICTORS OF
PERCEPTIONS OF LEADERSHIP**

Leanne E. Atwater, State University of New York at Binghamton.
Francis J. Yammarino, State University of New York at Binghamton.

**THE INCREMENTAL CONTRIBUTION OF AN INTERVIEW
TO COLLEGE ADMISSIONS**

Comila Shahani, Hofstra University.

**SOCIAL DESIRABILITY AND BIODATA:
PREDICTING SALES SUCCESS**

Michelle Mosher Crosby, LIMRA International.

**DEVELOPMENT OF THE PERCEPTIONS OF
POLITICS SCALE (POPS)**

K. Michele Kacmar, Texas A&M University.
Gerald R. Ferris, University of Illinois.

2:30-3:00

SPONSORED COFFEE BREAK
Sponsor to be Announced

3:00-3:50

POSTER SESSION #2
Carole Moore, Allstate, Chair

**GROUP INTERDEPENDENCE, COWORKER PERFORMANCE,
AND EVALUATION OF A TARGET PERFORMER**

James C. Bassett, Ohio State University.
Robert J. Vance, Ohio State University.

**HALO IN BEHAVIOR AND RESULTS EVALUATIONS
IN A FIELD SETTING**

Scott M. Brooks, Ohio State University.
Robert J. Vance, Ohio State University.

**RELATIONSHIPS AMONG COMPONENTS OF RATING
ACCURACY IN A REALISTIC SITUATION**

David W. Roach, Arkansas Tech University.
Nina Gupta, University of Arkansas.

**THE DEVELOPMENT AND EVALUATION OF AN INTERVIEW
WORK SAMPLE CRITERION MEASURE**

Mark S. Teachout, AFHRL/IDE.
Jerry W. Hedge, Personnel Decisions Research Institute, Inc.

**ALTERNATIVE MEMORY SEARCH MODELS OF
RATING BIAS AND ACCURACY**

Karen J. Maher, University of Akron.
Tiffany L. Scheiwe, University of Akron.
Robert G. Lord, University of Akron.

**PEER AND SUPERVISORY RATINGS: THE
ASSESSMENT OF LEVEL-SPECIFIC HALO**

Christopher E. Sager, University of Minnesota.
Scott H. Oppler, University of Minnesota.

**METHODOLOGICAL PROBLEMS WITH RESEARCH ON
ASSIMILATION AND CONTRAST EFFECTS**

David A. Kravitz, Bowling Green State University.
William K. Balzer, Bowling Green State University.

**EFFECTS OF RATER TRAINING AND RATING PURPOSE
ON RATING QUALITY**

Kenneth E. Sumner, Bowling Green State University.
William K. Balzer, Bowling Green State University.

**WHAT CAUSES CONTRAST EFFECTS
IN PERFORMANCE RATING?**

Todd J. Maurer, Georgia Institute of Technology.
Ralph A. Alexander, University of Akron.

**SEPARATING PERSON FROM SYSTEM VARIANCE:
JUDGMENT CAPABILITY AND BELIEF**

Robert L. Cardy, Arizona State University
Cynthia L. Sutton, Arizona State University
Kenneth P. Carson, Arizona State University
Gregory H. Dobbins, The University of Tennessee.

**EFFECTS OF SELF-APPRAISAL ON RATER
EXPECTATIONS AND RATING BEHAVIOR**

Margaret Diddams, New York University.
Loriann Roberson, New York University.

**THE INFLUENCE OF INDIRECT KNOWLEDGE ON
PERFORMANCE EVALUATIONS: THE GENERALIZABILITY OF
ASSIMILATION EFFECTS**

Richard Buda, Brooklyn Union Gas.
Richard R. Reilly, Stevens Institute of Technology.
James W. Smither, AT&T.

**THE EFFECTS OF JOB EXPERIENCE ON
JUDGMENTS OF TASK IMPORTANCE**

Juan I. Sanchez, University of South Florida.

**INFLUENCES OF SUPERVISOR AFFECT TOWARD
THE SUBORDINATE ON INTERACTIONS WITH AND
EVALUATIONS OF THAT SUBORDINATE**

Daniel B. Turban, University of Missouri.
Allan P. Jones, University of Houston.
Richard M. Rozelle, University of Houston.

**EFFECTS OF TRUST IN APPRAISAL ON
APPRAISAL FEEDBACK EFFECTIVENESS**

Gregory H. Dobbins, University of Tennessee.
Jeffrey D. Houston, University of Tennessee.
Stephanie J. Platz, U.S. Federal Government.

**EXAMINATION OF THOMAS' MAXIMUM LIKELIHOOD
PROCEDURE FOR VALIDITY GENERALIZATION**

Cathleen M. Callahan, University of Akron.
Ralph A. Alexander, University of Akron.
Sean S. Stevens, University of Akron.

**JOB COMPONENT VALIDITY: ABILITY REQUIREMENTS
FOR SEMANTIC TASK CATEGORIES**

Linda E. Barrett, Air Force Human Resources Laboratory.
Walter E. Driskill, Metrica, Inc.

**FACTORS INFLUENCING THE EMPLOYEE
RELOCATION DECISION**

Peter D. Bachiochi, University of Connecticut.
Janet L. Barnes-Farrell, University of Connecticut.

LABELLING EFFECTS ON SITE SELECTION DECISIONS

Stephen W. Gilliland, Michigan State University.
Lisa Wood, Michigan State University.
Neal Schmitt, Michigan State University.

**FIRM-LEVEL PREDICTORS OF ORGANIZATIONAL
STAFFING PRACTICES**

Margaret L. Williams, Purdue University.

**EMBEDDED ASSESSMENT AND TRAINING FOR
LOW ACADEMIC ABILITY WORKERS**

F. Jay Breyer, Educational Testing Service.
Norman Freeberg, Educational Testing Service.
Michael Rosenfeld, Educational Testing Service.

**HOLISTIC VERSUS DECOMPOSED JUDGMENTS OF
CROSS-JOB RETRAINING TIME**

Charles E. Lance, University of Georgia.
David L. Mayfield, University of Georgia.
R. Bruce Gould, AFHRL/MODJ.
Michelle C. Lynskey, AFHRL/MODJ.

**THE EFFECTS OF ORGANIZATIONAL, TRAINING,
AND INDIVIDUAL CHARACTERISTICS ON THE ACQUISITION
OF TRAINING NEEDS INFORMATION**

Debra A. Major, Michigan State University.
Felicia W. Seaton, Wayne State University.
J. Kevin Ford, Michigan State University.
Helene R. Krifcher, Michigan State University.
Leslie Hames, Wayne State University.

3:00-4:50

SYMPOSIUM: COGNITIVE REPRESENTATIONS OF WORK

Kurt Kraiger, University of Colorado at Denver, Chair.

Participants:

Robert J. Harvey, Virginia Polytechnic Institute & State University. *Incumbent Versus Supervisor Perceptions of Job Tasks.*

Michael D. Coovert, University of South Florida, Kathleen McNelis, Florida Power Corporation, Eduardo Salas and Janis A. Cannon-Bowers, Naval Training Systems Center. *Application of Petri Nets to the Study of Individual and Team Decision Making.*

Janet L. Favero, U.S. West, Inc., & Kurt Kraiger, University of Colorado at Denver & University of California-Berkeley. *Job Analysis Responses as a Function of Incumbent Expertise and Affective State.*

Janis A. Cannon-Bowers and Eduardo Salas, Naval Training Systems Center. *Cognitive Psychology and Team Training: Shared Mental Models in Complex Systems.*

Discussant: Walter C. Borman, Personnel Decisions Research Institutes, Inc.

**SYMPOSIUM: HEALTH AND SAFETY IN THE WORKPLACE:
A RESEARCH AGENDA**

Judy D. Olian, University of Maryland, Chair.

Participants:

Daniel R. Ilgen, John R. Hollenbeck, & Suzanne Crampton, Michigan State University. *A Systems Approach to Health at Work: Applying an Integrated Model to the Problem of Low Back Pain.*

James P. Guthrie, University of Kansas. *The Influence of HRM Interventions on Psychosocial Constructs and Worker Safety and Health.*

James R. Terborg, University of Oregon. *Improving Employee Participation and Adherence in Health Promotion Programs.*

Judith L. Komaki, Purdue University. *Management Support in Safety and Health: The Missing Link.*

Eugene F. Stone & Dianna L. Stone. *Effects of Loss of Privacy on Physical and Mental Health.*

Discussant: Judith D. Olian, University of Maryland.

**PANEL DISCUSSION: ORGANIZATIONAL CHANGE: DIVERSE
APPROACHES, COMMON THEMES**

Irwin L. Goldstein, University of Maryland, Chair.

Participants:

Susan Cohen, University of Southern California.

Susan Jackson, New York University.

Katherine J. Klein, University of Maryland, College Park.

Simcha Ronen, Tel Aviv University.

Benjamin Schneider, University of Maryland, College Park.
Discussant: Allan M. Mohrman, Jr., University of Southern California.

**EXPERT PANEL WITH DISCUSSANT: FOUR ALTERNATIVES TO
LOCAL VALIDATION**

Michelle Mosher Crosby, LIMRA International, Chair.

Participants:

Terry W. Mitchell, MPORT Management Solutions.

Frank L. Schmidt, University of Iowa.

William W. Ruch, Psychological Services, Inc.

P. Richard Jeanneret, Jeanneret & Associates, Inc.

Discussant: Robert M. Guion.

**MASTER TUTORIAL: CURRENT TRENDS IN ORGANIZATIONAL
PRODUCTIVITY**

John Sawyer, Texas A&M University, Chair.

Presenter: Robert D. Pritchard, Texas A&M University.

4:00-4:50

POSTER SESSION #3

Kathy McNelis, Florida Power Corporation, Chair.

**COMPREHENSIVE MEASUREMENT SYSTEM TO IMPROVE
PRODUCTIVITY/EFFECTIVENESS**

Steven D. Jones, University of Tennessee-Chattanooga.

**THE EFFECTS OF DISTRIBUTIVE AND PROCEDURAL
JUSTICE ON ORGANIZATIONAL PERFORMANCE**

Peter M. Fasolo, Fairleigh Dickinson University.

Robert Eisenberger, Fairleigh Dickinson University.

E. David Michaelis, Fairleigh Dickinson University.

**THE UTILITY OF ALTERNATIVE EXPECTANCY
THEORY MEASURES**

Dennis L. Dossett, University of Missouri-St. Louis.

Joseph P. Colihan, University of Missouri-St. Louis.

**INEFFECTIVE NUMERICAL PERFORMANCE QUOTAS AND
PERFORMANCE IMPROVEMENTS AMONG TELEMARKETERS**

Thomas Clinton Mawhinney, University of Detroit.

Christine Fellows, University of Detroit.

**THE EFFECTS OF TRAINEE PARTICIPATION ON
MOTIVATION AND TRAINING OUTCOMES**

Timothy J. Baldwin, Indiana University.

Brian T. Lohr, IUPUI.

Richard J. Magjuka, Indiana University.

**INVESTIGATING SELF, TASK, AND SUPERVISORY
FEEDBACK EFFECTS**

Sonia Goltz, University of Notre Dame.

**FACTORS AFFECTING SUPERVISORS' USE OF CORRECTIVE
ACTIONS FOLLOWING POOR PERFORMANCE**

Wanda A. Trahan, University of Wisconsin-Oshkosh.

Dirk D. Steiner, Louisiana State University.

**MODERATING EFFECTS OF TASK INTERDEPENDENCE ON
GOAL SETTING AND SHARING**

Cynthia Lee, Northeastern University.

P. Christopher Earley, University of Minnesota.

Terri R. Lituchy, University of Arizona.

Michael Wagner, University of Arizona.

**MONETARY INCENTIVES, GOAL LEVEL, GOAL
COMMITMENT, AND PERFORMANCE**

Patrick M. Wright, Texas A&M University.

**GOAL SETTING AND COMPLEX TASK PERFORMANCE:
A RESOURCE ALLOCATION PERSPECTIVE**

Ruth Kanfer, University of Minnesota.

Brad Dugdale, University of Minnesota.

Leissa Nelson, University of Minnesota.

Phillip L. Ackerman, University of Minnesota.

**MODERATING THE GOAL-PERFORMANCE RELATIONSHIP:
INTENTION-GOAL CONGRUENCE VS. REACTION MEASURES**

Mark E. Tubbs, University of Missouri-St. Louis.

**AN EXPLORATORY EXAMINATION OF
PERSON-ORGANIZATION FIT: ORGANIZATIONAL
GOAL CONGRUENCE**

Jeffrey Bret Vancouver, Michigan State University.

Neal Schmitt, Michigan State University.

GOAL SETTING IN A JAPANESE CORPORATION

Lise M. Saari, The Boeing Company.

Paul Yost, University of Maryland.

Patrick J. Bettin, Battelle Institute.

**DYNAMIC MODELING: A NEW METHOD FOR
GOAL SETTING RESEARCH**

Steven E. Ekeberg, Cleveland State University.

Karla K. Stuebing, University of Houston.

**WORK TEAM CONTEXT, DEVELOPMENT, AND
EFFECTIVENESS IN A MANUFACTURING ORGANIZATION**

Eric Sundstrom, University of Tennessee.

Marilyn Perkins, University of Tennessee.

Jill George, University of Tennessee.

David Futrell, University of Tennessee.

Dee Hoffman, General Electric.

COLLECTIVE ORIENTATION AND TEAM PERFORMANCE

James E. Driskell, Florida Maxima Corporation.
Eduardo Salas, Naval Training Systems Center.

GROUP GOALS, GROUP COORDINATION, AND GROUP MEMBER MOTIVATION

James R. Larson, Jr., The University of Illinois at Chicago.
Linda J. Schumann, The University of Illinois at Chicago.

SELF-PERPETUATION OF GROUP PERFORMANCE: A PARTIAL TEST OF AN EXPLANATORY MODEL

Matt L. Riggs, California State University, San Bernardino.

USEFULNESS OF CAREER DEVELOPMENT PLANNING PROGRAMS

Frank J. Minor, Northeastern University.

5:00-5:50

INVITED ADDRESS: PROFESSIONAL PRACTICE AWARD

Douglas W. Bray, Development Dimensions International, Chair.
Presenter: William C Byham, Developmental Dimension International.

6:00-8:00

SOCIAL HOUR

SATURDAY, APRIL 21, 1990

8:30-9:50

CONVERSATION HOUR: INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY IN THE PEOPLE'S REPUBLIC OF CHINA

Donald D. Davis, Old Dominion University, Chair.

Participants:

Zhong-ming Wang, Hangzhou University.
Benjamin Schneider, University of Maryland.
James C. Naylor, Ohio State University.

8:30-9:50

SYMPOSIUM: AFFIRMATIVE ACTION IN THE 1990'S

Michael A. McDaniel, Booz-Allen and Hamilton, Inc., Chair.

Participants:

Gerald V. Barrett, University of Akron. *Legal and Personnel Psychology Perspectives on Affirmative Action.*
Linda S. Gottfredson, University of Delaware. *Affirmative Action in a Post-Quota Workplace.*
James L. Outtz, Consultant. *Affirmative Action in the 1990's.*
Discussant: Frank L. Schmidt, University of Iowa.

SYMPOSIUM: THE ROLE OF I/O PSYCHOLOGISTS IN OUTPLACEMENT: THEORY AND PRACTICE

Maxine Arnold Hatcher, Drake Beam Morin, Inc., Chair.

Participants:

Kevin Wooten, Drake Beam Morin, Inc. *Individual Job Loss Model: A Micro Perspective and Research Agenda.*

Maxine Hatcher, Drake Beam Morin, Inc. *Assessment Practices and Profiles of Individuals Experiencing Job Loss.*

Joel Brown, Drake Beam Morin, Inc. *Transition Management: A Micro Perspective and Practice Issues.*

Stefanie P. Spera, Drake Beam Morin, Inc. *Counseling Processes and Cognitive/Behavioral Interventions.*

Discussant: Joel Brockner, Columbia University.

PANEL DISCUSSION: GENERAL PRINCIPLES AND CONTEXTUAL CONTINGENCIES FOR I/O PRACTITIONERS AND SCIENTISTS

Susan E. Jackson, New York University, Chair.

Participants:

John R. Fulkerson, Pepsi-Cola International.
Kevin R. Murphy, Colorado State University.
Patrick R. Pinto, Pinto Consulting Group.
Anthony J. Rucci, Baxter International Inc.
Randall S. Schuler, New York University.

PANEL DISCUSSION: ACCOUNTABILITY DYNAMICS IN PERFORMANCE APPRAISAL: BLENDING THEORY AND PRACTICE

Richard J. Klimoski, The Ohio State University, Chair.

Participants:

Thomas E. Becker, The Ohio State University.
Walter R. Freytag, Advance Technology Laboratories.
Terry W. Mitchell, MPORT Management Solutions.
Stanley Silverman, University of Akron.
Vicki V. Vandaveer, Jeanneret & Associates, Inc.

10:00-10:30

SPONSORED COFFEE BREAK

Sponsor to be announced

10:30-11:20

ROUNDTABLE #2

MASTER'S LEVEL EDUCATION IN I/O PSYCHOLOGY: RECENT DEVELOPMENTS

Rosemary H. Lowe, The University of West Florida.
Lilly M. Berry, San Francisco State University.
Ronald G. Downey, Kansas State University.

OLDER WORKER ISSUES: BRIDGING I/O PSYCHOLOGY WITH INDUSTRIAL GERONTOLOGICAL PSYCHOLOGY

Harvey L. Sterns, The University of Akron.
Jeanette N. Cleveland, Colorado State University.

COMPUTER TECHNOLOGIES IN THE WORKPLACE: A NEW AREA FOR I/O PSYCHOLOGY

Katherine J. Klein, University of Maryland, College Park.
Steve W. J. Kozlowski, Michigan State University.

**MANAGING CULTURAL DIVERSITY:
CONTRIBUTIONS THAT I/O PSYCHOLOGY CAN MAKE**

Donna E. Thompson, City University of New York.

Jeffrey J. McHenry, Allstate Research and Planning Center.

**ERIC TRIST AND THE DEVELOPMENT OF
SOCIOTECHNICAL CONCEPTS**

William Fox, University of Florida

10:30-11:50

**SYMPOSIUM: SERVICE QUALITY AND MANAGEMENT
EFFECTIVENESS: "SO WHAT? & WHO CARES?"**

Walter W. Tornow, University of Minnesota, Chair.

Participants:

Walter W. Tornow, University of Minnesota, & Jack W. Wiley, Gantz-Wiley Research Consulting Group. *Service Quality and Management Practices: A Look at Employee Attitudes, Customer Satisfaction and Bottom Line Consequences.*

Jack W. Wiley, Gantz-Wiley Research Consulting Group, Inc. *Examining Employee Opinions, Customer Satisfaction and Organizational Performance in a Retail Environment.*

Carol A. Paradise, First Bank System, Inc. *Management Effectiveness Service Quality and Organizational Performance in Banks.*

Kenneth P. DeMeuse, The Human Side. *Managerial Effectiveness: An Employee's Perspective.*

Discussant: Benjamin Schneider, University of Maryland.

**SYMPOSIUM: INNOVATIVE RESEARCH ON THE IAR: THE FIRST
FEDERAL-WIDE BIODATA FORM**

James C. Sharf, U.S. Office of Personnel Management, Chair.

Participants:

David A. Dye, U.S. Office of Personnel Management. *Construct Validity of the IAR.*

Jay A. Grandy, U.S. Office of Personnel Management. *Job Performance Criteria and Biodata Validity: Comparisons and Considerations.*

Charles N. MacLane, U.S. Office of Personnel Management. *Effects of Scoring Methods on Validity.*

Discussant: Michael Mumford, George Mason University.

**SYMPOSIUM: NEW DIRECTIONS IN INTERPERSONAL INFLUENCE
IN ORGANIZATIONS**

K. Michele Kacmar, Texas A&M University, & Joan D. Mahoney, State University of New York at Buffalo, Chairs.

Participants:

Joan D. Mahoney & James Meindl, SUNY at Buffalo. *Lying: An Unexplored Interpersonal Influence.*

Gerald R. Ferris, University of Illinois. *Antecedents and Consequences of Interpersonal Influence Tactics in Organizations.*

Robert C. Liden, Georgia Institute of Technology & Sandy J. Wayne, University of Illinois at Chicago. *Job Longevity and Impression Management in Leader-Member Exchange.*

Robert A. Baron, Rensselaer Polytechnic Institute. *Constructive Criticism as a Form of Influence in Organizations.*

Discussant: Jerald Greenberg, Ohio State University.

**PANEL DISCUSSION: FITNESS FOR WORK: STANDARDS FOR
PSYCHOLOGICAL ASSESSMENT OF PERSONNEL**

Thomas M. Ruddy, Xerox Corporation, Chair.

Participants:

Thomas M. Ruddy, Xerox Corporation.

Dennis L. Johnson, Behavior Analysts and Consultants.

Dianna Stone, Bowling Green State University.

Eugene F. Stone, Bowling Green State University.

**PANEL DISCUSSION: ACADEMIC/PRACTITIONER COLLABORATION:
REPORTS FROM THE FRONT LINE**

Vicki V. Vandaveer, Jeanneret & Associates, Inc., Chair.

Participants:

Jack M. Feldman, Georgia Institute of Technology.

Joe Simonet, Coca-Cola U.S.A.

Milton D. Hakel, University of Houston.

Ira S. Richman, Bristol-Myers Squibb.

11:00-11:50

CONVERSATION HOUR: "WHAT I'M TRYING TO SAY IS . . ."

Presenter: Paul M. Muchinsky, Iowa State University.

12:00-1:50

SIOP LUNCHEON

Presenter: To be announced

2:00-3:50

LONG RANGE PLANNING COMMITTEE: OPEN FORUM

Allen I. Kraut, Baruch College and

Susan Jackson, New York University, Chairs.

POSTER SESSION #4

Kevin Nilan, 3M, Chair

2:00-2:50

**ATTITUDINAL PREDICTORS OF ORGANIZATIONAL
CITIZENSHIP AND IN-ROLE BEHAVIORS**

Larry J. Williams, Purdue University.

**LOCUS OF CONTROL AND VOICE INTERACT TO
PREDICT PROCEDURAL JUSTICE**

Paul D. Sweeney, Marquette University.

Dean B. McFarlin, Marquette University.

John B. Cotton, Marquette University.

WORK, TIME, AND LIFE SATISFACTION

Jennifer M. George, Texas A&M University.

**NEGATIVE AFFECT VS. JOB CHARACTERISTICS
PREDICTING SATISFACTION AND COMMITMENT**

L. Alan Witt, Western Illinois University.

William L. Farmer, Western Illinois University.

**FACET IMPORTANCE AND JOB SATISFACTION:
LOCKE'S RANGE OF AFFECT HYPOTHESIS**

Robert W. Rice, SUNY at Buffalo.
Keith Markus, City University of New York.
Reed P. Moyer, SUNY at Buffalo.
Dean B. McFarlin, Marquette University.

**RE-EXAMINING THE CAUSAL DIRECTION BETWEEN
JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT**

Dennis L. Dossett, University of Missouri-St. Louis.
Mary K. Suszko, University of Missouri-St. Louis.

**PART-TIME COLLEGE WORKERS: ROLE CONFLICT
AND JOB ATTITUDES**

Patrick A. Knight, Kansas State University.
Shin-Chin Lee, Kansas State University.

**A LONGITUDINAL ANALYSIS OF ORGANIZATIONAL
SOCIALIZATION, COMMITMENT, AND ROLE ORIENTATION**

John P. Meyer, The University of Western Ontario.
Natalie J. Allen, The University of Western Ontario.

**SATISFACTION OF SUPERVISORS WITH
THEIR SUBORDINATES**

Denise M. Weisbrodt, Central Michigan University.
Terry A. Beehr, Central Michigan University.

**TASK CHARACTERISTICS AS A MODERATOR OF THE
DISPOSITION/JOB SATISFACTION RELATIONSHIP**

Neil M. A. Hauenstein, Virginia Tech.
Monnie L. Bittle, Virginia Tech.

**PREDICTORS OF SATISFACTION WITH SPECIFIC
JOB FACETS**

Dean B. McFarlin, Marquette University.
Robert W. Rice, SUNY-Buffalo.

**ATTITUDE INVOLVEMENT: A MODERATOR OF SOCIAL
INFORMATION PROCESSING EFFECTS**

Laura A. Finfer, Purdue University.

**MODERATORS OF THE EMPLOYEE WITHDRAWAL AND
ADAPTATION PROCESS**

Rick R. Fuentes, Texas A&M University.
John E. Sawyer, Texas A&M University.
Wayne E. K. Lehman, Texas Christian University.

**POTENTIAL MODERATORS OF THE ORGANIZATIONAL
POLITICS—JOB ANXIETY RELATIONSHIP**

Gerald R. Ferris, University of Illinois.
David C. Gilmore, University of North Carolina at Charlotte.
K. Michele Kacmar, Texas A&M University.

CONSISTENCY IN IMPLICIT THEORIES OF ORGANIZATIONS

Daniel J. Svyantek, University of Akron.
Allan P. Jones, University of Houston.
Richard Rozelle, University of Houston.

**RELATIONSHIPS BETWEEN ORGANIZATIONAL CULTURE
AND INDIVIDUAL MOTIVATION—A CONCEPTUAL INTEGRATION**

Yoash Wiener, Cleveland State University.
Yoav Vardi, Cleveland State University.

UNIONIZATION: A SOCIAL PSYCHOLOGICAL APPROACH

Clive Fullagar, Kansas State University.
Karen Howland, Kansas State University.

**LEADERSHIP IN THE NAVY: GOING BEYOND
LEADER-FOLLOWER TRANSACTIONS**

David A. Waldman, State University of New York at Binghamton.
Francis J. Yammarino, State University of New York at Binghamton.
Bernard M. Bass, State University of New York at Binghamton.

**SUPERVISOR—SUBORDINATE ATTRIBUTIONAL
CONGRUENCE AND UNDERSTANDING**

John E. Delery, Texas A&M University.
Gerald R. Ferris, University of Illinois at Urbana-Champaign.

**TRAITS, SELF-MONITORING AND
LEADERSHIP EMERGENCE**

Roseanne J. Foti, Virginia Tech.
Justin D. Rueb, Virginia Tech.

**COPING WITH STRESS: AN APPLICATION OF
ATTRIBUTION THEORY**

Laura Koppes, University of Wisconsin-Oshkosh.
Robert S. Billings, The Ohio State University.

2:00-3:50

**SYMPOSIUM: EXECUTIVE AND MANAGEMENT DEVELOPMENT:
WHO CHANGES AND UNDER WHAT CONDITIONS**

Val Arnold, Personnel Decisions, Inc., Chair.

Participants:

Ann Howard, Leadership Research Institute and Douglas W. Bray, Development Dimensions International. *Individual Development in a Natural Context.*
Cynthia Marsh, Personnel Decisions, Inc. *Factors Affecting Executive Development in an Individualized Coaching Program.*
Pat Leone, IDS Financial Services, Inc. *A Targeted Coaching Program for Developing Sales Managers.*
David B. Peterson, Personnel Decisions, Inc. *Measuring and Evaluating Change in Executive and Managerial Development.*
Discussant: Dennis Nowlin, 3M.

**SYMPOSIUM: THE AMERICANS WITH DISABILITIES ACT:
IMPLICATIONS FOR I/O PSYCHOLOGY**

James C. Sharf, U.S. Office of Personnel Management, Chair.

Participants:

Jay Rochlin, President's Committee on the Employment of People with Disabilities. *The Americans with Disabilities Act from the Perspective of Disabled Persons.*

Lawrence Z. Lorber, Kelley, Drye & Warren. *Disability Discrimination.*

Mary L. Tenopyr, AT&T. *Practical Implications of the Americans with Disabilities Act.*

Discussant: Neal W. Schmitt, Michigan State University.

**SYMPOSIUM: INTERVIEW JUDGMENT PROCESSES: EDWARD
WEBSTER'S VISION AND CURRENT RESEARCH EFFORTS**

K. Michele Kacmar, Texas A&M University, and
Robert W. Eder, Cornell University, Chairs.

Participants:

Robert L. Dipboye, Rice University & Therese Macan, University of Missouri-St. Louis. *Alternative Models of the Interview Process.*

K. Michele Kacmar & Lyle F. Schoenfeldt, Texas A&M University. *Relational Communication Analysis Applied to the Selection Interview Process.*

Robert W. Eder, Cornell University & M. Ronald Buckley, University of Oklahoma. *Self-Fulfilling First Impression and the Quick Decision.*

Willi H. Wiesner, Concordia University, Quebec. *The Effectiveness of Note-Taking Versus the Use of Rating Scales in Employment Interview Decisions.*

Discussant: Milton D. Hakel, University of Houston.

**PANEL DISCUSSION: JOB ANALYSIS PROCEDURES FOR
CONTENT-ORIENTED SELECTION STRATEGIES**

Katherine E. Holt, Personnel Decisions, Inc., Chair.

Participants:

Richard D. Arvey, University of Minnesota.

Irwin L. Goldstein, University of Maryland.

C. H. Lawshe, Management Consultant.

James L. Outtz, Consultant.

**MASTER TUTORIAL: MOTIVATION THEORY: NEW APPROACHES
TO OLD AND NEW PROBLEMS**

John E. Sawyer, Texas A&M University, Chair.

Presenter: Ruth Kanfer, University of Minnesota.

3:00-3:50

POSTER SESSION #5

James Miller, Questar Data Systems, Inc., Chair

**SOURCES OF IMPRECISION IN FORMULA
CROSS-VALIDATED MULTIPLE CORRELATION**

Gary J. Lautenschlager, University of Georgia.

**REVISION AND CONFIRMATORY FACTOR ANALYSIS OF
THE SELF-CONSCIOUSNESS SCALE**

Michelle Rohrback, University of Akron.

Robert G. Lord, University of Akron.

Rosalie J. Hall, University of Akron.

Robert G. Lord, University of Akron.

**PSYCHOMETRIC EQUIVALENCE OF A TRANSLATED
CIRCADIAN RHYTHM QUESTIONNAIRE**

Carla S. Smith, Bowling Green State University.

John Tisak, Bowling Green State University.

Betsy Green, Bowling Green State University.

Todd Bauman, Bowling Green State University.

**DETERMINING APPROPRIATE CORRECTIONS WHEN
TYPE OF RANGE RESTRICTION IS UNKNOWN**

Kenneth P. Yusko, University of Maryland.

Paul J. Hanges, University of Maryland.

**IMPORTANCE OF DIFFERENT POWER SOURCES IN
DOWNWARD AND LATERAL RELATIONS**

Gary Yukl, State University of New York at Albany.

Cecilia Falbe, State University of New York at Albany.

**TESTS OF THREE CAUSAL MODELS OF
HALO RATER ERROR**

Charles E. Lance, University of Georgia.

Julie A. LaPointe, University of Georgia.

Sebastiano A. Fisicaro, Wayne State University.

**A POWER STUDY OF TESTS FOR CURVILINEARITY
IN BIVARIATE RELATIONSHIPS**

W. Mark Coward, University of Illinois at Chicago.

Paul R. Sackett, University of Minnesota.

Leland Wilkinson, University of Illinois at Chicago.

**INVESTIGATION OF THE 16PF'S FAKABILITY UNDER
VARIOUS PRESENTATION MANAGEMENT MOTIVATIONS**

Angela L. Rosenbaum, Texas A&M University.

David J. Woehr, Texas A&M University.

Jack M. Greener, Fort Worth, Texas.

**A CRITIQUE OF LEAST-SQUARES REGRESSION ANALYSIS
OF CATASTROPHE THEORY DATA**

Ralph A. Alexander, University of Akron.

Glenn R. Herbert, Newark, Delaware.

Richard P. DeShon, University of Akron.

Paul J. Hanges, University of Maryland.

**REMOVING ATTRIBUTIONAL BIAS FROM
MEASURES OF CHARISMA**

William D. Spangler, State University of New York.

Robert J. House, University of Pennsylvania.

**A RECONSIDERATION OF D, THE INDEX OF
ITEM DISCRIMINATION**

George M. Alliger, State University of New York.
Sheri L. Feinzig, State University of New York.

**A COMPARISON OF CRITERION MEASURES IN A
CONCURRENT VALIDATION STUDY**

Calvin C. Hoffman, Southern California Gas Company.
Lisa M. Holden, Southern California Gas Company.

**AN EXPERIMENTAL EXAMINATION OF
SINGLE-SOURCE BIAS**

Francis J. Yammarino, State University of New York at Binghamton.
Bruce J. Avolio, State University of New York at Binghamton.
David A. Waldman, State University of New York at Binghamton.

**CORRECTING VALIDITY COEFFICIENTS FOR
UNRELIABILITY: IMPLICATIONS OF SPECIFICATION ERRORS**

Sebastiano A. Fisicaro, Wayne State University.
Gary J. Lautenschlager, University of Georgia.

**THE MEASUREMENT AND DIMENSIONALITY OF
COMPENSATION SATISFACTION IN LAW ENFORCEMENT**

Ronald A. Ash, University of Kansas.
Robert D. Bretz, Cornell University.
George F. Dreher, Indiana University.

**AN EVALUATION OF THE PERFORMANCE-
TURNOVER RELATIONSHIP: IS IT CURVILINEAR?**

Joseph E. Baratta, LIMRA International.
Jaci Jarrett Masztal, LIMRA International.

STANDARD SETTING: THE IMPACT OF RATER TRAINING

Melinda L. Fehrmann, Texas A&M University.
David J. Woehr, Texas A&M University.

**INFLUENCE OF JOB CHARACTERISTICS ON
ACCEPTABILITY OF EMPLOYEE DRUG TESTING**

Kevin R. Murphy, Colorado State University.
George C. Thornton III, Colorado State University.
Kristin Prue, Colorado State University.

**SUBSTANCE USE AS A CONSEQUENCE OF WORK VALUES
AND EXPERIENCE**

Margaret E. Mitchell, Rutgers University.

4:00-4:50

**INVITED ADDRESS: DISTINGUISHED SCIENTIFIC
CONTRIBUTION AWARD**

Eugene Stone, Bowling Green State University, Chair.
Presenter: Lyman W. Porter, Professor of Management and Psychology, University of California, Irvine.

5:00-5:50

BUSINESS MEETING

Neal Schmitt, Michigan State University, Chair.

6:00-8:00

SOCIAL HOUR

SUNDAY, APRIL 22, 1990

9:00-9:50

**CONVERSATION HOUR: A NEW GENRE OF LEADERSHIP THEORY:
EMERGING ISSUES**

Presenter: Robert House, The Wharton School of Management, The University of Pennsylvania.

9:00-10:20

**SYMPOSIUM: ETHICAL ISSUES IN INDUSTRIAL/ORGANIZATIONAL
PSYCHOLOGY**

Elizabeth C. Ravlin, University of South Carolina, Chair.

Participants:

Dianna L. Stone, Bowling Green State University. *Privacy and Personnel Selection Methods.*
Angelo S. DeNisi, Rutgers University, & Joseph C. Ullman, University of South Carolina. *Work Values and the Ethics of Negotiations.*
Elizabeth C. Ravlin, University of South Carolina. *Ethical Decision Making: Group and Individual Influences.*
Marcia P. Miceli, Ohio State University & Janet P. Near & Terry Dworkin, Indiana University. *The Effects of Legal Changes on Whistle-blowers and Their Organizations.*

Discussant: Robert A. Baron, Rennselyer Polytechnical Institution.

**SYMPOSIUM: GOAL SETTING: MERGING MOTIVATION AND
COGNITION IN COMPLEX TASK SITUATIONS**

Miriam Erez, Technion-Israel Institute of Technology, Chair.

Participants:

Ruth Kanfer, University of Minnesota. *Motivated Cognition and Cognitively-based Motivation.*
Jillian Shapiro & John R. Hollenbeck, Michigan State University. *Goal Setting, General Cognitive Ability and the Development of Task Strategies.*
Miriam Erez & Irit Malach, Technion Institute of Technology. *Effort vs. Strategies in the Performance of Complex Tasks.*
Chris Earley, University of Minnesota, Christina Shalley, & Greg Northcraft, University of Arizona. *A Two-Stage Model of Goal Acceptance and Task Strategy: What Does Information Processing have to Offer Us?*
Christina Shalley, University of Arizona. *An Examination of the Effects of Multiple Goals on Individuals' Creativity and Productivity.*

Discussant: Ed Locke, University of Maryland.

**PANEL DISCUSSION: ORGANIZATIONAL CLIMATE AND CULTURE:
PERSPECTIVES ON THE CONSTRUCTS**

Benjamin Schneider, University of Maryland, Chair.
Participants:

Denise Rousseau, Northwestern University.
Fred Dansereau, Jr., University at Buffalo.
Joseph A. Alutto, University at Buffalo.
Caren Siehl, INSEAD, France.
Richard A. Guzzo, University of Maryland, College Park.
John W. Slocum, Jr., Southern Methodist University.

9:00-10:50

**PANEL DISCUSSION: GRADUATE I/O INTERNSHIPS:
TRAINING, WORK, OR WHAT?**

Richard J. Klimoski, Ohio State University, Chair.

Participants:

Vicki V. Vandaveer, Jeanneret & Associates, Inc.
Allen I. Kraut, Baruch College, City University of New York.
Allan P. Jones, University of Houston.
Ronald G. Downey, Kansas State University.

10:30-11:00

SPONSORED COFFEE BREAK

Sponsor to be announced

11:00-11:50

EDWARD E. GHISELLI AWARD FOR RESEARCH DESIGN

William Balzer, Bowling Green State University, Chair.

Presenters: Kathy A. Haniech & Charles L. Hulin, University of Illinois. *A Proposal to Study Retirement as a Voluntary Organizational Withdrawal Behavior.*

11:00-12:50

**SYMPOSIUM: THE LEWIN CENTENNIAL: APPRAISING LEWIN'S
IMPACT ON ORGANIZATIONAL PSYCHOLOGY TODAY**

Seymour Adler, Stevens Institute of Technology, Chair.

Participants:

Victor Vroom, Yale University. *Kurt Lewin's Influence on Theories of Motivation.*
Harvey A. Hornstein, Columbia University. *Organizational Development and Change: Lewin's Legacy.*
Richard A. Guzzo, University of Maryland. *Lewin, Groups, and Organizations: Some Constants, Some Changes.*
Discussant: Howard M. Weiss, University of Maryland. *General Approaches to Theory and Research: The Lewinian Contribution.*

**SYMPOSIUM: DEFINING AND MEASURING POWER IN
ORGANIZATIONS: SEEKING CONGRUENCE ACROSS LEVELS**

Steve W. J. Kozlowski, Michigan State University, Chair

Participants:

Robert J. House, & Johannes M. Pennings, University of Pennsylvania. *Power: The Interplay between Power Structures and Power Behavior.*
Beth Rubin, LeMoyne College. *Power Across Levels: Identifying and Measuring a Common Construct.*
Gerald R. Salancik, University of Illinois. *Salancik's ABCs of Power: Definitions and Theory about Resource Dependencies.*

Chester A. Schriesheim, University of Miami. *Defining and Measuring Power from a "Micro" Perspective.*

Discussant: Larry L. Cummings, University of Minnesota.

**SYMPOSIUM: UNDERSTANDING AND EVALUATING TRAINING
EFFECTIVENESS: MULTIPLE PERSPECTIVES**

Mark S. Teachout, Air Force Human Resources Laboratory, Chair.

Participants:

Steven B. Woods, American Express Travel Related Services Company. *Evaluating Supervisory Training: A Case Study.*
Martin W. Pellum, Mark S. Teachout, Air Force Human Resources Laboratory. *A Longitudinal Evaluation of Training Effectiveness Using Multiple Levels of Information.*
John E. Mathieu, Pennsylvania State University, Scott I. Tannenbaum, State University of New York at Albany, and Eduardo Salas, Naval Training Systems Center. *A Causal Model of Individual and Situational Influences on Training Effectiveness Measures.*
Michael D. Coovert, University of South Florida, Kathleen McNelis, Florida Power Corporation, and Eduardo Salas, Naval Training Systems Center. *Estimating Team Training Effectiveness: A Comparison of Utility Approaches.*

Discussant: Irwin Goldstein, University of Maryland.

**PANEL DISCUSSION: SITUATIONAL AND DISPOSITIONAL
CAUSALITY IN ORGANIZATIONAL BEHAVIOR:
TOWARDS AN INTEGRATION**

Jack M. Feldman, Georgia Institute of Technology, Chair.

Participants:

Richard D. Arvey, University of Minnesota.
Alison Davis-Blake, Carnegie-Mellon University.
Lawrence R. James, University of Tennessee.
Benjamin Schneider, University of Maryland.
Eugene F. Stone, Bowling Green State University.

**MASTER TUTORIAL: INDIVIDUAL PSYCHOLOGICAL ASSESSMENT
FOR PERSONNEL DECISIONS**

Presenters: Robert F. Silzer, Personnel Decisions, Inc.
P. Richard Jeanneret, Jeanneret and Associates.
Paul R. Sackett, University of Minnesota.
Ann Marie Ryan, Bowling Green University.

12:00-12:50

ROUNDTABLE #3

**AGING AND WORK RESEARCH ON PERFORMANCE:
WHERE DO WE GO FROM HERE?**

David A. Waldman & Bruce J. Avolio, State University of New York at Binghamton.

DRUG TESTING: MISCONCEPTIONS AND REALITY

Jacques Normand, U.S. Postal Service.
Steven W. Gust, National Institute on Drug Abuse.
Michael J. Burke, New York University.

**INTERNSHIPS IN INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY: SHARED CONCERNS & ISSUES**

Dan Schag, California School of Professional Psychology/Los Angeles.
Don Mankin, California School of Professional Psychology/Los Angeles.

**RECRUITING: DEMOGRAPHIC TRENDS AND
NEW APPROACHES**

Carol F. Moore, Allstate Research and Planning Center.
Jeffrey J. McHenry, Allstate Research and Planning Center.

**FACT OR FICTION: I/O LICENSURE CRITERIA,
ISSUES, AND PROCEDURES**

Greg Gormanous, Louisiana State University-Alexandria.
William Howell, Air Force Human Resource Laboratory.
Val Markus, Bell South.
Vicki V. Vandaveer, Jeanneret & Associates, Inc.

1:00-1:50

INVITED ADDRESS

Chair: Walter Freytag, Advanced Technology Laboratories, Inc.
Presenter: Harry Levinson, Levinson Institute & Professor of Psychoanalysis at
the Harvard Medical School. *Organizational Consultation and
the Psychoanalytic Movement: A Fantasy about Fact.*

2:00-3:50

**SYMPOSIUM: MANAGERIAL CAREER SUCCESS: THE EFFECTS OF
ORGANIZATIONAL CONTEXT AND INDIVIDUAL CHARACTERISTICS**

M. Susan Taylor, University of Maryland, Miriam Erez, Technion
Institute of Technology, Chairs.

Participants:

Jeffrey Sonnenfeld & Padraic Spence, Emory University. *The Impact of Multiple
Career Systems on Managers' Career Success.*
Jeanne M. Brett & Linda K. Stoh, Northwestern University & Anne H. Reilly,
Loyola University of Chicago. *An Era of Corporate Restructuring: What Ef-
fects on Careers and Career-Related Attitudes.*
Miriam Erez & Lior Schohat, Technion Institute of Technology. *Career Pro-
gression: A Person-Situation Perspective.*
M. Susan Taylor & Anil K. Gupta, University of Maryland. *The Impact of
Business Strategy, Individual Career Goals and Career Strategies upon the
Career Attitudes of General Managers.*
Discussants: Ann Howard, Leadership Research Institute. Jeff Greenhaus,
Drexel University.

**SYMPOSIUM: SIMULATED PERFORMANCE ASSESSMENT:
FACT OR FANTASY?**

Michael H. Newlin, Chair.

Participants:

George P. Hollenbeck, Harvard University. *The Past, Present and Future of
Assessment Centers.*
Margaret Ingate, Merrill Lynch, Pierce, Fenner, & Smith Inc. *A Case History:
The Merrill Lynch Financial Consultant Simulation Exercise.*
Judith L. Komaki, & Michael H. Newlin, Purdue University. *Walking on the*

*Wild Side: Criterion Related Validation of an In-Basket Exercise of Super-
visory Behaviors.*

R. Lawrence Ashe, Jr. Paul, Hastings, Janofsky & Walker. *The Legal De-
fensibility of Assessment Centers and In-basket Exercises.*

Discussant: Paul R. Sackett, University of Minnesota.

**PANEL DISCUSSION: PROMOTING INCREASED CONCERN FOR
SCIENCE IN INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY**

Eugene F. Stone, Bowling Green State University, Chair.

Participants:

Ralph A. Alexander, University of Akron.
Fritz Drasgow, University of Illinois.
J. Kevin Ford, Michigan State University.
Jerald Greenberg, Ohio State University.
Robert G. Lord, University of Akron.
Loariann Roberson, New York University.

**SYMPOSIUM: CONFLICTS IN THE FEEDBACK PROCESS:
DO WE ALWAYS WANT TO HEAR THE NEWS?**

Avraham N. Kluger, Rutgers University, Chair.

Participants:

Donald B. Fedor, Georgia Institute of Technology. *The Role of Uncertainty in
the Feedback Process.*
Martin M. Greller, Personnel Strategies, Inc., & Charles K. Parsons, Georgia
Institute of Technology. *Feedback and Feedback Inconsistency as Sources of
Stress in Police Organizations.*
Elizabeth Wolfe-Morrison & Robert J. Bies, Northwestern University. *The Poli-
tics of Feedback Seeking Behavior.*
Linn Van Dyne, L. L. Cummings, & P. Christopher Earley, University of Minne-
sota. *Feedback Seeking Behavior, Self Esteem, Self Efficacy, and Perform-
ance.*
Avraham N. Kluger, Rutgers University, Seymour Adler, Stevens Institute of
Technology, & Charles Fay, Rutgers University. *Person-versus Computer-
Mediated Performance Feedback: Effects on Feedback Seeking, Performance
and Motivation.*
Discussant: Daniel R. Ilgen, Michigan State University.

**PANEL DISCUSSION: PERSONNEL SELECTION: LEGAL
TRENDS FOR THE NINETIES**

David Friedland, Friedland Psychological Associates, Inc., Chair.

Participants:

William W. Ruch, Psychological Services, Inc.
Wayne F. Cascio, University of Colorado, Denver.
Keith F. Pyburn Jr., McCalla, Thompson, Pyburn, & Ridley.
Richard T. Seymour, Esq., Lawyers Committee for Civil Rights Under Law.

PANEL DISCUSSION: CHANGING WORK AND WORK CULTURE

Robert S. Billings, The Ohio State University, Chair.

Participants:

John Wanous, The Ohio State University.
Paul Goodman, Carnegie-Mellon University.
Jerry L. Seiter, Inland Fisher Guide.

James Siders, Inland Fisher Guide.
Don Diebel, Inland Fisher Guide.
Ron Leach, Inland Fisher Guide.

SYMPOSIUM: THE ROLE OF INJUSTICE IN THE WORKPLACE

Russell Cropanzano, Colorado State University, Chair.

Participants:

Mary Konovsky, Tulane University, Joel Brockner, Columbia University, & Robert Folger, Tulane University. *The Effects of Procedural and Distributive Justice on Victim and Survivor Layoff Responses.*

Robert A. Baron, Rensselaer Polytechnic Institute. *Unfair Criticism: Techniques for Countering Its Effects on Conflict, Motivation, and Working Relationships.*

Marcia P. Miceli & Matthew C. Lane, The Ohio State University. *Predictors of Satisfaction with Pay Systems: Contributions of the Literature on Justice.*

Elizabeth Clemmer, Department of Labor. *The Role of Fairness in Customer Satisfaction with Services.*

Discussant: Richard J. Klimoski, The Ohio State University.

Fifth Annual Industrial/Organizational Psychology Doctoral Consortium

The Fifth Annual Industrial and Organizational Psychology Doctoral Consortium will be held on April 19, the day before the SIOP Annual Conference. The consortium is designed for upper level graduate students who have completed most of their course work.

This year's consortium is being coordinated by Greg Dobbins and Bob Vance. The consortium will include breakfast (followed by a speaker), lunch (followed by a speaker), two concurrent morning sessions, two concurrent afternoon sessions, and conclude with a panel discussion focusing on career development. Speakers are being selected based upon their contribution to the field and their ability to represent unique perspectives. The consortium will contain representatives from consulting companies, industry, government, and psychology and management departments.

Each Ph.D. program should have received information concerning registration procedures. Please note that enrollment is limited to 60 students.

If you need additional information about the consortium or registration materials, please contact either **Greg Dobbins, Department of Management, University of Tennessee, Knoxville, TN 37996**, or **Bob Vance, Department of Psychology, Ohio State University, 404C West 17th Avenue, Columbus, OH 43210**.

Around and About Greater Miami

Many visitors to the Miami area do not realize that Miami Beach and Miami are actually separate, and rather different, cities. Miami is a large, international business center on the shore of Biscayne Bay with suburbs stretching for miles to the south, west, and north. This city is, in fact, the regional headquarters for more than 100 large multinational corporations, and has more foreign banks than any other city except New York. The "Beach" is on an island across the bay and known primarily for its 'glitzy' hotels, beautiful beaches, and tourism. Although Greater Miami has suffered more than its share of negative publicity over the past few years, those who live in the area feel that it is as close as one can come to paradise.

In addition to a vibrant, growing business community, Miami is a virtual Mecca for recreational and cultural activities. The salubrious weather (year round) is ideal for any outdoor sport, including deep sea fishing, swimming, snorkeling or diving on the abundant reefs, golfing, windsurfing (the best place is off the Key Biscayne Causeway), tennis, roller skating in Coconut Grove, or "spectator" sports, such as jai alai, horse/dog racing, and so on. For those interested in the cultural side of the Greater Miami Area, there is the Bass Museum of Art (on the perimeter of Miami Beach's Art Deco district), the Lowe (at the University of Miami), the Center for Fine Arts (downtown Miami), and a variety of other museums available (Historical Museum of South Florida, Cuban Museum of Arts and Culture, The Black Archives, the Barbara Gillman Gallery, etc.). One of our newest attractions is Bayside Marketplace, on Biscayne Bay (about a fifteen-minute taxi ride from the Fontainebleau Hilton), which consists of two stories worth of shops, restaurants, and a whole host of entertaining events. The complex was built by The Rouse Company, and is similar to their other highly successful developments (e.g., Quincy Marketplace in Boston).

For those that have more extensive time to spend exploring the Miami area, a trip to the Florida Keys (Key Largo, Key West, etc.), or an airboat ride in the Everglades is always an enjoyable experience. Also, the Friday edition of *The Miami Herald* contains a comprehensive entertainment and leisure activity guide. Another excellent source for weekend events is the *Miami/South Florida Magazine*, which also includes a comprehensive restaurant guide.

Finally, getting from Miami International Airport to the Fontainebleau is relatively direct. As you leave the airport, follow the sign that directs you to "Route 112 and the Beaches." Continue following the signs to Miami Beach, and bear left when you see the Arthur Godfrey Road exit. Take this road until it ends, and then make a left turn; the Fontainebleau Hotel will be on your right (a few blocks down).

NEW BOOKS FROM

Jac Fitz-enz
HUMAN VALUE MANAGEMENT
The Value-Adding Human Resource Management Strategy for the 1990s

Available March 1990
\$23.95
 (tentative)

Jac Fitz-enz demonstrates how human resource managers can play a more integral and dynamic role in their companies' growth by running human resources like a business. He explains how to identify the needs of internal "markets," develop services to meet them, eliminate all activities that don't directly contribute to an organization's goals, and reward performance that produces measurable results.

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

NEW
 UPDATED
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March 1990
\$29.95
 (tentative)

This newly expanded and updated edition examines individual, group and self-directed approaches to career planning. Four new chapters include an overview of new directions in theory and a case study in which the major contributors discuss how each would approach the same client.

Neal Q. Herrick
JOINT MANAGEMENT AND EMPLOYEE PARTICIPATION
Labor and Management at the Crossroads

April 1990
\$27.95
 (tentative)

This new book shows how management and unions can work together—demonstrating that unionized workplaces can be more conducive to true worker involvement than those where workers are not organized. It recommends changes in policies and procedures by both management and unions in order to involve workers effectively.

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Paul S. Goodman, Lee S. Sproull, and Associates
TECHNOLOGY AND ORGANIZATIONS

Available March 1990
\$31.95
 (tentative)

This new book shows how new technology requires organizations to make fundamental changes through redesigning organizational structures and boundaries, workflow, jobs, and decision-making processes. It explains why potentially valuable technologies are not used effectively and why some relatively poor technologies succeed.

James M. Kouzes, Barry Z. Posner
THE LEADERSHIP CHALLENGE
How to Get Extraordinary Things Done in Organizations

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Now Kouzes and Posner's best-selling book on leadership is available in paperback. The book shows that leadership is not the private preserve of a few charismatic men and women, but a learnable set of practices virtually anyone can master. The authors reveal that leadership involves five basic practices and ten specific behaviors—all of which can be learned and used by managers at all levels.

"This is at once a practical book and an inspiring one."—Tom Peters

Alvin Zander
EFFECTIVE SOCIAL ACTION BY COMMUNITY GROUPS

April 1990
\$21.95
 (tentative)

This new book shows how individual citizens with little vested authority can generate meaningful changes in their communities by creating and sustaining effective social action groups. It describes eleven techniques these groups can use to exert influence and shows typical examples of each.

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SIOP Financial Report for 1988-89

John R. Hinrichs

For the second year in a row, SIOP closed its financial affairs in the black—just barely. Revenues for the 1988-89 fiscal year totaled \$205,960, and expenses were \$202,809, for a net gain over the year of \$3,154.

As Table 1 shows, there were substantial revenue increases in Society Workshop and Conference fees, reflecting modest price increases last year. Expenses were up, as well, to counteract much of this revenue increase. Revenues for the APA workshops were down significantly, in line with a sharp drop in enrollment in New Orleans. Other trends reflect an increase in TIP advertising but a decline in subscriptions (largely because SIOP now accepts dues for student members and the TIP subscription is included), a fall off in revenue generated by SIOP publications (many of which are becoming dated), and no royalty income shown for the Frontiers series (with two books in the series now on sale this should total approximately \$6,000, but the check has not yet arrived from Jossey-Bass).

Table 1

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY, INC.—DIV. 14 FINANCIAL STATEMENT FOR THE FISCAL YEAR ENDING 8/31/89

	1988-89*	1987-88	1986-87	1985-86	1984-85
REVENUE					
Dues/Assessments	\$52,722	\$51,682	\$53,216	\$49,388	\$48,588
Interest	5,624	5,743	4,456	5,444	5,694
Advertising (TIP)	11,635	8,905	8,300	4,580	5,740
Subscriptions (TIP)	3,808	6,446	4,243	3,647	3,471
Booklet Sales					
Principles	2,720	3,881	6,030	1,198	2,372
Ethics Casebook	858	1,342	732	2,064	—
Others	382	789	501	187	—
Royalties					
Innovations in					
Method	1,457	2,143	2,028	3,096	4,988
Frontiers	—	4,958	1,054	—	—
Workshops					
APA	11,585	31,678	49,260	31,760	30,305
Society Conference	63,795	42,104	42,225	29,375	—
Conferences					
APA Consortium	750	285	1,272	—	—
Society Conference	50,497	34,225	37,730	33,859	—
Other	127	711	328	627	1,037
TOTAL REVENUE	\$205,960	\$194,892	\$211,375	\$165,225	\$102,205

EXPENSE

Professional fees	\$ 32	\$855	\$1,117	\$3,244	\$783
Supplies	1,671	2,450	2,787	3,244	783
Telephone	658	519	1,071	504	273
Postage/shipping	11,306	12,332	12,655	12,338	6,442
Equipment rental	9,584	6,431	11,196	2,587	2,206
Printing/publications	49,469	36,625	47,218	36,672	26,511
Travel	36,249	31,450	29,103	34,416	22,267
Conferences/meetings	67,853	57,813	74,783	50,484	19,368
Dues/Donations	650	5,950	600	—	—
Awards/Honoraria	15,369	19,365	16,329	10,361	6,145
Clerical/adm. assistance	9,816	15,041	13,246	12,757	7,998
Refunds	—	—	10,579	7,102	1,940
Other	149	584	2,608	3,380	7,104
TOTAL EXPENSES	\$202,806	\$189,415	\$223,292	\$179,738	\$101,281
NET INCOME	\$3,154	5,477	(\$11,917)	(\$14,513)	\$924
CURRENT ASSETS (CASH)	\$70,620	\$67,466	\$61,988	\$73,905	\$88,418

Table II lists expenditures for the various SIOP functions and committees. All of these seem within acceptable limits, in comparison with prior years. On balance, 1988-89 receipts and expenditures reflect a healthy balance, for a financially healthy professional society.

Table II
SIOP EXPENSES BY FUNCTION
Fiscal Year Ending 8/31/89

Administration	\$ 17,040	
Executive Committee		
Officers	23,175	
Members-at-Large	729	
Council Representatives	2,498	
Committees		
Awards	4,809	
Committees	195	
Continuing Education and Workshop	52,158	
SIOP Workshops		\$38,908
APA Workshops		13,250
Education and Training	3,168	
External Affairs	436	
Fellowship	629	
Frontiers Series	4,767	
Practice Series	972	
Long-Range Planning	1,126	
Membership	2,359	
Program	4,451	
Scientific Affairs	405	

Society Conference	57,573	
1989		\$55,096
Future Years		2,477
State Affairs	476	
Task Force on APA	272	
TIP	25,568	
TOTAL	\$202,806	

1989-90 will present new financial challenges with the increased activities generated by the change in bylaws. Hopefully, additional dues revenue will fill any gaps created. Best wishes to Manny London who is now up and running as your new Financial Officer.

Upcoming Conferences and Meetings

Note: This list was prepared by Ilene Gast for SIOP's External Affairs Committee. If you would like to submit additional entries please contact Ilene Gast at Room 6462, OPRO, U.S. Office of Personnel Management, 1900 E Street, NW, Washington, DC 20415. (202) 653-6688.

1990

- Mar. 13-16 International Congress on the Assessment Center Method. Anaheim, CA. Contact: Mary Jo Sonntag, Development Dimensions International, (412) 257-0600.
- Mar. 26-30 29th Annual National Society for Performance and Instruction (NSPI) Conference. Toronto, Ontario, Canada. Contact: National Headquarters, NSPI, (202) 861-0777.
- Apr. 7-11 Annual Conference of the American Society for Public Administration. Los Angeles, CA. Contact: ASPA, (202) 393-7878.
- Apr. 16-20 Annual Convention, American Educational Research Association. Boston, MA. Contact: AERA, (202) 223-9485.
- Apr. 17-19 Annual Convention, National Council on Measurement in Education. Boston, MA. Contact: NCME, (202) 223-9318.
- Apr. 18-21 Annual Conference, Midwest Academy of Management. Milwaukee, WI. Contact: Kenneth R. Thompson, Chair, (312) 341-8783.

- Apr. 20-22 Annual Conference of the Society for Industrial and Organizational Psychology. Miami, FL. Contact: Ronald D. Johnson, Chair, (703) 231-6152.
- Apr. 26-29 Annual Meeting, Western Psychological Associates. Los Angeles, CA. Contact: Bob Hicks, WPA, (408) 924-7233.
- May 6-10 Annual Conference of the American Society for Training and Development. Orlando, FL. Contact: Dawn Temple, ASTD, (703) 683-8188.
- May 10-12 Annual Conference, Eastern Academy of Management. Buffalo, NY. Contact: Joe Seltzer, Chair (215) 951-1037.
- June 5-8 International Research Seminar in Service Management. La Londe Les Maures, France. Contact: Susan Jackson (212) 998-7942.
- June 7-10 Annual Convention of the American Psychological Society. Dallas, TX. Contact: APS (202) 783-2077.
- June 13-16 Annual Conference of the International Association for Conflict Management. Vancouver, BC, Canada. Contact: James A. Wall, Chair, (314) 882-4561.
- June 18-21 3rd International Symposium on Human Factors in Organizational Design and Management, Kyoto, Japan (immediately preceding the IAAAP International Congress). Contact: Dr. Junzo Watada, Symposium Secretariat, Faculty of Business Administration, Ryukoku University, Fukakusa, Fushimi, Kyoto 612, Japan.
- June 24-27 Annual Conference of the Society for Human Resource Management (formerly American Society for Personnel Administration). Atlanta, GA. Contact ASPA: (703) 548-3440.
- June 24-28 Annual Conference of the International Personnel Management Association Assessment Council. San Diego, CA. Contact: Ellen Young, IPMA, (703) 549-7100.
- Aug. 10-14 Annual Convention of the American Psychological Association. Boston, MA. Contact: APA, (202) 955-7705.
- Aug. 11-15 Annual Convention of the American Statistical Association. Washington, DC. Contact: ASA, (202) 833-3410.

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by Kenneth E. Clark and Miriam B. Clark, Editors

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Ruth Kanfer—APA Distinguished Scientific Award for Early Career Contributions to Psychology—1989

The prestigious American Psychological Association Awards for Distinguished Scientific Contributions were announced at the APA convention in New Orleans in August. Ruth Kanfer, Department of Psychology, University of Minnesota, became the first member of Division 14 to win the Distinguished Scientific Award for Early Career Contributions. Professor Kanfer was recognized for her theoretical and experimental contributions to understanding both task motivation and the dynamics of the interaction between abilities and motivation during skill acquisition (e.g., Kanfer and Ackerman, 1989).

Ruth received her Ph.D. in Clinical Psychology in 1981 at Arizona State where she developed strong interests in cognitive models of behavior control and self-regulation. However, sometime during 1980–1981 she apparently experienced a revelation and the locus of her interests shifted from the clinical setting to industrial and organizational psychology. From 1981 to 1983, she was a postdoctoral fellow in the quantitative methods program, with a related emphasis in I/O psychology, at the University of Illinois. She served as a Visiting Assistant Professor of Psychology at Illinois during 1983–84 and joined the faculty at Minnesota as an Assistant Professor of Psychology in 1984. She was promoted to Associate Professor this past spring. Ruth has been a member of SIOP since 1983, currently serves on the Scientific Affairs Committee, and has previously served on the Program Committee for both the APA and SIOP conventions.

Ruth's research pertains to two particular classes of motivational determinants: (a) *distal* processes that occur prior to an individual's engagement of a task and which control goal choice and (b) *proximal*, or "self-regulatory" processes which operate during performance and provide an account of its dynamic features. Proximal antecedents are comprised of three sets of self-regulatory processes: self-evaluation, self-reaction, and self-monitoring. These latter processes are viewed as critical for the acquisition and maintenance of skilled performance.

Her first major study, published in the *Journal of Abnormal Psychology*, involved a comparison of self-regulatory processes in depressed and non-depressed college students. Results from this initial work led to her conversion to I/O psychology and to subsequent research on the influence of self-regulatory processes among normal adults in

contexts such as voluntary job termination, reemployment success following a lay-off, and the motivational processes involved in task performance.

Based on her empirical work and subsequent theory development, Ruth has proposed a task-specific theory of motivation that jointly addresses the antecedents of task and goal choice as well as accounting for the dynamic aspects of volitional behavior after performance begins. The model provides a means for reformulating the apparent inconsistencies in goal-setting, cognitive-expectancy, and self-regulation views of motivation. For example, it predicts certain critical interactions between ability and goal setting at various stages of complex skills training.

In collaboration with Phil Ackerman, she has developed a high fidelity computerized air traffic control (ATC) simulation as an experimental vehicle for studying a variety of issues identified by the theory. The simulation, which took three years to develop, and is still being enhanced, is used as a testbed for examining a wide array of memory, cognitive information processing, perceptual/motor ability, goal setting, incentive, and self-regulatory determinants of skill acquisition and maintenance. Both the theory, and a paradigmatic series of experiments using the ATC simulation task (with over 1,000 Air Force trainees), were incorporated into the monograph published in *JAP*. This work was described by one of the manuscript's reviewers as "one of the best developed series of research studies I [the reviewer] have seen." Another reviewer commented that it "sets a standard for applied work in the area."

In addition to laboratory-based investigation, Ruth is currently extending the application of her model to the development of instructional and training interventions in non-laboratory settings. Also, as a function of her interest in an integrative approach to motivation and learning, she and two colleagues organized and hosted an extremely well-received international conference at the University of Minnesota in April of 1988 on the integration of ability, motivation, and methodological issues into research on learning and individual differences. Dr. Kanfer serves as the lead editor for a just published book based on this conference (Kanfer, R., Ackerman, P. L., & Cudeck, R. (Eds.) (1989). *Abilities, Motivation, and Methodology: The Minnesota Symposium on Learning and Individual Differences*, Erlbaum).

The Society salutes Professor Kanfer for her award and for her contributions to the science of I/O Psychology.

REFERENCE

- Kanfer, R., & Ackerman, P. L. (1989). Motivation and cognitive abilities: An integrative aptitude-treatment interaction approach to skill acquisition. *Journal of Applied Psychology Monograph*, 74, 657-690.

Post Wards Cove Packing Co. v. Atonio Burden of Proof, Round 1: Federal District Court Grants Summary Judgment in Favor of VG Argument

TAYLOR,	*
Plaintiff,	*
vs.	* CA 88-0818-T-C (TC)
JAMES RIVER CORPORATION,	*
Defendant. ¹	*

Findings of Fact

James River Corporation ("James River") produces paper pulp, tissue, napkins, board and other products at the Naheola Mill.

Plaintiff alleges in his First Cause of Action that he was discriminated against on the basis of his race because he was not selected for the Mill's Apprenticeship Program for Millwrights and Pipefitters.

The Company and the Union agreed that for applicants to be selected for the Apprenticeship Program, their qualifications and suitability for maintenance work would first be determined by testing, interviews, and a review of their work record. Qualified applicants would then be selected based on seniority.

In creating the Apprenticeship Program, James River had a valid business interest in improving the performance level of its maintenance workforce and selecting applicants who could successfully complete the extensive, costly training program to prepare them as journeymen Pipefitters and Millwrights. The selection process consists of two basic components: a battery of written tests and a structured board interview.

The consultant conducted Position Analysis Questionnaire (PAQ) system analyses of jobs in the wood products industry for which he and others conducted empirical validation studies. He consistently found that when the PAQ analysis indicates that a measure of given aptitude is valid, the empirical study conducted under appropriate conditions verified the conclusion.

James River was systematic in the development of its apprenticeship selection procedure. There was a professional, uniform analysis of the behaviors and abilities that were involved in the relevant job. The consultants followed the professionally accepted job analysis methodology of the (PAQ) system. The PAQ system is well accepted in the industrial

Summary submitted by James C. Sharf. ¹Represented by W. Carter Younger and Scott Cairns (Richmond, VA) and Mike Carvin (Washington, DC) of McGuire Woods Battle & Boothe.

psychology profession as providing a valid basis for selection in the wood products industry . . . jobs with similar PAQ profiles were grouped into the same job family. The results of the PAQ's for maintenance jobs at the mill were compared with those established for comparable jobs in the wood products industry.

The Principles of the American Psychological Association endorse the validity generalization strategy used by the consultant. The defendant's experts concur that the selection system used by James River was in accordance with generally accepted psychological principles.

The consultant selected five tests which he concluded from the PAQ data would be predictive of job performance success of apprentice applicants: the Bennett Mechanical Comprehension Test; EAS-2 Numerical Ability Test; EAS-5 Space Visualization Test; Perceptual Speed Test; and the Understanding Communication Test. All five are professionally developed, commercially published tests.

Before taking the tests and completing the interview, each applicant is required to complete a job history form. This form is reviewed with the applicant in the interview.

Each interview follows the same basic pattern and questions, with some latitude for interviewers to probe or follow up on an individual applicant's answer. The structured board interview is a professionally developed procedure in compliance with generally accepted selection standards.

Following the interview, the Board members make independent assessments of the candidates and then reach a consensus evaluation. The interview Board makes its interview assessment without knowledge of the test scores.

James River's selection process serves in a significant way the legitimate goals of measuring for abilities relevant to the jobs for which the applicants are being selected. The test battery and the structured board interview portion of the selection system measure job-related abilities and comply with the standards of the industrial psychology profession.

Plaintiff was not qualified for the Apprenticeship Program for legitimate business reasons and he was not selected for the Program for legitimate business reasons, not because of his race.

Conclusions of Law

Plaintiff was treated the same as white applicants in the testing and interview process used to select applicants for the Apprenticeship Program. His claim with respect to his "First Cause of Action" is based on the theory of disparate impact—that the test battery excluded a disproportionate number of black applicants.

The Supreme Court of the United States clarified the standard for assessing "disparate impact" claims under Title VII. See *Wards Cove Packing Co. v. Atonio*, 490 U.S. ____ 104 L.Ed. 2d 733, 109 S.Ct. 2115 (1989); and *Watson v. Fort Worth Bank & Trust*, 487 U.S. ____, 104 L.Ed.2d. 494, 108 S.Ct. 2777 (1988).² These cases set forth three major principles:

(A) "The plaintiff is . . . responsible for isolating and identifying the specific employment practices that are allegedly responsible for any observed statistical disparities . . . Once the employment practice at issue has been identified, causation must be proved. . . ."

(B) An employment practice is permissible, even if it has disparate racial impact, if it is "based on legitimate business reasons." It is "clear that employers are not required, even when defending standardized or objected tests, to introduce formal 'validation studies' showing that particular criteria predict actual on-the-job performance."

(C) The employer has only the "burden of producing evidence that its employment practices are based on legitimate business reasons." It is not the employer's burden to show that a selection process was based on a legitimate business justification; it is the plaintiff's burden to show that it was not. The "ultimate burden of proving that discrimination against a protected group has been caused by a specific employment practice remains with the plaintiff at all times."

An employment practice does not violate Title VII if it "serves, in a significant way, the legitimate employment goals of the employer." If a defendant has articulated such a justification, plaintiff must prove pretext by showing that there is an equally effective alternative selection method that would achieve the employer's legitimate employment goals, but have a lesser adverse impact.

The EEOC's *Uniform Guidelines* set out strategies for validating employee selection procedures which have been found to have an adverse impact on individuals of a particular race. The *Uniform Guidelines* recognize, however, that other professionally accepted strategies for validation may be used in accordance with accepted professional standards.

The validation strategy used by the consultant with respect to James River's Apprenticeship Selection Procedure, and the use of the test battery were consistent with accepted professional standards and the *Uniform Guidelines*.

²See also Potter, E. Supreme Court's *Wards Cove Packing* Decision Redefines the Adverse Impact Theory under Title VII. *TIP*, 27(1), 25-31, Nov. 1989.

"Employers are not required, even when defending standardized or objective tests, to introduce formal validation studies showing that particular criteria predict actual-on-the-job performance (*Watson*)."

The PAQ methodology used by the consultant was an appropriate methodology and its application was in accordance with PAQ guidelines, and professional standards under the Uniform Guidelines.

James River's Apprenticeship Program and its selection process, including the test battery and structured board interview, serve in a significant way James River's legitimate employment goals in selecting, training and retaining qualified Pipefitters and Millwrights. Plaintiff's allegations that the tests are "invalidated," even if true, are not enough to carry plaintiff's burden of proof under *Watson* and *Wards Cove*.

Without regard to his test score, plaintiff still would not have been selected because of his poor interview score. Plaintiff cannot prevail on his claim with regard to admission to the Apprenticeship Program, since he would not have been selected whether or not the test battery had an adverse impact on blacks.

Accordingly, on the undisputed facts, defendant is entitled to judgment as a matter of law on plaintiff's claims with respect to the Apprenticeship Program ("First Cause of Action").

With respect to his "Second Cause of Action," plaintiff "bears the burden of proving that each employment decision that adversely affected him . . . was the product of a discriminatory motive." To establish a *prima facie* case of promotion discrimination, plaintiff must prove that he was qualified and applied for the promotion, was rejected despite these qualifications, and that "other employees with equal or lesser qualifications who are not members of the protected minority were promoted."

If a plaintiff establishes a *prima facie* case, it only creates a rebuttable presumption that the employer unlawfully discriminated against him. To rebut this presumption, the employer must "produce evidence that the plaintiff was rejected, or someone else was preferred, for a legitimate, non-discriminatory reason." This burden is light.

Where the employer asserts that it selected persons with better qualifications than the plaintiff, any inference of discrimination is rebutted, and the plaintiff has the burden of proving intentional discrimination. The ultimate burden of proof remains with plaintiff at all times. It is plaintiff's burden to prove that if he were not black, he would have received the contested position.

Mere allegations or personal beliefs concerning the existence of a discriminatory motive for an employment decision, unsupported by actual evidence, are insufficient to defeat a motion for summary judgment.

Assuming plaintiff is able to establish a *prima facie* case, James River

has articulated its legitimate, nondiscriminatory reasons for its employment decisions, thus the burden of production shifted back to the plaintiff, who has failed to demonstrate that the defendant's stated reason is mere pretext.

Accordingly, on the undisputed facts, defendant is entitled to summary judgment as a matter of law on plaintiff's claims relating to the Converting Maintenance Planner/Scheduler position ("Second Cause of Action").

It is plaintiff's burden to prove that he was denied admission to the Apprenticeship Program or promotion to management as a Converting Maintenance Planner/Scheduler because of his race. There is no material dispute of fact as to James River's legitimate business reasons for not selecting plaintiff.

Judgment

Pursuant to Findings of Fact and Conclusions of Law, this day entered in this case, the Court granted the Defendant, James River Corporation's Motion for Summary Judgment.

Accordingly, Judgment is entered in favor of the Defendant James River Corporation and the case is dismissed, costs to be taxed against the Plaintiff.

Done this 16th day of November, 1989.

Professional Practice Series

Douglas W. Bray, Series Editor

The name of this set of publications has been changed from simply "The Practice Series" to "The Professional Practice Series." A contract covering the series has been signed with Guilford Publications of New York. Seymour Weingarten, Editor-in-Chief at Guilford, will work closely with the Society's editorial board.

The working title of the first volume in the series has been changed to *Organizations and Their People: A Guide for the Human Resources Practitioner*. It was thought that focusing on I-O psychology, as the previous title did, would discourage purchases by other practitioners who would profit from the book.

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A Perspective on the Upheaval in China: Part 2, Communication and Leadership

H. G. Kaufman
Polytechnic University
Brooklyn, New York

In the initial segment of this two-part report, I described some first-hand impressions regarding the organization of the pro-democracy demonstrations in Beijing during Spring 1989 and the possible motivational factors which prompted so many students to express their feelings about changes they wanted in China (Kaufman, 1989). In this second part, I will address the difficult problems of communication and leadership in the nascent Chinese democracy movement during the all-too-brief "Beijing Spring."

Communication

Before my departure to Beijing, many knowledgeable colleagues told me that it is easier to communicate with people in China from the United States than from within China. Assuming that this is even partially true (which I found it was), it was incredible that the student-led democracy movement in Beijing was able to communicate and disseminate information effectively not only within the city, but also to other parts of China.

Because of government censorship, the local Chinese media were generally not a good source of information, except during the brief "Beijing Spring" immediately prior to the declaration of martial law (Kaufman, 1989). One of the first things I discovered was that every university had its "Democracy Wall," which provided the most up-to-date news and information related to the democracy movement. Images of large groups of students poring over mostly hand-lettered wall posters were repeated at every university I visited in Beijing and other cities throughout China. Wall posters also appeared in locations outside the universities, thereby disseminating information to workers and others. Wherever such wall posters appeared, crowds gathered to read the latest news. The posters became a "people's newspaper," in the truest sense. I subsequently learned that the students at Beijing University had established a communications center and public relations office (Shen, 1989). They were not only printing their own daily newspapers and other publications, but also had set up a radio station whose broadcasts were heard throughout Beijing.

Communication within the confines of Beijing was quite effective, and the propinquity of the universities made this possible; but how was infor-

mation so rapidly disseminated throughout such a vast third-world country? It appears that this was accomplished with the help of the reforms initiated by the PRC leaders, who opened China to economic investment and new technology in order to rapidly transform the country into a modern industrial power (Su, 1989). The modernization of China included the introduction of the latest telecommunication technologies of which the facsimile (fax) machine was among the most important to the democracy movement. I can attest to the importance of the fax machine in China since without it I could not have made the rapid contacts to organize my visits around the country. All universities had fax machines whose capabilities were effectively used by the students to communicate within the country as well as with important links in the United States and elsewhere. In addition, practically all foreign operations and many Chinese enterprises possessed fax machines. I witnessed news reports about events in China faxed from the United States by a private American company to its employees in Beijing. Since the local media were generally so unreliable, there was a high degree of dependence on information reported about China from outside the country.

The western media played a crucial role in disseminating the descriptions and images of the student-led democracy movement to all parts of the world which, in turn, made their way back to China. It was clear that the student hunger strike that began on May 13 in Tiananmen Square was timed to take advantage of the world's media converging on Beijing. They were coming to cover the historic summit visit of Soviet President Mikhail Gorbachev with the PRC leaders on May 16. However, for the world's press, the biggest story in town became the mass demonstrations in Beijing and the student occupation of Tiananmen Square, which prevented the Chinese leaders from welcoming the Soviet President at that traditional location for such ceremonies. This apparent powerlessness of the PRC leaders in their own capital was broadcast to the world as well as to the people of China. During this period, even the local Chinese media was reporting the truth.

After martial law was declared in Beijing on May 20, an internal news blackout went into effect for all the Chinese media—which apparently had been the first target of the government. At that stage, the overseas radio broadcasts of the Voice of America (VOA) and BBC, as well as the satellite television transmissions of CNN to some of the joint-venture hotels, became an even more critical source of news about the events in China reported by foreign correspondents in Beijing. Many correspondents had remained, together with their transmitters and crews, after the departure of President Gorbachev. It was bizarre that we had to tune in to overseas broadcasts to find out what was happening only a few miles or even blocks away. Tapes made of important VOA or BBC news

reports in Chinese were played to the crowds over public address systems and even through the "boom boxes" of individual students. Information received from the overseas broadcasts, as well as copies of news articles and photos sent via fax from abroad, were posted on the democracy walls of the campuses as well as at locations outside the universities. Many articles faxed from abroad were from overseas Chinese newspapers. A great deal of information was transmitted by word of mouth. Some of it came from representatives of the student-led democracy movement, such as the announcements being broadcast continuously over the public address systems in the university district that reached the people in the streets. For example, the day martial law was to go into effect at midnight, the order that went out to students and others was to welcome the People's Liberation Army (PLA) when it enters Beijing and to make the soldiers sympathize with the students' goals for democracy. Student representatives periodically addressed the crowds gathered in the university district and provided the latest information. In particular, they emphasized the statements in support of the students coming from prominent intellectuals, former and current government leaders and army commanders. These announcements were sometimes accompanied by printed declarations of well-known individuals, which were distributed to the crowds in the streets.

In spite of all the official announcements, rumors were rampant, especially after the declaration of martial law. Much of the information I received was by word of mouth. As is the case with rumors, most were fairly accurate, as I subsequently confirmed. My need for accurate information became critical when martial law was declared. Although I had been in Beijing less than a week, I already had many contacts among foreign experts and local Chinese. My more knowledgeable sources of information were not too sanguine about the threatened PLA entry into Beijing and the potential consequences.

As the political and communications center of the student democracy movement, the university district would be a natural target of the PLA. Moreover, the university district's location in the northeast part of Beijing made it more accessible to the PLA and less visible to the outside world than Tiananmen Square, situated in the center of the city. Although foreigners were specifically warned to remain off the streets when martial law went into effect, few paid any attention to this warning. The night martial law was to begin, the streets in the university district were teeming with thousands of people, including many foreigners, waiting for the PLA to enter Beijing. My impression was that the foreigners in the streets were mostly experts who were living and working in China. Few were short-term visitors like myself, who happened to be staying in the university district. In fact, I found that many,

if not most of the foreign participants at the World Congress on Continuing Engineering Education I was attending were buffering themselves from the historic events occurring around them. It appeared that, for many of them, denial was necessary to cope with what they may have perceived as chaotic and even dangerous conditions in the streets of Beijing. Since the Congress organizers were government officials, they did their best to help buffer their foreign guests with a business-as-usual approach. This even included arranging a meeting between Congress delegates and Premier Li Peng, the major target of the hunger strike. Thus, most of the foreigners at the Congress not only were poor sources of information, but many also appeared to be confused and unwilling to discuss the events in Beijing. Some even expressed annoyance at the disruption created by the students.

On the other hand, the foreign experts employed in Beijing were major sources of information because of their work connections and appeared highly supportive of the pro-democracy movement. I was standing with such foreign experts as I waited for the arrival of the PLA at the major crossroad in the university district. The students controlled the crossroad and were stopping vehicles and checking the identity of drivers and passengers. I experienced this scrutiny every time I was a passenger in a car going through a checkpoint, but I was always waved through with VIP treatment accorded to westerners accompanied by the ubiquitous raised hand with a V symbol for democracy. While waiting at the crossroad, I also observed students commandeering large trucks to transport them to other parts of the city where they were manning barricades. The drivers did not seem to mind helping the students.

As the midnight martial-law deadline approached, rumors and speculation were rampant. Earlier, rumors swept through the crowds that the PLA had entered Beijing University, a center of the pro-democracy movement. Since I had just visited a faculty member there and rode through the campus by bicycle, I assured people that there were no troops present. While I was standing at the crossroad, an official who organized the Congress happened to pass by in the street, recognized me and came over to talk. With sincere concern, he told me not to remain outside that night. I asked him why? He replied, "Because blood will flow." He had just come from a friend in the security forces who informed him of what the army was going to do. I thanked him for his concern and remained with the people until 3 a.m., waiting for the PLA to arrive. Feelings of great apprehension and anxiety replaced the optimism and euphoria of the previous work.

The PLA did not arrive in the university district or in most parts of the city during those first few days of martial law. Many troops were stopped at the outskirts of the city by masses of workers who had joined the students to form human barricades. The students were trying to com-

municate with the soldiers and convince them of the justice of their cause. All indications were that the students were partially successful. Rumors continued to escalate. We heard of isolated clashes between workers and troops, with students intervening to protect the army. That appeared to be true. Friends in the embassy district told me not to visit them because the army was reported to be only a few blocks from their house. Several nights later I did visit them, but I saw no signs of the PLA anywhere. Later we learned that the troops were probably hidden. Daily rumors of imminent civil war were exaggerated, but the potential was there, as subsequent events demonstrated.

With the declaration of martial law in Beijing and troops surrounding the city, the tactics of the students began to change. In addition to communicating the democracy movement's goals to the soldiers, the local students from out of town began to leave Beijing for home in order to disseminate their ideas to family and friends in towns and villages throughout China. All indications were that this was a conscious communication strategy and not just an attempt to escape the threat of the PLA in Beijing. Apparently, sending student emissaries from Beijing to encourage universities around the country to join the strike had been going on for some time. They were clearly effective since practically all universities had joined the strike. Upon my arrival on June 1 at the guest house of Shanghai Medical University (the only major university still functioning in Shanghai), I was greeted by a mass rally being addressed by a student emissary from Beijing calling for a strike. My impression was that he was only partially successful. I was told by some of the foreign teachers that most of the medical students were too concerned about their careers to become involved in a strike. That was to change three days later on June 4, when the PLA moved into Tiananmen Square with the tragic results about which we are all familiar.

I had seen the impact of the student-led democracy movement at universities in other cities of China, such as Dalian, Shanghai and Xi'an, where striking students brought their grievances into the streets with ongoing demonstrations. But the countryside and towns without major universities that I visited, both before and after June 4, were barely touched. Apparently, the communication system went only as far as the university network would allow. The dissemination of information to the towns, villages and farms by the students appeared to come as too little and too late to bring about mass support for the democracy movement beyond the major cities. Indeed, most of China—which is primarily agrarian—appeared unaffected by the events in Beijing.

Nevertheless, given the Chinese students' inexperience and the tremendous barriers they had to overcome, the democracy movement accomplished an incredible communications feat. Granted, this feat was only made possible through the availability of the latest telecommunica-

tions technology and accessibility to the world's media. However, it was the strategies and tactics of the student leadership that mobilized the human and technological resources of China to effectively communicate their message to move millions of their people and achieve the sympathy and support of the world community.

Leadership

Leadership is a key to understanding the accomplishments (or lack of same) of the democracy movement in China. Unfortunately, I had no opportunity to directly observe behind-the-scenes decision-making. Nevertheless, my impressions of the student democracy movement leadership were based, in part, on my observations of leader behavior on the university campuses and streets of Beijing and other cities of China. I defined leaders as the most visible student representatives, who typically addressed or organized the street demonstrations. Several personal characteristics were associated with the student leaders. One of the most striking was their youth. Another was the frequent appearance of female students in leadership roles. Each of these characteristics appears contrary to the Confucian-based traditions and values in the Chinese culture, that emphasize hierarchal role relationships where power is most likely to be concentrated among older men (Bond and Hwang, 1986). A manifestation of this is the male gerontocracy that continues to rule China. Images of young men and women criticizing the aged leaders of China (even in televised face-to-face encounters), was revolutionary behavior insofar as it attempted to reverse long-entrenched and culturally-rooted power relationships.

Another revolution in leadership style was in the way decision-making was carried out in the student democracy movement, at least initially. Again, in keeping with traditions and values, Chinese leadership is typically directive and authoritarian, with little or no participative decision-making or sharing of information (Bond and Hwang, 1986; Redding and Wong, 1986). However, according to published accounts, a variety of very large committees had the decision-making responsibility in the student democracy movement (Kristof, 1989). For example, the organizing committee at Beijing University had 63 members, with daily operations managed by a standing committee of five students elected by the full committee. It appeared that the students were not only building a democracy movement in name, but also in their decision-making practices and sharing of power.

The participative leadership model, however, was not just an idealistic experiment to put democracy into practice. There was initially great reluctance by individual students to take on highly visible leadership roles because of their fear of punishment for involvement in organizations considered illegal by the government (Kristof, 1989). Participation

in a large committee generally diminishes individual responsibility and accountability in decision-making. Students who became visible as leaders put their careers in jeopardy. Even if they were not arrested, they faced the almost certain prospect that, after graduation, they would be assigned to unattractive jobs in far away places where they would not be permitted to leave. The older students would have been the natural leaders. Moreover, they were closer to completing their studies and, therefore, more likely to be apprehensive about jeopardizing their careers by being in the forefront of the democracy movement (Kristof, 1989). The older students, as well as sympathetic faculty, could protect themselves by playing a less visible, behind-the-scenes advisory role. Thus, it was generally the younger and less experienced students who emerged as the visible leaders. Since they were not about to graduate, they had less to lose in terms of their immediate careers. Indeed, a lack of career commitment may have been a contributing factor in the willingness of students to enter highly visible leadership roles in the democracy movement. The youth and inexperience of the emerging leaders, may have combined with conflicting goals among committees, to ultimately result in decision-making difficulties and the loss of cohesiveness in the democracy movement (Shen, 1989).

Nevertheless, the early success of the youthful protesters in standing up to the government was impressive and the willingness to openly demonstrate in support of democracy became contagious. The students were the tip of the iceberg. They were expressing the true sentiments of the people, who threw caution to the wind and joined the students in ever increasing numbers, openly demonstrating behind the banners of their organizations or work units. This lack of cautiousness was uncharacteristic of Chinese behavior (Yang, 1986) and indicates the depth of emotion that was being expressed. As the numbers of demonstrators exceeded a million, feelings of euphoria and victory swept through Beijing. It became clear that where the students led, the people were willing to follow. That was the clearest indicator that, despite their youth and inexperience, the students provided the leadership that almost brought democracy to one fifth of the world's people.

Reactions to the Attack on Tiananmen Square

The youth and innocence of the students were soon lost on that fateful fourth of June when the tanks rumbled into Tiananmen Square. On that afternoon, I was returning to the guest house at the Shanghai Medical University from a trip to a town in the countryside. I had not heard any news that day. As I entered the lobby, one of the English teachers who was fluent in Chinese was describing, in gruesome detail, the events in Tiananmen Square. My reaction was shock and disbelief. Later, as I sat with a group of foreigners and Chinese who had gathered to listen to a

short wave radio, our worst fears about Tiananmen Square were confirmed in the VOA and BBC broadcasts.

The medical students were no longer quiescent. They were now angry enough to join the massive protest demonstrations being organized. It was ironic that the largest concentration of students remaining in Shanghai were at the most conservative university, where students had been unwilling to go out on strike for fear of hurting their careers. That all changed with the deaths of fellow students in Tiananmen Square. At a massive rally that night, one of the speakers expressed anger against the government and called the attack one of the major crimes against the Chinese people that will go down in history with the massacres by the Japanese and the killing of the workers in Shanghai by the Kuomintang. The English teacher, who was translating, commented that this statement alone could result in the student's execution. The students planned to march from the campus at 4 a.m. and erect barricades throughout Shanghai against the expected entry of the army and to force a citywide work stoppage. They were also calling for the workers to strike and shut down Shanghai, the commercial center of China. At 4 a.m. I was awakened by the public address system broadcasting the strains of Beethoven's 9th Symphony: the call to arm for students to march to the barricades.

The next day, with much sorrow and great difficulty I made my way out of Shanghai and arrived in Guilin, a popular tourist town almost untouched by the events in Beijing. According to a knowledgeable local informant, many in Guilin did not support the students. My impression was that the people of Guilin had a lucrative tourist trade and did not want anything to disrupt their income. They seemed motivated primarily by money and may have perceived the protests as irrelevant or even threatening to their livelihood.

Several days later, I joined the mass exodus of foreigners fleeing China. The loud cheers of the passengers as the plane touched down in Hong Kong reminded us of how much we take for granted in our free countries. For those of us who lived through the "Beijing Spring," democracy was no longer just a word, but a deep emotion.

Planned Research on the Student Democracy Movement in China

As a result of my experience in China, I have embarked on a research study to better understand the organizational behavior aspects of the student democracy movement in China. The subjects I am seeking for the study are current or former students from the PRC who were in China during spring 1989 and witnessed or participated in marches, demonstrations or other democracy movement activities. Confidentiality will be assured and all information collected will be anonymous. If you know of

such individuals, please help them contact (do not send names):

Prof. H. G. Kaufman
Division of Management
Polytechnic University
333 Jay St.
Brooklyn, NY 11201
(718) 260-3485 or (212) 620-0535

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Report on the 1989 Hohenheim Conference on The Individual and Organizational Side of Selection and Performance Evaluation and Appraisal¹

Mike Smith
Manchester School of Management

This conference is the second of a particular genre of conferences on selection and appraisal (first held in Buxton, UK in 1988). They consist of a small number of international participants with an established reputation in the field. They are also tightly focused on a few topics so that they can be explored in some depth. The Hohenheim Conference certainly established this as a very successful formula. For three days in late May, 33 specialists met in an elegant schloss on the Hohenheim campus not far from West Germany's hi-tech belt near Stuttgart. The proceedings were structured into three themes—the individual perspective, the organizational perspective, and methods of selection and assessment. Publication of an edited volume based on the conference papers with a few additions are planned.

Almost without exception the papers were at the leading edge of our scientific endeavour and were extremely stimulating and thought provoking. An accurate account of the conference will require two strategies a 'macro' evaluation of the direction of our subject—an evaluation which of necessity is highly subjective—and a more factual account of the conference papers themselves.

A Macro Evaluation of the Present Research in Selection and Assessment

Given that the papers represented the 'leading edge' of research in selection and assessment, what conclusions can be drawn? The number of papers concerned with the way that candidates view selection methods clearly indicates that this will be an important element of the 'zeitgeist' of the next decade. But, on its own, fashionability is not a criterion for scientific endeavor. It could be that we are poised to do a detailed, clever and enthralling examination of the candidates' perception of selection. It could be that we are chasing a phenomenon that is so small that it has little consequence. No one has checked whether candidates pay much attention to the method used to select them. Indeed, there is some evidence

¹The Conference was organized by Heinz Schuler, James L. Farr, and Mike Smith.

that the decision rather than the method is the important determinant of candidate opinions. There is another angle too. It might be that the way a method is presented—level of explanation, method of explanation, nature of person giving the explanation, the setting—produce bigger effects than the actual methods themselves. Of course, this issue will take years to reach its conclusion and in that time interest will have waned—partly because the novelty has worn off, and partly because demographic forces will have started to reverse and the selection ratios will have started to fall.

The second personal perspective concerns the organizational viewpoint. A very helpful service was provided by the provocative paper of Charles de Wolff. He seemed to be saying, with his tongue only slightly in his cheek, that we should worship rather less at the altar of the validity coefficient. The decision makers probably do not know about, and certainly do not understand, validity. Why then do we as psychologists revere and give it so much emphasis? Should we not play greater attention to other organizational concerns? It is a question which provokes strong feelings—especially among the present authors who answer “No! Validity is pivotal to the industrial psychologist’s integrity and authority.”

Reflecting upon the papers devoted to the organizational perspective, one is again struck by the ingenuity and depth of the papers. However, they tend to evoke a sensation of ‘*deja vu*’ in the way that they all address the standard selection paradigm. Yet, the methods and techniques of selection and assessment can be adopted to help organizations cope with a wider range of problems: the ineffective employee, the plateaued employee, the outplaced employee, and, of course, management succession. These are real problems and the methods of selection and assessment are clearly relevant. But, apparently, the running is being made by practitioners in the field rather than by researchers and academics.

A final theme emerging from the Hohenheim conference concerns the methods of selection and assessment and it is quite simple to state: the rise of computer based systems. The range of application is wider than we expected and they can ‘measure’ a wider and a more dynamic set of candidate attributes.

Conference Papers

The Individual Perspective

The fact that the conference started by considering the perspective of the person who is being selected reflected the growing concern of the impact of selection systems on individuals—a concern which is engendered by both demographic trends which shift power from the organization to

the employee and a general humanist concern for the well being of others. A paper by George Thornton (Colorado State) outlined the ways in which selection methods influenced the perceptions which individuals have of the organizations which are recruiting them. Generally, it seems that interviewer behavior has a particularly strong effect in comparison to the interviewee mood, level of information provided or labor market conditions. But, none of these variables seemed to have a large impact on willingness to accept a job offer. Other participants examined more specific features of how the selection method affected candidate impressions. Gary Latham (University of Washington) described how managers, interviewers and lawyers viewed situational interviews in terms of fairness. Nicolas Seisdedos construed motivational distortion as an *adaptive* strategy.

The reactions of candidates to assessment methods and systems is, noted Peter Herriot (Birkbeck College, London), as important as their perceptions. These reactions can be divided into two types: the reactions which alter the individual’s behavior to the organization and the reactions which affect the individual himself or herself. Fruhner & Schuler (Hohenheim) described studies looking at how participation in an assessment centre altered perceptions of self esteem. They pointed to a perhaps obvious interaction between performance and self esteem—people who perform well have their self esteem enhanced. Terry Dickinson (Old Dominion University) and Reinhold Jager looked at the impact on individuals of receiving direct feedback from others.

Taking stock of this information, it is clear that considerable progress has been made in establishing many of the factors which affect the way an individual perceives and reacts to selection and assessment procedures. But, the present state is unsatisfactory for two reasons. *First*, although we understand many parts of the phenomena we are investigating, we do not know its magnitude. What is direly needed is a study which establishes the degree of importance individuals attach to the way that they are selected. It may be that we are devoting resources to a phenomenon which is only a tiny aspect of a person’s life space. It may be that people are indifferent to the way that they are selected and assessed and what really matters to them is whether they are selected or not. The *second* reason why the state of knowledge is unsatisfactory is its disjointed and ‘ad hoc’ nature. Investigators each examine that particular part of the phenomenon which takes their fancy. What is needed is a theory which integrates the disparate findings. A tentative theory was offered by Heinz Schuler. It suggests that individual reactions are largely a function of four parameters:

—The *information* about the job given to the applicant;

- the degree of *participation* and control which is involved in the selection method;
- the *transparency* of the selection method (how easily it can be understood); and
- the *feedback* which is given to candidates.

The Organizational Perspective

Rene Tissen placed selection within the human resource function and provided a salutary reminder that selection is only a part of the process of managing people and that managing people is only a part of the whole process of managing an organization. Charles de Wolff (Nijmegen) reviewed the role of the psychologist in personnel selection and traced the ways in which this role has changed from one dominated by the prediction paradigm and considerations of validity. Trends of employees remaining in companies even though they may change jobs within companies, and a greater complication in types of employment contract (job sharing, temporary contracts, career breaks) mean that hiring for a specific task may be an inappropriate paradigm. Perhaps we should now abandon our role as experts installing valid selection systems in favor of the role of facilitator helping organizations set up and execute decision making processes whereby several experts work closely together with a psychologist. These comments engendered a lively debate on the degree to which selectors should be less concerned with concepts of validity. It was affirmed by many that establishing validity by traditional paradigms is crucial: it encompasses the essence of the difference between psychologists and charlatans.

From this point, the concept of the organization was widened to discuss issues of fairness and cross cultural aspects which impinge upon organizational practices. Baruch Nero (University of Haifa) developed parts of the theme initiated by Cascio and described the EFEQ—a questionnaire which could be used in an international comparison of candidate's attitudes towards tests.

Wayne Cascio (University of Colorado, Denver) provided some comparative data on how organizations in several countries viewed the various selection methods and found considerable variations between, say, Sweden and Korea. The questions arises, what causes these variations and what are the links between a society's culture and the selection methods it uses? We clearly cannot take transferability of methods across cultures for granted.

Michael Beller (National Institute for Testing and Evaluation, Jerusalem) described procedures which the Israeli State adopts to ensure that non-Hebrew speaking candidates have equal chances of being accepted in institutes of higher education. Paul Sackett (Minnesota)

showed the utility of tests depended upon whether the organization was an individual enterprise or the state. Crossing up utility estimates from those obtained by one organization to government testing programs is likely to produce huge overestimates of the benefit. In the government testing programs, the selection ratios are much lower—90 percent or more of people get jobs; testing programs tend to be used in 'manual' jobs where the standard deviation of performance is lower, and government testing programs tend to be applied to a restricted range of the population so the full effects of validity are not available.

Methods of Selection

Papers dealing with methods of selection focused on aspects of computer assisted assessment and factors influencing validity. Neal Schmitt (Michigan State) provided data on the variability of the validity of assessment centers for teachers. He found great differences among the 16 sites investigated. Validities ranged from .82 to -.40. Subsequent analyses attempted to identify the source of these variations. The influence of the ethnic composition of the assessors seems to have negligible effects. More important were the percentage of assessors of a senior rank, the percentage of assessors who were university profs (negative relationship), whether the center was serving several districts, and the percentage of time the assessor had worked with the candidate (negative relationship).

Gunter Trost (Institute for Test Development, Bonn) reported a study using five predictors (aptitude test, biodata, interests, study habits and career plans) and three criteria (success in higher education, career satisfaction, career success). The validities using a sample of 5,000+ were at best moderate although good correlations of .73, .72, .61 and .54 were obtained between predictors and choice of occupation. The highest correlation with occupational success was .26 and the highest correlation with satisfaction was .24.

The use of computers in selection and assessment was highlighted in two papers. Dave Bartram (Hull) directed attention to the fact that computer based assessment entails more than just automated tests. Indeed, there are seven areas where computers can be used (1) choice of assessment instrument, (2) administration of instrument, (3) scoring, (4) analyzing the data, (5) interpreting the data, (6) giving feedback, and (7) making decisions based on the results. Furthermore the advances in computer technology such as the lap top computer and the promise of large scale networks will inevitably bring massive changes in the selection systems used by organizations. Advances such as the French MINITEL system where phone subscribers are given a computer terminal instead of a phone book point the way. The response to an advertisement could be to log in, provide biodata (in 'lieu' of an application form) and, if ap-

appropriate, complete a series of tests. The candidate would be given almost instantaneous preliminary results of their application.

Wiebke Putz-Osterloh (Bayreuth) pointed out that the use of computers opens the scene to a new variety of predictors. Applicants can be given new and dynamic tasks which automatically log activities such as data gathering, hypothesis generation and testing, data analysis, planning and decision making. For example, candidates could be asked to take the role of a fire chief who, by commanding 12 fire fighting units, is to protect a forest. The forest, the fires and the units are depicted on the screen and the commander is given the task of preventing a fire from reaching a village. The secondary goal is to minimize the area of the forest burnt down. A dynamic situation develops over, say, 10-15 minutes where the candidates' reactions under the categories of organizing ability, decision ability and performance ability are logged. As such predictions are new and based on small samples (50) and validity information is tentative. But, worthwhile validity coefficients of .33 and .26 have been obtained. By themselves these correlations are not remarkable but, if they are measuring a new domain of abilities they represent a very worthwhile addition to the validities of .5 which are obtained by traditional ability tests.

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Iotas

Steve W. J. Kozlowski

Ruth Kanfer, from the Department of Psychology at the University of Minnesota, has been awarded the prestigious APA Distinguished Scientific Award for Early Career Contributions to Psychology. She is the first SIOP member to receive this award. The Society congratulates her for receiving the award and applauds her contributions to the science of I/O psychology. My thanks to **John P. Campbell** for writing the award announcement and biography for Professor Kanfer that appears elsewhere in this issue of **TIP**.

Some late breaking news: **Irv Goldstein** reports that the Council of Graduate Departments of Psychology (COGDOP) has challenged the legitimacy of APA as the sole accrediting body for doctoral programs in professional psychology through the Council on Post-Secondary Accreditation (COPA). COGDOP has proposed a Joint Commission for the Accreditation of Doctoral Programs in Psychology that would share authority between APA and COGDOP. We will keep you posted on further developments.

Janet L. Kottke, Chair of the Invited Program for the Western Psychological Association Meeting, has made a serious attempt to provide a stronger presence for I/O psychology at the meeting in Los Angeles this year (April 26-29, 1990). **Bob Guion** and **Pat Knight** will be giving invited addresses. **Lilly Berry** is preparing an invited symposium that will appeal to I/O psychologists who are developers or employers of I/O program graduates. According to Janet, "Sneak previews of the submitted program indicate (other) leading I/O psychologists there as well." See the Meetings section of this issue of **TIP** for additional information.

Observant readers will notice that names of 1988-1989 Society committee participants have been reprinted in this issue of **TIP**. A word-processing "hiccup" inadvertently deleted several participants somewhere in the process of printing the November 1989 issue. Apologies to all "deletees." Now that APS is an alternative to APA for SIOP membership, Society members participating in APS Governance should also be acknowledged. A partial listing includes: **Milton D. Hakel**, Acting President and Treasurer; **Ann Howard**, Program Chair, 1990 Convention; **Paul W. Thayer**, Chair, Finance Committee; **Virginia O'Leary**, Member-at-Large; and **Lyman W. Porter**, Editorial Board, *Psychological Science*. There are undoubtedly others serving in various capacities that have not been mentioned—sorry. If you send me your name and position, I will see that you are acknowledged in a future **IOTAS**.

As usual, there is movement on the job front. **Carl I. Greenberg** has

moved from the Union Pacific Railroad to the position of Senior Industrial Psychologist at Southwestern Bell. **Thomas W. Mason** has joined the Houston office of Jeanneret & Associates, Inc. He was formerly the President of Thomas W. Mason Associates, P.C., of Knoxville, TN. **Norman G. Peterson** is leaving Personnel Decisions Research Institute, Inc. (PDRII) after thirteen and a half years to form Pathmark Corporation with **Rodney Rosse**, also formerly of PDRII. They will be developing statistical, psychometric, and testing software for personal computers, as well as offering consulting in personnel psychology. **David W. Bracken**, formerly Corporate Manager of Human Resources Research at BellSouth, has joined National Information Services (NIS), a division of National Computer Systems, as Director of Survey Research. He recently opened a Southeastern regional office for NIS in Atlanta. **Nancy Robinson** has been promoted to Manager of Test Development and Computer-Based Training for Amtrak in Washington, D.C. **V. Robert Hayles** has become the Director, Human Resources for Technology, for Grand Metropolitan. He was formerly with Digital Equipment Corporation. Last, but not least, **Joel Moses** has retired from AT&T after 22 years of service. Although retired from AT&T, Joel has not retired from the field—he recently formed Applied Research Corporation, based in Fords, New Jersey.

John K. Harper was recently selected to participate in the 20th Annual President's Executive Exchange Program. He will spend next year as a consultant in the Employee Relations Department at IBM. John has also recently worked with the General Accounting Office on the reorganization of the Department of Defense.

METRO (Metropolitan New York Association for Applied Psychology) has developed an impressive program of speakers this year. **Frank Landy** (The Pennsylvania State University), **Michael Kavanaugh** (SUNY—Albany), **Richard Arvey** (University of Minnesota), **Allen Kraut** (Baruch College), and **Walter F. Ulmer, Jr.** (Center for Creative Leadership) have already presented. Upcoming presenters include: **J. Richard Hackman** (Harvard University), **Irwin Goldstein** (University of Maryland), **Leonard Schlesinger** (Harvard Business School), **Ann Howard** (Leadership Research Institute), and **Robert Hogan** (University of Tulsa). For more information contact: **Peter Wentworth** at (914) 767-6197.

Finally, **Mortimer R. Feinberg** of BFS Psychological Associates, who has written 23 articles for the Wall Street Journal's Management section, was in San Francisco during the recent earthquake. He reports being somewhat "shaken" by the reversal of his usual role in an organizational crisis—participant rather than observer—but adapted quickly to the situation, as did the resident San Franciscans. Sympathy is extended to our Bay Area Colleagues with best wishes for a speedy recovery.

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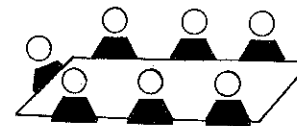
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The following Society members participated in SIOP committee and APA governance activities in 1988-89. Our thanks to everyone!

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Council of Representatives (1987–1990)

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SIOP Calendar

TIP deadline for May issue	March 1, 1990
I/O & OB Graduate Student Convention, Columbus, OH	April 6-8, 1990
Pre-SIOP Conference Workshops—Miami	April 19, 1990
SIOP I/O Doctoral Consortium—Miami	April 19, 1990
SIOP Annual Conference—Miami	April 20-22, 1990
APS Annual Convention—Dallas	June 7-10, 1990
APA Annual Convention—Boston	August 10-14, 1990

External Affairs Committee

Donald D. Davis, Chair

Ilene Gast is continuing to publish a list in **TIP** of conferences and meetings of potential interest to SIOP members. She is also trying to locate archival data-bases which can be made available for secondary data analysis by Society members. Data-base summaries will include the following information: name of data-base, type of subjects/respondents, size of sample, data collection methods, frequency of data collection, key variables, and form in which the data are available (e.g., reports, tables, tapes, diskettes), and fees for access. This information will be published in a future issue of **TIP**. If you have any information concerning conferences or data-bases, please contact **Ilene Gast at Room 6462, OPRD, U.S. Office of Personnel Management, 1900 E Street, N.W., Washington, D.C. 20415 (202-653-6688)**.

Julie Rheinstein is preparing a list of local and regional I/O psychology interest groups for publication in a future issue of **TIP**. If you have an I/O interest group in your region and would like to be included in this listing, please send a description of the group and the name, address and telephone number of a contact person to **Julie Rheinstein at Room 6451, OPRD, U.S. Office of Personnel Management, 1900 E. Street, N.W., Washington, D.C. 20415 (202-653-2595)**.

A subcommittee, chaired by **Mary Lewis** and including **Daniel Kegan, Jack Kennedy, Mary Jane Ledyard, David Veale, and Sara Wedeman**, is planning to publicize certain presentations at the annual meeting in Miami. Newspaper, television and radio reporters in South Florida have been identified and will be encouraged to cover the annual meeting. If any SIOP members have contacts in the media in South Florida or in other major markets such as New York, Chicago and so forth, please contact **Mary Lewis at One PPG Place, 12-West, Pittsburgh, PA, 15272 (412-434-2009)**.

Steven Zaccaro and **Geula Lowenberg** are trying to increase the coverage of I/O psychology in introductory psychology textbooks. They intend to provide authors with a topical outline and a list of recommended references which review each topic. They would appreciate comments on the outline and suggestions for review articles. Requests for a copy of the outline, reference list or other information may be directed to **Steven Zaccaro at Department of Psychology, George Mason University, 4400 University Drive, Fairfax, VA 22030 (703-323-2211)**.

Lois Tetrick is working as a liaison between the External Affairs Committee of SIOP and APA and APS. Suggestions for how the Society should relate to these two organizations or any other scientific or professional organizations should be addressed to her at **Department of Psychology, Wayne State University, 71 W. Warren, Detroit, MI 48202 (313-577-3695).**

The chief responsibility of the External Affairs Committee is to promote the interests of SIOP and its members by developing contacts with other organizations in business and industry, academia, the professions and the public in general. External Affairs also tries to identify and publicize the research and consulting needs of business and governmental organizations and public issue-oriented groups so that SIOP can assist in the solution of important national and social problems. If you have any suggestions for the External Affairs Committee, please contact **Donald Davis, Department of Psychology, Old Dominion University, Norfolk, VA 23529-0267 (804-683-4439).**

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Enquiries may also be sent through BITNET to: **PERSDEPT @ NUSVM**, or through Telefax: (65) 7783948.



1990 Personnel/Human Resources Scholarly Achievement Award

Call for Nominations

The Personnel/Human Resources Division of the Academy of Management announces a call for nominations for its annual "Scholarly Achievement Award." The award will be presented to a paper published in recognized periodical outlets (e.g., journals, research annuals) that are generally available to Division members. Nominated papers must have a publication date of 1989. Recipients of the award need not belong to the Academy of Management.

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

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

The award winner will be announced at the August, 1990 Academy of Management Meeting during the Personnel/Human Resource Division's Business Meeting. Award recipients will be presented with a plaque of recognition.

All nominations should be sent to **Stuart Youngblood, Department of Management, Texas A&M University, College Station, Texas 77843-4221**. To receive consideration, nominations must be postmarked no later than March 14, 1990.

Call for Nominations: Awards for Excellence in Consultation

The Division of Consulting Psychology announces a call for nominations for two awards for excellence in consultation. Each award, accompanied by a check for \$1,000, will be presented at the APA Convention in Boston in August, 1990.

The **Perry L. Rohrer Award** is given annually to an APA member whose career achievements reflect outstanding service to organizations, public or private, by helping them respond more effectively to human needs. This award is funded by the consulting firm of Rohrer, Hibler & Replogle, in honor of a founding member who epitomized the standards of excellence which they and the Division seek to perpetuate.

The **National Psychological Consultants to Management Award** is given annually to an APA member, or member-sponsored student, whose work has had a significant positive impact on an organization and/or has enhanced our knowledge and utilization of the consulting process. The award is named for the organization which funds it, an association of psychological consulting firms dedicated to professional development of the field by recognizing and rewarding innovative, meritorious achievement.

Nominees from any field of psychology are welcome, and nominations may be submitted by anyone. Contact: **David Munz, Chair, APA Div. 13 Awards Committee, Dept. of Psychology, St. Louis U., 221 N. Grand Blvd., St. Louis, MO 63103. Phone: 314-658-2294. Deadline: March 31, 1990.**

William James Award Competition

The Division of General Psychology of the American Psychological Association announces the competition for the fifth Annual William James Award of the Division. Carrying a prize of \$1,000, the Award is given for a submitted work, published within the past five years, that best serves to provide an integration of the diverse subfields of psychology. The purpose of the award is to encourage attempts to build bridges among the increasingly disparate areas of psychology and to promote the development of common denominators that may vitiate the fractionation occurring as specialty areas continue to evolve in our field.

Any kind of publication will be considered, but an emphasis in judging will be given to breadth or comprehensiveness and to the integrative power of the concepts proposed. Articles have fared poorly against this emphasis. The Division is not looking for analytic reviews or biographies but for efforts at synthesis, at building novel linkages or structures that reach for an integral whole that did not exist before. Previous winners have been *Mind and Body* by George Mandler, *The Mind's New Science*, by Howard E. Gardner, *The Nature of the Child* by Jerome Kagan, and *Notebooks of the Mind* by Vera John-Steiner.

Those wishing to enter the competition must submit three copies of the publication to be considered; a one-page statement that explains the strengths of the submission as a meritorious, integrative work; and a *vita* of the author or authors. Authors should be willing to present an address based upon their work at the APA Convention following the announcement of their award and to permit the Division to print the address in the Division *Newsletter*. To be considered, the work must bear a publication date of 1985 to 1989 inclusive. Deadline for submission is March 15, 1990. Materials should be submitted in care of **William James Award, Department of Psychology, George Mason University, Fairfax, Virginia 22030**. Additional information and a list of criteria may be obtained by writing to the above address.

The International Journal of Conflict Management

Call for Papers

The International Journal of Conflict Management, which will be published quarterly beginning in January 1990, is soliciting original empirical and conceptual articles, case studies, and role-playing exercises in the following areas: (1) Organizational conflict, (2) Communication and conflict, (3) Mediation, (4) Arbitration, (5) Negotiation, (6) Bargaining, (7) Procedural justice and law, (8) International conflict and peace, and (9) Conflict in the public sector.

Manuscripts must be prepared according to the latest edition of the *Publication Manual* of the American Psychological Association and will be reviewed by a double-blind review process. Manuscripts should not ordinarily exceed 30 pages. Four copies of the manuscript and requests for other details should be sent to: **Afzal Rahim, Editor, The International Journal of Conflict Management, Department of Management, Western Kentucky University, Bowling Green, KY 42101, USA, Phone: (502) 745-5408/782 2601, Fax: (502) 743-5943.**

Call for Papers

The University of North Texas and Texas Instruments are sponsoring *The 1990 International Conference on Self-Managed Work Teams*, September 26-28, 1990. We would like SIOP members to submit proposals for programs. The proposals may be empirical or theory-based papers, symposia, panel discussions, workshops, case studies, or any type of presentation that will illuminate the subject. Both academic and practitioner-oriented programs may be submitted. The deadline for submission is May 15, 1990. For detailed instructions for program proposals please contact: **Dr. Douglas Johnson** or **Dr. Michael Beyerlein**, Department of Psychology, University of North Texas, P.O. Box 13587, Denton, TX 76203-3587, Phone: (817) 565-2671.

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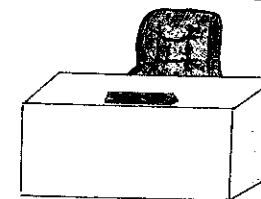
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INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGISTS. BellSouth Corporation, a leader in the telecommunications and information industry, is seeking two I/O Psychologists to join its Human Resources Research group in Atlanta, Georgia. Successful candidates will become part of an established staff of eight Ph.D. psychologists and share responsibility for development and support of an extensive range of innovative employee selection, evaluation and development programs.

Applicants should possess a Ph.D. in I/O psychology, and two or more years of applied experience is highly desirable. Demonstration of a solid foundation in traditional I/O content domains is essential, and particular consideration will be given to candidates with experience in assessment centers, job and organizational design, or human factors. Both positions require very strong research, analytical, interpersonal and communication skills. Salary and benefits are very competitive.

If you are interested in joining one of the most active and progressive personnel research organizations in the United States, send your resume and a list of references to: **Dr. Steven Gordon, Human Resources Research, BellSouth Corporation, 1155 Peachtree Street, N.E., Room 13D03, Atlanta, Georgia, 30367-6000.** BellSouth is an Equal Opportunity/Affirmative Action Employer.

HUMAN RESOURCES RESEARCH INTERNS. BellSouth Corporation, a leader in the telecommunications and information industry, is currently accepting applications for Pre-Doctoral (3rd and 4th Year) Industrial/Organizational Psychology internships. These positions provide an excellent opportunity to conduct applied research, develop various human resources programs, and gain insight into the environment of a major corporation while interacting with a large staff of I/O Psychologists. The internships are full time and are normally six months in duration. All positions are located in Atlanta, Georgia, with several internships becoming available Summer 1990.

Qualified applicants should be enrolled in an I/O Psychology doctoral program, and have completed a Master's degree or equivalent (i.e., admitted to doctoral candidacy). Applicants should possess strong research and analytical skills as well as good written communication skills. Expertise in computer skills (SAS, SPSS, PC) is highly desirable.

Interested graduate students are invited to submit a cover letter, vita, and two letters of recommendation to: **Joseph Gier, Ph.D., Human Resources Research, BellSouth Corporation, 1155 Peachtree Street, N.E., Room 13D03, Atlanta, Georgia 30367-6000.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY at University of Wisconsin-Oshkosh: Tenure track entry level assistant professor position beginning September, 1990. Ph.D. required. Salary competitive. Nine credit teaching load to include graduate and undergraduate I/O courses with other undergraduate courses that match department needs and candidate interests. Applicants must have an active interest in undergraduate education, serving on M.S. thesis committees, research, publication, and pursuit of extramural funding. Send detailed vita, statement of teaching and research interests, names and addresses of four references whom we may contact to: **W. D. Scoville, Ph.D., Psychology Department, University of Wisconsin Oshkosh, Oshkosh, WI 54901.** Screening of applicants will begin January 17, 1990, and continue until the position is filled. UW Oshkosh is an affirmative action equal opportunity employer.

THE UNIVERSITY OF NEW HAVEN Psychology Department seeks applications for a Tenure-Track Assistant Professorship beginning September, 1990. The successful applicant will teach graduate courses in a comprehensive M.A. program in I/O Psychology and some undergraduate I/O courses. Applicants should possess advanced skills in applied personnel psychology including research methods, psychometrics, training, and organizational behavior. Preference will be given to those with practical and applied experience. Starting salary and benefits are competitive. Ph.D. required. Opportunities for research and consulting are plentiful in this high-growth area of southern Connecticut. Women and minorities are encouraged to apply. Send vita and three letters of recommendation to: **Thomas Mentzer, Chair, Department of Psychology, University of New Haven, 300 Orange Avenue, West Haven, CT 06516.** UNH is an affirmative action, equal opportunity employer.

THE PSYCHOLOGY DEPARTMENT of the University of South Florida seeks an eminent Industrial/Organizational psychologist. Applicants should have a strong research background, as well as considerable experience as a practitioner. Area of specialization is open, but candidates should have a commitment to scientist/practitioner model of training and strong interest in the training of graduate students. Candidates at both the Full Professor and at the Associate Professor rank will be considered.

The University of South Florida is a rapidly growing institution with over 30,000 students. The Psychology Department has 1,000 undergraduate majors and 150 graduate students. The Ph.D. program in industrial/organizational psychology has about 60 students and eight faculty members. Reflecting the strong emphasis the Department places on research, all eight faculty are highly productive scholars. Salary for the position is competitive and negotiable, and applications are particularly encouraged from female and minority candidates. Employment would begin August, 1990, and the position is contingent on approval of funding. Individuals interested in this position should, by December 1, 1989, submit a vitae and the names of at least three people who who could provide letters of reference. Send materials to: **Dr. Edward L. Levine, Director, I/O Psychology Program, Department of Psychology, University of South Florida, Tampa, FL 33620.** The University of South Florida is an affirmative action, equal opportunity employer.

ASSISTANT PROFESSOR. The Department of Psychology, University of Guelph has a vacancy for a tenure track appointment at the Assistant Professor level in Industrial/Organizational Psychology. The appointee will be expected to contribute to an active Master's Program in I/O Psychology and to a proposed new Ph.D. program in collaboration with the University of Waterloo, which is currently under review. The successful candidate will be a graduate from a recognized program in I/O Psychology and should have established an active research program in the broad area of organizational psychology. The candidate should have teaching interests and expertise in at least one of organizational psychology, work attitudes, organizational development. While the primary focus of the teaching will be at the graduate level in I/O Psychology, the candidate will also be expected to contribute teaching to the undergraduate program in one or more of the following areas: introductory, social psychology, statistics, tests and measurement, personality/individual differences. In accordance with Canadian Immigration requirements, priority will be given to Canadian Citizens or Perma-

nent Residents. The University of Guelph is implementing a policy of employment equity and female candidates are encouraged to submit an application. Candidates should send a vitae and arrange for at least three letters of reference to be sent to: **Dr. Michael L. Matthews, Chair, Department of Psychology, University of Guelph, Guelph, Ontario, Canada, N1G 2W1.** Closing date for applications and supporting material is February 28, 1990. Position subject to final budgetary approval.

SELECTION RESEARCH INTERNS. Bell Atlantic is seeking interns for its Selection Research Group in 1990.

Candidates should have completed at least two years of their doctoral program in Industrial Psychology and have good research skills, interpersonal skills, and writing skills. Knowledge of statistics, research methodology, test validation methods, and computer skills (SPSS or SAS) are necessary.

Most of the work in the Selection Research Group involves research on new or existing selection methods including paper and pencil tests, interviews, work samples, physical abilities tests, and assessment centers. There are a few projects in the training and survey research area. All internship positions are located in Arlington, Virginia, in the Washington (D.C.) metropolitan area. Internships normally last six to twelve months although one three month summer internship will be available this year. Both full and part time positions are available. Interested students should send a resume to: **Nancy T. Tippins, Ph.D., Bell Atlantic, 1310 N. Court House Road, 9th Floor, Arlington, VA 22201, Telephone: 703/974-5129.**

HUMAN RESOURCES MANAGEMENT CONSULTANT. Mercer Meidinger Hansen, the world's leading consulting firm helping organizations manage their human and financial resources, is expanding its HUMAN RESOURCES MANAGEMENT consulting practice in the Western Region. The position, based in Los Angeles, involves developing and conducting client work in a variety of organizational settings.

Qualified candidates should be experienced in organization development (including contracting, diagnosing, feedback and intervention) and human resources management (including employee selection, motivation, performance appraisal and related areas). An advanced degree, outstanding oral and written communications skills, and a minimum of three years HRM consulting experience ARE REQUIRED; the ideal candidate also will have management experience in a Human Resources

department and a track record of business development.

Qualified candidates should send resumes, in confidence, to: **Mitchell L. Marks, Ph.D., Director, Human Resources Consulting, Mercer Meidinger Hansen, 3303 Wilshire Blvd., Los Angeles, CA 90010.** No telephone calls please. An equal employment opportunity employer.

CONSULTING PSYCHOLOGIST TO MANAGEMENT. San Francisco Bay Area Consulting Firm is seeking a Ph.D. psychologist, licensed in California (or eligible) for a full-time position. You will enjoy professional challenges, collegiality and team effort with our other professionals and the opportunity to contribute to the firm's growth. You must have experience and qualifications in: executive assessments, a wide range of instruments, high level consultation, team building, management development, the use of personal computers, the application of statistics, the validation of selection systems, and business development. It would be valuable to have organization experience both externally and internally; good knowledge of test construction; and experience with technologically driven companies. Excellent opportunity for you to work in dynamic companies with senior executives, managers and technical people. Position open until filled. Please send resume, salary history, and professional references to: **Jack Loftis, Ph.D., Criterion Group, P.O. Box 1150, Cupertino, CA 95015.**

CONSULTING PSYCHOLOGIST. Rohrer, Hibler & Replogle is seeking doctoral, licensed (or eligible) psychologist for full-time career positions with our 40-year-old firm of Consultants to Management. Candidates must have the ability to establish effective rapport with senior business executives and to assist them with innovative, practical, and psychologically sound solutions to problems of people and organizations. Business training, experience in business consultation, and/or experience in management is desirable. We maintain offices in major cities nationwide, in Canada, and in Europe. Send cover letter and resume to: **Recruitment Information Center, Rohrer, Hibler & Replogle, Inc., 220 West Gerry Lane, Wood Dale, IL 60191.** RHR is an Equal Employment Opportunity employer.

THE DEPARTMENT OF DEFENSE TESTING CENTER is responsible for the development and production of the Armed Services Vocational Aptitude Battery (ASVAB). The ASVAB is the principal aptitude

instrument used to assess the qualifications of young men and women seeking entry into the Armed Services; it is also used as a career exploration instrument in the secondary schools. The Center is seeking individuals with practical experience and qualifications in a variety of areas including: development of standardized tests, development of interpretive materials for counselors and students, item writing and editing, occupational analysis, personnel research, statistical and quasi-experimental methods, measurement theory, individual differences in cognitive psychology and various other skills related to the writing, development, production, implementation, and interpretation of the ASVAB. Approximately 20 civil service positions, ranging from GS-09 (entry salary \$24K) to GS-15 (salary range \$57K to \$74K), will be filled over a four year period. Knowledge of military entrance requirements, high school career guidance, and/or secondary school education is a plus. Positions are available in Monterey and the Washington, D.C. area.

Interested and qualified persons should send their resume, statement of qualifications, or SF 171 to: **Personnel Administrator, Defense Manpower Data Center, DoD Testing Center, 99 Pacific Street, Suite 155A, Monterey, CA 93940-2463.** The Department of Defense is an equal opportunity employer.

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST needed as Director of newly formed non-profit research facility in Seattle. The facility will examine medical, psychological, and social data derived from independent medical examinations, with the goal of enhanced knowledge and understanding of injury risk-factors, prevention, and their effects on human and industrial productivity. The successful candidate will be able to organize research projects, obtain grant funding, develop and lead an organization, and publish the results. Please send letter of interest and C.V. to: **Brian L. Grant, M.D., Search Committee—Medical Consultants Northwest, Inc., 901 Boren, Suite 1400, Seattle, Washington 98104.** Medical Consultants Northwest, Inc., is an affirmative action, equal opportunity employer.

ASSISTANT/ASSOCIATE PROFESSOR, Dept. of Psychology, Central Washington University. Tenure-track position requires the following: Ph.D. in Psychology, with specialization in Industrial/Organizational Psychology, Organizational Behavior, or Organization Development; evidence of successful teaching with adult learners using various instructional techniques (e.g., experience-based learning); and previous

consulting and group process facilitation experience. Multivariate analysis expertise preferred. Responsibilities include teaching, chairing Master's thesis committees, supervising students in MSOD Program, and probability of future program directorship duties. Some travel and weekend instruction required. To apply, send letter of application, curriculum vita, and the names, addresses and phone numbers of three references to: **Dr. James Eubanks, Chair, MSOD Search Committee, c/o Psychology Department, Central Washington University, Ellensburg, WA 98926.** Deadline for receipt of application materials: March 1, 1990. AA/EEO/Title IX Institution.

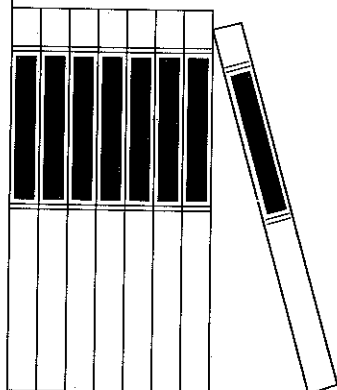
IMMEDIATE OPENINGS IN MINNEAPOLIS AND NEW YORK CITY. Personnel Decisions, Inc. (PDI), has needs for Psychologists in Minneapolis and New York City offices, to provide client services. Successful candidates will have practical experience and will be state licensable. Minneapolis based Psychologists will deliver primarily assessment-based services and develop new business opportunities. New York City based Psychologists will deliver the broad array of PDI psychological services needed to help launch this new full-service office. Submit resume to: **Kaye Aho, Corporate Staffing Director, Personnel Decisions, Inc., 2000 Plaza VII Tower 45 South Seventh Street, Minneapolis, MN 55402, Phone: 612-339-0927.**

CONSULTANT OR SENIOR CONSULTANT. Personnel Designs, Incorporated is a full-range human resources consulting firm with offices in Detroit, Houston, and Hartford. Across the offices, Personnel Designs has one of the largest complements of Industrial-Organizational Psychologists in the nation. Our business spans a range of industry groups, including the manufacturing, electronics, retail, transportation, pharmaceutical, petroleum, health care and entertainment industries. We work in both the public and private sectors. We are seeking Ph.D. or Master's level I-O psychologists who have strong writing, presentation, psychometric and statistical skills. Initial job duties would depend upon previous experience, and would include participation in a range of activities associated with the construction and implementation of selection systems (e.g., test development, test validation, interview construction and training, assessment center design), performance appraisal systems, career developmental programs, compensation programs, and attitude surveys. Advancement potential within the firm, commensurate with performance and ongoing development of skills. Salary competitive. Send resume to: **Dr. John D. Arnold, Vice President, Personnel Designs, Incorporated, P.O. Box 36778, Grosse Pointe, MI 48236.**

ORGANIZATION DEVELOPMENT. Assistant professor, tenure track position. Use adult learning model. Teach graduate courses in interpersonal effectiveness, consulting skills, organization development, and supervise graduate internships. Publication required. Send resume to **Homer H. Johnson, Ph.D., Director, Center for Organization Development, Loyola University of Chicago, 820 North Michigan Avenue, Chicago, IL 60611.** Loyola is an Equal Opportunity/Affirmative Action Employer.

PSYCHOLOGIST. Prominent Dallas psychological consulting firm seeks southwest based Ph.D. licensed or license eligible psychologist with 2-3 years experience to join its staff. Must be a self-starter with strong interpersonal skills, effective communication skills, and strong service orientation. Duties include heavy test battery interpretation, assessments, client consultation and group presentations on test battery usage, implementation and effectiveness. The environment is fast-paced, open and production oriented. Commensurate salary and excellent benefits. Contact or send resume to: **Bob McDermid (selection consultant to firm), 14900 Landmark Blvd., Suite 368, Dallas, Texas 75240, (214) 239-8613.**

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ADVERTISE IN TIP

The **Industrial-Organizational Psychologist** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to the more than 2500 Society members. Membership includes academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4000 copies per issue.

Advertising may be purchased in **TIP** in units as large as two pages and as small as a half-page spread. In addition, "**Position Available**" ads can be obtained at a charge of \$50.00 per position. For information or placement of ads, write to **Rick Jacobs**, Department of Psychology, 520 Moore Building, Penn State University, University Park, PA 16802.

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