

TIP

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The Industrial-
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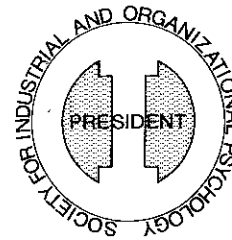
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A Message from Your President

Frank Landy

Neal Schmitt sandbagged me! In the year preceding my term of office, I assumed I was receiving a realistic job preview. Wrong. As soon as the Miami meeting ended, someone started the fans. In quick succession, I was presented with issues related to the Civil Rights Act of 1990 and the APA Board of Directors initiative to exert control over divisional publications. A few other little things occurred as well, e.g., the suspension of the use of the GATB by the Labor Department, the passage of the Americans with Disabilities Act, etc. Neal now tells me that the term of the President is "front-loaded." Rrrriiggghhhhtttt.

As you know, both the House and the Senate versions of the Civil Rights Act of 1990 have passed. The margin for passage was comfortable. The issue now is whether President Bush will follow through on his threat to veto the bill because of his belief that it will lead to quotas. The good news for SIOP is that much of the offensive language of the bills (which represented muddy and regressive thought patterns) has been changed to reflect our concerns. There are still several problems, but the best guess is that when the Senate and House of Representatives get together to draft the final legislation that will be forwarded to President Bush, the language may improve even more. Of course, there is still the possibility that the President will veto the bill. If he does, the battle to override the veto will be fierce. A two-thirds majority is needed to override and it looks as if the sponsors are two or three votes short.

SIOP's activity was vigorous. We all owe a particular debt to **Mary Tenopir** for keeping close tabs on the House and Senate discussions. She was aided in this effort by **Frank Erwin**. **Wayne Camara** was also exceptionally helpful in keeping me advised as to the status of the discussions, which committees should receive communications, etc. As you may know, the letter drafted by **Paul Sackett** and the Scientific Affairs Committee on behalf of SIOP was widely circulated and received a great deal of favorable response. That same letter was copied by APA and sent over Ray Fowler's signature to House and Senate members as well as administration heavyweights. **Lance Saberhagen** also submitted comment and testimony from the applied perspective. Since the language of the bill

was constantly changing, it was necessary to send several different letters recognizing those changes and suggesting still other language modifications. No one can be sure what effects such efforts had, but we certainly were in the fce of the key players at every stage of the deliberations.

A second major issue related to the attempt by APA to exercise control over divisional publications. The issue was a consent decree that the APA signed agreeing not to restrict advertising of services by psychologists. The agreement was entered into jointly by APA and the Federal Trade Commission. APA interpreted that agreement broadly and claimed that divisional publications might get the parent body (APA) in trouble as a result of that agreement. A careful reading of that agreement seemed to contradict APA's concern. It seemed to us that nothing was broken so there was no need to fix it. To be sure, we retained the lawyer who had executed our incorporation to advise us. He issued an opinion favorable to our interpretation, which we forwarded to Ray Fowler at APA. Ray disagreed with our lawyer's opinion, but the proposed change in the APA by-laws that would have permitted such document control was deleted from the council agenda and placed on a back-burner for the time being. Again, it is hard to know what effect we had but the result was the one we had sought.

Switching to some more positive accomplishments, in a later section of this issue of **TIP**, you will note the most recent salary survey of I/O psychologists prepared by **Wayne Sorenson**, **Ann Durand**, and **Patricia Shaw** of State Farm. As always, it permits the execution of all of that equity software we store in our neural networks. In a similar vein, **Ann Howard** has completed the Membership Survey begun in 1986. It should have arrived in the US mail a few weeks ago. We are indebted to everyone involved for their hard work. Both documents are impressive. A third document should have arrived or will be arriving soon. **Wayne Camara** and **Bill Macey** are collaborating on the production and mailing of the Membership Directory. It should prove extremely useful to those of us who tend to keep phone numbers on scraps of paper.

You may remember that we sent Harold Burttt a birthday card recognizing his 100th birday. I received a note from him which read:

Dear Dr. Landy:

I certainly appreciate the certificate from SIOP. It is amazing how many individuals or organizations have taken note of the hundred years. I still navigate in a wheelchair and look forward to a few more years. Thanks.

Harold E. Burttt

This is particularly poignant to me since I spent several days in the Boston Public Library reviewing the collected papers of Hugo Munsterberg. Burttt was a student of Munsterberg. In those papers, I found letters from Harold Burttt dated 1916 asking for Munsterberg's reactions to the experiments Burttt was conducting on street lighting in New York City. Munsterberg was favorably impressed! (as well he should have been).

Finally, some thanks and congratulations are in order. **Ann Howard** and **Wally Borman** have been elected as our new Council Representatives. They will assume office at the February Council meeting. **Jim Breough** has agreed to be our local arrangements coordinator for the spring SIOP meeting in St. Louis. If you live in the area and would like to help out, give Jim a call.

I await the next period of my term to determine if Neal Schmitt is a simple liar or an outrageous liar. I have tried very hard to shield **Rich Klimoski**, our President-Elect, from any hint of what the office requires. If all goes well, I will be able to carry on the presidential tradition of dissembling to those who follow you into office.

SIOP Calendar

SIOP Conference Submission Deadline	October 10, 1990
TIP deadline for January issue	November 15, 1990
APA Convention Submission deadline	December 14, 1990
SIOP Committees Self-Nominations	January 15, 1991

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**Call for Program Proposals:
1991 APA Convention in San Francisco****Katherine J. Klein**

The 1991 APA Convention will be held in San Francisco from Friday, August 16th, to Tuesday, August 20th. Program proposals are due on December 14, 1990. Thus, it's time to start developing program proposals.

The Program Committee welcomes all program submissions to the Convention. We hope to build an exciting, informative, and stimulating I/O program for the San Francisco convention. Toward this end, we are particularly interested in program submissions related to one or more of the following themes:

1. New Issues in I/O Psychology

What new issues should I/O psychologists be addressing? Why? How should they address these issues? What theoretical models and research findings can I/O psychologists build upon to address these topics?

2. A Fresh Look at Traditional Topics in I/O Psychology

What is new in selection theory, research, and practice? In training theory, research, and practice? In team theory, research, and practice? In other mainstream I/O topics?

3. Interdisciplinary Contributions

What do other disciplines in psychology have to contribute to I/O psychology? What new developments in cognitive psychology, social psychology, developmental psychology, clinical psychology, or community psychology, for example, may inform I/O theory and research? What does I/O psychology have to offer our colleagues in other areas of psychology?

4. New Methods and Techniques for I/O Research and Practice

What new research methods and approaches might prove helpful for I/O research? What new intervention techniques and strategies might prove useful for I/O practice?

Again, we welcome high quality submissions on *all* I/O topics, but we do hope to highlight these four themes in the program.

In addition, we encourage a variety of different program formats. Feel free to submit not only papers and symposia, but also tutorials, debates, panel discussions, conversation hours (equivalent to roundtables at the SIOP mid-year conference) and any other formats you would like to try. We are also interested in suggestions for invited speakers.

The APA Convention provides a terrific opportunity for innovative programming—for presentations on innovative topics, using innovative formats. If you have ideas, suggestions, or questions about the Convention, please feel free to call, write, FAX, or E-Mail me: **Katherine J. Klein, Department of Psychology, University of Maryland, College Park, MD 20742, Phone: 301/405-5929, FAX: 301/314-9566, E-Mail: KK18@umail.umd.edu.**

Finally, a few details regarding the mechanics of submitting a proposal to the APA Convention.

The Call for Programs appears in the October issue of the *APA Monitor*. The Call for Programs is also available by writing: **Convention Office, American Psychological Association, 1200 Seventeenth Street, N.W., Washington, D.C., 20036.**

The Call for Programs details everything you need to know to submit a proposal, but a few reminders and clarifications may be helpful.

First, although the APA Call for Program indicates that presenters at the Convention must be APA members or be sponsored by an APA member and that the chair of each session must be an APA member, APA has given SIOP permission to waive these requirements. **You must be an SIOP member or be sponsored by a member of SIOP to present at the APA Convention (within our division), but you need not be a member of APA or be sponsored by a member of APA.**

APA distinguishes between two types of submissions: presentations and programs. There are different submission procedures for each. "Presentations" refer to individual papers. "Programs" refer to symposia, panel discussions, debates, and other types of sessions involving multiple presenters.

Up until 1990, APA used poster sessions as the only format for presentation of individual papers. Now, a second format is also possible. Submitted papers that have been accepted and which focus on a common theme (e.g., leadership) will be examined by the Program Committee for possible presentation as a paper session.

Presentations (individual papers) receive blind review. Submit five copies of your proposal, listing the title of your presentation and the abstract, but not your name, on the first page. Proposals must be no longer than 10 pages (double spaced, one inch margin, elite type).

Programs (multi-presenter proposals) are not blind reviewed (because it is important to know who the participants will be to evaluate the proposal). Submit five copies of the complete proposal. As above, proposals must be no longer than 10 pages (double spaced, one inch margin, elite type).

In evaluating submissions to the Convention, we will use five criteria:

1. Appropriateness of the Topic to SIOP

2. Technical Adequacy of the Research Methods and Analyses
3. Contribution to Knowledge on the Topic—"Value Added"
4. Is the submission informative? Interesting? Innovative? Stimulating?
5. Extent to which proposed sessions with multiple presenters (e.g., symposia, panel discussions) form a coherent, integrative whole.

The deadline, once again, for receiving proposals is **December 14, 1990**. Note that the deadline refers to the receipt of your submission, not the date it is postmarked. Please send your proposal to me at the address above.

We look forward to hearing from you. We're counting on you to make the 1991 APA Convention a great one. San Francisco beckons!

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The Past Present and Future of Assessment Centers*

George P. Hollenbeck
Fidelity Investments

My title is more ambitious than the presentation . . . assessment centers have been so important in I/O Psychology during the last 25 years that there would be far too much to cover. My goal is more modest . . . to provide a very current summary of what's happening with assessment centers. I'll do that with eight trends and some predictions, based on a survey of gurus. If one seeks truth, a detailed interview with a sample of opinion makers is better, I contend, than a survey of 250 "doers." Following that line of reasoning, my telephone interviews were with nine wise people: Doug Bray, formerly of AT&T and now of the Leadership Research Institute; Bill Byham, Development Dimensions International; Richard Campbell, formerly of AT&T and now with New York University; Milt Hakel, University of Houston; John Hinrichs, Management Decision Systems; Bill Jennings, Bell South; Joel Moses, formerly of AT&T, now at Applied Research; Rob Silzer, Personnel Decisions Inc.; and, Sheldon Zedeck, University of California at Berkeley.

If my sample is biased, it is probably that it is too old relative to the average assessment practitioner and those in my sample are either engaged in or very knowledgeable of the world's best practice. My interviews asked "Where are we? How is assessment different from what it used to be? Where are we going?" On the major points, convergence came quickly, instilling confidence in the results.

To begin with: it is a vastly different world than when Doug Bray developed the assessment center at AT&T; we heard this in Neal Schmitt's opening address and Bill Byham's invited address. Cutting-edge organizations today are truly "upside-down" organizations; management has been turned on its ear; everything is flatter; management is more participative; work is done in self-managing teams; there is a broader span of control. The role of the manager has changed to helping, coaching, helping others to do their job; to communicating rather than telling people what to do. In the old days, people actually planned entire careers at one organization; today nobody assumes a job is permanent.

*Presentation at 5th Annual SIOP Conference as part of the Symposium "Simulated Performance Assessment: Fact or Fantasy?"

My gurus reported that assessment centers have adapted well to the new world. Their observations have been organized into eight trends that capture current practice. My trends, you are hereby warned, are unjustified generalizations with lots of exceptions. Still—they are true!

Here are my eight trends:

1. *Business is booming.* Bill Byham reports that DDI customers' use of assessment centers is up at every level of employee. Rob Silzer reports that PDI's public centers fill up as fast as they are offered. Doug Bray told of record attendance at the 18th Assessment Center Conference, up from 180 to 250. This may be an *assessment* boom, not just an assessment *center* boom—Silzer also pointed out that PDI did over 3,000 individual assessments in 1989. There seems little doubt that the assessment process is extensively used, both assessment centers and assessment center technology. After years of downsizing and early retirement, and faced with a labor shortage for the future, companies seem to be more willing to spend money on the people that they have. This leads to the second trend.
2. *There has been a developmental shift.* Especially in the management ranks, we see a dramatic shift from selection to development. For example, Bell South has done away with the overall rating in their management assessment center. At AT&T, the *manager* now owns the data and uses it for development, rather than AT&T's owning the data and using it for selection. In PDI's management-level assessment center there is now two days of assessment and one day of development. Even at the entry-level, where there has been great growth in the use of assessment technology, programs are frequently set up for development.
3. *The third trend can be called "the disappearing center."* It's not precisely true that the "center" is gone, but to a large extent the old concept—assessors gathering for three days to evaluate candidates, then spending another two or three days in evaluation—is waning. "Streamlined" is the by-word. Campbell pointed out the difference between assessment methodology and an assessment center; much of the booming business is in programs that use assessment methodology rather than assessment centers—we see batteries of simulations used for both selection and development.
4. *Assessment has become computerized and video-aided.* Computers and video are used both to present stimuli and to record performance. Video capturing of performance, of course, relieves the constraint of having assessors present at the center—the videotape can be reviewed at a later time by a different assessor. Streamlining and cost-effectiveness are driving these trends. And, management

assessors are difficult to find. Why? There are fewer managers and the managers remaining are reluctant to leave their jobs. Bill Jennings reports that even contract assessors are hard to find.

5. *Assessment has a different target audience than it did in the past.* There has been a shift from assessing managers to assessing rank-and-file employees. Bil Byham reports that in 1975 DDI did little or no assessment at the entry-level; today entry-level assessment accounts for 50-60% of DDI's assessment business.

In general, this is not a case of management assessment declining so much as growth of assessment in total, with disproportionate growth at the rank-and-file level.

6. *Assessment today is using the dimensions of the past but with different definitions.* "Leadership" is the same; "oral communication" is the same; but they are defined much more behaviorally. In some cases, even the name has changed—rather than "planning and organizing," Joel Moses calls it "managing work." The key point here is a detailed focus on behavioral description rather than traits.
7. *With the growth of behavioral descriptions, checklists are the response format of the day.* Gone are the narrative descriptions of assessee performance. Now there are computerized checklists on which an assessor can indicate whether or not a person displayed the required behavior. What's driving this change? Efficiency.
There are, of course, some problems with computerized checklists—in the past, psychologists have thought that behavior depends on context! We used to think that behavior may mean different things when present with Behavior B or Behavior C! Along with the checklist, there is more statistical rather than clinical prediction. The checklists provide scores and the scores can be added together—again via computer—to provide predictions. The statistical vs. clinical prediction arguments of thirty years ago are the arguments of assessment users today. Even with the arguments, few can deny the trend.
8. *The use of assessment centers is increasing in the public sector.* Thanks to Shelly Zedeck for focusing on this: maybe this is just a California trend; but, I doubt it. The trend is driven by the rejection of paper-and-pencil tests by the politics of job allocation in urban areas. Shelly reports that in the public sector there is a great temptation to call something an assessment center in order to bring an aura of validity, reliability, fairness and job relatedness.

These trends present both opportunities and problems. One problem is the danger of losing the contribution of *management* to the assessment

center. The particular spin given by managers in an organization to assessment went a long way toward providing validity, even with imperfect exercises. And, let's not forget that in ancient times assessment centers were thought to be wonderful training tools for managers that could permanently change their management styles.

What does the future bring? My gurus were quick to say that they see a future even more computerized and streamlined. Zedeck even reported a student's recently having developed an "E mail in-basket" that can be scored and reported by the computer. We see the possibility of assessment "untouched by human hands!" Given our trends and directions from the gurus, here are some predictions about what assessment will be like in the year 2000. Predicting the future is hazardous, of course—a recent quip: "I didn't lie, the truth changed." If my predictions turn out not to be true, I'll plead "changed truth."

Year 2000 assessment will be much more job specific. With our greatly increased facility at simulating, we will be able to easily and efficiently simulate specific jobs. The generic "in-basket" will be gone as we are able to develop "in-baskets" quickly for specific jobs.

Assessment will be more job specific, but also more generic. We will have sets of behaviorally-defined dimensions that form a dictionary of job dimensions that cut across all jobs. Our job analyses will tell us which of these generic dimensions to define specifically in the job of interest.

Assessment will replace tests. Except for a few general ability traits, paper-and-pencil tests will be replaced by these dimension-specific simulations. They will have high reliability, face validity and acceptability among assesses.

We will have truly state-of-the-art simulations. Richard Campbell pointed out that "The thing that has driven assessment centers is simulation. That is what was new and nobody has quite duplicated that in other ways." Perhaps the real genius of assessment centers has been the lasting nature of the simulations chosen—we still see in-baskets, presentations, and leaderless group discussions. We may never change those basic simulations, but new technology will enable us to produce remarkably lifelike simulations that mimic the psychological experience of doing the job. Campbell looks forward to a day when in a room at NYU he could provide the experience of being on a factory floor.

The "center" will reappear in assessment. The center will come back much as the old USES employment centers were places to take tests. These centers, reminiscent of the guidance centers of 20 years ago at places like NYU and Teachers College, will be places where for a modest fee one can test one's capabilities across a broad array of skills and abilities and plan for the future.

Along with these new assessment centers will come a national skills index. Each person will have a national skills card with your skill set determined by assessment at one of the assessment centers.

Employment will depend upon presenting the card with your capabilities. When this first came to mind it seemed really far out, so imagine my surprise when Neal Schmitt's presidential address described a proposal by the Governor of Michigan for a program to include a Michigan opportunity card that listed one's personal management skills as determined by assessment centers.

All of this may seem like a brave new world; it represents, I think, a logical extension of the use of assessment. Fortunately, my retirement date is 2001!

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Society Conference Reminders

Ron Johnson

Elsewhere in **TIP** you will find information about the Society's Sixth Annual Conference. I want to use this space to share some specific reminders.

PLEASE MAKE YOUR HOTEL RESERVATIONS PRIOR TO MARCH 25, 1991. After that date, the hotel is NOT obligated to hold our room block. They are also NOT obligated to honor our conference room rate after March 25. Thus, if a room is available, you can be charged the "rack" rate.

AIRLINE RESERVATIONS—If it is convenient to use TWA, please check the rates that they can provide. The earlier that you book your reservations, the more likely that you will be able to find a deeply discounted fare available. Remember, at a minimum, TWA will be able to provide a 5% discount off any competing fare—assuming that they have the discount seats available and that your schedule meets the requirements for the fare.

CAR RENTAL—As this is being sent to the editor, I am checking on the feasibility of signing a contract with a car rental company to provide discounts for conference attendees. If the search is successful, information will be provided in the January **TIP** and in the registration materials to be mailed in January.

I look forward to seeing you in St. Louis at SIOP SIX! If I can help answer any conference questions, please call me at 703-231-6152.

UPCOMING SIOP CONFERENCES

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 April 30-May 3, 1992: Montreal, The Queen Elizabeth
 April 30-May 3, 1993: San Francisco, San Francisco Marriott

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Income of SIOP Members

Wayne Sorenson, Ann Durand, and Patricia Shaw
State Farm Insurance Companies

An income survey of the membership of the Society for Industrial and Organizational Psychology (SIOP) was conducted during the third quarter of 1989. A similar survey was last conducted in the first quarter of 1983.

Two survey questionnaires were sent on July 31, 1989, under the same cover letter: a membership survey and the income survey. Questionnaires were sent to all SIOP members on record ($n = 2,500$). In order to protect the anonymity of the survey recipients with regard to the income information, respondents were asked to return the two survey forms in separate envelopes. A follow-up letter was mailed to members on October 27, 1989, asking them to respond to the surveys if they had not done so already. Copies of the cover letter, income questionnaire and follow-up letter are shown in Appendix A.

As of March 1990, 1,820 surveys had been returned, yielding a response rate of 72.8% (see Table 1). This response rate is about 50% higher than any of the previous income survey response rates; in the 1983 survey of the 1982 incomes, for example, the response rate was only 48%. A total of 54.4% of the mailed questionnaires were returned prior to the follow-up.

A count of undeliverable questionnaires was not available. Also, it is possible that some Society members may have responded twice because an additional copy of the survey form was mailed with the follow-up letter. Because of the anonymity of the responses, duplicates could not be identified with certainty. While it was suspected that there may have been duplicate responses, further investigation indicated that there were probably very few and the impact of any duplicates on the survey results was believed to be negligible.

(Note: This report summarizes the results of the Society for Industrial and Organizational Psychology salary survey that was conducted in conjunction with a Society membership survey in 1989. The survey was commissioned by the Society Executive Committee under Past-President Ann Howard and was administered with the cooperation of State Farm Insurance Companies. Wayne Sorenson was primarily responsible for survey design and coordination. Ann Durand assisted in report review and refinement. Patricia Shaw conducted the analysis and composed the report. Additional questions concerning the report may be directed to the authors at the State Farm Insurance Companies, One State Farm Plaza, Bloomington, IL 61710-0001.

TABLE 1

	Survey Response Rate	
	Number	Percentage
Questionnaires Mailed ^a (July 1989)	2,500	
Questionnaires Returned by October 27, 1989 ^b	1,359	54.4%
after October 27, 1989	461	18.4%
Total ^c	1,820	72.8%

^aQuestionnaires were sent to all SIOP members of record as of July, 1989. This figure is only an estimate; it includes members who may not have received a questionnaire due to change of address, etc.

^bDate of follow-up letter.

^cThis figure includes retirees who were later excluded from most of the analyses.

Table 2 contains an analysis of respondents by sex, by type of membership, and by employment status. Respondents were representative of the Society's membership in terms of sex. In terms of SIOP membership status (i.e., Associate, Member, Fellow), however, Associates were underrepresented in the respondent group while Members and Fellows were slightly overrepresented.

Over 90% of the respondents were employed either full-time or part-time. Six percent of the respondents indicated that they were retired; the

TABLE 2

Characteristics of Respondents		
	Number Responding to Survey ^a	Actual Number in Division ^b
Sex		
Male	1,436	2,078
Female	363	488
	$X^2 (1) = 1.572 (p > .20)$	
Type of Membership		
Associate	172	308
Member	1,425	2,011
Fellow	192	247
	$X^2 (2) = 11.555 (p < .01)$	
Employment Status as of 12/31/88	Number	Percentage
Employed full-time	1,581	86.9%
Employed part-time only	92	5.1
Unemployed	14	0.8
Retired	109	6.0
No response	24	1.3
TOTAL	1,820	100.0%

^aExcludes members who did not respond to the questions pertaining to sex and type of membership.

^bSource: 1989 Directory of the American Psychological Association.

findings cited below exclude these respondents. Throughout the remainder of this report, references to Doctor's degree, Doctoral degree, or Doctorates imply Ed.D. degrees as well as Ph.D. degrees. The total respondent group included 18 Society members with Ed.D.s.

Principal findings from the survey are summarized below:

1. The median income for respondents with Doctoral degrees was \$60,000. Twenty-five percent earned more than \$84,000 and 10% earned more than \$125,000. The median income for respondents with Master's degrees was \$51,500. From 1982 to 1988, the median income for respondents with Master's degrees rose 20%, while the median income for respondents with Doctor's degrees rose 40%. It is important to note, however, that this was a cross-sectional comparison and not a longitudinal comparison of the same individuals over the six-year period (see Table 3, Figure 1, and Figure 2).

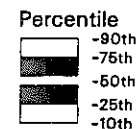
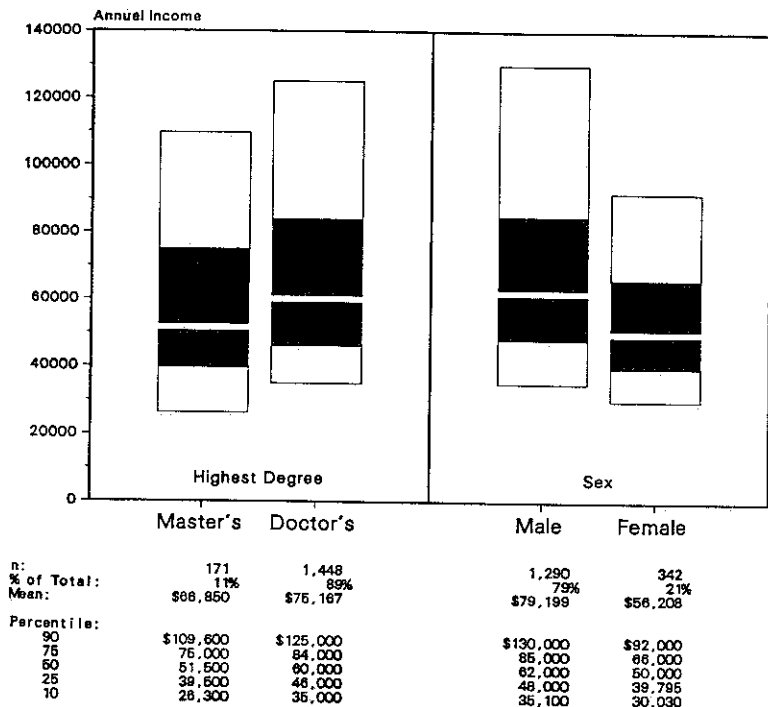
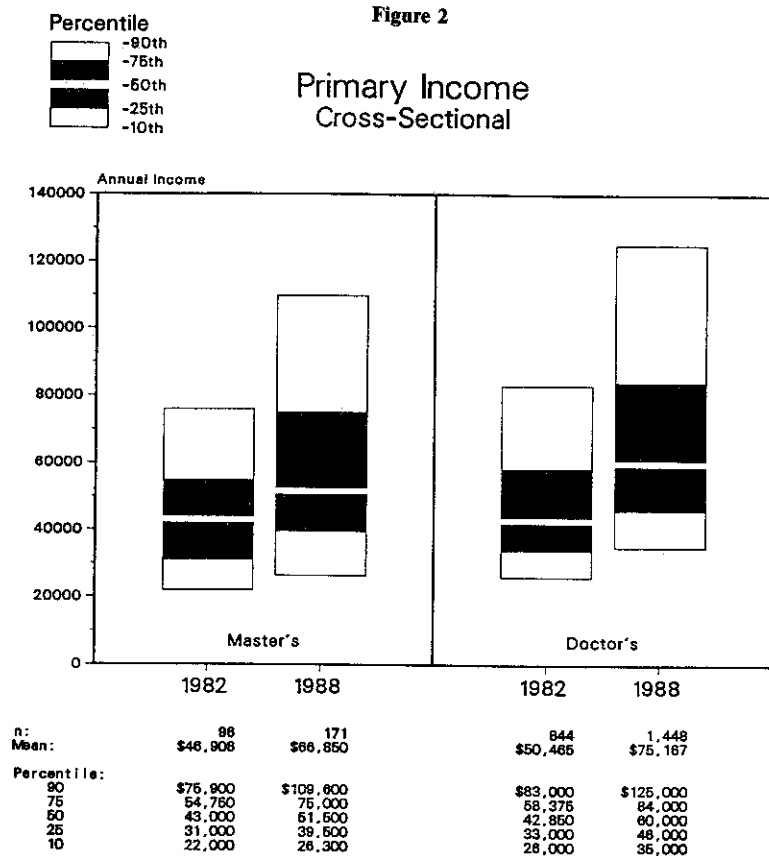


Figure 1

1988 Primary Income
Categorized by Highest Degree and by Sex





- Twenty-one percent of the respondents were female. In 1983, when the survey was last conducted, females represented 16% of the respondents. In 1988, the median income for females was \$50,000, while the median income for males was \$62,000. Further analysis of the survey results indicated that the female respondents were less likely than the male respondents to have obtained their Doctoral degree, that they tended to be younger, and that those who had a Doctoral degree were more likely to have obtained it more recently. When results were controlled by the number of years since the respondents had received their Doctoral degree, the differences in median incomes between male and female respondents were much smaller (see Table 3 and Figure 1).
- Respondents in the top 5% of the income distribution reported annual incomes of \$170,000 to \$1,000,000. Of those respondents (82

TABLE 3

Comparison of 1982 and 1988 Primary Income for Selected Groupings of SIOP Members

SIOP Grouping	1982 Median Primary Income ^a	1988 Median Primary Income ^a	% Change In Median Primary Income 1982-1988	Adjusted 1988 Median Primary Income ^b	% Change In Median Primary Income 1982-1988 With 1988 Income Adjusted
Degree					
Doctor's	\$42,850 (844)	\$60,000 (1,448)	40.0%	\$49,692	16.0%
Master's	43,000 (96)	51,500 (171)	19.8%	42,653	-0.8%
Ages ^c					
< 35	\$33,000 (148)	\$45,000 (132)	36.4%	\$37,269	12.9%
35-39	40,000 (193)	55,000 (280)	37.5%	45,551	13.9%
40-44	45,500 (152)	60,000 (329)	31.9%	49,692	9.2%
45-49	50,000 (92)	65,000 (262)	30.0%	53,833	7.7%
50-54	53,000 (91)	65,000 (144)	22.6%	53,833	1.6%
Sex ^d					
Male	\$44,250 (811)	\$62,000 (1,290)	40.1%	\$51,349	16.0%
Female	36,000 (150)	50,000 (342)	38.9%	41,410	15.0%

^aNumbers in parentheses are the sample sizes.^b1988 median incomes were adjusted to reflect 1982 dollars, based on the Consumer Price Indices for Urban Wage Earners and Clerical Workers for 1982 and 1988 listed in the Monthly Labor Review, March, 1989.^cIncludes Ph.D.s and Ed.D.s only.^dIncludes all respondents regardless of degree.

TABLE 3 (continued)

Comparison of 1982 and 1988 Primary Income for Selected Groupings of SIOP Members

SIOP Grouping	1982 Median Primary Income ^a	1988 Median Primary Income ^a	% Change In Median Primary Income 1982-1988	Adjusted 1988 Median Primary Income ^b	% Change In Median Primary Income 1982-1988 With 1988 Income Adjusted
Years Since Doctoral Degree ^c					
5-9	\$40,000 (197)	\$55,000 (342)	37.5%	\$45,551	13.9%
10-14	44,029 (163)	60,500 (320)	37.4%	50,106	13.8%
15-19	50,000 (116)	65,000 (256)	30.0%	53,833	7.7%
Location ^c					
Metro New York	\$51,000 (113)	\$74,000 (184)	45.1%	\$61,287	20.2%
Not Metro N.Y.	42,000 (700)	60,000 (1,175)	42.9%	49,692	18.3%
Primary Professional Employer ^c					
Manufacturing	\$51,000 (95)	\$66,000 (95)	29.4%	\$54,662	7.2%
Academic/9 mos.	32,000 (123)	46,500 (239)	45.3%	38,512	20.4%
Consulting	57,500 (144)	85,000 (285)	47.8%	70,397	22.4%

^aNumbers in parentheses are the sample sizes.^b1988 median incomes were adjusted to reflect 1982 dollars, based on the Consumer Price Indices for Urban Wage Earners and Clerical Workers for 1982 and 1988 listed in the Monthly Labor Review, March, 1989.^cIncludes Ph.D.s and Ed.D.s only.^dIncludes all respondents regardless of degree.

in total), 93% had Doctoral degrees, 52% were ages 40 to 49, 98% were male, and 52% listed a consulting organization or individual consulting as their primary professional employer.

- The median starting salary for new Ph.D.s employed by SIOP members in 1989 was \$40,000, up 18% from the median salary of those employed in 1986. In 1989, 10% of this group of Ph.D.s had starting salaries of more than \$58,000. It is not known whether these newly-hired Ph.D.s had been employed in their field prior to receiving their degree (see Figure 3).
- As was the case in previous years, incomes of respondents located in the New York City Metro area were higher than the incomes of the other respondents. Analyses of data from respondents with Doctoral degrees revealed that those in the New York City area had a median income which was 23% higher than the median for those

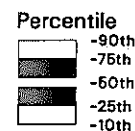


Figure 3

Starting Salaries for Ph.D.s Employed by SIOP Members

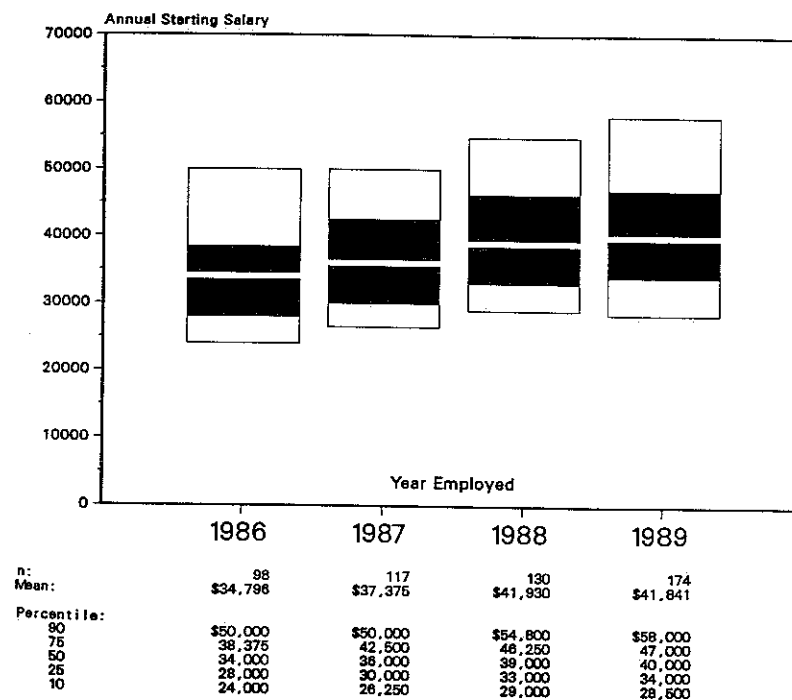
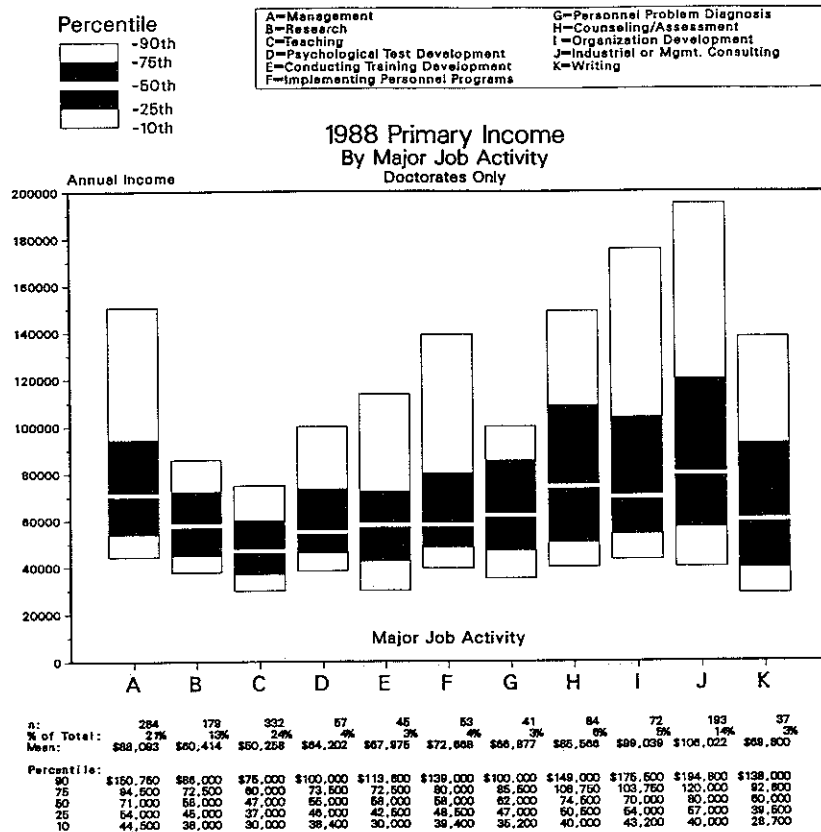


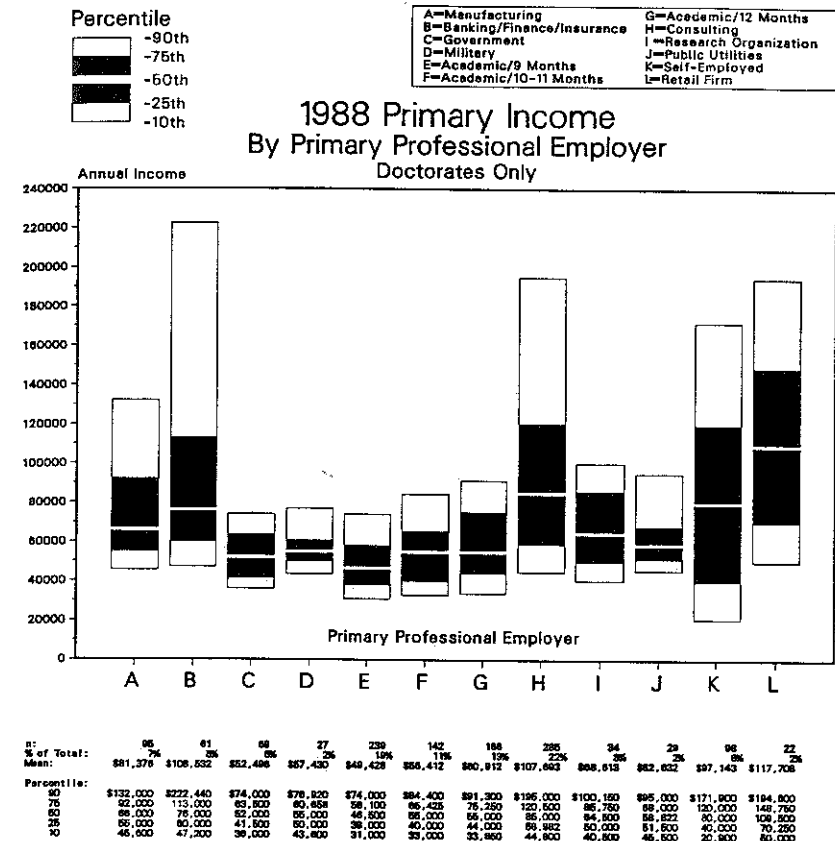
Figure 4



whose offices were located elsewhere (\$74,000 in Metro New York, \$60,000 elsewhere) (see Table 3).

- Survey recipients were asked to indicate their primary job activity and the results were reported for respondents having Doctoral degrees. Respondents involved primarily in industrial or management consulting had the highest median income (\$80,000) of all of the respondents. Ten percent of these respondents reported annual incomes over \$194,800. Also having median incomes over \$70,000 were respondents who listed management or counseling/assessment as their primary job activity. Respondents who indicated that teaching was their major activity had the lowest median income (\$47,000). As noted earlier, the median income for all respondents with Doctoral degrees was \$60,000 (see Figure 4).

Figure 5

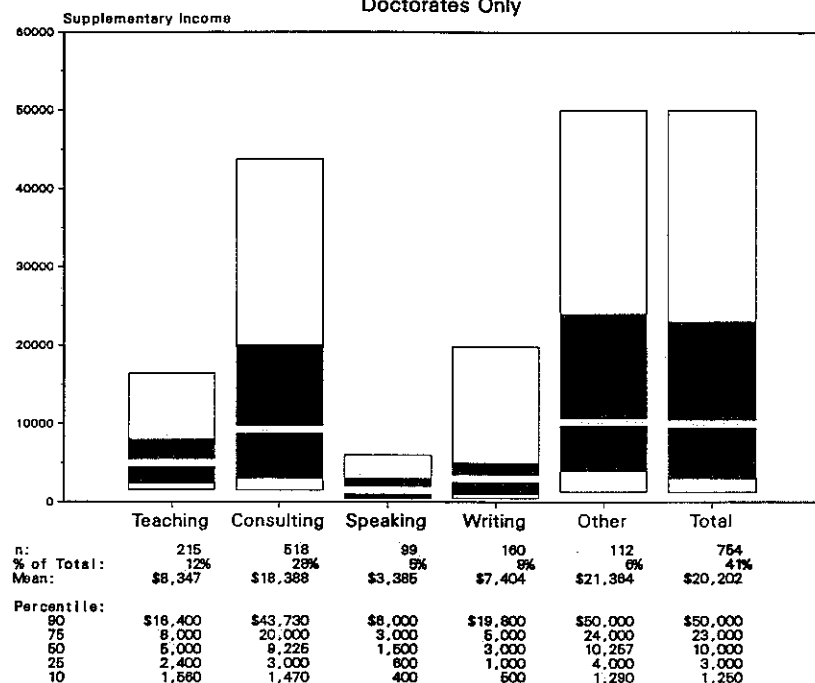


- When the respondents with Doctoral degrees were classified by their primary professional employer, those who listed retail firms had the highest median income (\$109,500). It should be noted, however, that this group represented only 2% of the entire respondent group. Respondents who worked primarily for consulting organizations (consulting firms or individual consulting) had the second-highest median income (\$85,000). Consulting was listed as primary employer for 22% of the respondents. Ten percent of both groups mentioned above earned more than \$194,000 a year. Nine-month academic employment was listed as primary for 19% of the respondents with Doctoral degrees; this group had the lowest median income (\$46,500) (see Figure 5).
- About four out of every ten of the respondents with Doctoral degrees received supplementary income from one or more sources

Percentile
-90th
-75th
-60th
-25th
-10th

Figure 6

1988 Supplementary Income Doctorates Only



Note: Many respondents reported more than one source of supplementary income.

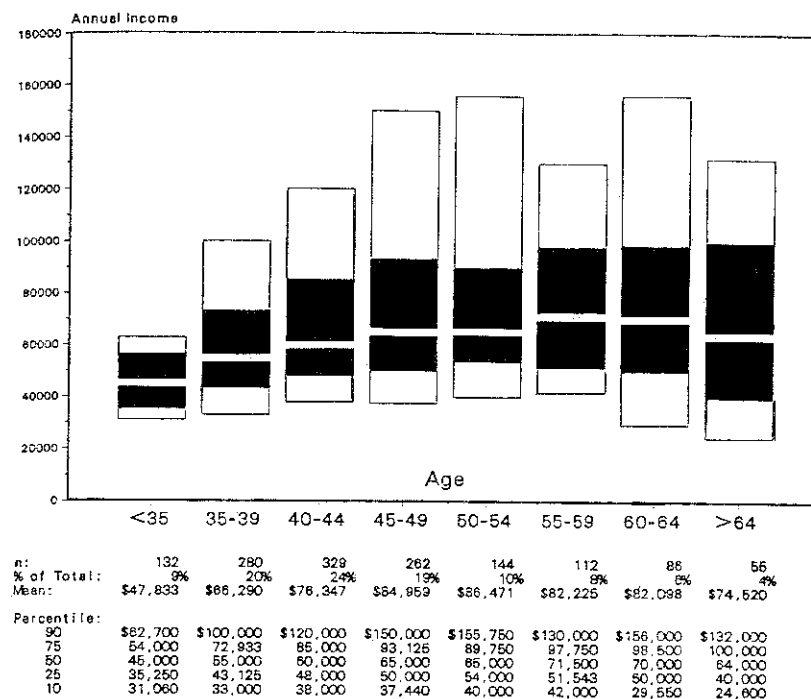
other than their primary professional employer. Ten percent of this group made over \$50,000 in supplementary income; the median income was \$10,000. Consulting ranked first in frequency as a source of additional income; 28% of the respondents received supplementary income from consulting (the median for this group of respondents was \$9,225). Twelve percent of the respondents received additional income from teaching and earned a median income of \$5,000 from this source. Supplementary income from speaking and writing was reported by 5% and 9% of the respondents, respectively (see Figure 6).

- Finally, Figure 7 shows primary income broken out by age categories. In general, income increases with age until it levels off and begins to decline at the upper end.

Percentile
-90th
-75th
-60th
-25th
-10th

Figure 7

1988 Primary Income By Age Doctorates Only



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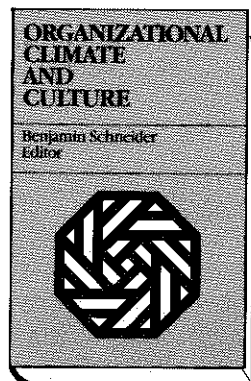
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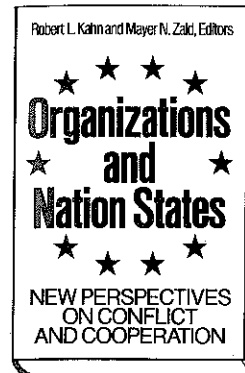
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Walter B. Cannon: Research Physiologist with a Psychological Spirit

James Campbell Quick
The University of Texas, Arlington

In the February 1990 issue of the *American Psychologist* on Organizational Psychology, Dan Ilgen and Jack Ivancevich remind us all of the importance of health care and stress management in the workplace. While 'stress' is a construct of importance to I/O psychology which some believe has a rather brief past, the history of 'stress' is a relatively long and interesting one, dating to near the turn of the century.

Nobel Laureate Hans Selye is frequently called the 'Father of Stress.' While Selye contributed to our understanding of the role of the endocrine (hormone) system in the stress response, the recognition he receives often overshadows the key, fundamental contributions of the researcher who actually discovered the stress response. That scholar and researcher was Walter B. Cannon, M.D., George Higginson Professor of Physiology at Harvard University and student of William James. Cannon frequently referred to it as the 'emergency' response, the 'militaristic' response, and saw it rooted in 'the fighting emotions.'

A careful reading of Cannon's *Bodily Changes* . . . demonstrates his mastery of basic physiological research, which made him world renowned for his work. He lectured frequently in China and assisted his son-in-law (John King Fairbank, Harvard's China scholar) in making connections for his own work. He was a friend of the Russian Pavlov, who Wilma Cannon Fairbank still can remember as a visitor in the Cannon family home in Cambridge. While being a world renowned physiologist, Cannon maintained a lifelong interest in psychology.

Cannon's *Bodily Changes* . . . reflects his early education in psychology as a Harvard undergraduate and student of William James. Cannon admired James deeply in his early years and was torn between psychology and medicine as his professional, vocational pursuits. While he is critical of the James-Lange Theory of emotions in *Bodily Changes* . . ., his inclusion of a whole chapter to dealing with this issue reflects his continuing interest in and concern for the psychological issues related to his basic physiological research. Hence, his enormous contribution to the entire field of psychosomatic medicine. Benison, Barger, and Wolfe's centennial biography is a fitting tribute to a scientific pioneer.

Another reflection of his ongoing interest in psychology was his en-

couragement of the research of psychologists like Robert Yerkes. He appears to have had a marvelous gift for synergizing research through his physiology laboratory at Harvard and befriended many over the years, encouraging a diversity of research and scholarship.

An interesting sidelight of Cannon's life concerns his religious and theological positions. His early theological training was in the church of Samuel McChord Crothers in Minnesota, where Cannon grew up. Crothers was a young Unitarian minister and graduate of Harvard Divinity School. Crothers was later called to St. Paul's church in Cambridge, Massachusetts, when Cannon was at Harvard. As a scientist, Cannon never pursued his religion during the adulthood years. While maintaining a warm relationship with Crothers, he did not attend his church as an adult . . . yet he unfailingly insured that his children were in regular attendance at the Crothers church for Sunday school. Wilma Cannon Fairbank still remembers the regularity of that discipline.

Given the fact that Cannon separated his theological upbringing and his 'scientific' adulthood, it is interesting that portions of his *Bodily Changes* . . . appear to reflect and be influenced by this early background. On pages 383 and 384, he deals with the "Moral Substitutes for Warfare," warfare having its root cause in 'the fighting emotions' according to Cannon. Here he wrestles with James' earlier teachings and the notions of man's eternal enemies.

In a twist which foreshadows the current American craze with corporate fitness programs, Cannon moves on to the "Physical Substitutes for Warfare" on pages 385 through 387. Here he advocates strenuous athletic rivalries and physical conditioning.

Walter B. Cannon, the physiologist with a psychological spirit, laid the groundwork for Selye and many others who followed through the decades of the Twentieth Century. Dan Ganster's research which blends the psychological and the physiological issues in the area of stress symbolizes the contemporary scholar-researcher who owes much to the pioneering work of Walter B. Cannon.

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Invasion of Privacy: A Rising Concern for Personnel Psychologists

David W. Arnold, Esq.
Reid Psychological Systems

The use of personnel selection techniques in employment has traditionally raised concerns over statutory employer liability based on allegations of unfair discrimination as defined by Title VII of the Civil Rights Act of 1964¹ and state fair employment laws. But given our increasingly litigious society, the personnel psychologist must now also be aware of other growing sources of employer liability associated with screening programs. Such liabilities include, but are not limited to, claims of defamation, infliction of emotional distress, negligent employment, and invasion of privacy. Although each of these enumerated causes of action is an important consideration in employment testing, today invasion of privacy is probably at the forefront due to current scrutiny from the judiciary and legislatures.

Invasion of privacy claims can be based on a number of sources—the U.S. Constitution, state constitutions, state laws and common law torts. Although the U.S. Constitution and most state constitutions protect parties only against governmental invasions of privacy, the common law and state laws are generally applicable to the private employer. With many states recognizing a common law right to privacy and with various new legislative initiatives, even private sector employers can expect to defend against a growing number of such cases. The current and future growth of such litigation is reflected by a recently reported statistic from the Bureau of National Affairs:²

In workplace privacy cases, the nationwide average jury verdict award from 1985 to 1987 was \$316,000. In contrast, from 1979 to 1980, no such cases were heard.

Although invasion of privacy claims can be based on the improper collection, use, maintenance or disclosure of information, from the personnel psychologist's perspective probably the most pertinent and controllable issue is the invasiveness of specific test items or interview questions. Although invasive items or questions may be warranted in some instances depending on job requirements, psychologists must be aware that such items are lightning rods for privacy based complaints.

A current example of the growing trend in privacy based litigation is

*Soroka v. Dayton-Hudson.*³ Here, plaintiff Soroka had applied for a security guard position with Target Stores, and as a condition of employment was required to complete an inventory consisting of the MMPI and CPI. He alleges that the tests' questions probed into his private thoughts and innermost feelings, and were not job related. Soroka is claiming, inter-alia, invasion of privacy under Article 1, Section 1 of the California Constitution.⁴ The California courts have interpreted this constitutional provision to be applicable to private parties rather than exclusively governmental entities.

Given that the MMPI-CPI inventory inquires into highly personal topics like religion, bodily functions and political beliefs, there is support for the argument that these items are intrusive—one consideration in evaluating an invasion of privacy cause of action. On the other hand, Dayton-Hudson appears to have a compelling argument as to the business interest of assuring that employees placed in a position of trust must demonstrate emotional stability. Moreover, such an instrument may be the most appropriate and narrowly tailored means by which to make this determination. Notwithstanding the eventual outcome of *Soroka*, the complaint does create an awareness among job applicants, making subsequent efforts to resist and seek redress for similar inquiries by potential employers more likely.

Aside from such privacy litigation, many recent employment-related statutes and legislative initiatives are at least partially based on the public policy issue of privacy. For instance, in 1990 the Connecticut legislature conducted hearings on a bill that would restrict the use of "unreasonably intrusive written personnel tests which constitute an invasion of personal privacy."⁵ This bill was stimulated by a Connecticut employer's use of the MMPI, and sought to restrict the use of any test intended to assess "psychological or personality traits." Although this particular bill died with the recess of the legislature, similar initiatives should be expected in Connecticut as well as other states. Further evidence of this trend comes from Oregon, where the Senate Committee on Labor recently organized a forum entitled "Employment Screening and Testing in the 1990s." The major public policy issue driving this forum was privacy.

In conclusion, personnel psychologists must now be prepared to tailor their instruments to minimize perceptions of invasiveness and concomitantly ensure that invasive instruments are sparingly used only for selection to positions where an employer's need to obtain such information outweighs the applicant's right to privacy. Moreover, given current legislative and judicial trends, personnel psychologists must be prepared to further justify the use of screening instruments before the courts, while attempting to educate legislators and voice their opposition to a rising number of state and federal initiatives that restrict the use of valid

screening techniques. Without such professional input and involvement, personnel psychologists may find that statutory mandates have been substituted for professional judgment.

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In Memory of Leonard Wilton Ferguson (1912-1988)

**Erich P. Prien
Performance Management Associates**

Leonard W. Ferguson, retired Professor of Psychology, Ohio University, passed away on July 9, 1988. He was born in Turlock, California, and graduated from Stanford University, majoring in Psychology and Philosophy. He received the B.A. in 1933, M.A. in 1935, and Ph.D. in 1942. He was a scholar and academician first at the University of Connecticut from 1939 to 1943 and, for the next twenty years, conducted research and development in the life insurance industry. He returned to academia in 1965 at Ohio University where he remained until his retirement in 1977.

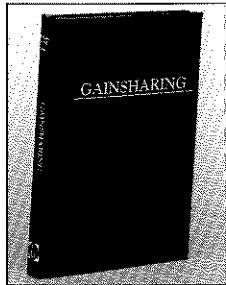
While Leonard was teaching at the University of Connecticut, he met and married Edith Beverly Phemister. Edith was employed in the Registrar's office of the University and they were married July 1, 1939, and had just celebrated their 49th wedding anniversary. When Leonard retired in 1977, he and Edith moved to a home they owned in Provincetown, Massachusetts, and became involved in writing a history of Provincetown which they had begun in 1964 (producing a series of publications under the title of *Cape Cod Collections*). In 1981, they moved to Salt Lake City, Utah, where they continued their work together.

Dr. Ferguson was a diplomate in Industrial Psychology, ABPP, a Fellow of APA and a past President of Division 14, and for many years active in a variety of committees and advisory boards. Dr. Ferguson authored a variety of articles reflecting his research, but his seminal contribution was his research and writing on the History of Industrial Psychology in exquisite detail in the series of monographs entitled the *Heritage of Industrial Psychology*.

Dr. Ferguson is survived by his wife, Edith, and their three daughters, Barbara Jean Needham, Margaret Alice Gibson and Katheryn Louise McCarthy and eight grandchildren.

Leonard Ferguson was a gentleman, and as an industrial psychologist, he was a scholar and a historian. Because of his interest and efforts, we do have a trace record of our early years and an accumulation of materials which will allow others to complete that record. Leonard Ferguson's archives are now in the possession of Carnegie Mellon University and will be available to scholars and historians who want to know where we have been, what we did, and what we accomplished.

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Recommendations from National Conference on Applied Master's Training in Psychology

Strong consensus on standards for outcome and curriculum resulted from the National Conference on Applied Master's Training in Psychology, held at the University of Oklahoma in Norman June 2-5, 1990. The Conference, convened by the Council of Applied Master's Programs in Psychology (CAMPP) included 60 participants from 26 states, most of whom are faculty or administrators of programs which train Master's level practitioners in psychology. Conferees included representatives from industrial/organizational, clinical, counseling, community, and other areas of psychology. The Conference was supported by CAMPP member institutions, COGDOP, NIMH, and APS. Div. 14 members Bill Siegfried and Rosemary Lowe were members of the Planning Committee for the Conference.

The *Executive Summary* of the Conference contains background on the meeting and resolutions approved in the areas of outcomes and curriculum, as well as action steps for moving toward goals in those areas. Outcome resolutions specify the capabilities which should be expected of graduates of an applied Master's program, and curriculum resolutions describes the content of a program which would produce such outcomes. The *Summary* also includes a resolution that an appropriate title is necessary to describe graduates of such applied Master's programs. Copies of the *Executive Summary* of the Conference are available from **Dick Tucker, Conference Chair, Department of Psychology, University of Central Florida, Orlando, FL 32816**. Later this year the full *Conference Proceedings* will be available, containing Conference papers, summaries of White Papers giving background on issues addressed at the Conference, and additional resolutions. These concern exploration of issues of credentialing and of the need for appropriate organizational membership for applied Master's level graduates in psychology. On these issues the consensus reached was only that they deserve further exploration.

Copies of the *Conference Proceedings* will be available for a nominal fee from Dick Tucker at the above address. For further information on the Conference or on these documents, contact one of us or **Dick Tucker (407-275-2216)**.

The Executive Board of CAMPP will be meeting this fall to begin implementation of the action steps resulting from the Conference. For information about CAMPP, contact **Larry Alferink, Department of Psychology, Illinois State University, Normal, IL 61761.**

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FELLOWSHIP: CALL FOR NOMINATION

The SIOP Fellowship Committee would appreciate nominations for candidates for Fellowship in the Society. Nominees must be SIOP members who have made "unusual and outstanding contributions to I/O psychology." Our recent by-laws change creates the category of membership "Fellow of the Society," which is separate from fellowship in APA. Thus nominees do not have to be members of APA; candidates who are APA members will be considered for fellowship in APA as well as in the Society.

Please contact **Rich Arvey** with names of individuals you would like to sponsor or think should be sponsored for fellowship. All nomination materials must be complete by early January, so don't delay. Call Rich at **612-624-1063** with nominations, or write to him at the **Industrial Relations Center, University of Minnesota, 574 Management and Economics Building, Minneapolis, Minnesota 55455.**

On the McDaniel Principles: But "B" is Better than "A"

Dan R. Dalton and Catherine M. Daily
Graduate School of Business, Indiana University

Recently, Michael McDaniel, a management consultant, provided two maxims in the *Industrial/Organizational Psychologist* which we will refer to as the "McDaniel Principles:"

- A) The best predictor of future behavior is past behavior; and,
- B) On average, more intelligent people perform better jobs than less intelligent people.

Mr. McDaniel takes no credit for the development of these "principles," but suggests that they in concert may very well constitute a state-of-the-art summary of de rigueur personnel selection guidelines. Mr. McDaniel makes a serious point—though it may be exaggerated—and his suggestion is surely made with tongue somewhat in cheek. Still, we wholeheartedly support his experience view. We are only surprised at one aspect of these principles. Mr. McDaniel instructs us that his experience suggests that the former premise (past behavior—> future behavior) is less contentious than the latter (intelligence—> performance).

It seems that a mature argument could be made that the "A" premise—that past behavior is the best predictor of future—is much like the mean (as in arithmetic). There is no doubt that the mean is the best estimator. That does not, of course, mean (no pun intended) that it is a particularly good estimator, only that it is the best available. We would say the same for the past behavior—> future behavior relationship.

The problem is that one would undoubtedly make a great number of mistakes by relying on the mean. One would be hard-pressed to offer even a single example of how one might arrive at a reasonable policy decision based only on the mean of anything. The past behavior—> future behavior linkage is similarly problematic. It seems to us that a large number of errors would be made relying on this maxim.

The "B" premise—on average, more intelligent people perform better in jobs than less intelligent people—is, according to Mr. McDaniel, far more controversial. This surprises us. Frankly, we find this notion to be virtually unassailable. Consider this: All else equal—tolerance to boredom, propensity to be absent or to quit, motivation, loyalty, commitment, or any of hundreds of other factors, who would select a person

of less intelligence in preference to one of more intelligence? This assumes, as Mr. McDaniel has requested of us, that the sole criterion for selection is "getting the job done."

Even if this assumption is rejected, his point is well taken. Suppose that there is a compelling criterion for selection that is not related to performance. Given the choice of two persons who meet the non-performance criterion, would any sensible person choose a less intelligent person to one of greater intelligence? We hardly think so.

There may be some persuasive evidence for this view well beyond what we think. We are aware of no research that would constitute a strong empirical test of the "B" principle as it is stated. There may be, however, some evidence from a variety of disciplines which in concert are compelling. Nearly ten years ago, Schmidt and Hunter (1981) in the *American Psychologist*, for example, concluded that cognitive ability is a valid predictor of successful performance *for all jobs in all settings*. Obviously, that latter part is strongly stated by social science standards. Maitland Edey and the noted paleoanthropologist Donald C. Johanson (probably best known for the "discovery" of Lucy—our oldest hominoid ancestor) in *Blueprints* address the issue of intelligence at some length. While admittedly in the somewhat different context of evolutionary development, they conclude that "smarter is better." This prescription, too, was offered without qualification.

Summary

We have no quarrel with the McDaniel principles. Our only quibble is with their relative potency. The first principle—past behavior— > future behavior—is sound and is no doubt the best predictor. Even so, exceptions to that principle abound and reliance on it will lead to errors. The intelligence principle seems unassailable. We would argue that it is unassailable even if performance is not the key criteria. As previously noted, with the choice of several candidates to meet whatever criteria is set, why would anyone not choose the most intelligent from among that group. It seems to us that with respect to the McDaniel principles, this may be a case where "B" is better than "A."

Vantage 2000: Identifying Basic Skills and Managers' Perceptions of Diversity Issues

Kurt Kraiger

As you may recall from the last TIP, I hope to use this space to pass along research, programs, funding opportunities, etc., which are related to the concerns raised by the Workforce 2000 report: Increasing diversity in the workforce, aging of the workforce, increasing complexity of jobs, and lesser basic skills (including literacy) in entry-level workers. Several division members contributed material which I will review in this issue. I would encourage other members who are active or knowledgeable in this area to send me information. Work-in-progress or pilot programs are encouraged. You could see your name in bold print in TIP! Send material to me at: **The Department of Psychology, Box 173, University of Colorado at Denver, Denver, CO 80204.**

Human Factors Alert?

I don't have a reference (because I read it in a newspaper), but a survey was recently completed of high school students on the reasons why they don't like to work at fast food restaurants. Apparently, the increasing numbers of older workers in these establishments is due more to an inability to recruit teenagers than a preference for older individuals. Among the largest disadvantages of fast food work was having to wear nerdy-looking, polyester uniforms. Thus, of immediate practical importance is research showing that the productivity of younger workers increases when wearing cotton Bart Simpson T-shirts.

Employability Skills

John Rauschenberger of Ford sent along several reports issued by the Michigan Employability Skills Task Force (Pestillo, 1989; Pestillo & Yokich, 1988). The Task Force was convened by the state of Michigan in 1987 and charged with identifying generic skills and behaviors believed to be important across a broad range of jobs. One product of the group was the Employability Skills Profile. The profile was intended to identify employer needs in the state and was perceived as a first step towards the revision of courses, programs, and training necessary to produce workers with minimal skill proficiencies.

The profile consisted of three skill dimensions: Academic (e.g., com-

munication, critical thinking, and science/technological knowledge); personnel management (e.g., goal setting, self-discipline); and teamwork (e.g., interpersonal, negotiation, creativity, and leadership) (Pestillo & Yokich, 1988). The task force's initial report also provided an extensive bibliography on literacy and basic skills in the work place.

In a progress report published in the fall of 1989, the task force provided an update of activities following the delineation of the Employability Skills Profile (Pestillo, 1989). Among the more interesting activities were: The profile has formed the framework for the development of legislated school-based assessment; the state of Michigan validated the profile through a survey of several thousand employers; and a liaison was established between the task force and the state legislature so that law-makers can be kept informed of task force positions on a variety of issues. Further information on the task force can be obtained from **John Rauschenberger** or **Peter Pestillo (chair)**, Ford Motor Company, The American Road, Dearborn, MI 48121.

Managing Workforce Diversity

Susan Jackson of New York University sent along a package of materials detailing work she has been doing in this area. The first is a brief report summarizing the results of interviews of a number of human resource managers in the New York area. Her findings include:

- *Just as the term "human resources" has become a euphemism for personnel, some firms have adopted the phrase "Managing Diversity" to cover affirmative action (AA)/EEO activities. However, the majority of managers interviewed saw managing diversity distinct from, and more positive than AA/EEO.
- *Human resource managers are aware of, and concerned about diversity issues, but these managers also believe that their CEOs and line managers are less aware of the same issues. Consequently, there's a reluctance to be proactive and innovative.
- *Attempts to manage diversity include: Improved benefits (e.g., extended maternity leave), non-traditional work arrangements (e.g., flextime and home-based work), and educational programs (e.g., how values and behavioral styles differ across cultures).

Susan is also editing a book on workforce diversity for SIOP's new Practice Series. The book will consist of case studies co-authored by an academic and a practitioner from the organizations represented in the case. Among the organizations already on board are American Express, IBM, Pepsico, Xerox, and Digital. The cases will describe actual programs designed to manage diversity and will present progress to date. The book is due to be published in early 1992.

Thanks to John and Susan for their contributions to this column. I look forward to hearing from more of you. Let's get the word out!

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Team Training and Performance Research: Challenges for the 90's

Eduardo Salas, Janis A. Cannon-Bowers and Carolyn Prince
Naval Training Systems Center

Those who study organizational behavior have noted that teams are the cornerstone of modern American industry (Cummings, 1981; Hackman & Morris, 1975). Teams are called upon to perform critical, and often hazardous tasks both in the public and private sectors (Sundstrom, 1990). Unfortunately, it became apparent early in our work at the Naval Training Systems Center's Team Training Lab that despite many years of attention in the literature, the construct of "teamwork" was not well understood. Moreover, few guidelines existed for those interested in developing training for teams (Salas et al., 1985). A number of difficult issues were identified back then; many of these continue to be at the heart of our research. These include: defining the rather elusive constructs of "teamwork" and "coordination" behaviorally; identifying KSAs necessary for effective teamwork; developing performance measures for teams that reflect the dynamic and often time-dependent nature of team functioning; investigating strategies to impart critical teamwork skills; and determining how individual- and team-level training strategies should be integrated.

Before beginning empirical work, it was necessary to define operationally what we meant by a "team" since the literature contained varied definitions and conceptualizations. For our purposes, a team is defined as a "distinguishable set of two or more individuals who interact interdependently and adaptively to achieve specified, shared and valued objectives" (Morgan et al., 1986, p. 3). The notion of interdependency of action is particularly important to this definition as it excludes groups in which members may interact (e.g., problem solving groups), but are not required to coordinate activity in order to reach their goal.

Initial studies, under the Team Evolution and Maturation (TEAM) project, were conducted using Navy combat information center (CIC) teams. Results were encouraging. Briefly, we found that teamwork skills (i.e., those associated with being an effective team member) could be distinguished from "taskwork" skills (i.e., those associated with executing individual tasks) (McIntyre et al., 1988). Further study revealed that a number of teamwork behaviors appeared to be common across different team settings (McIntyre et al., 1988).

Recently, two projects have grown out of the original TEAM project. The first involves an effort to investigate how to train aircrews in critical teamwork and coordination skills. This program has several goals: 1) to identify teamwork skills necessary for effective performance in the cockpit, 2) to develop training strategies and interventions for aircrew coordination, 3) to develop measurement instruments for use in training evaluation and validation efforts, 4) to develop diagnostic devices and feedback mechanisms for use by team training instructors, and 5) to develop, demonstrate and evaluate a training program for aircrew coordination. Research issues underlying these activities include: the impact of cockpit automation on aircrew coordination; the relationship between workload and coordination demand; and the role of attitudes, expectations and organizational variables on crew coordination.

The second new project deals with tactical decision-making under stress (TADMUS). It was initiated in 1990 in response to incidents that occurred in the Persian Gulf in the late 80's. The goal of the program is to develop training and simulation principles that will help to mitigate the impact of stress on individual and team tactical decision-making. The project is proceeding in several related "thrusts" or phases. The first thrust is concerned with decision analysis, definition and measurement. The goal of this thrust is to gain an understanding of the kinds of decision-making processes that occur in a Navy CIC team; to develop a strong measurement capability that will allow assessment of performance at the team and individual levels; and to define and develop a test facility in which critical experiments can occur.

The second thrust will investigate the impact of stress on tactical decision-making performance. Specifically, combat stress will be defined, methods to induce and measure stress will be developed, and a series of baseline experiments will be conducted to determine the impact of various stressors on individual and team performance. In the next thrust, training and simulation principles will be developed to reduce the impact of stress on performance. Our early hypotheses in this regard hold that tactical decision-making performance may be enhanced via training to foster shared mental models of the task and team (Cannon-Bowers and Salas, 1990); leadership training; overtraining of selected skills; and training to enhance use of decision aiding or support systems.

As part of the TADMUS program, SIOP has joined with NTSC and the University of Maryland to sponsor a conference on Group Decision-Making. The conference is scheduled for January 24-25, 1991 (Ed.—see elsewhere in this issue of **TIP**).

While we believe that we have made some progress, there is obviously much to be done. The Team Training Lab offers several opportunities for students and faculty. Post-graduate (both Master and Doctoral level)

fellowships are available for one year appointments (renewable for up to two more years), as are summer and semester internships. An on-site summer faculty program is also offered.

For more information about these programs, contact **Eduardo Salas** (407) 380-4651.

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Society Financial Report

Manny London
Financial Officer

This report covers the fiscal year from September 1, 1989, to April 30, 1990. The abbreviated year was an Executive Committee decision to transition our fiscal year-end to coincide with the Society Conference held in early April.

We ended FY 1989-1990 with a loss of \$2,072. Despite the short year and the recent dues increase, we had some extraordinary expenses and income that did not appear until after the close of books. For instance, considerable income was received for the SIOP Conference and Workshop after book closing, although we also paid some workshop and conference expenses after book closing. If the Society used an accrual method of accounting, we would have closed the year with a positive net balance. On the expense side, we paid \$6,722 to the University of Maryland for part of last year's administrative expenses. (Additional bills from the University of Maryland have recently been received and will be paid from the current fiscal year.) We had some large printing bills, for instance, for the IO/OB Program Guide. In addition, our mailing expenses were high, partly because of members requests for free Society publications. Travel expenses were also high, especially for workshop planning and the Executive Committee. All expenses have been reviewed with the Officers and Committee Chairs, and we are making a concerted effort at fiscal control, especially to reduce travel expenses.

I have included a breakdown of our Conference and Workshop revenues and expenses. While we make money on these events, the margin is tight. Controlling travel expenses for planning meetings should make a difference in next year's balance.

The budget for our 1990-1991 fiscal year is higher than the prior year since we will have a full twelve months of income and expenses. An unusual expense is a \$5,000 commitment to support a conference being planned by the Scientific Affairs Committee. Our professional fees (listed under Special Expenses) will also be higher, due in part to funds paid for a legal opinion on APA control over division publications.

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REVENUE					
Dues/Assessments	\$72,623	\$52,722	\$51,682	\$53,216	\$49,388
Interest	2,386	5,624	5,743	4,456	5,444
Advertising (TIP)	9,728	11,635	8,905	8,300	4,580
Subscriptions (TIP)	697	3,808	6,446	4,243	3,647
Booklet Sales	5,790	3,960	6,012	7,263	3,449
Royalties	4,622	1,457	7,101	3,082	3,096
Workshops					
APA	406	11,585	31,678	49,260	31,760
Society	53,600	63,795	42,104	42,225	29,375
Conference*	35,325	51,247	34,510	39,002	33,859
Other	505	127	711	328	627
TOTAL REVENUE	\$185,682	\$205,960	\$194,892	\$211,375	\$165,225
EXPENSES					
Professional fees	\$ 0	\$ 32	\$ 855	\$1,117	\$3,244
Supplies	102	1,671	2,450	2,787	5,893
Equipment rental	0	9,584	6,431	11,196	2,587
Printing & Mailing	48,479	60,775	48,957	59,873	49,010
Travel	40,072	36,249	31,450	29,103	34,416
Conferences/					
Meetings	67,931	67,853	57,813	74,783	50,484
Dues/Donations	400	650	5,950	600	
Awards/Honoraria	10,603	15,369	19,365	16,329	10,361
Clerical/					
Administrative	20,113	10,474	15,560	14,317	13,261
Refunds	—	—	—	10,579	7,102
Other	54	149	584	2,608	3,380
TOTAL EXPENSES	\$187,754	\$202,806	\$189,415	\$223,292	\$179,738
NET INCOME	(\$2,072)	\$3,154	\$5,477	(\$11,917)	(\$14,513)
CURRENT ASSETS	\$68,548	\$70,620	\$67,466	\$61,988	\$73,905

*Workshop and conference data in this table include only funds received and paid before book closing (4/30/90). See the attached chart for total workshop and conference revenues and expenses.

**Includes \$6,772 paid to the University of Maryland for remaining part of last year's administrative office expenses, \$785 for clerical expenses in connection with the financial office (e.g., dues deposits and tracking), and \$12,556 for the Arlington Hts. administrative office (6½ months of operation).

**CONFERENCE AND WORKSHOP
REVENUE AND EXPENSES**

Revenue			
SIOP Workshops			
received prior to year-end book closing	\$53,600		
SIOP Workshops received after closing	4,362		
TOTAL SIOP Workshops		\$ 57,962	
SIOP Conference received prior to year-end book closing	35,325		
SIOP Conference received after closing	16,100		
TOTAL SIOP Conference		51,425	
TOTAL REVENUE		\$109,387	
Expenses			
SIOP Conference paid prior to closing			
Travel	\$ 5,603		
Hotel, AV, Site Prep.	30,844		
SIOP Conference paid after closing			
Hotel	4,100		
Printing	5,321		
Site Prep.	185		
TOTAL SIOP Conference		46,053	
SIOP Workshops paid prior to closing			
Hotel, AV, Site Prep.	30,400		
Honoraria	6,800		
Travel	12,625		
Printing	3,180		
Total SIOP Workshops		53,005	
Consortium		2,202	
APA Program Committee Travel Expenses		2,106	
TOTAL EXPENSES		\$103,366	
NET INCOME: SIOP WORKSHOPS			\$4,957
NET INCOME: SIOP CONFERENCE			\$5,372
TOTAL NET INCOME LESS CONSORTIUM AND APA PLANNING			\$6,021

NOTE: No APA Workshop income was received given the abbreviated fiscal year. \$18,890 was received from the 1989 APA Workshops. This was included in the funds carried over from the prior fiscal year (part of CURRENT ASSETS).

SIOP EXPENSES BY FUNCTION

	FY End Aug. 89	FY End April 90	Budget FY 90-91
Administrative			
(Includes Printing & Mailings & Financial Office as well as Arlington Hts.)*	\$ 17,040	\$ 43,588	\$ 38,200
Executive			
Committee	23,904	17,855	20,000
Council Reps	2,498	1,174	2,600
Committees			
Awards	4,809	3,712	2,000
Committees	195	—	100

IOTAS

Steve W. J. Kozlowski

Continuing Ed			
SIOP Workshops	38,908	53,005	47,000
APA Workshops	13,250	—	13,000
Education & Training**	3,168	11,703	1,000
External Affairs	436	—	400
Fellowship	629	—	500
Frontiers Series	4,767	98	2,000
Practice Series	972	48	1,000
Long Range Planning	1,126	—	1,000
Membership	2,359	102	1,000
Professional Affairs	—	—	250
Scientific Affairs***	405	—	5,000
Conferences			
SIOP****	57,573	36,447	50,000
APA Program Committee	4,451	2,106	4,500
State Affairs	476	—	400
Task Force on APA	272	—	—
TIP	25,568	13,849	26,000
Dues (e.g., APS)	—	400	500
IO-OB Student Conference	—	500	500
Special Expenses (e.g., Legal & Accounting Fees, APS Summit & APA Leadership Meetings)	—	3,167	6,500
TOTAL EXPENSES	202,806	187,754	223,450

*The monthly fee for the Arlington Hts. Office is \$1,875 (\$22,500 per year). \$13,200 is projected for printing and mailing. An additional \$500 is budgeted for a printer.

**Includes Doctoral Consortium expenses of \$2,202; also includes expenses for printing and mailing IO/OB Program Guide.

***FY 90-91 budget includes \$5,000 for co-sponsoring a scientific conference.

****Note that total 1990 SIOP Conference expenses were \$46,053 including expenses paid after 4/30/90 book closing (not shown here).

SIOP ESTIMATED REVENUE FY 1990-91

DUES	\$ 72,000
Interest	4,000
Ads	10,000
Subs TIP	700
Book Sale	7,000
Royalties	4,500
Workshops	
APA	15,000
SIOP	58,000
Conference	
SIOP	52,000
Other	250
TOTAL	223,450

Several of our members recently received recognition for their achievements:

Allen I. Kraut, Patricia R. Pedigo, D. Douglas McKenna, and Marvin D. Dunnette were honored at the recent Academy of Management Annual Meeting with an award for the best paper to appear in the *Academy of Management Executive* during 1989. The award, presented during the Presidential Luncheon, was for their paper, "The Role of the Manager: What's Really Important in Different Management Jobs," which appeared in the *Academy of Management Executive*, 4, 286-293.

The winners of this year's (1989) P/HR Division of the Academy of Management Scholarly Achievement Award were **Richard D. Arvey, Thomas J. Bouchard, Nancy L. Segal, and Lauren M. Abraham** for their paper, "Job Satisfaction: Environmental and Genetic Components," which appeared in the *Journal of Applied Psychology*, 74, 187-192.

The Psychology Department of George Washington University recently honored **Marilyn Gowing** as a Distinguished Alumna, holding a dinner in her honor and presenting her with a plaque inscribed as follows: "For exemplary achievement in research, public service, and service to the discipline and the profession."

Julie Rheinstein reports that the personnel research staff at the U.S. Office of Personnel Management were very pleased by the favorable publicity that their Chief of the Testing Research and Applications Division, **Magda Colberg**, and their testing program received in the July 20th issue of the *Washington Post*. The *Post* article described their effort to revise the old PACE test to eliminate "needless adverse impact." If you are interested in further information or a copy of the article, contact: **Julie Rheinstein**, OPM, 1900 E Street, NW, Room 6451, Washington, D.C. 20415.

Wayne Camara reports that **Jo Ann Lee**, a member of SIOP and an Assistant Professor in the Department of Psychology at the University of North Carolina at Charlotte, was awarded one of three APA Congressional Fellowships for 1990-1991. Jo Ann will be relocating to Washington, D.C., in September. She will participate in an intensive orientation in government relations conducted by the American Association for the Advancement of Science (AAAS) before beginning work with a member of Congress or Congressional Committee.

Congratulations to all!

Ed Levine reports several news items from the University of South Florida:

Walter Borman will be joining the I/O group in the fall in the capacity of Professor of Psychology. **Michael Coovert** has been granted tenure and promotion to Associate Professor. Graduates of the USF program presented their fourth annual conference, "Selection Strategies for the 1990's," in April 1990. **Steven Cohen**, a former member of the USF faculty and currently Senior Vice President of Program Development, Wilson Learning, was the featured speaker. His address was entitled, "The Changing Role of Selection in the 1990's." A major objective of the conference series is to endow a fellowship for a meritorious graduate student. **Dennis Michael**, Director of Employee Relations, Jack Eckerd Corporation, and **Peter Simmons**, Manager of Human Resources, City of Clearwater (classes of 1981 and 1986, respectively) were coordinators of this year's program. Finally, Ed also offers an apology to **Richard R. Reilly** and the following erratum:

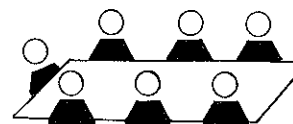
In the paper, "Institutional and Research Productivity in I/O Psychology During the 1980's," (*TIP*, 28(3), 27-29) **Richard R. Reilly**, who was a coauthor of five papers in the *Journal of Applied Psychology* during the 1980's, was inadvertently omitted from Table 2.

Gary Johns of Concordia University, Montreal, Quebec, reports that **Bob House** of the University of Pennsylvania was a Visiting Professor in the Management Department there this past summer.

Ben Shaw and **Cyn D. Fisher** are moving to Australia. They will be teaching in the School of Business at Bond University, recently established as Australia's first private university. Bond University is located on the Gold Coast of Queensland (60 miles south of Brisbane) near a town called Surfer's Paradise . . . sounds like a real hardship posting!

Sid Gael decided he could not pass up NYNEX's early retirement offer. So, after 23 years with AT&T, Bell Communications Research, and NYNEX, Sid has started a new career with his recently formed Personnel League Associates located in River Vale, New Jersey.

Mary Beth DeGregorio has left her position as a Visiting Assistant Professor at the Illinois Institute of Technology to join Personnel Research Associates as a Staff Consultant. She will be working with **Bill Macey** and staff on a variety of projects for PRA.



Committees

Committee on Committees

Lynn R. Offermann

The Committee on Committees is now accepting self-nominations for membership on 1990-1991 committees of the Society for Industrial and Organizational Psychology. Members, Associates, and Fellows of the Society who are interested in active involvement in the Society's activities are encouraged to volunteer for committee service. The Society would especially like to foster such service by women and minorities.

A list of SIOP standing committees is provided on the Self-Nomination Form that appears following this notice. Appointments to standing Society committees are typically made for a one-year period, with a three-year maximum service period on most committees. Reappointment is *not* automatic. Thus, those interested in continuing present service should complete and return the Self-Nomination Form each year as well as new volunteers and individuals wishing to change committees.

Committee assignments are on an April-April basis, and are made in the early spring of 1990. Thus, the Self-Nomination form of 1991-1992 is published twice, once in the July *TIP* issue and again in the October issue. The deadline for receipt of this form is January 15, 1991. Individuals interested in serving on a Society committee for the April 1991-April 1992 period should complete the Self-Nomination Form, or a copy of it, and send it to **Lynn R. Offermann**. The mailing address appears on the Self-Nomination Form. We hope that you will consider volunteering your efforts to the Society in some capacity.

Self-Nomination Form
Standing Committees, 1991-1992
Society for
Industrial and Organizational Psychology
Deadline: January 15, 1991

If you are interested in serving on a standing committee of the Society for the 1991-1992 period, please complete this form (or a copy of it) and mail it to **Lynn R. Offermann**, Chair, Committee on Committees, Society for Industrial and Organizational Psychology, Department of Psychology, George Washington University, Washington, D.C. 20052.

Name: _____

Last

First

Middle

Mailing Address: _____

Phone Number: Area Code () _____

Job Title: _____

Educational data:

Highest earned degree: _____ Year granted: _____

Educational Institution: _____

Society status:

[] Associate [] Member [] Fellow

Committee preferences:

If you have preferences concerning placement on committees, please indicate them by writing the number 1, 2, and 3, respectively, by the names of your first, second, and third most preferred committee assignments. If you wish reappointment to a committee on which you presently serve, please rank that committee as 1. Note, however, that you need not provide these ranks if you are indifferent about committee placement.

__ Awards

__ Committee on Committees

__ Continuing Education and
Workshop

__ Education and Training

__ External Affairs

__ Fellowship (Fellows only)

__ Membership

__ Professional Affairs

__ Program (APA meeting)

__ Program (SIOP Conference)

__ Scientific Affairs

__ State Affairs

__ TIP Newsletter

Prior Society service:

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

Prior APA service:

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

Special interests and/or qualifications:

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

References:

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

Name	Address
_____	_____
_____	_____

Your Signature: _____
Date: _____

Please mail the completed form (or a copy of it) by January 15, 1991, to:

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Committee on Committees
Society for Industrial and Organizational Psychology
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George Washington University
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Awards

William K. Balzer

The Awards Committee is hard at work evaluating nominees and entries for the Society's 1991 awards. The members of the 1990-91 Awards Committee are **Richard Barrett**, **Jeanette Cleveland** (Chair of the APA Awards Subcommittee), **Stephen Colarelli**, **Jack Feldman**, **Marilyn Gowing**, **Robert Guion**, **Richard Guzzo**, **Mildred Katzell**, **Edward Levine** (Chair of the Edwin E. Ghiselli Award for Research Design Subcommittee), **Kevin Murphy** (Chair of the S. Rains Wallace Dissertation Award Subcommittee), **Craig Russell**, **Ann Marie Ryan**, **Lyle Schoenfeldt**, **Patricia Smith**, **Janet Sniezek**, **Harvey Sterns**, and **Jeffrey Weekley**. And a reminder: the 1991 Awards will be presented at the Fifth Annual SIOF Conference in St. Louis. We hope you will be there to help recognize the accomplishments of the 1991 award winners.

Attention SIOF Members: 1991 Dues

Society members will soon be receiving a statement from SIOF for May 1990 to April 1991 dues. Members are reminded that APA no longer collects dues for Division 14. The Society bills all members in a separate statement. The timely payment of SIOF dues helps to maintain our smooth fiscal operation. Your cooperation in this matter is much appreciated.

To offset additional expenses for the collection of late payments, a fee will be assessed for payments after December 1, 1990. The due date for payments will be clearly indicated on your statement. Please help the Society. Remit your dues promptly. Thank you.

OHRCVIEWPOINT: **Ethical Hiring: A Code For Wall Street**

by Adela Oliver, Ph.D.
President
Oliver Human Resource Consultants, Inc.

The statistics coming from Wall Street are stunning us all. The Dow is reaching 3000; the terminations have exceeded 40,000 people and more layoffs are coming. In these turbulent times, it is difficult for human resource management on Wall Street to consider its hiring and firing practices. But others might say that this is precisely the time to lay out an ethical policy about how many to hire in preparation for the next upswing in the cycle. And to commit themselves to enforcing hiring restraints.

In the 1980's, sanity went out the window where hiring was concerned. People with the right credentials were offered posts regardless of whether there was an opening or not. If the person looked good, he or she was hired. Willy nilly, staffs grew large. No one expected the growth to stop.

But Wall Street lives and dies on its cycles. In 1990, those recruits are losing their positions as quickly as they originally gained them. These young people were paid enormous sums and the loss of that income has forced painful adaptations.

Human resource professionals on Wall Street must commit themselves to not letting such a debacle occur again. Now is the time to set up manpower plans that emphasize sane hiring levels for the next upturn in the business cycle.

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



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Listen and Learn!

Listed below are many of the important sessions from the Fifth Annual Conference of the Society for Industrial and Organizational Psychology. Take the time to review the offerings below and complete the order form for the sessions you would like to have in your library.

01. Presidential Address: What Else Should We Do?
02. Invited Address: Professional Practice Award
03. SIOP Luncheon
04. Long Range Planning Committee: Open Forum
05. Invited Address: Distinguished Scientific Contribution Award
06. Edward E. Ghiselli Award for Research Design
07. Organizational Consultation and the Psychoanalytic Movement: A Fantasy About Fact
08. Exploring the Relationship Between Goal Setting and Valence (Two Cassettes)
09. Corporate Crash Landings and Employee's Lives: The Eastern Airlines Strike (Two Cassettes)
10. Using Employee Attitude Surveys to Assess The Quality of Leadership (Two Cassettes)
11. Union Commitment - Antecedents, Consequences, and Union Characteristics: An International Perspective (Two Cassettes)
12. Mediators of the Goal-Performance Relationship: Lab and Field Findings (Two Cassettes)
13. Learning to Learn: Peering into the Black Box of Executive Growth (Two Cassettes)
14. Cognitive Representations of Work (Two Cassettes)
15. Health and Safety in the Workplace: A Research Agenda (Two Cassettes)
16. Affirmative Action in the 1990's
17. The Role of I/O Psychologists in Outplacement: Theory and Practice
18. Service Quality and Management Effectiveness: "So What? and Who Cares?"
19. Innovative Research on the IAR: The First Federal-Wide Biodata Form
20. Executive and Management Development: Who Changes and Under What Conditions (Two Cassettes)
21. The Americans With Disabilities Act: Implications For I/O Psychology (Two Cassettes)
22. Ethical Issues in Industrial/Organizational Psychology
23. Goal Setting: Merging Motivation and Cognition in Complex Task Situations
24. The Lewin Centennial: Appraising Lewin's Impact on Organizational Psychology Today (Two Cassettes)
26. Conflicts in the Feedback Process: Do We Always Want to Hear the News? (Two Cassettes)
27. Causal Analysis of Experiments and Interventions (Two Cassettes)
29. Current Trends in Organizational Productivity (Two Cassettes)
30. Motivation Theory: New Approaches to Old and New Problems (Two Cassettes)
31. Psychology on Trial: Legitimacy of Statistical Testimony in Title VII Cases
32. Professional and Ethical Conflicts in the Practice of I/O Psychology (Two Cassettes)

33. Purpose and Politics of Performance Appraisal: Goals of Appraisal Constituents (Two Cassettes)
34. Organizational Change: Diverse Approaches, Common Themes (Two Cassettes)
35. General Principles and Contextual Contingencies for I/O Practitioners and Scientists
36. Accountability Dynamics in Performance Appraisal: Blending Theory and Practice
37. Fitness for Work: Standards for Psychological Assessment of Personnel
38. Academic/Practitioner Collaboration: Reports From the Front Line
39. Job Analysis Procedures for Content-Oriented Selection Strategies
40. Organizational Climate and Culture: Perspectives on the Constructs
41. Graduate I/O Internships: Training, Work or What?
42. Situational and Dispositional Causality in Organizational Behavior: Towards an Integration (Two Cassettes)
43. Promoting Increased Concern for Science in Industrial and Organizational Psychology (Two Cassettes)
44. Personnel Selection: Legal Trends for the Nineties (Two Cassettes)
45. Industrial and Organizational Psychology in the People's Republic of China
46. "What I'm Trying To Say Is..."
47. A New Genre of Leadership Theory: Emerging Issues, Controversy and Research Needs

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TIP Newsletter Committee

Steve W. J. Kozlowski

The **TIP** Committee strives to provide Society members and subscribers with interesting, informative, and provocative **TIP** features that are relevant to the research and practice of I/O psychology. I am assisted by several able committee members in this endeavor:

Tom Baker joined the board this year and will be managing the recently established Practice Network (see the July 1990 **TIP**). This forum is intended to facilitate the exchange of information, interests, issues, and activities among local I/O psychology associations and among individuals interested in the practice of I/O psychology. If you have any news, information, or comments you wish to share, contact Tom at (214) 893-8361.

Kevin Ford has been on the board since last year. Kevin has used his dual roles as Program Chair of APA and SIOP to help identify convention programs that may be of interest to **TIP** readers and to facilitate the submission of this material to **TIP**. If you have presentations you would like to have us consider, given Kevin a call at (517) 353-5006.

Kurt Kraiger has recently joined **TIP**. Kurt will be coordinating the new forum, Vantage 2000 (see the July 1990 **TIP**). This forum was established to exchange ideas and information regarding research and interventions addressing work, workforce, and economic changes that are occurring or are expected to occur as we approach the next century (see elsewhere in this issue of **TIP**). If you have information to contribute, contact Kurt at (303) 532-0609.

Mike Lindell presides over the business end of **TIP** by managing relations with our advertisers. Mike is responsible for promotion, production, and invoicing. In other words, everything involved with generating income to offset the expense of publishing **TIP**—an important and under-appreciated aspect of **TIP**'s success. If you have a book, product, or service to offer, advertise in **TIP**. Contact Mike at (517) 353-8855 or FAX at (517) 353-4873.

Ted Rosen handles the Clearinghouse for Technical Reports. The Clearinghouse was formed to assist in the dissemination of professional reports that would otherwise be unavailable. If you have a technical report or other research document of potential interest to Society members, contact Ted at (301) 493-9570.

Craig Russell and I share a common interest in the historical development of our field and the individuals instrumental to its evolution. Craig has taken on the task of documenting some of that history. He has

recently completed an interview with **Morris Vittalles** and is working on a feature that will appear in an upcoming issue of **TIP**. If you have any ideas or information you would like to share with Craig, phone him at (317) 494-4419.

Jim Sharf has been keeping Society members apprised of the latest legal and legislative developments in Washington, D.C., that affect our research and practice for so long that his reports in **TIP** are almost an institution. He will continue in this important role as the legal environment enters another era of flux. If you have information to contribute, contact Jim at (202) 653-9487.

Peggy Wagner has taken on the newly formed role of liaison with Society committees in an effort to keep Society members better informed of the many activities in which SIOP standing committees are engaged. Peggy will be developing a synopsis of committee activities to appear about twice a year that will provide an integrated "snap-shot" of Society activities. If you have information to share, contact Peggy at (201) 464-1128.

Of course, even with all this help, **TIP** does not get put together without your contributions of feature articles and news items. Submissions and comments are always welcome. If you have something to contribute, contact me at (517) 353-8924 or FAX at (517) 353-4873.

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Humor or Something Like It

The response to Jack Feldman's challenge to I/O psychologists to try to be funny (see the May 1990 **TIP**) has been overwhelming, at least when compared to his prior efforts which generated exactly one submission over the period of a year. Jack obviously struck a raw nerve, responsive chord, or soft spot (select your preferred metaphor), as many readers rose to the challenge. Of course, how well they met the challenge is another issue. Clearly, individual differences in wit are at work here. Whether we are, indeed, funnier than accountants is left for you to decide. Direct any comments you may have to the authors—please! (Ed.)

Hemingway Reviews Charismatic Leadership

David A. Kravitz

Florida International University

The charismatic leader gets things done, big things. He lets others sweat the small stuff and he dreams the big dreams. The dreams worth dreaming. The Mount Kilimanjaro dreams (Hemingway, 1964). And his dreams come true.

Where do his dreams come from? Not from others; not from precedent or from the suggestion box. Like great blue marlins flashing up from the depths, they come from oceans of experience (Hemingway, 1952). The charismatic leader is a visionary. He knows where his organization must go and how to take it there as the bullfighter knows how to meet the bull. And like the bullfighter his goal is risky but worthy of the risk (Hemingway, 1932).

But to dream is not enough. The dream must live. It lives through the work of others, through their sweat and dedication and loyalty. This is his secret, his strength. He inspires his people to desire his goal. He is the great general of the organizational battlefield and his people sacrifice for him as soldiers advance into the bullets and die for their general. They work for him, for him more than for any others (Hemingway, 1929). Through their labor his goal becomes reality, his dream lasts to waking day (Hemingway, 1926).

Why devote their lives to his dreams? He gives them a purpose. They

forget their petty problems and petty dreams and petty triumphs and dream with him the big dream, the biggest dream. Their lives of quiet desperation become lives of great hope (Thoreau, 1854) and they are transformed. They see a future of hope and meaning as the herd trailing the great bull moose sees a future of sunny slopes and lush grasses.

He gives his people pride and without pride a man is nothing, less than nothing. He gives his people pride. When he speaks of his great dream even the women think they have *cojones* and can conquer the world (Hemingway, 1954). With pride much becomes possible. His people believe they can reach the great goal and with belief comes dedication and hard work and, eventually, success (Weiner, 1979). Hard work is hard; it is not fun. People will not work hard without good reason, and purpose and pride and the dream provide the reason.

So they dream his dream and do his work. And they have pride and they are happy and the organization is effective. It is most effective.

He is the charismatic leader and this is his magic.

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- *Interests*—are my career and personal interests compatible?
- *Desires*—what are my conscious and unconscious wants and needs?

This self-assessment instrument is not based on any respectable research, nor does it have any particular intuitive basis. It's just a collection of unrelated, stupid questions; some of which I made up and others that I stole from people I don't know. However, to lend some degree of respectability to the instrument, its theoretical foundation can be loosely traced back to Freud's Psychosexual Theory as well as Jung's typology (with sincere apologies to these gentlemen and their serious work). The **INSIPID** classifies people according to their "type," which is a combination of their psychosexual stage, their tendency toward introversion or extraversion and their specific driving habits and tendencies. Respondents will be "typed" as one of the following twenty-four (24) types:

For example, a person typed as an *AEBS*D would be an "Anal Extrovert with Back Seat Driver Tendencies" while a person typed a *PIDD* would be a "Phallic Introvert with Designated Driver Habits."

In addition to being "typed," each respondent will receive feedback on the following:

- *Character Strengths and Weaknesses*
- *Psychological and Physical Needs*
- *Debilitating Fears and Phobias*

¹First Edition Copyright, 1990 by Half-Baked Enterprises, Inc.

INSIPID TYPES

		Driving Habits/Tendencies			
		Designated Driver	Back Seat Driver	Race Car Driver	Screw Driver
Introvert	Oral	OIDD	OIBSD	OIRCD	OISD
	Anal	AIDD	AIBSD	AIRCD	AISD
	Phallic	PIDD	PIBSD	PIRCD	PISD
Extravert	Oral	OEDD	OEBSD	OERCD	OESD
	Anal	AEDD	AEBSD	AERCD	AESD
	Phallic	PEDD	PEBSD	PERCD	PESD

- Other People Who Are Similar to You (i.e., your type)
- Preferred Dress
- Endearing Rude and Obnoxious Habits
- The Types of People Who Find You Attractive

It is *not* recommended that the **INSIPID** be used for selection purposes except, possibly, to assist in choosing a roommate or live-in lover. The **INSIPID**, like any other psychological instrument, can be abused and misused; only trained professionals should be allowed to administer, score and interpret it. Because of its early stages of development, computer scoring is not available at this time; this may make the use of the instrument somewhat prohibitive for some. Cost of materials, scoring and feedback (including a personalized **INSIPID** Profile suitable for framing) is \$169.95 with special discounts available to members of SIOP.

For further information and consultation, call or write: Roger L. Cole, Ph.D., President, Half-Baked Enterprises, Inc., 1400 Pine Springs Road, Knoxville, TN 37922, (615) 691-3074.

The **INSIPID** survey follows:

Inventory of Social Interaction, Personality, Interests, and Desires (INSIPID)

Directions: Answer each of the following questions honestly by circling the alternative which comes closest to describing you as you actually are, *not* as what your mother had hoped you would be. There are *no* right or wrong answers.

1. Is your belly button an "in-ey" or an "out-ey"?
 - a. an "in-ey"
 - b. an "out-ey"

- c. A little of both
 - d. it depends upon the weather
2. Do you think that beavers work too hard?
 - a. yes—definitely
 - b. sometimes
 - c. never—in fact, I think they have it too easy
3. Which do you believe is true about Tammy Fay Bakker? She is:
 - a. really a collie
 - b. Ernest Borgnine in drag
 - c. Imelda Marcos' evil twin sister
4. Which way does your toilet paper unroll?
 - a. over
 - b. under
 - c. toilet paper?!
5. Do you believe that you smell:
 - a. as good as most people
 - b. the same as most people
 - c. worse than most people
 - d. I don't care
6. Which do you fear more?
 - a. that your toes will fall off
 - b. that you will turn into a raisin if you stay in the bathtub too long
7. Which type of work would you enjoy the most?
 - a. the work of a chicken flicker
 - b. the work of a neurotic housewife
8. Which makes you more angry?
 - a. when people bury you
 - b. when people don't finish what they
9. How often do you wear your pajamas under your regular clothes?
 - a. always
 - b. frequently
 - c. seldom
 - d. only on a first date
10. Which gives you more pleasure?
 - a. putting chameleons on plaid cloth
 - b. looking down from a high spot and spitting
11. Which do you believe in?
 - a. life after death
 - b. after birth
12. Which disturbs you the most?
 - a. the size of Abraham Lincoln's ears
 - b. when little pieces of tuna fish get in the mayonnaise jar
13. How often do you lie awake at night thinking about how to get rid of that ugly grout in your bathtub tile?
 - a. several times each night
 - b. once or twice a night
 - c. seldom if ever—I have learned to live with it
14. Do you ever hum or whistle the theme from *The Bridge Over the River Kwai* at inappropriate times?
 - a. Yes
 - b. No
15. Which of the following pet names do you use most frequently with your husband/wife/boyfriend/girlfriend?
 - a. "Sugar Buns"
 - b. "Poopsey"
 - c. "Yo!"
 - d. "Precious Puss"

16a. If you were a fruit, what kind would you be?

16b. Why did you choose this fruit?

17. During your more passionate moments, do you:

- a. scream your own name?
- b. fall asleep?
- c. yell "ride me big boy"
- d. other (please specify) _____

18. Do you have ladybug and other stupid insect magnets on your refrigerator door?

- a. if yes, please specify which other stupid insect magnets are on your refrigerator door
-

b. no

19. How often do you repeat yourself?

- a. How often do you repeat yourself?
- b. How often do you repeat yourself?
- c. How often do you repeat yourself?

20. Which of the following causes you to salivate the most?

- a. wide paisley ties
- b. spinach
- c. biting the heads and legs off of animal crackers

21. Please describe your rudest and most obnoxious driving habit

22. Briefly describe the type of shoes you wore to your last job interview.

Comments: _____

THANK YOU. Please return your completed questionnaire to the administrator for scoring.

The Multiple Regression Parable

Michael G. Aamodt & Daniel L. Johnson
Radford University

Many years ago in a land not far away, an I/O psychologist and a clinical psychologist each hosted dinner parties at separate houses by a great lake. In order to feed their hungry guests, the two psychologists each took a boat to the middle of the lake with the idea of catching enough fish to feed the party of ten people.

As the two sailed across the lake, the clinical psychologist yelled, "I am going to catch a 30-pound bass so that one fish will feed everyone and I will have plenty left to sell to second and third parties!" The I/O psychologist smiled in silent amusement.

After reaching the middle of the lake, the two began to fish. The clinical psychologist was the first to strike as he pulled in a two-pounder. The I/O psychologist was at first jealous but then looked on in horror as the clinical psychologist threw the fish back into the lake stating, "It was not a big enough fish."

Moments later, the I/O psychologist caught a two-pound bass and then a three-pound bass and placed them in his in-basket. The clinical psychologist asked why he would keep such small fish and the I/O psychologist replied, "Listen closely, our goal is to make a meal. With so many average sized fish available, I can make a meal with several smaller fish rather than waiting for the huge fish that may never come. The small fish combined are just as filling and satisfying to our guests as one large fish."

The clinical psychologist just laughed and said that the I/O psychologist is settling for smaller fish because he was not as good of a fisherman and lacked the training received by the clinical psychologist. Again, the I/O psychologist smiled in amusement.

After about an hour, the I/O psychologist had caught six fish, which when combined, were enough to feed all of his guests. The clinical psychologist, frustrated because he had thrown away four fish and had yet to catch the "big one," decided to follow the example of the I/O psychologist. He quickly caught several two-pound fish and then a two-ounce fish.

The I/O psychologist quickly asked the clinical psychologist why he was keeping such a small fish and the clinical psychologist replied that he was just following the I/O psychologist's advice by making a meal with smaller fish. The I/O psychologist responded by saying, "If the fish are

too small, it will be too expensive and time-consuming to prepare them. You need to consider both the size of the fish and the amount of time and money it will take to prepare the fish."

The clinical psychologist threw back the small fish and next caught a two-pound carp. The I/O psychologist advised the clinical psychologist to throw it back. "But why? It is as big as the others I kept?" "True," said the I/O psychologist, "but it will taste terrible. If you keep a fish that will adversely impact your guests, they may leave your party and go to the lawyers party instead."

"But how do you know what your guests will like?" asked the puzzled clinician. The I/O psychologist answered, "My friend is a famous hunter and he told me that at a similar but much larger party, bass was successful and carp was not. Because our guests are similar to his, they should enjoy the same types of fish."

Within the next hour, the clinical psychologist had caught more than enough fish but kept fishing. The I/O psychologist admonished him by saying, "Listen, you already have enough fish. Catching more fish will not help your meal, you need to get the other components of a meal such as bread and vegetables. Remember, WAIS not want not."

The two sailed back to shore and went about gathering the other items needed to complete the meal. The parties were both successful. After many compliments from the guests, the clinical psychologist asked the I/O psychologist how he got so wise. The I/O psychologist replied, "Just because you learned how to fish before I did, doesn't make you a better host. You need to understand every aspect of a meal—the techniques, the quantity, and the logic. Your training only taught you technique, mine taught me to be the ultimate host."

WRITTEN A GOOD BOOK LATELY?

Encourage your publisher to advertise your masterpiece in **TIP!** Advertising rates and additional information appear on the last page of this issue. This is an excellent way for you to support the Society while enhancing your royalties!

Life on the Mississippi: A Pilot Study¹

Kenneth B. Melvin
University of Alabama

Despite the passage of many years, my first job analysis remains etched in my memory. I remember walking to the wharf. The riverboat was just as he described it:

"She is long and sharp and trim and pretty; she has two tall, fancy-topped chimneys, with a gilded device of some kind swung between them; a fanciful pilothouse, all glass and gingerbread, perched on top of the Texas deck behind them; the paddle-boxes are gorgeous with gilded rays above the boat's name" I went up to the pilot house and met the job incumbent—

Samuel L. Clemens. Although he sported a shaggy moustache, he seemed young for the important position of riverboat pilot. As we chatted, I perceived he was a man of considerable wit and intellect.

Extracting some forms from my backPAQ, I handed them to him to fill out later, then began the interview. After discussing training (apprentice model), I asked him about job knowledge, skills and abilities.

"Learning and memory are crucial," he replied. "I had to get the names of all the towns and islands and bends, and so on, by heart, and I even got up a warm personal acquaintanceship with every old snag and one-limbed cottonwood and obscure woodpile that ornaments the banks of this river for twelve hundred miles."

Cognitive ability, I jotted down, thinking that this factor could be important for many jobs. But I was not sure that this idea was a valid generalization.

Clemens continued. "You need a fine touch on the wheel. A good pilot can shave a steamship as close as you'd peel an apple."

"Eye-hand coordination," I wrote.

"Cursing," Clements said.

"Cursing?" I repeated.

"Yes. It gets the attention of cub pilots, scowmen, raftsmen, and other such riff-raff. I remember Mr. Bixby, my chief pilot, letting go a volley

¹I apologize for taking assorted liberties with the time frame and such. Luckily, I have a literary license. Also, some quotes are a bit off the mark.

of red-hot profanity at a trading scow. When he was finished, you could have drawn a seine through his system and not caught curses enough to disturb your mother."

"I put it down under "verbal fluency (special)"—and we continued the interview.

Soon I put away my KSA-crammed notebook and turned to more general aspects of the job. By then we had cast off and I observed the pilot's performance as we talked.

"The pilot has a princely salary—about 200 dollars a month and board. Two months of his salary would pay a preacher's salary for a year," Clemens said.

We discussed a safety next. I learned of sunken wrecks and shifting reefs, and the fact that the steamboats ran all night.

Clemens said, "If it isn't the wrecks or reefs, it's the races. The fools race boats for money—blow the boilers out of them."

He seemed pensive then. "If you hit a sunken wreck, it snatches the hull timbers from under the boat and destroys a quarter of a million dollar's worth of cargo and maybe one-hundred and fifty lives in the bargain."

"A heavy responsibility," I agreed.

"Do you transport important people?" I asked. "What about royalty?"

"You mean Dukes and Dauphins and such trash . . ." he sputtered and let forth a tirade on the pretentiousness of nobility.

I wrote it down under "critical incidents."

Clemens simmered down then and became quiet. I could see the conversation had hit a snag, so I asked him to point out some sights. We were approaching a town and he steered the boat closer to the banks. We could see the frogs jumping, some boys whitewashing a fence. Further down, a Scandinavian-looking boy was picking huckleberries.

"I'll miss this river," Clemens said. Astonished, I looked at him. "The steamboats are going to go the way of the keelboats. Railroads will be the transportation of the future. I'm thinking of a new profession."

I said, "With your verbal skills, I would think you'd be a fine lecturer."

Clemens chortled, "I like Bierce's definition of a lecturer—'one with his hand in your pocket, his tongue in your ear, and his faith in your patience.' No, I think I'll become a writer."

As we approached the shallows near the wharf, Clemens rang the bell for slow. The cries of the leadsmen rose to the Texas deck. "M-a-r-k three, Quarter-less-three."

Someone on the wharf lifted up the cry, "S-t-e-a-m-boat acomin!" and people flocked to the scene.

Clemens turned to me and said, "If I could think of a good pen name, I'd quit the river right now." Then the leadsmen's cry came up to us: "M-a-r-k Twain." He nodded and smiled at me. And, of course, the rest is history.

REFERENCES

- Twain, M. (1948). *The Adventures of Huckleberry Finn*. New York: Grosset and Dunlap.
Twain, M. (1950). *Life on the Mississippi*. New York: Harper & Row.

To Publish or Not to Publish? That is the Question¹

William Shakespeare has penned many comedies and tragedies. If he were alive today, and a member of SIOP, perhaps he would address the "slings and arrows" of our outrageous "Publish or Perish" syndrome.

Tomorrow, and tomorrow, and tomorrow,
Creeps in this petty pace from day to day
To the last syllable of recorded time,
And all our yesterdays have lighted fools
The way to dusty death. Out, out, brief candle!
Life's but a walking shadow, a poor player
That struts and frets his hour upon the stage
And then is heard no more; it is a tale
Told by an idiot, full of sound and fury,
Signifying nothing.

(from Macbeth)

Tomorrow, and Tomorrow, and Tomorrow,
Creeps in this petty pace from study to study
To the last degree of freedom,
And all our analyses have lighted fools
The way to certain confusion. Out, our brief abstract!
Publishing's but a walking shadow, a poor paper
That struts and frets its hour within the journals
and then is read no more; it is a tale
Told by an idiot, full of figures and tables,
Signifying tenure.

¹Submitted by John J. Hudy, Alameda, CA.

bring GOOD NEWS for I/O Psychologists!

When managers behave like leaders, new findings say:

- o Their teams put out more effort
- o Their teams get more involved
- o Workers become more satisfied with work
- o Profits are higher

How do you find such leaders?

- o By using some new tests for leadership
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MEASURES OF LEADERSHIP

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

This three-part book tells more about the qualities of managers and leaders than any other source to date. Its forty contributing authors describe in original articles the development and validation of measures of managerial and leadership behaviors. Some of these have high (.40 to .50) correlations with the outcome variables cited above.

The editors summarize major findings of these studies in an instructive section describing the processes of psychological measurement. This work should stimulate new and relevant work in leadership and give focus to many new studies to come.

This text is required reading for anyone interested in leadership or management. It is a superb sales piece for organizational/industrial psychology. It is written for the understanding of informed non-psychologists. Indexes are provided by subject, by author, by measure, and by leadership dimension. Approx. 625 pages.

Price: \$59.50 plus postage and handling. Order by mail from Leadership Library of America, Inc., (235 Wachtung Ave., West Orange, NJ 07052). Order with credit card by calling 1-800-344-2414.

Seminar Highlights Canine Cognition

(EDITOR'S NOTE: This article was submitted by Jack Feldman. It originally appeared in the *University of Michigan Computing News*, 4(7), 4.

The Human-Computer Interaction Lab at the Cognitive Science and Machine Intelligence Laboratory (CSMIL) is sponsoring a special end-of-term seminar on Monday, April 1. The talk will be held at 4:00 p.m. in C2420 Business Administration Building. An abstract follows:

Parallel Dog Processing: Explorations in the Nanostructure of Dognition

Garrison W. Cottrell

Department of Dog Science

Condominium Community College of Southern California

Recent advances in neural network modeling have led to its application to increasingly more trivial domains. A prominent example of this line of research has been the creation of an entirely new discipline, Dognitive Science,¹ bringing together the insights of the previously disparate fields of obedience training, letter carrying, and vivisection on such question as, "Why are dogs so dense?" or "How many dogs does it take to change a light bulb?"²

This talk will focus on the first question. Early results suggest that the answer lies in the fact that most dog information processing occurs in their brains. Converging data from various fields (see, for example, "A vivisectionist approach to dog sense manipulation," Seligman, 1985) have shown that this "wetware" is composed of a massive number of slow, noisy switching elements that are too highly connected to form a proper circuit. Further, they appear to be all trying to go off at the same time like popcorn, rather than proceeding in an orderly fashion. Thus it is no surprise to science that dogs are dumb beasts.

Further impedance to intelligent behavior has been discovered by learning researchers. They have found that the connections between the elements have little weights on them, slowing them down even more and

¹A flood of researchers finding Cognitive Science too hard are switching to this exciting new area. It appears that trivial results in this unknown field will beget journal papers and RFP's for several years before funding agencies and reviewers catch on.

²Questions from the Philosophy of Dognitive Science (dogmatics), such as "If a dog barks in my condo and I'm not there to hear it, why do the neighbors claim it makes a sound?" are beyond the scope of this talk.

interfering with normal processing. Indeed, as the dog grows, so do these weights, until the processing elements are overloaded. Thus it is now clear why you can't teach an old dog new tricks and also why elderly dogs tend to hang their heads. Experience with young dogs appears to bear this out. They seem to have very little weight in their brains, and their behavior is thus much more *laissez faire* than older dogs.

We have applied these constraints to a neural network learning model of the dog brain. To model the noisy signal of the actual dog neurons, the units of the model are restricted to communicating by barking to one another. As these barks are passed from one unit to another, the weights on the units are increased by an amount proportional to the loudness of the bark. Hence we term this learning mechanism bark propagation. Because the weights only increase, just as in the normal dog, at asymptote the network has only one stable state, which we term the dead dog state. Our model is validated by the fact that many dogs appear to achieve this state while still breathing. We will demonstrate a live simulation of our model at the talk.

New TIP Department:

Clearinghouse for Technical Reports and Other Unpublished Professional Documents

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

Mother Goose by I/O Psychologists

Part 1: Work Motivation

Jack be nimble, Jack be quick,
Jack set a goal to jump 2'' over the stick.

Jack and Jill went up the hill to fetch a pail of water.
Jack fell down and broke his crown, and his expectancy came tumbling after.

Little Boy Blue go blow your horn—
the sheep's in the meadow, the cow's in the corn.
Where is the boy who looks after the sheep?
Studying job redesign so he won't fall asleep.

Rub a Dub Dub, three men in a tub,
And who do you think they be?
The Butcher, the Baker, the Candlestick Maker,
discussing their equity.

Three blind mice, three blind mice.
See how they run? See how they run?
They all ran after the butcher's wife.
She cut off their tails with a butcher's knife,
Did you ever see more contingent feedback in your life
than for those three blind mice?

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Contact the Business Manager to advertise in **TIP**.
Michael K. Lindell, Department of Psychology, 129 Psychology Research Building, Michigan State University, East Lansing, MI 48824-1117. (517-353-8855).

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Calls and Announcements

Bowling Green State University's I-O Program Receives Endowed Chair for "Eminent Scholar"

As part of the Ohio Board of Regents' effort to selectively enhance exceptional graduate programs in higher education, the I-O psychology program at Bowling Green State University recently was awarded an endowed chair for an "Eminent Scholar" in I-O psychology. The endowed chair will be used to attract an outstanding scholar in I-O psychology to Bowling Green who will help enhance the I-O program's research and teaching as well as the program's ability to attract additional external funding. The eminent scholar will join the current I-O program faculty including Bill Balzer, Joe Cranny, Ann Marie Ryan, Carlla Smith, Bob Guion (Emeritus), Pat Smith (Emerita), and an additional faculty position to be filled. Both positions are expected to be filled for the 1991-92 academic year.

Heritage of Industrial Psychology Available

The late Leonard Ferguson was known by many of us as the very diligent, scholarly historian of Division 14. In the early 1960's, Leonard began producing a series of monographs under the title, *Heritage of Industrial Psychology*, which he sold on a subscription basis. His archives include some complete sets of the first fifteen monographs. As long as the supply lasts, the complete sets are available at the current subscription price of \$25. Checks should be made payable to: **The Heritage of Industrial Psychology** and requests should be sent to **Erich P. Prien, Ph.D., 6263 Poplar Avenue, Suite #1103, Memphis, Tennessee 38119**. All receipts will be returned to Leonard's widow, Edith Ferguson to offset the costs incurred in the publication of the *Heritage Series*.

Meridian Formation of a New SIOP Interest Group

Jeffrey Worst
Booz•Allen & Hamilton Inc.

With borders dissolving and capitalism on the rise, business publications are replete with articles on the newly emerging global economy. In a recent one page memo from our CEO to the troops, the term "globalization" occurred approximately 10 times. Many businesses are reporting a long-term rise in profits from their overseas business activities and see potential for much greater growth abroad than domestically. These changes in the business climate will undoubtedly have an impact on the practice of I/O psychology in organizations.

At the last SIOP meeting in Miami Beach, a roundtable was held entitled "International Personnel Research: What Does I/O Psychology Have to Offer?" and was attended by approximately 35 people. The roundtable was co-chaired by Mirian Graddick of AT&T and Jeffrey Worst of Booz•Allen & Hamilton Inc. Jeffrey and Mirian briefly presented the results of a survey of international personnel managers regarding their current needs. Most of the roundtable was spent discussing international research projects participants had been involved in and the logistical and methodological difficulties of conducting research abroad. By the end of the roundtable, the group came to consensus on two general issues: (1) firms should work together for funding international personnel research to dilute the high costs and resolve many of the methodological problems; (2) an interest group should be formed within SIOP of people interested in international personnel research.

The purpose of this notice is to announce that action has taken place on the second issue and a new SIOP interest group has been formed for people interested in the selection, development, and management of personnel working abroad. Following the lead of other interest groups such as Mayflower, this group will be named Meridian. The only qualification for membership is an interest in international personnel management. If you would like to join Meridian and receive a membership list, please write or call: Dr. Jeffrey Worst, Booz•Allen & Hamilton Inc., 4330 East West Highway, Bethesda, MD 20814, (301) 951-2933.

Call for Award Nominations

The Organizational Behavior Division of the Academy of Management announces its annual call for nominations for its "Outstanding Publication in Organizational Behavior Award." The award will be presented to a publication appearing during the 1990 calendar year in recognized outlets that are generally available to division members. **Recipients of the award need not belong to the Academy of Management.**

The "Outstanding Publication in Organizational Behavior Award" is given for the most significant contribution to the advancement of the Organizational Behavior field. Theoretical and empirically-based research publications are eligible.

Each Academy of Management member may nominate one publication for the award, but no member may nominate more than one publication. Nominations should be made in writing and must 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. **To receive consideration, material must be postmarked no later than March 30, 1991.**

The recipient of the award will be announced at the August 1991 Academy Meeting during the OB Division's business meeting and will be presented a certification of recognition.

All nominations should be sent to: (Until December 31, 1990) Susan E. Jackson, Department of Psychology, 6 Washington Place, New York University, New York, NY 10003. (After January 1, 1991) Susan E. Jackson, Department of Psychology, 3210 Tolman Hall, University of California, Berkeley, CA 94720.

Announcing the Journal of Engineering and Technology Management JET-M (Elsevier)

JET-M is an international scholarly refereed and research-based Journal with the aim of advancing theory, research, and practice of technology and innovation management. Providing readers with a source of information needed to develop their knowledge and skills in managing technology is the primary purpose of the Journal. The Journal is a quarterly publication published by Elsevier (The Netherlands).

The content deals with issues of broad interest and value to both re-

searchers and professional managers cutting across all engineering and science disciplines in all job functional specialties in business, industry and governmental enterprises. The Journal covers not only R&D, but also the managing of process, product, and information technologies.

Manuscripts are invited on all aspects of the organization and management of technological innovation, technology and strategy, strategic integration, technological entrepreneurship, human resource management, technological forecasting, and other related topics.

Manuscripts should be submitted in quadruplicate to: **Michael K. Badaway, Editor-in-Chief, Journal of Engineering and Technology Management, Virginia Polytechnic Institute and State University, 2990 Telestar Court, Falls Church, VA 22042, U.S.A. (703-698-6092).** Further information concerning submissions and individual or institutional subscriptions may be obtained from the Editor.

The Human Resource Planning Journal

The *Human Resource Planning Journal* would like to invite you to submit original articles for possible publication. The *Journal* is published quarterly by the Human Resource Planning Society which is made up of over 1,800 senior level human resource practitioners, consultants and academics.

The *Journal* publishes articles representing leading-edge theory, research, and practice in strategic human resource management (HRM). It focuses on those HRM practices that contribute to the achievement of business strategy and organizational performance. Topics of interest to the *Journal* include: the role of HR professionals in strategy development; measuring the effectiveness of HRM practices; designing and implementing organizational structures, executive development programs, compensation, succession/career planning, and performance management systems; and managing corporate restructuring, strategic alliances, international operations, and corporate entrepreneurship.

If you would like to submit an article, or if you would like further information on the editorial policy and publishing guidelines, please contact: **David M. Schweiger, Editor, HRPJ, College of Business Administration, University of South Carolina, Columbia, SC 29208.**

Call for Research Proposals

Small grants are available from the Human Resource Planning Society to support research projects on five broad human resource management issues. The issues are:

—Integrating human resource strategic thinking with the total business:

- Assuring impact on the bottom line
- Developing innovative management of people programs
- Defining what HR executives actually do day to day.

—Succession planning and development of senior management talent.

—Managing organizations in turbulent environments:

- Mergers and acquisitions
- "Right sizing"
- Changing technologies
- Increasing international competition

—Managing people to build competitive advantages:

- Quality
- Productivity improvement
- Employee participation
- Integration of new technologies

—Staffing, critical skills shortages, and changing labor markets.

Grants ranging from \$2,000 to \$5,000 are available to support research that will be completed and delivered in 1990. These funds may not be used to support salaries. The Research Committee is willing to consider proposals which are part of a larger study. Guidelines for preparing HRPS research proposals may be obtained from: **Mr. Normand W. Green, Vice President, Boyden International, 55 Madison Avenue, Morristown, NJ 07960, (201) 267-0980.**

Social Science Research Council

The **Social Science Research Council** offers four fellowship and grant programs to support research on the urban underclass in the United States. Topics which explore the relationship between the degree of concentration of poverty and developmental trajectories, as mediated through social networks, formal and informal resources, and child

management practices are especially encouraged. Undergraduate Research Assistantships, Dissertation Fellowships, The Summer Dissertation Workshop for Minority Students, and Postdoctoral grants will be offered in 1991. **Application deadline: January 10, 1991.**

For further information, please contact: **Social Science Research Council, Research on the Urban Underclass, 605 Third Avenue, New York, NY 10158, (212) 661-0280.**

APA/NIOSH to Convene National Conference "Work and Well-Being: An Agenda for the 90's" Update

The American Psychological Association, in conjunction with the National Institute for Occupational Safety and Health (APA/NIOSH) will convene an interdisciplinary conference to develop an implementation plan for the prevention of psychological disorders in the workplace. The conference, sponsored by a grant from The Centers for Disease Control, will be held November 15-17, 1990, at the Ramada Renaissance Hotel in Washington, D.C.

The purpose of the conference is to address the prevention of psychological disorders such as anxiety, depression, maladaptive behavior, and substance abuse in the workplace. More specifically, the conference will:

- (1) examine model programs currently in operation;
- (2) examine current research on intervention effectiveness; and
- (3) facilitate dialogue and problem-solving between private industry, government, labor, academia, human resource managers, employee assistance personnel and other concerned individuals.

In addition, the conference will develop action plans for implementing the NIOSH strategies for the Prevention of Psychological Disorders and stress in the workplace. Three expert panels will convene in the areas of:

- Job design to improve working conditions
- Surveillance of psychological disorders and risk factors
- Health promotion to improve psychological health service for workers (Information dissemination, education and training will cross-cut each of the three foci.)

Chairs for the panels are:

- Frank Landy, Ph.D., Pennsylvania State University;
- Stanislav Kasl, Ph.D., Yale University and
- James Quick, Ph.D., University of Texas, Arlington, respectively.

J. Donald Miller, M.D., Assistant Surgeon General, Director, National Institute for Occupational Safety and Health will address the emergence of stress and psychological disorders in the workplace as an important occupational safety and health concern. Lennart Levi, M.D., Ph.D., Professor and Chair, Department of Stress Research/World Health Organization Psychosocial Centre, Karolinska Institutet, Stockholm, Sweden, will speak on the "Psychosocial Occupational Environment and Health—Concept, Research Results and Application—A Swedish Perspective."

For more information on the conference, please contact the **Public Interest Directorate, (202) 955-7754/84.**

Call for Nominations for the Editor of Developmental Psychology

The Publications and Communications Board of the American Psychological Association has opened nominations for the editorship of *Developmental Psychology* for the years 1993-1998. Ross D. Parke, Ph.D., is the incumbent editor. Candidates must be members of APA and should be available to start receiving manuscripts early in 1992. Please note that the P&C Board encourages more participation by women and ethnic minority women and men in the publications process and would particularly welcome such nominees. Submit nominations by January 15, 1991, to the chair of the search committee: **Norman Abeles, Ph.D., Chair, Search Committee, Department of Psychology, 129 Psychology Research Building, Michigan State University, East Lansing, MI 48824-1117.**

Other members of the search committee are: Frances D. Horowitz, Ph.D., Anne Pick, Ph.D., Alexander W. Siegel, Ph.D., Sheldon White, Ph.D.

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series editors University of Maryland

Applying Psychology in Business

The Handbook for Managers and Human Resource Professionals
John W. Jones, London House, Inc. / SRA, Brian D. Steffy, Franklin and Marshall College, and Douglas W. Bray, Development Dimensions International, editors

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This outstanding book critically appraises a wide variety of issues concerning work and poses many provocative questions about the validity of traditional approaches to both the study of work values and the management of workers.
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Forewords by Philip Kotler, Northwestern University, and Jan Carlzon, Scandinavian Airlines System

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Service Quality

Multidisciplinary and Multinational Perspectives

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Foreword by Jan Carlzon, Scandinavian Airlines System

A fascinating look at what is known about the quality of service and the delivery of service.
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The Processes of Technological Innovation

Louis G. Tornatzky and Mitchell Fleischer, Industrial Technology Institute

A comprehensive, readable overview of the latest theory and research on technological innovation.
0-669-20348-3 320 pages \$44.95

Update—Graduate Training Programs in Industrial/Organizational Psychology and Organizational Behavior

The following programs wish to be added to the listing of graduate training programs or have a change they wish noted. Please place a copy of these additions and corrections in your booklet. Future copies of the current booklet (1989) will contain a slip sheet with these changes.

Industrial/Organizational Programs:

1. **The California School of Professional Psychology**—offers a PsD. in I/O Psychology. Please write to the following person for details:

Dr. Mary Beth Kenkel
California School of Professional Psychology
1350 M. St.
Fresno, CA 93721

2. **The Claremont Graduate School**—has significant changes to its listing. Please contact the following person for details:

Dr. Dale Berger, Chair
Psychology Department
The Claremont Graduate School
Claremont, CA 91711
(714) 621-8084

3. **Springfield College**—offers a Ph.D. in I/O psychology. Please contact the following person for details:

Dr. Barbara Mandell
Department of Psychology
Lockland Hall
Springfield College
Springfield, MA 01109

4. **Mankato State University**—offers a Master's degree in I/O psychology. Please contact the following person for details:

Dr. Daniel A. Sachau
Director of the I/O Master's Program
Department of Psychology
Mankato State University
Mankato, MN 56001

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5. **The University of Southern Mississippi**—offers a Ph.D. in I/O psychology. Please contact the following person for details:

Dr. Ernest B. Gurman
Director of I/O Training
Department of Psychology, Box 5025
The University of Southern Mississippi
Hattiesburg, Mississippi 39406-5025

6. **Cornell University—New York School of Industrial and Labor Relations**—needs two corrections noted: a) They are in the New York School of Industrial and Labor Relations (*not* the Business School) and b) their deadline dates for applications are October 15 for the spring semester and January 15 for the fall semester.

7. **Wright State University**—offers a Master's degree in I/O psychology. Please contact the following person for details:

Dr. Joan Rentsch
Area Leader, I/O Psychology
Department of Psychology
Wright State University
Dayton, Ohio 45435

8. **Xavier University**—offers a Master's degree in I/O psychology. Please contact the following person for details:

Chairman
Department of Psychology
Elet Hall
Xavier University
Cincinnati, Ohio 45207
(513) 745-3531

9. **The Pennsylvania State University** needs the following correction made. Their deadline date for applications is **January 15**.

10. **West Chester University**—offers a Master's degree in I/O psychology. Please contact the following person for details:

Dr. Philip K. Duncan
Department of Psychology
West Chester University
West Chester, PA 19383

11. **Clemson University**—offers a Master's degree in I/O psychology. Please contact the following person for details:

Dr. Fred Switzer
Department of Psychology
Clemson University
114 Brackett Hall
Clemson, SC 29634-1511
(803) 656-4980

Organizational Behavior Programs:

1. **Purdue University**—offers a Master's degree in industrial and labor relations. Please contact the following person for details:

Dr. Michael Campion
Krannert Graduate School of Management
Purdue University
West Lafayette, IN 47907
(317) 463-1993

2. **Harvard University**—requests the following changes: a) they graduated their first Ph.D. in 1989, b) they have 26 full-time and no part-time faculty, c) they have 23 full-time students and no part-time students and d) in 1986-87, five students were offered admissions out of 85 applications and five enrolled.

ADVERTISE IN TIP

If you have written a book, offer a product or service, or have a position opening in your organization, advertise in **TIP**. **TIP** is the official newsletter of the Society for Industrial and Organizational Psychology. **TIP** is distributed four times a year to more than 2,500 Society members, who include academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders in the American Psychological Association and American Psychological Society, and individual and institutional subscribers.

For more information contact the **TIP** Business Manager:

Michael K. Lindell
Department of Psychology
129 Psychology Research Building
Michigan State University
East Lansing, MI 48824-1117
Phone: 517-353-8855

Proposed Policy Guidance on the General Aptitude Test Battery

The General Aptitude Test Battery (GATB), used by state employment agencies for selection and career counseling, has become the center of controversy over the use of within-group scoring methods. In response to criticisms of the within-group scoring methods, designed to reduce adverse impact against protected groups, the Department of Labor (DOL) will be discontinuing the use of the GATB for employment selection purposes for a two-year period during which extensive research of the test will be conducted. During this period, the GATB may still be used as a career counseling device on a voluntary basis, or at the request of the individual. The research plan addresses recommendations made by the National Academy of Science (NAS) following their intensive study of the GATB.

The Employment and Training Administration of DOL has released its proposed policy guidance on the GATB for public review and comment. Released in the July 24 Federal Register, Vol. 55, No. 142, page 30162, comments to the statement are requested by August 23, 1990. The final statement and subsequent discontinuation of the GATB are scheduled for 90 days following the release of the proposed statement (or October 23). The American Psychological Association will be submitting comments on the proposed guideline and urges its membership with expertise in this area to also submit comments on behalf of their institutions or as individuals. Please send a copy of any comments you may develop to: **Dianne C. Brown, American Psychological Association, 1200 Seventeenth Street, N.W., Washington, D.C. 20036.**

Conference Announcement: Team Decision Making in Organizations

The Department of the Navy, SIOP, and the University of Maryland are sponsoring a conference on team decision making in organizations to be held at the University of Maryland January 24-25, 1991.

Teams, including tactical teams at the core of an organization's mission, support groups, and management teams, increasingly are essential

units in organizations. Making decisions is a key activity for many such teams. This conference will bring together invited researchers from diverse backgrounds to present current knowledge about team decision making in organizations and to set an agenda for further research and practice.

The conference will concern many issues essential to a modern understanding of team decision making. These include (but are not limited to) the role of electronic communication and situations, information use in social settings, how organizational context affects team decision making, how various training and other interventions can be applied to improve team decision making, and what new methodologies exist for studying decision making in teams.

Additional information about the conference can be obtained by contacting **Richard A. Guzzo, Department of Psychology, University of Maryland, College Park, MD 20742, (301) 405-5928.**

CORRECTIONS TO:

GRADUATE TRAINING PROGRAMS IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY AND ORGANIZATIONAL BEHAVIOR

The Society recently completed a survey of graduate training programs and sent them to all members, participating programs, and all undergraduate and graduate psychology programs in the U.S. We have already received a variety of requests for corrections and additions to the publication. We currently have printed a number of the booklets but plan to add a sheet that makes corrections and adds programs that may have been missed. We will also publish (in a future edition of **TIP**) these corrections and additions.

If you have changes that need to be made or a program that was overlooked, please contact **Ronald G. Downey, Planning and Evaluation Services, 215 Fairchild, Kansas State University, Manhattan, KS 66506. Tel: 913-532-5712.** Please pass this on to any other programs or people who may need this information.

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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 write Ilene Gast at Room 6462, OPRD, U.S. Office of Personnel Management, 1900 E Street, NW Washington, DC 20415, or call (202) 606-0388, or FAX entries to (202) 606-1399.

1990

- Oct. 5-9 32nd Annual Conference of the Military Testing Association. Orange Beach, Alabama. Contact Mr. Donald Lupone, MTA 90 Program Committee Chairperson (904) 452-1777 (AUTOVON 922-1777).
- Oct. 8-12 Annual Conference of the Human Factors Society. Orlando, FL. Contact: Lynn Stother, The Human Factors Society, (213) 394-1811.
- Oct. 11-12 Fall Conference of the Personnel Testing Council of Southern California. Contact: Dr. Calvin Hoffman, (213) 265-5323.
- Oct. 14-18 IPMA International Training Conference and Exposition. Atlanta, GA. Contact: IPMA (703) 549-7100.
- Oct. 17-19 American Society for Training and Development Technical and Skills Training Conference. Baltimore, MD. Contact: Mary Ryan, ASTD: (703) 683-8188.
- Oct. 17-20 Annual Convention of the American Evaluation Association. Washington, DC. Contact: Robert B. Ingle, Program Chair, (414) 229-5173.
- Nov. 11-14 International Conference on Measurement Errors in Surveys. Tucson, AZ. Contact: Lee Decker, Am. Stat. Assn., (703) 684-1221.
- Nov. 15-17 APA/NIOSH Conference "Work and Well-being: An Agenda for the 90's." Washington, DC. Contact: APA Public Interest Directorate, (202) 955-7754/84.
- Nov. 30-Dec. 1 Educational Testing Service Conference on "Construction vs. Choice in Cognitive Measurement." Princeton, NJ. Contact: Ms. Terri Stirling, ETS, (609) 734-1550.

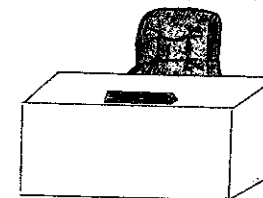
1991

- Mar. 23-27 Annual Conference of the American Society for Public Administration. Washington, DC. Contact: ASPA, (202) 393-7878.

- Apr. 1-6 29th Annual National Society for Performance and Instruction (NSPI) Conference. Los Angeles, CA. Contact: National Headquarters, NSPI, (202) 861-0777.
- Apr. 3-7 Annual Convention, American Educational Research Association. Contact: AERA, (202) 223-9485.
- Apr. 4-6 Annual Convention, National Council on Measurement in Education. Chicago, IL. Contact: NCME, (202) 223-9318.
- Apr. 25-28 Sixth Annual Conference of the Society for Industrial and Organizational Psychology. St. Louis, MO. Contact: Ronald Johnson, Chair: (703) 231-6152.
- May 19-23 Annual Conference of the American Society for Training and Development. San Francisco, CA. Contact: Mary Ryan, ASTD, (703) 683-8188.
- June 13-17 Annual Convention of the American Psychological Society. Washington, DC. Contact: APS.
- June 23-26 Annual Conference of the Society for Human Resource Management (formerly the American Society for Personnel Administration). Cincinnati, OH. Contact: SHRM, (703) 548-3440.
- June 23-27 Annual Conference of the International Personnel Management Association Assessment Council. Chicago, IL. Contact: Ellen Young, IPMA, (703) 549-7100.
- July 15-20 International Ergonomics Association 11th Congress. Paris, France. Contact: Mme. J. Monnier, Secretariat IEA 91, Laboratoire d'Ergonomie et Neurophysiologie du travail, 41, rue Gay-Lussac F-75005 Paris (France), FAX (33) 1.47.07.59.01.
- Aug. 16-20 Annual Convention of the American Psychological Association. San Francisco, CA. Contact: APA, (202) 955-7705.

Positions Available

Michael K. Lindell



RENSELAER POLYTECHNIC INSTITUTE. Chair, Department of Psychology. Active department with excellent research facilities seeks an outstanding colleague (qualified for appointment as Full Professor) in Industrial/Organizational, Human Factors, or closely related area for this position. Requirements include (1) substantial publication record, (2) evidence of strong commitment to both undergraduate and graduate education, (3) Ph.D. in I/O, Human Factors, or closely related field. Applications from qualified minority candidates and women are *especially invited*. Please send Vita and three letters of recommendation to: **Dr. David B. Boles, Chairperson Search Committee, Department of Psychology, RPI, Troy, NY 12180-3590.**

TENURE TRACK POSITION IN INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY. The Department of Psychology of The Pennsylvania State University has a tenure-track opening for an industrial/organizational psychologist, beginning Fall 1991, to join the four current program faculty. The position is most likely to be filled at the beginning assistant professor level but candidates at other levels are encouraged to apply. Applications are welcomed from candidates with research and teaching interests in any area of industrial/organizational psychology. The position requires both undergraduate and graduate teaching, the supervision of graduate student research, and the development of a productive research program, including scholarly publication. Candidates should send an application letter, vita, three letters of reference, and reprints to: **Dr. Rick Jacobs, I/O Search Committee, Department of Psychology, Penn State University, University Park, PA 16802.** Deadline: December 1, 1990, or until a suitable candidate is found. Women and minorities are especially encouraged to apply. Penn State is an Affirmative Action/Equal Opportunity Employer.

I/O PSYCHOLOGIST AND I/O GRADUATE INTERN. The Dow Chemical Company, in Midland, Michigan, is seeking a Ph.D., I/O Psychologist and a Graduate intern for employment in a corporate setting.

I/O PSYCHOLOGIST—Position for a Ph.D. psychologist with training/experience in attitude research, selection test development and validation, organizational effectiveness, statistical analysis, and research design. Outstanding interpersonal and communication (verbal and written) skills are essential as are consulting skills and the ability to relate effectively with all levels of management.

I/O Graduate Intern—Full-time internship to start immediately or January, 1991. Length of stay is negotiable (6 month minimum). Qualified candidates should have completed 3 years of graduate work (A.B.D. preferred), possess expertise in statistics in a microcomputer environment, and have strong general problem solving skills.

Please send your resumé along with a letter of interest and salary requirements to: **Technical Recruiting, Department MD1, Dow U.S.A., 1801 Building, Midland, MI 48674.** An Equal Opportunity Employer.

RESEARCH INTERNSHIP OPPORTUNITY. International Survey Research (ISR) Corporation, one of the largest international survey firms in the world, is seeking a post-masters I/O graduate student for a six-month research internship at its Chicago location beginning in January 1991. ISR conducts employee attitude, senior management, and special-focus surveys for leading corporations worldwide. The position provides an exceptional opportunity to conduct applied research, assist with various aspects of the survey process, and gain insight into the business environment of a leading consulting firm.

Qualified applicants should possess strong research, written communication, and interpersonal skills. Expertise in using SPSS to conduct analyses of large databases is also required.

Interested graduate students are invited to submit a cover letter, vita, and two letters of recommendation by October 31, 1990 to: **Keith Lykins, Ph.D., International Survey Research Corporation, 303 East Ohio Street, Chicago, IL 60611.** ISR is an equal opportunity employer.

SURVEY DIRECTOR. Prestige, rapid growth International consulting firm seeks highly qualified individual to assume responsibility for managing client engagements. ISR specializes in employee and management attitude surveys for world-class multinational companies. A Survey

Director manages all aspects of the survey process, from client-specific questionnaire design through to final report presentation and monitoring of follow-up. Approximately 50% travel is required.

The candidate should possess the following: Ph.D. in the behavioral sciences, successful business experience, exceptional interpersonal skills, fluency in Spanish, French, or German desirable. Exceptional salary and benefits. Send resumé to: **Search Director, International Survey Research Corporation, 303 E. Ohio, Chicago, IL 60611.**

I/O PSYCHOLOGIST. MidSouth Human Resources consulting firm seeks masters level Psychologist with experience in general consulting, training, assessments, validation, client development and management. Requires 5+ years Industrial/Organization experience and a willingness to travel. Send resumé/vita to: **FJA, 2744 Mt. Moriah Parkway, Memphis, TN 38115.**

THE DEPARTMENT OF PSYCHOLOGY at Bowling Green State University is seeking candidates to fill two positions. The first position is an endowed chair as an Eminent Scholar in Industrial-Organizational Psychology. The second is an anticipated opening for an I-O psychology faculty position (rank open). We expect to fill both positions for the 1991-92 academic year. Department includes 36 faculty members, currently including four I-O psychologists, and offers numerous opportunities for cross-specialization collaboration. Teaching and research facilities are excellent.

EMINENT SCHOLAR IN I-O PSYCHOLOGY. The eminent scholar position is a recently awarded endowed chair from the State of Ohio to enhance exceptional graduate programs. A strong candidate for this position should be an outstanding scholar in the field of I-O psychology who can enhance the research and teaching missions of our I-O program as well as the program's ability to attract additional external funding. Area of specialization is open. Teaching and graduate student supervision responsibilities are negotiable and benefits and support are excellent. This position opening will remain open until the position is filled. To ensure fullest consideration, please send complete vitae by December 1, 1990, to **Eminent Scholar Search Committee, Department of Psychology, Bowling Green State University, Bowling Green, OH 43403.**

FACULTY POSITION IN I-O PSYCHOLOGY. A strong candidate for the I-O faculty position should have an established research and publication record or demonstrated potential for developing a research

program. Candidates should have a Ph.D. in I-O psychology; area of specialization is open. Responsibilities include teaching undergraduate and graduate courses in I-O psychology and supervising master's and doctoral level students. Salary and rank are negotiable based on qualifications. This position opening will remain open until the position is filled. To ensure fullest consideration, please send complete vitae, representative publications, and three letters of recommendation by December 1, 1990 to: **I-O Faculty Search Committee, Department of Psychology, Bowling Green State University, Bowling Green, OH 43403.**

Bowling Green State University is an Affirmative Action/Equal Opportunity Employer.

PERSONNEL RESEARCH MANAGER. The Prudential is currently seeking a Personnel Research professional for its Corporate Human Resources Department. Responsibilities include: managing company-wide attitude survey programs; assisting business units or Human Resources Executives in conducting tailored surveys; conducting test validation studies; managing research projects on a variety of Human Resources issues, including performance appraisals, executive development, compensation, and assessment; and supervising the technical and clerical supporting staff. Candidates must have a Ph.D. in I/O or OB, and strong skills in multiple regression/correlation skills, as well as experience in a business environment, are also essential. Please send your resumé including salary requirements to: **Dr. Philip J. Manhardt, Director, Personnel Policies & Research, The Prudential, 751 Broad Street, 17th Floor, Newark, NJ 17102-3777.** Equal Opportunity 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 January and July.

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. Ex-

pertise 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: **Dan Whitenack, Ph.D., Human Resources Research, BellSouth Corporation, 1155 Peachtree Street, N.E., Room 13D03, Atlanta, Georgia 30367-6000.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. Wells Fargo Bank is actively seeking an industrial/organizational psychologist to develop creative and innovative solutions to a variety of human resource and organizational issues. Specific areas include job analysis, job design, selection procedures, opinion surveys, culture studies, and human resource planning.

Your qualifications should include a Ph.D. in Industrial & Organizational Psychology or related field and two to five years of corporate experience. Strong communication, consulting, and statistical skills as well as a practical, results orientation are essential. Salary is competitive and dependent upon qualifications.

Qualified applicants should send a resumé and references to: **Patrick Shannon, Ph.D., Vice President & Manager, Staff Analysis, Wells Fargo Bank, 394 Pacific Avenue, #0107-035, San Francisco, CA 94163.** An Equal Opportunity Employer M/F/D/V.

PERSONNEL RESEARCH INTERNSHIP. Southwestern Bell Telephone Company, a leading telecommunications company, is currently seeking applications for a Pre-Doctoral (third or fourth year) Industrial/Organizational Psychology internship. This position will provide an excellent opportunity to gain experience in a major corporation and become part of a team consisting of three I/O Psychologists and a research assistant. Research projects may include conducting job analyses, analyzing test validation data, constructing selection tests and writing technical reports. Strong written and oral communication skills are essential. Expertise in SAS in the TSO computer environment is highly desirable. This is a 6-month, full-time position beginning January, 1991. Qualified applicants should be enrolled in an I/O Psychology doctoral program, and have completed a Master's degree or equivalent. Interested students are invited to send a resumé and two letters of recommendation to: **Joseph Gier, Ph.D., Southwestern Bell Telephone Company, 1010 Pine Street, Room 1305, St. Louis, Missouri 63101.**

INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGY. The Ohio State University Department of Psychology announces a tenure-track position at the Assistant Professor level in the I/O program effective Autumn, 1991. Preference will be given candidates with excellent research credentials who a) possess strong expertise in one or more of the related fields of COGNITIVE, QUANTITATIVE, OR SOCIAL psychology and b) have a clear commitment to the study of behavior in an organizational context. Areas of particular interest are decision and group processes (including bargaining, negotiations, mediation, and conflict resolution), social attitudes, social cognition, performance modeling, formal models of complex behavior in organizations, and psychometrics and measurement theory. However, the specific area is less important than the degree of commitment to a program of basic research on issues relevant to either individual or group behavior in organizations. In addition to their research, candidates will be expected to contribute to the program both at the advanced undergraduate and graduate levels of instruction. Applicants should send a vita, a cover letter noting their current scholarly interests and three letters of recommendation to: **Dr. Robert Billings, Chair, I/O Search Committee, Department of Psychology, The Ohio State University, Columbus, Ohio 43210.** To receive full consideration, materials should be posted by November 30, 1990. An Equal Opportunity Employer.

I/O PSYCHOLOGIST (2). Entrepreneurial Human Resources consulting firm seeks doctoral level Industrial/Organizational Psychologists with small practices wishing to affiliate with and manage larger firm office in Princeton, NJ, or Atlanta, GA. Applicants should have experience in general consulting, management training, assessment writing, validation and client development. Requires 5+ years Industrial/Organizational experience and a willingness to travel. Business, computer/statistics skills a plus. Send resumé/vita to: **FJA, 2744 Mt. Moriah Parkway, Memphis, TN 38115.**

CONSULTANT OR SENIOR CONSULTANT. Personnel Designs, Incorporated is a full-range human resources consulting firm with offices in Detroit, Houston, Stanford, and Hartford. Across the office, 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.**

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