

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

TIP

Editor:

Kurt Kraiger

Department of Psychology, Box 173

P.O. Box 173364

University of Colorado at Denver

Denver, CO 80217-3364

Phone: 303-556-2965

FAX: 303-556-3520

Editorial Board:

Thomas Baker

James C. Sharf

Charmine Hartel

Karen May

Adrienne Colella

Robert Most

Kerry A. Burgess

The Industrial-Organizational Psychologist is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. It is published quarterly in July, October, January, and April. Circulation is approximately 4500, which includes the membership of the Society; all APA officers, board members, Division presidents, and newsletter editors; graduate students in Industrial Organizational Psychology and Organizational Behavior programs; and individual and institutional subscribers. Opinions expressed are those of the writers and do not necessarily reflect the official position of the Society for Industrial and Organizational Psychology unless so stated.

Manuscripts and News Items:

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

Printed By:

Stoyles Graphic Services, Lake Mills, Iowa 50450.

Deadlines for each issue are:

July issue—May 15 deadline

October issue—Aug. 15 deadline

January issue—Nov. 15 deadline

April issue—Feb. 15 deadline

Advertising and Positions Available:

Advertisements, ranging from one-half to two pages, and Position Available announcements may be arranged through the **SIOP Administrative Office**. Deadlines for the placement of ads and announcements generally conform to the publication deadlines printed on this page. Details and rate information are shown on the last page of this issue. For further information or ad placement, contact the **TIP Business Manager** at the **SIOP Administrative Office**.

Subscriptions and Address Changes:

Subscription to **TIP** is included with membership in the Society, including student affiliates. Subscriptions for non-members are available at \$20 per volume year for individuals and \$30 for institutions, payable in U.S. currency. All subscriptions begin with the July issue. For further information about Society membership or **TIP** subscription, contact the **SIOP Administrative Office**.

Address changes, corrections for all Society members and **TIP** subscribers, and other business items should be directed to:

SIOP Administrative Office
657 East Golf Road, Suite 309
Arlington Heights, IL 60005
Phone: 708-640-0068

Leaders in Measurable Change for Twenty Years

The **Clark Wilson Group** provides multi-level, competency-based feedback surveys in five series.

Quality

- *Quality Values in Practice* (QVIP) to assess readiness of units, departments and the total organization

Leadership

- *Executive Leadership* (EXEC) strategic foresight and oversight
- *Leadership Practices* (SLP) vision, influence and drive for change
- *Influencing Others* (IO) leadership skills for specialists

Management

- *Management Practices* (SMP) for basic managerial competencies plus interpersonal relations
- *Peer Relations* (SPR) basic organizational skills for specialists
- *Working With Others* (WWO) for pre-supervisory skills
- *Coaching Practices* (CCH) for coaching and appraising skills

Teams

- *Executive Teams* (XT) for top management coordination
- *Our Team* (OT) for negotiating and conflict resolution skills
- *My Team Mates* (MTM) for individuals' teaming skills

Sales

- *Sales Management Practices* (SSMP) the SMP for field sales managers
- *Sales Relations* (SSR) feedback from customers and prospects on probing and presentations skills of sales representatives

Our surveys are supported by action planning guides and experiential workshops. We customize to meet your needs.

Our materials have demonstrated validity. They are competency-based and designed as teaching tools. HR professionals may qualify for one survey and readily transfer to the others.

THE
CLARK WILSON GROUP
INCORPORATED

Leading Publisher of Competency-Based Development Materials Since 1973

1320 Fenwick Lane • Suite 708 • Silver Spring, Maryland • 20910 • USA
301.587.2591 • 800.537.7249 • Fax 301.495.5842

COMMENTS

by Tom Ramsay

PROBLEM: Due to protracted negotiations in signing a labor agreement with an international union, a manufacturing company had not developed tests to assist in staffing a new facility due for start-up in 6 months.

SOLUTION: Using a content-related validation model and subject-experts from management of the new facility, we devised a test battery in two weeks. Tests were based upon the training program and job requirements using a basic skills battery (reading, inspection and measurement, oral directions, and arithmetic).

SUGGESTION: If you are caught with a short timeframe and require either basic skills tests or technical knowledge tests, we have two helpful elements: (1) a technology to generate knowledge, skills and abilities; and (2) a database of technical test questions and basic skills tests of known reliability and item characteristics.

RAMSAY CORPORATION

Boyce Station Offices
1050 Boyce Road
Pittsburgh, PA 15241-3907
Phone: (412) 257-0732
Fax: (412) 257-9929

THIS IS TIP

A user-friendly guide to this issue of **TIP**

More Society News, see:

- President's Message, pages 5-8.
- Frontiers Series update, page 59.
- SIOP Executive Committee Highlights, pages 53-55.

Or, If You Always Wanted to Get More Involved...

- Call for Nominations, 1995 Awards on pages 19-29.
- TIP Fax Poll appearing on pages 16-17.

Students Who are Entering the Job Market Should Check Out:

- The Student Network, pages 61-65.

Ever Wonder What it Takes to Become a SIOP Fellow?

- You won't after reading Dick Jeanneret's report on pages 31-34.

Practitioner Issues are Highlighted in:

- Allen Church's dialogue on ethical dilemmas, pages 67-74.
- Tom Baker's Practice Network beginning on pages 43-54.

For a Fascinating Look at Women, Power, and the Vietnam Economy:

- Read the interview with Madame Nguyen Minh Hoa on pages 37-42.

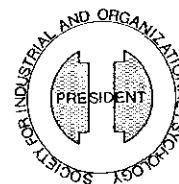
FEATURES

Page

SIOP Conference '94: Southern Hospitality in Nashville by Jeffrey J. McHenry	9
1994 APA Convention by Ann Marie Ryan	13
Call for Nominations and Entries: 1995 Awards of the Society for Industrial and Organizational Psychology	19
Fellowship Committee Report: Criteria for Election as a Society Fellow by Dick Jeanneret	31
An Interview with Madame Nguyen Minh Hoa: Vietnam's Move to a Market Economy and the Impact on Women in the Work Place by Linda K. Stroh and Leslie E. Dennis	37
From Both Sides Now: Ethical Dilemmas in I/O Psychology by Allan H. Church	67
Integrating "I" and "O" in Organizational Diagnosis: Professional Practice Series Publishes its Fourth Volume	74

DEPARTMENTS

President's Message by Paul R. Sackett	5
IOTAs by Kurt Kraiger	15
TIP Fax Poll by Adrienne Colella	16
Practice Network by Thomas G. Baker	43
SIOP Executive Committee Highlights by Nancy T. Tippins	53
Frontiers Series by Sheldon Zedeck	59
The Student Network by Kerry A. Burgess	61
SIOP Calendar	59
Upcoming Conferences and Meetings	77
Calls and Announcements	83



A Message From Your President

Paul R. Sackett

I'd like to use this final column before passing the gavel on the **Wally Borman** to offer a brief summary of the past year's activities: sort of a "State of the Society" message. Details about each of the activities and issues discussed below can be found in this and other recent issues of **TIP**.

New Initiatives

This was a "quiet" year, in the sense that we were not forced to devote a lot of our time and energy to reacting to external events, such as major new legislation. We were able to turn our energies to the internal operations of the Society, and we undertook a number of new initiatives in this area:

Communications. One important theme was improved communication with members. We made some changes in **TIP**, including a "user-friendly guide" to each issue and a new column by our Secretary, **Nancy Tippins**, summarizing activities and decisions made at executive committee meetings. We are currently considering ways of getting information to members more frequently than **TIP**'s 4-issue per year publication schedule permits, and are exploring an electronic mail network. We issued a second edition of our membership directory, and began collecting information for an expanded third edition.

Ethics. The Executive Committee voted to adopt the APA Ethical Code of Conduct as our code of ethics, and proposed a by-laws change to this effect. SIOP had been involved in the 1992 revision of the APA code, and we felt comfortable endorsing it as applicable to our members. We view the code as aspirational and do not plan an enforcement mechanism. Also, the 1992 revision of the APA code creates a need for a revision of the Society's Ethics Casebook, and **Ron Johnson**'s Professional Affairs Committee is beginning work on a revision.

Fellowship. We are working to clarify the criteria for fellowship in the Society, with particular interest in routes to fellowship other than an academic publication record. **Dick Jeanneret**'s Fellowship Committee has prepared a statement on fellowship criteria, including an illustrative set of benchmarks.

History. **Frank Landy** headed a task force which offered recommendations for developing archival records of the Society's activities and for taking an active role in the history of our field through activities like preserving

important historical documents and videotaping interviews with leaders in the field. The Executive Committee will act on these recommendations this spring.

Licensure. **Jay Thomas**, chair of the State Affairs Committee, is chairing a task force to consider possible Society responses to a changing licensure scene. I have asked the task force to address a number of questions: Do events since the 1991 decision to retain SIOP's historical position on licensure make the SIOP position less tenable? If it were concluded that change is necessary, what should be the direction of the change? Can we offer an approach to evaluating I/O psychologists' candidacy for licensure? Can we do so in a way that is consistent with our long-standing position what we value flexibility in graduate training? Can we do so in a way that deals effectively with the fear that cooperation with licensure efforts is the first step toward unwanted accreditation of I/O programs?

Diversity. We are experimenting with a matrix structure in which members of a Diversity Task Force, chaired by **Loriann Roberson**, work with standing SIOP committees on a variety of diversity issues, including potential joint efforts with APA in the area of minority student recruitment.

Public Policy Input Regarding the Civil Rights Act of 1991. The EEOC has asked for comment about interpretation of the provision banning any form of score adjustment on the basis of protected class membership. While this provision was prompted by after-the-fact score adjustment on ability tests (e.g., "race-norming"), it is unclear whether this provision should be interpreted as applying to practices such as separate gender norms for personality tests or separate keying of biodata measures by subgroup. The Scientific Affairs Committee, chaired by **Kevin Murphy**, has prepared a statement on this issue that has been approved by the Executive Committee, and sent to the EEOC. A second report, focusing on banding, has been drafted and submitted to the Executive Committee for review.

Guidelines for Master's Level Training. **Jan Cleveland's** Education and Training Committee has produced a set of Guidelines for Master's Level Training that outline key competencies and discuss the relationship between Masters' and Ph.D.. level training. These Guidelines will be printed and available later this Spring.

On Going Activities

In addition to these new initiatives, the Society's ongoing work continues. The Society is growing, but at a slower rate than in the past. While membership increased by 24% between 1981 and 1985, it has increased only 9% from 1985 to the present. Health care divisions within APA are growing dramatically, resulting in a decrease in our proportional representation within APA. I have just learned that we have lost a seat on the APA Council of

Representatives; we will now have three, rather than four seats. Note that we dropped from five to four in 1990. We anticipate a concerted effort next year to encourage SIOP members to participate in the APA vote to determine council representation in hopes of regaining this seat.

This should reach you just prior to our conference in Nashville. **Bill Macey's** Conference Committee has worked hard to prepare for another fine conference. **Jeff McHenry's** Program Committee reports a record number of submissions and a record number of scheduled sessions, and **Cathy Higgs'** Continuing Education and Workshop Committee has assembled an extraordinary set of workshop offerings. **Ann Marie Ryan's** APA Program Committee has also assembled a program for the APA convention in Los Angeles in August.

There's a lot of activity on the publication front. **Shelly Zedeck's** *Frontiers* series has two volumes in progress, *Teams in Organizations* and *The Changing Nature of Work*, and has just contracted for two additional volumes, *Individual Differences and Behavior in Organizations* and *New Perspectives on International Industrial and Organizational Psychology*. **Doug Bray's** *Professional Practice Series* will have two new volumes available at the conference: *Human Dilemmas in Work Organizations: Strategies for Resolution and Diagnosis for Organizational Change: Methods and Models*, and incoming editor **Manny London** has volumes on career development, attitude surveys, ethics, and individual assessment in the planning stage. Under **Kurt Kraiger's** editorship, *TIP* remains informative, vibrant, eclectic, and large: the last issue reached a record 156 pages!

Other ongoing activities continue: **Bill Balzer's** Membership Committee is working to routinize the transition from student affiliate to member status. **Wayne Camara's** External Affairs Committee is active on a number of fronts, including developing a network of relationships with regional I/O groups. **Joan Brannick** will present the winners of the Society's various awards at the conference, and **Dick Jeanneret** will present a slate of candidates for Society Fellow status. **Angelo DeNisi's** Committee on Committee's continues to seek self-nominations for service on Society committees. Our APA Council reps—**Ann Howard**, **Wally Borman**, **Jim Farr**, and **Vicki Vandaveer**—represent us well. Current attention focuses on proposed APA by-laws changes regarding division autonomy: we are resisting proposals such as requirements that we could not enter into contracts (such as with convention hotels) or affiliate with other organizations without APA approval. Our elected members-at-large—**Mike Campion**, **Susan Palmer**, and **Elaine Pulakos**—have been invaluable to me as a source of advice and counsel on a wide range of issues, as have been our Past President, **Wayne Cascio**, and our President-Elect, **Wally Borman**.

I write this the day after our January Executive Committee Meeting. Not having our Financial Officer, **Ralph Alexander**, sitting beside me at the head

of the table brought home for me again how much Ralph will be missed. The Executive Committee voted to make a contribution to a memorial fund for Ralph at the University of Akron.

My feelings as my year as president comes to a close are similar to those I've heard expressed by past outgoing presidents: you can't help but be amazed on a daily basis as to the Society's level and breadth of activity and the degree of commitment to and interest in the activities of the Society on the part of the membership. While I've mentioned most committee chairs in the above report, I want to express my gratitude to all who served the Society as a member of a committee and to all who called or wrote to me throughout the course of the year. Other than the time I've spent worrying about what to do for a presidential address, I've greatly enjoyed my term in office. I'm grateful for the opportunity.

POSITIONS AVAILABLE FOR DOCTORAL AND MASTERS LEVEL PSYCHOLOGISTS / CLINICIANS

- Are you doing what you want to do?
- Is your job located where you want to live?
- Do you have the opportunity to grow in your present job?
- Are you being compensated according to current market value?

If the answer is NO to any of the above,
give **Personal Management Consultants** a call.

**personal
management
consultants**

John T. Johnson, Ph.D. • (615) 638-8071
907 Tusculum Blvd. • Greeneville, TN 37743

Nationwide placement of psychologists. All specialty areas. Employer fee paid.

SIOP Conference '94: Southern Hospitality in Nashville

Jeffrey J. McHenry

You won't want to miss the 1994 SIOP Conference April 8 - 10 at the Opryland Hotel in Nashville. The Conference is one of your best opportunities to learn about all the exciting new developments in I/O psychology. We have an outstanding program planned, including a number of innovative program offerings:

- A tour of the nearby Nissan plant, which is renowned for its team approach to manufacturing.
- Three practitioner forums, which will provide an opportunity for SIOP members to discuss strategies for better applying our knowledge and I/O theory to workplace problems. Forum topics include employee surveys, re-engineering, and upward performance feedback.
- A mock ethics hearing.
- A "conversation" with some of the great historical figures who shaped I/O (planned by Ann Howard).

As our work leads us to new fields of investigation, the variety of program topics grows and grows. In addition to the sessions described above, this year's program includes:

- 65 symposia and panel discussions on topics ranging from customer satisfaction research to college athlete performance to TQM to construct-based research methodology.
- 16 master tutorials, conversation hours and roundtables that deal with employee involvement programs, the role of I/O psychologists in disaster recovery, master's programs in I/O psychology, and much more.
- A number of outstanding invited speakers, including Janet Helms, Robert Bjork, Ray Noe, Robert Guion, and Edwin Locke.

Other events planned for Nashville include social hours Friday and Saturday nights, a New Member Social Friday afternoon (if you're a new SIOP member and didn't receive an invitation, call Karen Paul at 612-939-5912), and plenty of other opportunities to exchange information and chat with old and new friends.

If you haven't already, make your reservations now! We're expecting a great turnout. The Opryland Hotel is a wonderful location. It's a casual place, so plan to dress comfortably. Come ready to relax, participate, learn, enjoy the Southern hospitality, and have fun.

I look forward to seeing y'all in Nashville!

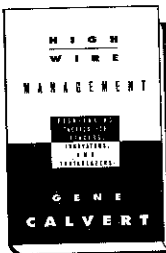
New**JOSSEY-BASS**

Gene Calvert

HIGHWIRE MANAGEMENTRISK-TAKING TACTICS FOR LEADERS,
INNOVATORS, AND TRAILBLAZERS

Highwire Management shows managers how to embrace the opportunities of risk taking by changing their perceptions of risk and its consequences. Like walking a tight-rope, says author Gene Calvert, crossing the management risk highwire is a learnable skill. Drawing on numerous examples of working managers in organizations such as Aetna, MCI, and NASA, Calvert offers specific, practical tactics and provides easy-to-use instruments that will help managers set priorities and develop risk-taking strategies and skills.

SEPT. 1993

\$24.95Michael J. Driver,
Kenneth R. Brousseau,
Phillip L. Hunsaker**THE DYNAMIC
DECISION MAKER**FIVE DECISION STYLES FOR
EXECUTIVE AND BUSINESS SUCCESS

A practical, results-driven approach to managerial decision making, this book details a decision-making strategy made up of five readily identifiable styles: decisive, flexible, hierarchic, integrative and systemic. The authors show how knowing which style works best—and being able to consciously move from one style to the next—can improve performance, career opportunities, and personal organizational effectiveness.

OCT. 1993

\$29.95Mariann Jelinek,
Claudia Bird Schoonhoven**THE INNOVATION MARATHON**LESSONS FROM HIGH
TECHNOLOGY FIRMS

Drawing on extensive field interviews, the book looks at how five top U.S. electronics firms—Hewlett Packard, Intel, Motorola, National Semiconductor, and Texas Instruments—manage repeated innovation while controlling the most demanding mass production process ever designed. It provides a blueprint for managing innovation by showing where innovative ideas come from, how companies nurture an innovative environment, how successful firms organize for innovation, and most importantly, how innovation can lead to competitive advantage.

OCT. 1993

\$23.95Warren H. Schmidt,
Jerome P. Finnigan**TQMANAGER**A PRACTICAL GUIDE FOR MANAGING
IN A TOTAL QUALITY ORGANIZATION

TQManager is a concise guide for managers who are striving to develop the critical skills required for success after a quality initiative has been implemented in their organization. It provides useful worksheets and other assessment tools to help managers deepen their understanding of TQM, identify the specific areas of competency where improvement is needed, and create a plan of action for building skills in those areas.

SEPT. 1993

\$24.95

David Limerick, Bert Cunningham

**MANAGING THE
NEW ORGANIZATION**A BLUEPRINT FOR NETWORKS AND
STRATEGIC ALLIANCES

In *Managing the New Organization*, David Limerick and Bert Cunningham put into perspective the sweeping changes that have occurred in the last decade and explain what those changes mean for managers in these new organizations. They trace the development of management structures and show how organizations composed of strategic alliances between companies, suppliers, customers, and even competitors are most productive and, in fact, inevitable.

SEPT. 1993

\$28.95

Karen E. Watkins, Victoria J. Marsick

**SCULPTING THE
LEARNING ORGANIZATION**LESSONS IN THE ART AND SCIENCE
OF SYSTEMIC CHANGE

From their unique perspectives as adult educators experienced in organizational change, Karen E. Watkins and Victoria J. Marsick demonstrate how individual learning acts as a catalyst for group and organizational learning. In eighteen illustrative case vignettes, individuals from such companies as AT&T, IBM, and Esso Petroleum describe in their own words the "action imperatives" that help create learning at four key levels—individual, team, organization-wide, and societal. Their stories describe the characteristics and capacities necessary for a company to set a vision and develop practices to become a true "learning organization."

OCT. 1993

\$28.95**JOSSEY-BASS****New**Oscar G. Mink,
Pieter W. Esterhuysen,
Barbara P. Mink, Keith Q. Owen**CHANGE AT WORK**A COMPREHENSIVE
MANAGEMENT PROCESS
FOR TRANSFORMING
ORGANIZATIONS

Offering a human-systems approach to organizational transformation, the authors present a unique, comprehensive model for instituting, managing, and assessing change—the Total Transformation Management Process (TTMP). Drawing on many proven theories and models, as well as the authors' fifty years of collective experience with organizations and the change process, the TTMP optimizes an organization's capacity to allow for the exchange of human energy; and provides an integrated process for successfully implementing systemwide change while staying focused on the human side of the organization.

NOV. 1993

\$29.95FAX
1.800.605.800K
24 HOURS A DAYOrder by Phone
415.433.1767**Jossey-Bass
Publishers**

350 SANSOME STREET • SAN FRANCISCO, CA 94104

THE PENNSYLVANIA STATE UNIVERSITY

Director Center for Applied Behavioral Sciences

Penn State's Intercollege Research Programs (IRP) invites applications and nominations for **Director: Center for Applied Behavioral Sciences (CABS)**. CABS is a behavioral science research unit that has as its mission the application of behavioral principles to the solution of problems in business, industry, government, and educational systems. In addition, the mission includes the education of undergraduate and graduate students in the behavioral sciences through field research and application. The work of the Center is multidisciplinary and policy oriented. Funding for the Center comes from external grants and contracts as well as University general funds. The current staff consists of a Director, Assistant Director, Administrative Assistant, Data Analyst, and Project Manager. In addition, the staff includes approximately 8 graduate research assistants and several undergraduate research assistants. A post-doctoral position will also be filled in the next several months.

The position is at the University Park campus of Penn State, located in University Park, Pennsylvania. The University has an undergraduate enrollment of approximately 30,893, a graduate enrollment of approximately 6,695, and a faculty of 1,809. The successful candidate would also be expected to have an academic appointment in the Psychology Department.

Responsibilities: Manage all of the activities of CABS; secure research grant and contracting funding; provide a learning environment for graduate students in social and behavioral sciences; collaborate with other IRP units in the University in research planning and activities; develop short range and long range strategic plans for the unit; enhance visibility of unit and its mission within the University and in the external user community.

Qualifications: A Ph.D. degree in psychology with an emphasis on applied aspects as represented in industrial/organizational psychology, tests and measurement, or human factors/human engineering psychology. Experience in multiple project management, research administration, policy-oriented research and a history of successful grant and contract support are highly desirable.

Application Procedures: A detailed resume, names, addresses, and telephone numbers of four references, and a letter describing background and interests of the applicant should be sent to: **Dr. William Taylor, Director, Intercollege Research Programs, 205 Kern Building, The Pennsylvania State University, University Park, PA 16802**. In addition, references should be asked to forward letters directly to the same address. Applications will be accepted until the position is filled. It is anticipated that the new Director would assume duties in the fall of 1994 although there is some flexibility in the start date.

1994 APA CONVENTION

Los Angeles, August 12-15, 1994

Ann Marie Ryan
APA Program Chair for SIOP

SIOP's APA Program Committee has put together a terrific program for this year's APA Convention in Los Angeles. Here are a few of the fantastic symposia and conversation hour topics that will be presented:

- Occupational Health Psychology
- Downsizing
- Physical Abilities Testing
- Innovative Computer Applications In I/O
- Applicant Reactions to Employment Testing
- Conscientiousness and Occupational Criteria
- Upward Feedback
- Biases in Interviewing
- Undergraduate and Graduate Education in I/O
- SIOP's Role in APA
- Personality Assessment in Personnel Selection
- Workplace Literacy
- Performance Appraisal
- Trainability Testability
- Stress in the Workplace
- Internship Experiences
- Diversity Training and Consultation
- Affirmative Action
- Video-Based Assessment

We also have a terrific line-up of invited speakers:

- Wally Borman will speak on Person-Perception View of Supervisory Performance Ratings: Factors and "Cues" Affecting Evaluations of Subordinates' Job Performance.
- Michael Mantell will speak about Ticking Bombs: Defusing Violence in the Workplace.
- Bill Ruch will share his ideas on Validity Generalization.
- As part of Science Weekend, Milt Hakel will discuss the current state of evaluation research in industry in his address entitled "Why Evaluate It If We Know It's Working?"

The full SIOP program schedule for APA will be printed in the August **TIP**. Be sure to look for it. And make sure you include APA in your summer plans. We'll be looking forward to seeing you!

Finally, let me offer thanks to all of the Program Committee members for the hard work they put in during the past several months. The high quality of the APA program is due to their efforts. Harold Goldstein and Cal Hoffman were the members of the Program Planning Subcommittee and invested lots of hours in generating proposals, arranging the invited speakers, and helping with paperwork. Fifty-nine other committee members contributed by reviewing convention submissions: Steven Ashworth, Leanne Atwater, Lillian Avery, Mark Blankenship, Joan Brannick, Michael Brannick, Ricki Buckley, Jon Canger, Bob Cardy, Bill Coleman, Patrick Conley, Don Cosgrove, Donna Denning, Michael Flanagan, Rod Freudenberg, Jay Gandy, Barbara Gaugler, Joseph Gier, Peggy Giffin, James Grosch, Bill Grossnickle, Rhonda Gutenberg, Leslie Hammer, Virginia Jenks, Anita Kamouri, Paul Levy, Robert Lewis, Thung-Rung Lin, Karen May, Peggy McManus, Morton McPhail, Joe Montgomery, Gary Morris, Robert Morrison, Kevin Nilan, Ken Nowack, Orlando Olivares, Hannah Olsen, Karen B. Paul, Richard Perlow, Tom Ruddy, Patricia Sanders, Lyle Schoenfeldt, Peter Scontrino, Ken Shultz, Frederick Siem, Carlia Smith, Margaret Stockdale, Lorne Sulsky, Ken Sumner, Mark Teachout, Jay Thomas, Carol Timmrech, Murray Weaver, Kevin Williams, David Woehr, Francis Yammarino, Michael York, and Seth Zimmer. A special thanks to my grad assistant Chet Roble for all the "grunt work."

THANKS TO ALL OF YOU!

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!

IOTAS

Kurt Kraiger
University of Colorado at Denver

Time for a kinder, gentler IOTAs, and a smaller **TIP**. Our apologies to anyone spraining a wrist pulling the last installment from the mailbox. Please, no lawsuits.

Hey, it's CT—Conference Time! As you've heard over and over, this year's conference promises to be bigger and better than ever. What you didn't hear is that **Paul Sackett's** Presidential Address will feature a dramatic reading from the hit Broadway play *Miss Saigon*. Congrats to **Jeff McHenry** and the Program Committee for a job well done.

March Madness:

Dennis Michael recently moved from the Eckerd Drug Company to Watkins Motor Lines in Lakeland, FL, where he will be responsible for assessment, selection, and employee relations programs. As part of the move, Dennis had to promise to provide Watkins with pinup posters of his brother, pop star George Michael.

David Trafimow will be joining the faculty of the I/O Program at Virginia Tech, having just received his Ph.D. in Social Psychology from the University of Illinois. Dave becomes the sixth member of the I/O faculty there.

And, **Karen Paul**, ace organizer of last year's New Member Social Hour at the conference, becomes a new member herself, leaving NCS to join **Wayne Kirchner**, **Paul Wernimont**, and **Kevin Nilan** at 3M.

And Finally . . .

Th-th-th-th-th-that's all folks. Short **TIP**, short IOTAs. We've made an effort to try to get **TIP** to you before the conference. There's a lot happening going on in the Society, and we'd like you to be informed prior to the conference, so you can make your voice heard. And, you can speak up before Nashville too. Since I've saved you 15 minutes of reading IOTAs, why not give some of that time back by filling out our Fax Poll, appearing on the next page. Completing the survey will only take a few minutes, and, gosh darn it, you'll feel good about it.

TIP Fax Poll

Adrienne Colella

As noted in both Paul Sackett's President's Message, and Nancy Tippin's column on the Executive Committee meeting, the Executive Committee is continuing to explore ways of communicating better and quicker with Society members. An option which has come up in several contexts is the use of electronic mail (e-mail). Members who have access to e-mail through Internet, Bitnet, Compuserve, Prodigy, etc., may already be familiar with this medium.

There are a number of potential benefits of establishing an e-mail communication network. Members could interact directly with Executive Committee members (one advantage of e-mail is that you can send and receive communications at times that are convenient for you). Job listings could be posted in a more timely manner. Requests for information, nominations, etc., could be made efficiently (e.g., if there are not enough nominations for an important Society position, a new call for nominations could be issued).

There is also the potential to send **TIP** electronically. Within a few years, it is possible that **TIP** will be compiled completely electronically, and a table of contents could be sent to members as the **TIP** disk is sent to the printer. Members would then have the option of waiting two months for the paper **TIP**, or sending electronic requests to an electronic clearinghouse and receiving articles (through e-mail) directly.

Of course, there are potential problems with an electronic network. These include whether all members have (or will have) access to e-mail, the perceptions of those who are excluded, the loss of advertising revenue to the Society (electronic postings are typically free), and the signal-noise ratio to persons who now belong to other networks.

The purpose of this fax poll is to survey the Society members about their perceptions of the accessibility, costs, and benefits of such an electronic network. Responses to the following questions can be sent through the following media: mail, voice mail, e-mail, or fax:

1. Do you currently have access to e-mail?
_____no _____yes (GO TO #3)
2. If you do not currently have access to e-mail, do you anticipate having access within the next year?_____no _____yes
If no, do you anticipate having access within the next 3 years?
_____no _____yes (GO TO #4)
3. If you do currently have access to e-mail, check each service to which you have access:
_____BITNET _____INTERNET _____Prodigy
_____Compuserve _____Genie _____Other (Specify)
4. If you do currently have access to e-mail, to how many professional networks do you now subscribe (e.g. HRNET)?_____
5. What benefits do you feel would be associated with a SIOP e-mail communication network?
6. What potential problems or pitfalls do you feel would be associated with such a network?
7. If you were to subscribe to a SIOP e-mail network, what type of information would you be most interested in receiving and sharing?

Responses to the above questions should be sent to:

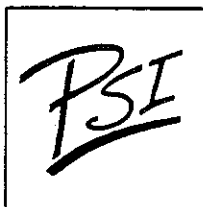
MAIL: Adrienne Colella
Dept. of Management
School of Business
Levin Building, Livingston Campus
Rutgers University
New Brunswick, NJ 08903

VOICE MAIL: (908) 932-5648

E-MAIL: COLELLA@TALRUTGERS.EDU

FAX: (908) 932-5647

DUE DATE: April 15, 1994



Psychological Services, Inc.

PSI specializes in development, validation, and implementation of methods for selecting, promoting, and evaluating employees.

- **TEST PUBLICATIONS DIVISION**
Includes Basic Skills Tests (BSTs), Employee Aptitude Survey (EAS), Professional Employment Test (PET), Firefighter Selection Test (FST), and Police Selection Test (PST).
- **EXAM SERVICES**
Includes applicant processing, test administration.
- **CONSULTING AND RESEARCH SUPPORT**
Includes job analysis, development of selection & promotion procedures, validation studies.
- **COMPLIANCE AND LITIGATION SUPPORT**
Includes expert testimony, affirmative action plans.

To find out how PSI can assist you, contact:

Stephanie A. Jackson
Client Support Manager
or

William W. Ruch
President

PSYCHOLOGICAL SERVICES, INC.
100 West Broadway, Suite 1100
Glendale, CA 91210

Phone: (800) 367-1565
Fax: (818) 247-7223

**CALL FOR NOMINATIONS AND ENTRIES
1995 AWARDS
of the
SOCIETY FOR INDUSTRIAL AND
ORGANIZATIONAL PSYCHOLOGY**



Distinguished Professional Contributions Award
Distinguished Scientific Contributions Award
Distinguished Service Contributions Award

Ernest J. McCormick Award for
Distinguished Early Career Contributions

Edwin E. Ghiselli Award for Research Design

S. Rains Wallace Dissertation Award

(Deadline: 15 September 1994)

Send nominations and entries for all awards to:
Joan P. Brannick
10416 Tara Drive
Riverview, FL 33569

The following instructions apply for the Distinguished Professional Contributions, Distinguished Scientific Contributions, Distinguished Service Contributions, and the Ernest J. McCormick Early Career Contributions Awards.

Nomination Guidelines and Criteria

1. Nominations may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Association, the American Psychological Society, or by any person who is sponsored by a member of one of these organizations.

2. Only members of the Society for Industrial and Organizational Psychology may be nominated for the award.
3. A current vita of the nominee should accompany the letter of nomination. In addition, the nominator should include materials that illustrate the contributions of the nominee.
4. Nominees who are non-recipients of the Distinguished Scientific Contributions Award, Distinguished Professional Contributions Award, and Distinguished Service Contributions Award will be reconsidered annually for three years after their initial nomination.
5. Letters of nomination, vitas, and all supporting letters or materials must be received by 15 September 1994.

Administrative Procedures

1. The SIOP Awards Committee will review the letters of nomination and all supporting materials of all nominees and make a recommendation concerning one or more nominees to the Executive Committee of the Society for Industrial and Organizational Psychology. Two or more nominees may be selected if their contributions are similarly distinguished.
2. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
3. In the absence of a nominee who is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

DISTINGUISHED PROFESSIONAL CONTRIBUTIONS AWARD

In recognition of outstanding contributions to the practice of industrial and organizational psychology.

The award is given to an individual who has developed, refined and implemented practices, procedures, and methods that have had a major impact on both people in organizational settings and the profession of industrial and organizational psychology. The contributions of the individual should have advanced the profession by increasing the effectiveness of industrial and organizational psychologists working in business, industry, government, and other organizational settings.

The recipient of the award is given a certificate and a cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology related to his or her contributions.

Criteria for the Award

The letter of nomination should address the following points:

- (a) the general nature of the nominee's contributions to the practice of industrial and organizational psychology.
- (b) The contributions that the nominee has made to either (1) the development of practices, procedures, and methods, or (2) the implementation of practices, procedures, and methods. If appropriate, contributions of both types should be noted.
- (c) If relevant, the extent to which there is scientifically solid evidence to support the effectiveness of the relevant practices, procedures, and methods of the nominee.
- (d) The impact of the nominee's contributions on the practice of industrial and organizational psychology.
- (e) The stature of the nominee as a practitioner vis-a-vis other prominent practitioners in the field of industrial and organizational psychology.
- (f) The evidence or documentation that is available to support the contributions of the nominee. Nominators should provide more than mere testimonials about the impact of a nominee's professional contributions.
- (g) The extent to which the nominee has disseminated information about his or her methods, procedures, and practices through publications, presentations, workshops, and so forth. The methods, procedures, and practices must be both available to and utilized by other practicing industrial and organizational psychologists.
- (h) The organizational setting(s) of the nominee's work (industry, government, academia, etc.) will not be a factor in selecting a winner of the award.

See also the **Nomination Guidelines and Criteria and Administrative Procedures.**

Past Recipients of the Award

1982	John Flanagan	1988	Herbert H. Meyer
1983	Edwin Fleishman	1989	William C. Byham
1984	Mary L. Tenopir	1990	P. Richard Jeanneret
1985	Delmar L. Landen	1991	Charles H. Lawshe
1986	Paul W. Thayer	1992	Gerald V. Barrett
1987	Paul Sparks	1993	Award withheld

DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD

In recognition of outstanding contributions to the science of industrial and organizational psychology.

This award is given to the individual who has made the most distinguished empirical and/or theoretical scientific contributions to the field of industrial and organizational psychology. The setting in which the nominee made the contributions (i.e., industry, academia, government) is not relevant.

The recipient of the award is given a certificate and a cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions.

Criteria for the Award

The letter of nomination should address the following issues:

- (a) The general nature of the nominee's scientific contributions.
- (b) The most important theoretical and/or empirical contributions.
- (c) The impact of the nominee's contributions on the science of industrial and organizational psychology, including the impact that the work has had on the work of students and colleagues.
- (d) The stature of the nominee as a scientist vis-a-vis other prominent scientists in the field of industrial and organizational psychology.

See also the **Nominations Guidelines and Criteria and Administrative Procedures.**

Past Recipients of the Award

1983	William A. Owens	1989	Lyman W. Porter
1984	Patricia C. Smith	1990	Edward E. Lawler, III
1985	Marvin D. Dunnette	1991	John P. Campbell
1986	Ernest J. McCormick	1992	J. Richard Hackman
1987	Robert M. Guion	1993	Edwin M. Locke
1988	Raymond A. Katzell		

DISTINGUISHED SERVICE CONTRIBUTIONS AWARD

In recognition of sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology.

This award is given for sustained, significant, and outstanding service to the Society for Industrial and Organizational Psychology. Service contributions can be made in a variety of ways which include but are not

limited to serving as (a) an elected officer of the Society, (b) the chair of a standing or ad hoc committee of the Society, (c) a member of a standing or ad hoc committee of the Society, and (d) a formal representative of the Society to other organizations. The recipient is given a certificate and cash prize of \$500.

Criteria for the Award

The letter of nomination should address the nature and quality of the nominee's service contributions. A detailed history of the individual's service-oriented contributions should be provided. It should specify (a) the offices held by the nominee, (b) the duration of his or her service in each such office, and (c) the significant achievements of the nominee while an incumbent in each office.

See also the **Nominations Guidelines and Criteria and Administrative Procedure.**

Past Recipients of the Award

1989	Richard J. Campbell and Mildred E. Katzell
1990	Paul W. Thayer
1991	Mary L. Tenopir
1992	Irwin L. Goldstein
1993	Robert M. Guion

ERNEST J. McCORMICK AWARD FOR DISTINGUISHED EARLY CAREER CONTRIBUTIONS

In recognition of distinguished early career contributions to the science or practice of industrial and organizational psychology.

This award is given to the individual who has made the most distinguished contributions to the science and/or practice of industrial and organizational psychology within seven (7) years of receiving the Ph.D. degree. The setting in which the nominee has made the contributions (i.e., academia, government, industry) is not relevant.

The recipient of the award is given a certificate and a cash prize of \$500. In addition, the recipient is invited to give an address at the meeting of the Society for Industrial and Organizational Psychology that relates to his or her contributions.

The Ernest J. McCormick Award for Distinguished Early Career Contributions is sponsored by Consulting Psychologists Press, Incorporated.

Criteria for the Award

The letter of nomination should address the following issues:

- (a) The general nature of the nominee's contributions to science and/or practice.
- (b) The most important contributions to science and/or practice.
- (c) The impact of the nominee's contribution on the science and/or practice of industrial and organizational psychology, including the impact that the work has had on the work of students and colleagues.
- (d) the status of the nominee as a scientist and/or practitioner vis-a-vis other prominent scientists and/or practitioners in the field of industrial and organizational psychology.

Documentation should be provided that indicates that the nominee received his or her Ph.D. degree no more than seven years preceding the awards submission deadline of 15 September 1994.

See also the **Nominations Guidelines and Criteria and Administrative Procedure.**

Past Recipients of the Award

1992 John R. Hollenbeck

1993 Raymond A. Noe

EDWIN E. GHISELLI AWARD FOR RESEARCH DESIGN

In recognition of the research proposal that best shows the use of scientific methods in the study of a phenomenon that is relevant to the field of industrial and organizational psychology.

The award is given to the author(s) of the best research proposal in which scientific methods are used to study a phenomenon of relevance to the field of industrial and organizational psychology. The proposal should demonstrate the use of research methods that are rigorous, creative, and highly appropriate to the study of the phenomenon that is the focus of the proposed research. The proposal should cover research that is at either the design stage or is in very early stages of pilot-testing. Proposals covering completed research should not be submitted.

The author(s) of the best proposal is (are) awarded a certificate and a \$500 prize. In addition, the Scientific Affairs Committee of the Society for Industrial and Organizational Psychology will assist the winner in both obtaining funding and locating sites for the conduct of the proposed research. This offer of assistance, however, does not obligate the award winner(s) to actually perform the proposed research.

If more than one outstanding research proposal is submitted for review, the Awards Committee may recommend that an otherwise outstanding, but not a winning, proposal be awarded honorable mention status.

Criteria for Evaluation of Proposals

Research proposals will be evaluated in terms of the following criteria:

1. The degree to which the proposed research addresses a phenomenon that is of significance to the field of industrial and organizational psychology.
2. The extent to which the proposal shows appropriate consideration of the relevant theoretical and empirical literature.
3. The degree to which the proposed research will produce findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion).

The setting of the proposed research is of lesser importance than the capacity of the study to produce highly valid conclusions about a real-world phenomenon of relevance to the field of industrial and organizational psychology. The methods of the proposed research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to allow for an assessment of the capacity of the proposed research to yield valid inferences.

4. The extent to which the proposed research is actually capable of being conducted.
5. The degree to which the proposed research, irrespective of its outcomes, will produce information that is of both practical and theoretical in relevance.
6. The extent to which ideas in the proposal are logically, succinctly, and clearly presented.
7. The degree to which the proposal for the appropriate coverage and consideration of (a) research objectives, (b) relevant theoretical and empirical literature, and (c) research methods. Note that a budget for the proposed research should not be submitted.

Guidelines for Submission of Proposal

1. Proposals may be submitted by any member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the American Psychological Association or by any person who is sponsored by a member of one of these organizations.
2. Proposals having multiple authors are acceptable.
3. Proposals are limited to 30 double-spaced pages. This limit includes

the title page, abstract, tables, figures, etc. However it excludes references.

4. Proposals should be prepared in accord with the guidelines provided in the third edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.
5. Ten copies of each proposal should be submitted. The name of the author, affiliation (academic institution, business firm, or government agency), and phone number should appear only on the title page of the proposal.
6. No award-winning proposal (actual winner or honorable mention) may be re-submitted for review. However, non-winning entries that were submitted in previous years may be resubmitted.
7. Individuals who have previously won the award are eligible to submit proposals covering research other than that covered in their award winning proposal(s). However, to win an award a third time, the author must show evidence of having completed at least one of the two previously proposed studies.
8. Proposals must be received by 15 September 1994.

Administrative Procedures

1. Proposals will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning proposal and, if appropriate, a proposal deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute a nominee of its own.
4. In the absence of a proposal that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Past Recipients of the Award

1984	Max Bazerman & Henry Farber	1990	Award Withheld
1985	Gary Johns	1991	Award Withheld
1986	Craig Russell & Mary Van Sell	1992	Julie Olson & Peter Carnevale
1987	Sandra L. Kirmeyer	1993	Elizabeth Weldon & Karen Jehn
1988	Award Withheld		
1989	Kathy Hanisch & Charles Hulin		

S. RAINS WALLACE DISSERTATION RESEARCH AWARD

In recognition of the best doctoral dissertation research in the field of industrial and organization psychology.

This award is given to the person who completes the best doctoral dissertation research germane to the field of industrial and organizational psychology. The winning dissertation research should demonstrate the use of research methods that are both rigorous and creative. The winner of the award will receive a certificate and a cash prize of \$500.

Criteria for Evaluation and Submissions

Research proposals will be evaluated in terms of the following criteria:

1. The degree to which the research addresses a phenomenon that is of significance to the field of industrial and organizational psychology.
2. The extent to which the research shows appropriate consideration of relevant theoretical and empirical literature. This should be reflected in both the formulation of hypotheses tested and the selection of methods used in their testing.
3. The degree to which the research has produced findings that have high levels of validity (i.e., internal, external, construct, and statistical conclusion). The setting of the proposed research is of lesser importance than its ability to yield highly valid conclusions about a real-world phenomenon of relevance to the field of industrial and organizational psychology. Thus, the methods of the research (including subjects, procedures, measures, manipulations, and data analytic strategies) should be specified in sufficient detail to allow for an assessment of the capacity of the proposed research to yield valid inferences.
4. The extent to which the author (a) offers reasonable interpretations of the results of his or her research, (b) draws appropriate inferences about the theoretical and applied implications of the same results, and (c) suggests promising directions for future research.
5. The degree to which the research yields information that is both practically and theoretically relevant and important.
6. The extent to which ideas in the proposal are logically, succinctly, and clearly presented.

Guidelines for Submission of Proposal

1. Entries may be submitted only by individuals who are endorsed (sponsored) by a member of the Society for Industrial and Organizational Psychology, the American Psychological Society, the

American Psychological Association.

2. Each entrant should submit ten copies of an article-length paper based on his or her dissertation. The name of the entrant, institutional affiliation, current mailing address, and phone number should appear only on the title page of the paper.
3. Papers are limited to a maximum of 75 double-spaced pages. This limit includes the title page, abstract, tables, figures, references, and appendices.
4. Papers should be prepared in accord with the guidelines provided in the third edition of the *Publication Manual of the American Psychological Association*. Note, however, that the abstract may contain up to 300 words.
5. The paper must be based on a dissertation that was accepted by the graduate college two years or less before 15 September 1994, with the stipulation that an entrant may only submit once.
6. The entrant must provide a letter from his or her dissertation chair that specifies the date of acceptance of the dissertation by the graduate school of the institution and that the submission adequately represents all aspects of the completed dissertation. In addition, the entrant must provide a letter of endorsement from a member of the Society for Industrial and Organizational Psychology, the American Psychology Society, or the American Psychological Association who is familiar with the entrant's dissertation. Both of these letters may be from the same individual.
7. Entries (accompanied by supporting letters) must be received by 15 September 1994.

Administrative Procedures

1. All entries will be reviewed by the Awards Committee of the Society for Industrial and Organizational Psychology.
2. The Awards Committee will make a recommendation to the Executive Committee of the Society for Industrial and Organizational Psychology about the award winning dissertation and, if appropriate, up to two dissertations deserving honorable mention status.
3. The Executive Committee may either endorse or reject the recommendation of the Awards Committee, but may not substitute recommendations of its own.
4. In the absence of a dissertation that is deemed deserving of the award by both the Awards Committee and the Executive Committee, the award may be withheld.

Past Recipients of the Award

1970	Robert Pritchard	1982	Kenneth Pearlman
1971	Michael Wood	1983	Michael Campion
1972	William H. Mobley	1984	Jill Graham
1973	Phillip W. Yetton	1985	Loriann Roberson
1974	Thomas Cochran	1986	Award Withheld
1975	John Langdale	1987	Collette Frayne
1976	Denis Umstot	1988	Sandra J. Wayne
1977	William A. Schiemann	1989	Leigh L. Thompson
1978	Joanne Martin and Marilyn A. Morgan	1990	Award Withheld
1979	Stephen A. Stumpf	1991	Rodney A. McCloy
1980	Marino S. Basadur	1992	Elizabeth W. Morrison
1981	Award Withheld	1993	Deborah F. Crown

Manuscripts, news items, or other
submissions to **TIP** should be sent to:

Kurt Kraiger
Department of Psychology
University of Colorado at Denver
Campus Box 173
P.O. Box 173364
Denver, CO 80217-3364

Phone: 303-556-2965

FAX: 303-556-3520

Fellowship Committee Report Criteria For Election As A Society Fellow

Dick Jeanneret, Chair

This past year the Fellowship Committee completed a comprehensive review of the criteria for Fellowship with particular attention given to assuring that there are relevant criteria for evaluating candidates who have a career in practice. The following report presents the conclusions of the committee and were approved by the Society's Executive Committee during the January, 1994 meeting.

Criteria Identified In The SIOP Bylaws:

Criteria for election as a Society Fellow are identified in a general sense by the SIOP Bylaws. Relevant information contained in the Bylaws is cited below:

"Society Fellows shall be distinguished industrial and organizational psychologists who have made an unusual and outstanding contribution to the field." [SIOP Bylaws Article II 3]

- Candidate "must have done work that is widely recognized and accepted by other members of the Society as having advanced their own thinking and practice." [II 3a]
- Candidate "will have generated new knowledge, formulations, or programs that contribute to theory, methods, or practices relevant to industrial and organizational psychology, and [that] these contributions will have been set forth in publications generally available to the profession or otherwise widely communicated through means such as participation in the programs and meetings of professional groups or associations." [II 3a]
- Candidate, if elected, shall have been a Society member for no less than two years at time of election. [II 3b]
- Society member may be nominated for Fellow status by either a Society Member or a Society Fellow. [II 7]
- Candidate must be sponsored by at least three Society Fellows and one Fellow also may be the nominator. [II 7]
- The Fellowship Committee of the Society will review the qualifications of all candidates for Fellow status. [II 7]
- The Fellowship Committee will submit recommendations to the Executive Committee. [II 7a]
- The Executive Committee will act on the recommendations and approve candidates to be presented to the Membership for election as Society Fellows. [II 7a] [NOTE: The current recommendation is to revise Bylaws and eliminate membership vote, and this revision will be submitted to the membership for approval.]



Journal of Occupational and Organizational Psychology	1
(formerly Journal of Occupational Psychology)	1
Contents of Volume 67, Part 1, March 1994	1
The contribution of personality traits, negative affectivity, locus of control and Type A to the subsequent reports of job stressors and job strains — Paul E. Spector & Brian J. O'Connell	2
A theory of the validity of predictors in selection — Mike Smith	3
Event management and work team effectiveness in Japan, Britain and the USA — Peter B. Smith, Mark F. Peterson & Jyuji Misumi	4
Variables affecting leniency, halo and validity of self-appraisal — Shaul Fox, Tamir Caspy & Avner Reiser	5
Congruence of self and subordinate ratings of managerial practices as a correlate of supervisor evaluation — Adrian Furnham & Paul Stringfield	6
Supervisory behaviour and team performance amongst police patrol sergeants — Neil Brewer, Carlene Wilson & Karen Beck	7
The relationship of six managerial characteristics to the assessment of managerial effectiveness in Canada, Hong Kong and People's Republic of China — Chike Okechuku	8
The Journal of Occupational and Organizational Psychology (ISSN 0963-1798) is published four times a year and edited by Dr Michael West (University of Sheffield). The price of volume 67 (1994) is £89.50 (US\$166.00).	9
Members and Foreign Affiliates of the Society and individual members of APA and other selected societies are entitled to purchase journals at preferential rates.	10
Subscriptions and inquiries to	11
The British Psychological Society	12
The Distribution Centre, Blackhorse Road, Letchworth, Herts. SG6 1HN, UK.	13



Fellowship Committee Criteria:

Criteria that are used by Fellowship Committee Members in the evaluation of candidates can be characterized in two interrelated ways: understanding the nature of the contribution(s) and understanding the impact of the contribution(s).

The nature of one's contribution(s) are examined in terms of:

- Scholarship
- Influence on the field of psychology/advancement of psychology

The nature of one's contribution(s) have impact that can be characterized as:

- Unusual, positive, having long-term effects
- Influential on persons, organizations, or society at large
- Broad if not deep (i.e., extensive impact on one, or some impact on a large number)

In essence, the Fellowship Committee must consider what is the value of the contribution(s) to the field of I/O psychology.

There are numerous sources that can be considered when evaluating the nature and impact of a candidate's contribution(s), and these sources themselves become benchmarks or definers of the criteria for Fellow status.

An industrial/organizational psychologist cannot influence the field of psychology if he or she does not publish or communicate about it. Further, the evidence must be in the public domain. This would, of course, include symposia, workshops, invited addresses, etc. Other related sources would be activities that have influence on the field of psychology, such as founding a journal or serving on an editorial board; developing a product with evidence regarding the nature and value of such a product published by other researchers; having significant impact on the activities of an important SIOP, APA, or APS ad hoc committee; etc. Beyond knowledge of a candidate's contribution that is found in the public domain, Fellowship Committee members ultimately must rely on the source otherwise most readily available, and presumably the most knowledgeable: testimonials of those who support the candidate's nomination. By evaluating a testimonial in terms of its informative value and credibility, it is very likely one of the best sources of evidence the Fellowship Committee will have to consider and use for decision making. [Perhaps when the publications and other sources of information are limited, there should be a larger, more diverse set of testimonials to document the outstanding contribution of the candidate, but testimonials cannot fully substitute for works in the public domain.]

Given below is a listing of benchmarks or indices that are used to evaluate the qualifications of a candidate for Fellow status in the Society. Clearly, the list is not intended to be exhaustive. Further, no single benchmark or index is intended to be sufficient; rather, the impact will involve more than one activity and will demonstrate a lasting or sustained impact on psychology. It is

intended that the listing of benchmarks will be dynamic and that future Fellowship Committees may wish to enhance the list as may be appropriate. Finally, there is no intended order to the criteria, nor expectation that they are independent.

Listing Of Benchmarks For Evaluation of Candidates For Fellowship In SIOP

- Publications that report impressive work, have impact upon the work of others, and have been refereed appropriately.
- Innovations in research and/or practice that have had a notable and documented impact on the field of I/O and are in the public domain.
- Citation of the nominee's work by others. [NOTE: Citation by others may be as much if not more important than the individual's initial contribution.]
- Frequent participation as a workshop/seminar leader. [NOTE: Workshop leadership is not an automatic criterion—many are entrepreneurial.]
- Regional, national, or international impact through leadership in offices of psychological associations.
- Accumulation of impact and performance over the time must be demonstrated in forms such as resolution of important issues in the field or opening up new and fruitful areas of study.
- Sustained research contributions in well-refereed journals with favorable citation by other scientists.
- Contributions in publications generally available to the profession or otherwise widely communicated (such as through participation as a presenter in the programs and meetings of professional groups and associations).
- Development of theory or method of other scholarly pursuits.
- Election to a board of editors or as editor or associate editor of a major journal in the field.
- Generation of new knowledge/formulations/programs.
- Outstanding teaching, as evidenced in part by having trained many graduates who themselves have positively influenced the field.
- Demonstration of leadership and initiative in identifying problems, defining goals, formulating methods, and facilitating a productive exchange of ideas in the field.
- Active leadership and participation in relevant professional associations.
- Creative leadership in programmatic development in research, teaching, service, or community activities.
- Outstanding mentoring (e.g. intern supervision, etc.) as evidenced in part by having mentored individuals who themselves have positively influenced the field.

- Receipt of awards for research or service contributions (e.g., scientific contributions award; professional contributions award).
- Service as head, chairperson, or director of a department graduate program or agency recognized as "outstanding" by peers and colleagues.
- Invitations to address national and international conventions or conduct workshops at such conventions.
- Administration of psychological programs through positions involving considerable technical responsibility, effective supervision of professional personnel, or installation of programs in an organization.
- Evidence of favorable psychological impact upon the total program of major organizational units and/or state, national, or international programs and problems.
- Appointment to study sections or other national review bodies; major participation in scholarly reviewing activities.
- Spreading an understanding and application of new knowledge through innovations in teaching and/or practice.
- Evidence or documentation that the person nominated has enriched or advanced the field on a scale well beyond that of being a good researcher, practitioner, teacher, or supervisor.
- Outstanding service on APA or APS boards or committees, or on Division boards or committees, when such service can be shown to have had a positive impact on the field as a profession or science.
- Contributions through sustained and influential consultation to courts, legislatures, and governmental bodies.
- Authorship or editorship of major books, including textbooks.
- Invitations to contribute whole chapters or major sections of books, including textbooks.
- Election or appointment to a relevant office based at least in part on technical/professional competence (e.g., state psychology board).
- Publication of a favorably reviewed and influential film or video series that conveys relevant psychological facts and principles, their application, or both.
- Election to "Fellow" status in related broad-based scientific or scholarly societies.
- Evidence that candidate has contributed to the promotion of the status of I/O psychology as a force on the social-political scene, especially efforts that enhance the image of I/O psychology and its value.

As a final comment, it is important to realize that the determination of who is recommended for Society Fellow status is not simply based on trying to add up how many of the above criteria are represented in a candidate's curriculum vitae. Similarly, recognition as a Society Fellow is not simply a matter of competency, or a steady and active career in the field. Rather, Fellowship specifically recognizes *UNUSUAL* and *OUTSTANDING* contributions to I/O psychology.



MANAGEMENT DEVELOPMENT REPORT From Hogan Personality Inventory (HPI)

The HPI Management Development Report is the only available management assessment procedure with these features:

- Keyed into the success factors identified by major management consulting firms
- Provides specific behavior tips for development
- Normed by managers
- Empirically derived feedback from upward appraisals



The HPI-based Management Development Report is available through:

Hogan Assessment Systems

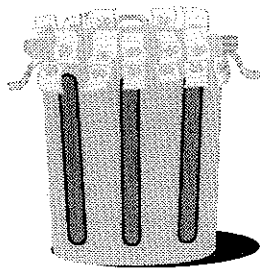
Phone: 1-800-756-0632

FAX: 918-749-0635

P. O. Box 521176

Tulsa, OK 74152





Don't Throw Your Money Away!

In the computer-based skills assessment arena you'll find there are four alternatives:

1. **Software Companies - Beware!** Over the past few years, there have been many companies that have introduced flashy testing products only to vanish, leaving their customer base without support or an upgrade path.
2. **Consulting Companies - Beware!** Consulting companies may hire one or two programmers on a project basis to develop customized tests. But computer-based testing is not their specialty. The programmer's commitment often ends at the conclusion of the project. Ongoing maintenance and upgrades are seldom available.
3. **"In-House" Development - Beware!** While it may initially appear to be cost effective to develop your own testing program, it rarely ends up being so. Substantial effort is necessary both to develop and maintain the system. Many dollars have been wasted on programs that either were not completed or could not be maintained.
4. **AccuRater™ by S.F. CHECKOSKY & ASSOCIATES - Call Immediately!**
The experienced professionals at SFC&A have been in the PC-based test development business since 1985. AccuRater uses a common format that can be applied to a variety of tests, from standard typing and data entry tests, to specialized tests using graphics and voice technology.
SFC&A will be there when your testing program needs further modifications and upgrades.

**Call SFC&A for your specialized computer-based
assessment testing.**

**S. F. CHECKOSKY &
ASSOCIATES INC
[SFC&A]**

P.O. Box 5116 • Syracuse, NY 13220
1-800-521-6833



An Interview with Madame Nguyen Minh Hoa: Vietnam's Move to a Market Economy and the Impact on Women In the Work Place¹

Linda K. Stroh
Leslie E. Dennis

Institute of Human Resources and Industrial Relations
Loyola University Chicago

This interview is an account of the changing role of women in management in Vietnam as their government moves from the command economy of the past to the market economy of the future. It is a study of nascent entrepreneurs and the still strong ropes of ideology. Started in 1989, significantly ahead of Eastern Europe, Vietnam's conversion to a market economy is using parts of state agencies, reformatting them into "corporations" (never clearly defined), and then, insisting that the managers assigned to run these new organizations work their own way into the new market economy, in essence, stop receiving state subsidies. That sets up a remarkable set of expectations, according to Madame Hoa, especially for the women of Vietnam.

Madame Hoa (Madame Hoa, pronounced H'wah) is Director of the Trade Union Tourism Company of the Vietnam Confederation of Labor Unions. Structurally, she reports directly to the General Director of the Confederation of Labor Unions who, in turn, reports directly to the leadership of the Communist Party of Vietnam. The President and Vice President of Vietnam also report directly to the leadership of the Communist Party. Functionally, The President, Vice President and the General Director of the Confederation form a triumvirate that is the dominant force in the government. That would be something similar to the coalition between Bill Clinton, Al Gore and Lane Kirkland in the U.S.

In any event, Madame Hoa is clearly an upper echelon apparatchik who has been thrust into a very impressive managerial role. She currently controls some 143 hotels and hostels, most on beaches or in prime central city locations. Once used as hostels or vacation resorts by the cadres of workers, they are now to be sold or converted into tourist facilities as part of the ongoing quest for hard currency. Madame Hoa is the model of the new high level Vietnamese entrepreneur. As the barriers begin to open up between the U.S. and Vietnam, Madame's charge is to make a profit from the tourist trade. Lifting the U.S. imposed embargo on Vietnam is a critical element in that continued development.

¹ The authors would like to acknowledge the significant contribution of Donald Taylor, Manila, in facilitating this interview.

The challenges Madame Hoa must overcome in her new work represent the challenges facing all Vietnamese managers as they move from a centrally planned Soviet-style command economy to a market directed system to become true managers of their own and their company's destinies, rather than functionaries in a centrally directed bureaucracy. For Madame Hoa, there is a special concern for how Vietnamese women will fare in this change. That is the focus of this interview. The responses reflect a current snapshot of a powerful woman in Vietnam today. They are snapshots of contradictions—the belief in the ideology slowly facing up to the contradictions of reality.

Setting: The interview took place in Ho Chi Minh City (Saigon) at the AGROMAS Headquarters and training center (the Government's agricultural conglomerate) on August 27, 1992. The researchers were part of a U.S. team that was asked to conduct a seminar on managing in a market economy. This interview lasted about two hours. Madame Hoa was represented by her personally selected interpreter, Madame Vang, who is also a feminist leader of considerable import. After the interview was transcribed, a draft interview was sent to Madame Hoa for her approval. This was done to be certain that interpretation and representations of her words were as accurate as possible. At that time, Madame Hoa was also able to make clarifications and further contributions to the interview.

What is the general status of women in management in Vietnam?

Some years ago, I became interested in women's development in Vietnam. I realized that while government policies provided the economic structure for equal rights for women in Vietnam, women were still forced to work very, very hard to achieve equality. In the workplace in Vietnam, there is no difference between men and women. They are equal. There is no difference in treatment. Women have an equal chance for advancement. We have good conditions for women in the workplace. They can follow their own ideas and if they want, they can educate themselves, and do well at work. After a women graduates from the university, she can go into the workplace and can succeed just as the men.

If women are equal in the workplace in Vietnam, why do you see a need for a special agenda for women in your country?

We must begin to ask, how can the government improve things for women in Vietnam? How can the government develop a social structure that works equally well for women as men, especially as our country is moving towards a market economy? With the movement towards the market economy, women—if they believe in themselves—can try to work as hard as men and have the potential to do well in the market economy. But, in fact, the problem is they spend too much time caring for their children and their housework. That is why the time left to spend on their education and training, especially in

striving to do better in the workplace, is still limited. On the other hand, the conception of an inferiority complex and hesitation also remains in their minds.

Is lack of appropriate government or work provided daycare a problem for women in Vietnam?

Almost all women in Vietnam go to work outside of their home and child care is a special concern. Even for women who have high levels of education and who are in the professions, taking care of the children is their main duty. In Vietnam, women have to work three times as hard as a man if they want to be as successful as the men. They must work harder at the workplace and they must work harder in the home. Most women who are very successful can make it work, but for women with fewer resources, it is very, very hard.

Yet, you say all things are equal? Do men earn more on average than women in your country?

In Vietnam, the husband is more powerful than the wife, regardless of how much money each spouse makes. This idea has been a part of our country's culture for many, many years. We will have to wait and see how our culture is affected by the change to a market economy. But up to now, men are more powerful than women. Both men and women have had limited abilities to accumulate wealth, but in the workplace, women and men are equal and earn similar salaries when doing the same job. But still, most leading positions are played by men, so as general phenomenon, the men's income is higher than women's.

In the family, however, all conflicts are negotiated within the family by the couple. Each family resolves these problems in their own home. But there is a systematic practice that women are most often disadvantaged by doing most of the work in the home.

What can your government do to help women?

The Vietnamese government must begin to develop policies that make it easier for women in general, and in management in the workplace. They must develop policies that help the women; daycare, trade services . . . or they must consider giving a number of professional and managerial positions to women.

If you were told you could change one thing in your country that would benefit women the most, what would it be?

The government needs to begin to concern itself with family planning. Current governmental policies related to children calls for families to have one child. Currently only women are concerned with family planning and the government could establish policies that force men to assume the responsibility also. If I could have a magic wand, I would give certain

priorities to female managers and laborers in the form of policies that benefit them at work. These policies would be true at school, work and retirement.

So, you feel a one child per family limit should be imposed by law? In what way would that benefit women?

Yes, by only having one child, women should not do so much housework and will have better conditions to study and have time to take part in social activities and develop their knowledge as their male counterparts are able to do. Then, women can do better at work and their positions can be truly equal to men.

In the new market economy, how will your government assure that women would have jobs equally as good as men?

We need to provide more jobs for women. As we have begun our move to the market economy and our organizations are concerned with profit, women are being laid off more often than men. Our command economy and government of the past has protected women from being disadvantaged in the workplace. The market economy may not. We need to provide more training for women so they can be as competitive as men in the new economy. Things will have to change in a market economy, or women will lose their ground, especially during the initial period when many are unskilled managers. Women should share equally in the training of our market economy managers.

Why, if your country values women's work as much as men, are women being laid off first in the workplace? Why are they disproportionately disadvantaged as you move to a market economy?

In the workplace in Vietnam, there is no difference between men and women. They are equal. There is no difference in treatment. Women have an equal chance for advancement.

Theoretically, women are equal, but in practice, women's skills are not as good. They have had no opportunity to develop many of the needed skills. We need better and more training for women in Vietnam. We need more education for women. We need more training for women to learn how to manage in a market economy.

If women are doing more work in the home, they have less time to get the needed training. Once again, the government needs to establish policies that will help women from falling behind in the workplace. The idea that women do more work in the home than the man has been true in our country for many, many years—that will not change very soon. The women in our country do two jobs, one at work and one at home. The men are able to concentrate most of their energy to the workplace. Therefore, the government must establish policies that maintain women's equal status in the workplace. Also, on the other hand, psychologically, managers often think that men are more skilled

and more resourceful than women. That is why men are often chosen over women in the workplace.

How do you recognize successful women in Vietnam?

There are not many women in Vietnam who are successful at work. In Vietnam, families are important, and women are not discriminated in the workplace for having families. In our command economy, our government has been able to develop policies that help women. In the new market economy, we are uncertain and this is my major concern. The problem of being successful at work is not a problem of being married or single. The decisive problem is, do women have the ability or not, and does she really want to strive or not? Yet, in our country, usually, the one who is successful in the management, their profession or at work, in general, are those who also have happy families.

Are there things that women themselves can do to maintain their current status in the workplace?

This is an interesting and subtle problem. Women themselves should try their best to affirm their positions—I think this is a decisive point. But, the state needs to make better conditions for women and managers should have a better perspective on women's contributions to the workplace. Managers should take a new look at the contribution that women are making to the Vietnamese workplace. As it is now, managers rarely promote women to key positions.

What is your vision of the role of Vietnamese women in the workplace ten years from now?

As in former years, they still will have important roles in offices, enterprises, especially in some certain professions. Much will depend on how our government responds to women's place in our market economy.

How would you summarize this interview?

I think the Vietnamese women make a meaningful contribution to the workplace. I want people all over the world and American people to understand more about the Vietnamese woman. The history of the Vietnam nation is built upon the Vietnamese women's glorious tradition. President Ho Chi Minh has offered us four words "Heroic-Inflexible-Generous-Active." We always mobilize each other to be worthy to this appellation forever. The market economy demands laborers and managers must be more active, more effective in their work. Our women understand that and are working very hard. Many famous feminist scientists, many active feminist managers have appeared in some recent years. I really believe that, in Vietnam, as in any

period of the revolution, women are always respected and they have a strong place in Vietnam's society.

Summary Comments

You will note throughout the interview with Madame Hoa, her sincere interest in how the changing economy will alter women's status in the Vietnamese workplace. She is very concerned that women will no longer be as equal as she now perceives them under Vietnam's recent command economy. You will also note, however, the contradictions that we alluded to earlier in this paper. That is, while Madame Hoa continues to suggest that women have been equal in the Vietnamese command economy, similar to our own country, women still do the majority of the child and house care work, leaving them limited time for the continued education and training necessary to be truly equal in their workplace environment. Again, similar to our own country, as Orwell might say, some men and women are more equal than others . . .

JOB OPENINGS?

Contact the Business Office in TIP.

SIOP Administrative Office
657 East Golf Road, Suite 309
Arlington Heights, IL 60005
Phone: 708-640-0068

Practice Network

Thomas G. Baker

Practice Network is committed to providing a forum for the discussion of issues and ideas affecting I/O practitioners. You talk, I write, and your name goes up in bold print—it's really very simple. I am always available to speak with you at (303) 530-8143.

Leading Academician Hits the Bricks

In trying to make up for the many slams I/O academics have suffered at the hands of *Practice Network* columns in the past, I was pleased to have a conversation with **Rich Arvey** (Industrial Relations Center, University of Minnesota).

Rich is a strong advocate of getting up from the desk, away from the chalkboard cluttered with theoretical models and out into the field. "Applied settings have provided me with tremendous stimulus and impetus in my academic work," Rich enthuses, "There is a real richness that comes out of the practitioner's world."

Rich wants to see more academicians blend their scholarly and practitioner work. He finds that it is often realistic for him to take his practitioner/consulting work and have it 'pay off' in an academic sense. One example of this is his recent JAP article¹, which arose from a consulting project to develop and validate a physical ability test for Minneapolis police officers. "The development of this project into a full-scale research project actually made the test more defensible for them," Rich says. He could have just 'got it done' but found that with some careful thinking and statistical analysis he was able to make it pay off for the city and for himself. "The database was there, all I added was some theoretical thinking to make it serve academic ends," Rich comments.

Rich finds academic and practitioner work "tremendously complimentary" and is very concerned with his impression that "a lot of young (academic) professionals don't see the connection between these two worlds of work."

Another example of Rich gaining a double pay-off for consulting work is through his involvement as an expert witness during court testimony. He has worked as the expert witness in two wrongful death cases, testifying whether or not the HR system of the company purports to meet industry standards, and through this involvement developed a great deal of interest in workplace violence. Since this testimony, he has hit the speaking circuit on this important issue. In other expert witness duties concerning test validation, "I have started to think about how to take an intact VG argument and apply it in a specific

situation for a specific organization. There is not much guidance there theoretically," Rich says, "... I have become moved by the theoretical implications of real world, applied contexts."

What intrigues Rich is taking an immediate, practical problem and exploring its academic value. For like-minded academicians, **Rich Arvey** has a few suggestions:

1. Develop good, applied communications skills to help you relate with people in industry. This is number one. Additionally, consider your ability to understand accounting, finance and other business issues.
2. Recognize that, in consulting work, the academic angle is not always immediately apparent. Have patience. "If you back off right away, you may miss the richness of the data," he says. In many of his consulting jobs it was not until after he had given the situation and its data sufficient thought and consideration that he saw its academic value.
3. Be practical. Don't attempt to get rich quick. Pay attention to your academic work. He feels that more doors for applied work are open to him precisely because of his academic reputation. Also, he suggests you pick and choose your consulting jobs carefully, so as to not spread yourself too thin.

Rich Arvey is doing what he can to address concerns practitioners have about academicians. As Rich puts it, "Here is an academician saying, 'Hey, this practitioner study is wonderful, I love it!'"

Brother, Can You Spare Me A Psychologist?

The pilots at Fed-Ex have recently unionized. Somewhere along the line they got the notion that the company's random drug testing program was not truly random. **Thomas J. "TJ" Thomas** (Federal Express Corporation, Memphis) was asked to get an outside opinion on whether the algorithm used to pick who pees was truly random. It took TJ two weeks to find someone who could help him answer that question (the answer was 'Yes'). He made numerous phone calls and finally had to settle on a statistician of national recognition—but with whom he was not personally familiar—to get the job done. It shouldn't be this hard.

"Networking at SIOP, APA and other conferences is OK, but it is not enough. I have been in this job for about three years and will need another five years to build up my network," TJ comments.

TJ offers the **TIP** readers a proposal on how to more easily mate the applied needs of internal practitioners with the expertise and graduate student labor of universities. Call it what you will (how about the *Practitioner & Practicum Handbook?*), the purpose would be to catalog the talents and resources of universities with graduate resources which are available to be

hired to accomplish projects in the Real World and to list companies who regularly have openings for student practicums. Publish it once a year and we could have a concrete tool to link the needs of practitioners with the needs of graduate schools in I/O psychology.

The concept is simple and the need is there (TB: I concur, based on my discussions with many practitioners), the only question is, "Does Anyone Care?" TJ proposes this idea to SIOP members and administration and is willing to help set this handbook's standards. Is anyone willing to take up the challenge?

Fed-Ex has about 100,000 employees and three I/O psychologists, i.e., TJ's span of responsibility is somewhere above 30,000 people. He has the budget (as do most internal psychologists) and he comes across projects he would love to farm out to academic resources no less than once per month (ditto). "I believe (a handbook) would fulfill the biggest need I see for SIOP practitioners," he says, "I have the membership list just like everyone else does, but I don't know what these people do." A handbook should list the expertise and qualifications for its entries and TJ sees a need to have some sort of quality screening to make the information meaningful. TJ emphasizes, "I need access to good quality, I need the work to be done so it's defensible. I want to be able to walk down to my VP's office and have full confidence that the job has been done right."

What do you think? "I would sure love to hear from some of my colleagues and see what they think," TJ asks. Contact **Thomas "TJ" Thomas** at Fed-Ex in Memphis at (901) 922-5594 or send him some 'overnight mail.'

Video Taped Training Materials

From the not-quite-ready-for-prime-time players in Arizona comes a critically acclaimed set of videotapes on Industrial psych topics.² Check out these titles:

- * *Item Construction and Analysis (The Beginning)*. Content: Self-explanatory.
- * *Item Construction and Analysis (The Sequel)*. Content: Self-explanatory.
- * *The Line Between Success and Failure*. Content: Determining examination passing points.
- * *Shopping List for the Selection Specialist*. Content: Basic considerations for written, oral, performance, assessment center exams.
- * *So You Think You Need Analysis?* Content: Overview of various job analysis techniques.
- * *Standard Deviates in Our Lives*. Content: Basic stats for analyzing test results.
- * *Selection Specialist Erector Set*. Content: Basics of conducting examinations—test quality, relevance, efficiency, etc.

The tapes listed here are available from **WRIPAC** in Phoenix and are based on work done by **Ted Darany**, **Ed Cole** and **Karen Coffee**. They are darn near giving these tapes away at \$35 a whack. Give **Kristine Smith**, President of **WRIPAC** until 9/94, a call at (909) 387-6086.

Dennis Joiner also has a 1/2-hour videotape available. His tape, *Assessment Centers: A Brief Orientation to the Process*, can be used for candidate or assessor orientation and makes a nice birthday gift for a fellow practitioner. He also has a longer assessment center tape and an older tape for assessor training on leaderless group discussions.

Word is out that somewhere in New Jersey's state personnel offices are some diamond-in-the-rough videotapes on the training of oral exam raters. Heh, John, give me a call if you want to go public!

MAPAC has assembled an impressive videotape library for its members. **Bob Schneider**, handling training duties for **MAPAC**, encourages anyone with video based materials they are willing to share, or know of video materials that can be acquired at a reasonable cost, to contact him at (717) 787-5974, extension 3539.

Direction of Litigation

Practice Network recently received a most sweeping and invigorating social/political history lesson from **Phillip Varca** (University of Wyoming, Department of Management and Marketing).

Phillip (as opposed to my cousin, a biblical scholar, also known for sweeping historical lessons) recently published a Personnel Psych article dealing with the past and future of employment discrimination laws.³

In a nutshell his ideas are as follows (hang onto your hat): In 1964 our nation's first Civil Rights Act was passed by Congress. It came about under a Democratic regime and set into law the protection of many people hitherto unprotected by statute. During the 1970's, personnel standards crept close to defaulting to quotas, with personnel offices catering to the watchful eye of the EEOC. During the 1980's, under a very different legislative agenda, the legal arms of our government went about piece-mealing individual rights in favor of laws (and Supreme Court cases) re-interpreting major themes of the 1964 Civil Rights Act to favor the 'company side'—*Ward's Cove Packing v. Antonio* and *Watson v. Fort Worth Bank and Trust* come to mind. In reaction to increasing conservatism, Congress passed the 1991 Civil Rights Act. The Act is not just any law, it is the epitome of ambiguity. Except for the Civil Rights Act's stand against differential cut-off scores, the rest of this tome is difficult to nail down. It will take five or more years for it to be interpreted by courts so that individuals and companies know what they say.

"We in I/O have a lot more playing field now (TB: because of current laws which make it more difficult for plaintiffs to charge companies with disparate

treatment), but it is not due to our science," Phillip says. Ten to fifteen years ago, many of our personnel practices had to be constructed with an eye to how the EEOC would view it. With a Reagan/Bush-weakened EEOC, we have been given more freedom.

Phillip predicts that cases brought forward under the 1991 Civil Rights Act will not get to the Supreme Court until the year 2000, and to illustrate his point reminds us that *Griggs v. Duke Power* spent many years in the Federal court system before it was ruled on by the Supreme Court in 1971. "You had better get ready for a roller coaster ride if you will be in I/O to the year 2040," he says.

The problem with vague laws is that they must be interpreted by the courts. Company lawyers will fight to have the court accept their view of "statutory construction" (specifically how laws apply to their case). Because of this, Phillip predicts a bewildering, and often contradictory, assortment of our court rulings coming out of District courts across the nation, more clarity will be reached when cases hit the second level of the Federal court system, the Circuit courts, but good things take time. In the interim, practitioners can truly feel like they are hanging in the breeze.

Phillip Varca recommends that I/O psychologists use this period of time to rethink how we do our current work in test development and validation. Are validity coefficients in the 20's and 30's really state-of-the-art? "In the past," Phillip explains, "we have catered to the potential for litigation, but at this point in time we have more freedom and should take more risks coming up with selection paradigms which account for more variance. A more effective selection system is in the spirit of the 1991 Civil Rights Act."

In Basket Scored in 20 Minutes

When **Paul Kaiser** (NY Dept. of Civil Service, Albany, NY) was posed with the challenge of giving an examination to 400 Correctional Captains he called in a practitioner who specializes in civil service/governmental testing—**Harry Brull** (PDI, Minneapolis).

Practice Network spoke with Harry after he returned from the Winter MAPAC meeting in Maryland co-presenting *A New Approach to In Baskets for a Large Candidate Population* with Paul.

There are two recurring problems in using the In Basket method; scoring reliability and labor intensity. By all accounts, Harry and Paul were able to lick these problems, as testified by a mean inter-rater correlation of .82 and an average of twenty minutes to score each 15-item In Basket.

According to Harry, some of the innovations used in the construction of the In Basket are as follows; the baskets lack 'fluff' or distractor items, each item stands independent of the other items and the response formats direct the candidates to information that must be included in the response. For the

scoring process, Harry and Paul employed two additional ideas; anchored rating scales for all items, and rater pairs who specialized in scoring two or three items instead of grading all 15. Given these tools (and the repetition of 400 In Baskets), Harry notes that "these raters get very, very good and very, very fast at scoring their items." Ratings are accepted 'as is' unless they differ by more than one point on the 5-point rating scale—a common decision rule.

Paul and Harry have heavily researched the internal statistics for this In Basket. Factor analytic work by Paul reveals a six factor structure along item content lines—medical, crisis, security issues and the like (don't forget a Correctional Captain works in a prison). Split-half reliability is high. The standard deviation around the mean In Basket score is twice as much as for the other examination components (oral, multiple choice and written simulation test). Interestingly, factoring the examination scores for all exercises reveals two principal factors—open-ended items and closed-ended item—adding credence to already established concerns that assessments are not truly dimensional.

Harry is hoping to examine the external validity of the In Basket and other parts of this examination and is currently struggling with how to get solid performance data.

Paul Kayser, whom **Harry Brull** flatteringly describes as the "most unbureaucratic bureaucrat I've ever met," quotes author Tom Bobbins in saying "The only true aphrodisiac is new stuff." Thanks Paul and Harry for sharing some of your new stuff with *Practice Network*!

Consulting in the Real World

Practice Network is pleased to feature a second academician sounding off about life in the practitioner's world.

This feature is brought to you by **TIP's** own Ivory Towerian, **Kurt Kraiger** (CU-Denver), and is an extreme condensation of a recent paper he wrote after taking a one year sabbatical from academia to work for International Learning Systems, Inc., a consulting firm based in Golden. Here are some of his most valuable lessons:

Timeliness is next to goodness: The consulting world seemingly consists of two distinct time modalities. During the proposal stage, it is a case of "hurry up and wait"—short, hectic intervals for preparation, followed by a long wait for a decision. Once the decision is made, the modality shifts to the "run-away-train-you-got-to-be-kidding-me-all-hell-breaks-loose-I-can't-believe-we-finished-on-time" mode. Very often, the race (and the contract) goes to the swiftest.

You're only as good as your last typo: By-and-large, when you are brought in as an expert, by definition, the customer doesn't know as much as you about the content area. Therefore, it is reasonable to expect the customer to be

more critical of packaging and presentation than ideas, because when it comes to style, the playing field is level.

It's not what you know but who you know: Clients do judge you by the company you keep. Name-dropping under contract is taboo, but rattling off the names of high visibility former clients is an easy way to impress a potential new client.

You don't know as much as you think: In the real world, knowledge is disseminated through very informal, but extremely fast channels. To be sure, the business world, particularly corporate training is faddish; but the rate at which new ideas and methods spread (without journals) is amazing.

You know more than you need: The academic world reinforces the search for complex solutions to complex questions. However, business managers expect straightforward answers to the same complex questions. This is a reasonable expectation.

There is no such thing as a free day: In academics, there's always plenty to do, but you also have the option of doing nothing. Your time belongs to you. Flash forward: If three clients contract for 40 hours of your time over the next two weeks: a) you're lucky; b) you're busy. Working on a consulting team means that you must complete your work in time for others to do theirs.

Just Say Yes: There is a core attitude which is vital to success both in academia and consulting, and that is the willingness to just say yes. ILS's president once burst into a research meeting saying, "The client is willing to work with us if we can translate our competency survey into Spanish, and I said we could. Can we?" The answer is always "yes, we'll figure out how." It is always yes when you have the confidence to take the next step, to go beyond what you did yesterday.

Kurt, thanks for contributing to your own journal *Practice Network*.

Automated Application Process Does it All

Company telephone job lines are no big deal. Call the number and find out what jobs are open at XYZ Corporation. No, no, the bar is being raised much higher than that.

What if you could call a job line and apply for a job: find a vacancy that interests you, fill out the application, take any required tests and immediately receive your score? What if you could 'dial up' on your PC and apply for jobs? What if your system could do all this and more and all the hardware you needed was a single PC and a heckuva lot of ingenuity?

Yup—you guessed it—I have just described a system that is being developed right now by your friendly neighborhood USOPM. **Sherry Turpenoff** (US Office of Personnel Management, Washington, D.C.) says this new system will be possible by combining OPM's existing employment information system and the new microcomputer assisted rating system

(MARS), introduced on OPM's 26 service centers across the country between May and November of last year.

The OPM employment information system consists of a bulletin board that feeds touch-screen computers and a telephone job line nationwide. Because the entire system is linked, new entries placed on the bulletin board by OPM service centers or Federal agencies are uploaded nightly to the phone line and the touch-screen computers. Thus, a job position entered in Biloxi on Monday can be seen on a touch-screen computer in Seattle on Tuesday.

MARS automates the rating process. MARS allows service centers to develop job-specific questionnaires for each vacancy by selecting closed-ended questions from libraries of tasks, abilities and experience information.

OPM is currently working to marry these two systems so that the job-specific questionnaire for a job will be available on all of the employment information delivery media. This means applicants will be able to apply for a job on the same instrument they used to find out about the job. Telephone application is currently being used for Professional Nursing positions. Expanded telephone application, as well as electronic application, will be available this year.

Other parts of the system that are currently under development include computer-administered tests, adaptive (branching) computer-assisted tests, libraries of structured interviews for manager's use during live interviews and putting this whole menagerie on interactive TV.

Curious? You should be. Sherry made me *promise* not to give out the MARS telephone number (unemployed defense industry I/O psychologists might clog the lines), but you can sample some of the technology by dialing a Job Information Line at (912) 757-3000 or use your PC to dial a bulletin board at (912) 757-3100. You should also feel free to direct your questions to a non-automated USOPM Communications Officer—**Mary Ann Maloney**. Mary Ann's number is (202) 606-1800.

Case Study: Foreman Assessment Process

Practice Network enjoyed speaking with **Tim DeHaan** (DeHaan & Associates, Broomfield, CO) about an assessment project he completed as an independent consultant for an oil refinery in Texas.

The refinery employs approximately 1,300, including 150 first line maintenance and operations foremen—the target position. The company hired him due to their anticipating somewhere in the neighborhood of 30 new positions over the next couple of years and asked for his assistance in developing a 'foreman potential' assessment process.

His assessment system has three main components. The first phase is a very innovative and extensive orientation program. It borders on a 'realistic job preview' of both the foreman job and the assessment process. The half-day

orientation uses three mini-simulations to familiarize candidates (who have been selected through management referrals or by self nomination) with the operation of the center. The mini-simulations are a six-item In Basket, a 15-minute Leaderless Group Discussion and a videotaped interaction simulation (role play). Each exercise is taken as a group and issues, concerns and questions are addressed immediately thereafter.

After the candidates have experienced each simulation, the administrator answers questions and concerns, such as, "Were the dates in the In Basket important?" or "If you don't say anything during the group meetings, the assessors don't know what you think about the problem." While the candidates don't participate in the interaction simulation, they do read a similar case and discuss ideas about how to approach such a meeting. They then watch a videotape of a role play to see how it works.

Tim says the extensive hands-on orientation serves several purposes.

"It ensures that all candidates have the same information about the assessment process and helps to avoid confusion about how to approach each simulation. This allows the assessors to see the best performance likely from each candidate. It also serves as a small organization development effort by showing hourly workers what is expected from foremen and provides them a mind-training session to prepare them for the assessment center. I believe this is important to the credibility and acceptance of the assessment process during individual feedback and during the selection of new foremen. Candidates who complete the assessment process feel the organization has given them a fair chance."

Candidates who don't want to pursue the foreman position or who feel they would not do well in the simulations can self-select out after the orientation process without any consequences.

The second phase of this foreman identification process consists of a behavioral background interview followed by an In Basket and follow-up interview. A candidate must pass this phase to continue to the final phase of the center. The interview and In Basket are easy to schedule, needing only the involvement of the candidate and two assessors. Following this phase, the assessors integrate the data and the center administrator conducts a feedback session with unsuccessful candidates.

Phase three, the "Assessment Center Day," consists of three exercises involving six candidates. An hour-long, observed Leaderless Group Discussion is followed by candidate being videotaped during two interaction simulations. After the assessors have observed and taken notes during the LGD, they complete an evaluation form for their two assigned candidates. The assessor teams then read and discuss each report to obtain a consensus rating on two dimensions (Leadership/Interpersonal skills and Decision Making) for

each of the six candidates. They agree on a descriptive summary which will be reviewed during the feedback session.

While the assessors are meeting, the candidates are being videotaped during the two interaction simulations. Trained role players set up the simulation and start the video cameras. The assessors then spend the remainder of the day and all of the next day watching each candidate's video and completing the evaluation form as a team. After the video for each candidate has been evaluated, an overall profile of the eight dimensions, based on all phases of the center, is finalized.

Tim has constructed the evaluation forms with an eye towards efficiency. "What I've tried to do is to make each evaluation form, in and of itself, a feedback form. The administrator can take the completed consensus report and go directly into a feedback session," he explains.

As the external consultant, Tim conducted the job analysis, created content valid simulations for all phases of the assessment center, provided four days of assessor training and trained an on-site administrator. In 1990 through 1992, 50 candidates went through the center and in 1993 twelve candidates were assessed.

Two 'lessons learned' from this consulting job are: (1) Conduct a good orientation session which combines information as well as *experiences* of the assessment center, and (2) Build a criterion-related validation study into the contract with the client. At this point, Tim finds that "anecdotal evidence is enough for this client," but would like to empirically validate his center's results.

If you would like to speak to **Tim DeHaan** at length feel free to call him at (303) 469-4017.

Spring Has Sprung . . .

. . . the grass has riz, I wonders where your phone call is? I wish I may, I wish I might, get a call from you today (or tonight).

Contact *Practice Network* by calling **Thomas G. Baker** at Micro Motion, Inc. in sunny Boulder, Colorado. Phone: (303) 530-8143. FAX: (303) 530-8007. Internet email: VTCJ69A@Prodigy.Com.

References

1. Arvey, R. D., Landon, P. E., Nutting, S. M., and Maxwell, S. E., *Journal of Applied Psychology*, 1993, pages 996-1009. *The Development of Physical Ability Tests for Police Officers: A construct validation approach.*
2. I've not seen the **WRIPAC** tapes myself, but **Bob Schneider** says they're good and he seems like a nice guy.
3. Varca, P. & Pattison, P. *Personnel Psychology*, 1993, Vol. 46, pages 239-258. *Evidentiary Standards in Employment Discrimination: A view toward the future.*

SIOP Executive Committee Highlights

Nancy T. Tippins, Secretary

The last Executive Committee meetings was held January 22-23, 1994. This is a summary of the important decisions and discussions that took place during the meeting. If you have questions or want to offer comments, please contact the Society Officers or Committee Chairs who are listed on the inside cover of **TIP**.

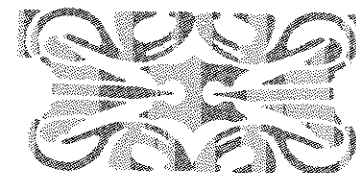
- 1) Wayne Cascio represented SIOP at the memorial service for Ralph Alexander. In memory of Ralph, SIOP has made a donation to the Alexander Fund at the University of Akron. That fund will be used to support a lecture series at the University of Akron.
- 2) Proposed by-laws changes were mailed to the SIOP membership in January and will be voted on at the Business Meeting held during the Annual Conference.
- 3) In APA's last apportionment vote, SIOP lost one APA Council seat and now has three seats instead of four. Although we are still among the largest divisions, the loss of the seat will lessen SIOP's influence in APA. It is not clear whether the loss of this seat is due to SIOP members not voting or other divisions growing. SIOP will delay the scheduled election of APA Council Representative in order to avoid more elected representatives than seats. The nominees for APA Council Representative will not be announced until a decision about the election is made. In future apportionment elections, please remember to return your ballot.
- 4) The Scientific Affairs Committee is writing reports on several issues that may be of interest to you.
 - a) Kevin Murphy submitted the Scientific Affairs Committee's report on banding to the Executive Committee and requested comment. If you would like to review the report, please contact Kevin.
 - b) The Scientific Affairs Committee will also review the proposed Model Guidelines for Pre-Employment Integrity Testing written by the American Society of Test Publishers. If you wish to review the proposed guidelines or make comment, please contact Kevin.
 - c) APA's Committee on Assessment and Psychological Tests has requested comments from the testing community regarding specific test standards. A subcommittee of the Scientific Affairs Committee will respond for SIOP. If you want input to SIOP's response, you may respond to Kevin.
- 5) The Committee on Committees is beginning to assign SIOP members to committees. If you have not completed your self nomination form,

please do so now and send it to Angelo DeNisi. You can find copies of the self nominations form in back issues of **TIP**.

- 6) The Education and Training Committee's Subcommittee on Master's Education chaired by Ken Carson has completed the Guidelines for Education and Training at the Master's Level in I/O Psychology. The Executive Committee has approved the Guidelines which will be distributed at a Conversation Hour at the Annual Conference. Later this spring, the Guidelines will be sent to all I/O Psychology departments. SIOP members may request copies from the Administrative Office.
- 7) Mike Campion and the Long Range Planning Committee and Ron Johnson and the Professional Affairs Committee are developing a process for making donations to SIOP. Since SIOP is not a tax exempt organization yet, some of the issues are surprisingly complex. If you have suggestions, please contact Mike or Ron.
- 8) A number of student members of SIOP do not join SIOP when they graduate. Bill Balzer and the Membership Committee are working on determining why, and making it easier for recent graduates to convert their student affiliation with SIOP to full membership.
- 9) Ron Johnson and the Professional Affairs Committee have begun their review of the Ethics Casebook. Comments and suggestions should be directed to Ron.
- 10) A number of events at the Annual Conference are continuations of discussions begun in the Executive Committee meetings:
 - a) The Education and Training Committee's Subcommittee on the Survey of Ph.D. Internships in I/O Psychology chaired by Malcom McCulloch will discuss internships at a Roundtable Session.
 - b) The Education and Training Committee's Subcommittee on Master's Education will review the Guidelines for Education and Training at the Master's Level in I/O Psychology at a Roundtable Session.
 - c) The Regional Applied Psychology Groups Subcommittee, a subcommittee of the External Affairs Committee, will share results of their survey of the 28 regional applied psychology groups.
 - d) The External Affairs Committee has invited mid level and high level program officers from federal agencies that support or should support I/O research to the Annual Conference.
 - e) A Conversation Hour will be held with the editors of the Frontier Series latest volume *Teams in Organizations*, Rick Guzzo and Eduardo Salas.
 - f) The latest volume in the Professional Practice Series, Ann Howard's *Diagnosis for Organization Change: Methods and*

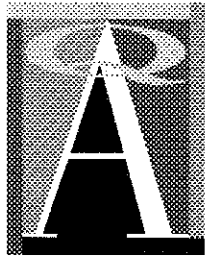
Models, will be discussed at a Conversation Hour.

- g) A new member social will be held at the Annual Conference. The Executive Committee and Committee Chairs will be there to meet new members and encourage their participation in SIOP.



SIOP CALENDAR

SIOP Conference Nashville, TN	April 7 - 10, 1994
TIP Deadline for August Issue	May 15, 1994
APS Convention Washington, D.C.	June 29 - July 1, 1994
APA Convention Los Angeles, CA	August 14 - 18, 1994
SIOP Conference Orlando, FL	May 18 - 21, 1995



Our Questions Answer Yours™

World Class Performance . . .

It may be measured by profits and product or service quality, but it is determined by your people.

A key issue facing organizations today is how to survive and thrive in today's intensively competitive global marketplace. How do successful companies come up with creative solutions to this challenge? They pursue feedback about the workplace as aggressively as they pursue feedback about their products, services and profits. They listen to their employees, they find out what is on their minds, and discover the issues and answers that will lead to increases in personal satisfaction, commitment, and productivity. And most importantly they implement those answers in a visible and positive manner to achieve continuous improvement.

The employee opinion survey has become a major tool in enabling managers to look at old problems and new challenges from a fresh perspective – that of the people they lead.

Questar's Organizational Consulting & Research group can help you with all or part of your employee survey process.

Questar Data Systems, Inc.
2905 West Service Road
Eagan, Minnesota 55121-2199
(612) 688-0089
(612) 688-0546 Fax

SOUTH-WESTERN PUBLISHING CO. PUTTING CURRENT HRM ISSUES INTO FOCUS

◆ ◆ ◆
A V A I L A B L E N O W

Performance Appraisal: Alternative Perspectives

Robert L. Cardy, *Arizona State University*
Gregory H. Dobbins, *University of Tennessee*
Give students the alternative perspectives of performance appraisal with this research-oriented text. The theme of Multiple/Alternative perspectives provides a broader and deeper understanding of major topics, giving students a balanced view and understanding of appraisal issues. Coverage of methodology, the basis for appraisal, TQM, and rational and political approaches provide timely, real-world issues in a more readable format.

Compensation, Organizational Strategy, and Firm Performance

Luis Gomez-Mejia, *Arizona State University*
David Balkin, *University of Colorado-Boulder*

HRM Reality: Putting Competence in Context

Peter J. Frost, *University of British Columbia*
Vance F. Mitchell, *Embry-Riddle Aeronautical University*

Walter R. Nord, *University of South Florida*

Strategy and Human Resources Management

John E. Butler, *University of Washington*
Gerald R. Ferris, *University of Illinois*
Nancy K. Napier, *Boise State University*

Research Methods in Human Resources Management

Neal W. Schmitt, *Michigan State University*
Richard J. Klimoski, *Ohio State University*

Selection Interviews: Process Perspectives

Robert Dipboye, *Rice University*

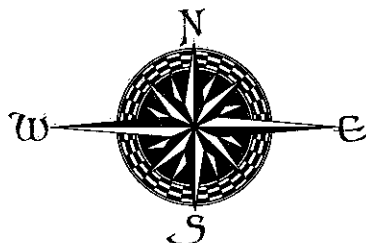
TO LEARN MORE, CONTACT YOUR
PUBLISHER'S REPRESENTATIVE,
OR CALL, FAX, OR WRITE:

SOUTH-WESTERN SERIES IN
HUMAN RESOURCES MANAGEMENT



COLLEGE DIVISION
South-Western Publishing Co.

5101 Madison Road
Cincinnati, Ohio 45227-1490
Phone 1-800-543-8444
Fax 1-800-451-3661



**You're
heading in
the right
direction!**

A professionally developed pre-employment testing program can result in greater productivity, lower training costs, and reduced turnover which will yield considerable savings to your corporation.

AccuRater™ BY S.F. CHECKOSKY & ASSOCIATES

In the computer-based test development business since 1985, SFC&A has developed test batteries for the following jobs:

SERVICE REPRESENTATIVE - The *AccuRater Service Representative Battery* uses voice technology in a PC-based program which assesses skills important to performance on Service Representative jobs. These include listening, long- and short-term memory, spelling, keyboarding, mathematical, and problem solving skills. The battery consists of a series of exercises which resemble work performed on the job.

SECRETARY - The *AccuRater Secretarial Battery* assesses skills which are important to performance on secretarial jobs. These include typing, proofreading, text editing, using word processing functions, spelling, and vocabulary.

CLERK - The *AccuRater Clerical Battery* assesses skills which are important to performance on many clerical jobs. These include keyboarding, filing, basic math, spelling, and vocabulary.

These professionally developed products are based on careful job analyses and have been shown to be related to job performance in a series of validation studies.

**We know what is necessary to develop accurate,
"user-friendly" skills assessment software.
We've been doing it since 1985, with over 1,500 clients.**

Call us to discuss your testing program or to arrange for a personal visit.

**S. F. CHECKOSKY &
ASSOCIATES INC
[SFC&A]**

P.O. Box 5116 • Syracuse, NY 13220
1-800-521-6833



FRONTIERS SERIES

Sheldon Zedeck

I am pleased to have been appointed as the new editor for the *Frontiers Series* and look forward to working with the SIOP membership and continuing the tradition established by my predecessors, Irv Goldstein and Ray Katzell. By all accounts (reviews and sales of over 24,000 volumes), the Series has been a scholarly and financial success and much credit goes to the volume editors, authors, and *Frontiers Series* editorial board.

Two volumes are currently in preparation. The first volume, *Teams in Organizations*, is being edited by Rick Guzzo and Eduardo Salas, and will be available October 1994. To get a preview of this volume, you should attend a "conversation hour" with Guzzo and Salas pertaining to the book and its chapters at the SIOP meetings in Nashville. The second forthcoming volume, *The Changing Nature of Work*, edited by Ann Howard, should be published in early 1995.

Two new volumes have recently been signed. The first, *Individual Differences and Behavior in Organizations*, will be edited by Kevin Murphy. This volume will focus on four sets of individual difference variables (cognitive, personality, orientation—values and interests, and disposition, affect, and temperaments), and the ways in which these variables affect behavior in organizations. The other volume, *New Perspectives on International Industrial and Organizational Psychology*, will be edited by Christopher Earley and Miriam Erez. This volume will examine how the employee-organization relationship changes as a function of cultural and national origin.

The *Frontiers Series* editorial board will be meeting in Nashville to discuss topics for future volumes. If you have suggestions for topics and volume editors, please call or write to me or members of the board. The board members are Wally Borman, Ann Howard, Dan Ilgen, Allen Kraut, Elaine Pulakos, and Denise Rousseau.

HOGAN PERSONALITY INVENTORY

Where Less Is More

*The HPI is the only personality inventory
with all these essential features:*

- Designed to predict occupational success
- Developed exclusively on working adults
- Based on Big Five Theory
- Normed on 14,000 working adults
- Validated in over 50 organizations
- Fourth grade reading level
- Single group norms
- No adverse impact
- No invasive, intrusive, or clinical items
- Computerized interpretive reports
- Free menu-driven software for on-site scoring
- Computer or paper and pencil administration
- Scales for these occupational themes —
Service Orientation, Employee Reliability,
Sales Potential, Managerial Potential
- Revised in 1992

The revised HPI is available through



Phone: 1-800-756-0632 • FAX: 918-749-0635

P. O. Box 521176 • Tulsa, OK 74152

THE STUDENT NETWORK

Kerry A. Burgess
University of Central Florida

Well, here we are! Nearing the end of yet another academic year! I hope that everyone has survived with relatively little harm. While most of us are gearing up for another year of school, there are some lucky souls venturing out into the real world. You know what that means—more work! Well, in honor of those graduating, as well as those beginning to consider life after graduate school, four student representatives have been diligently researching various facets of the job search, along with specific types of I/O jobs (i.e., academic vs. applied, and public vs. private sectors). The following is a compilation of their findings.

YOUR FIRST STEPS INTO THE REAL WORLD— TIPS TO MAKE THE TRANSITION SMOOTHER

Deena Freeman,
University of Tennessee

C. Shawn Burke,
George Mason University

Lisa Grant,
North Carolina State University

Lisa Langkamp,
University of Wisconsin—Oshkosh

With graduation just around the corner, thoughts of getting an internship or permanent position dominate the minds of most graduate students. What should prospective applicants know about the job search? Several recent graduates of Master's and Ph.D. programs were asked for their input. The following is a synthesis of their ideas, from the preliminary stages of the interview, to the follow-up stages.

Preparing for the job search should begin long before I/O students graduate. Many recent graduates advise that students should get as much hands-on experience as possible (e.g., internships, assistantships), and use networking while still in school to get a head start.

Once you are ready to begin the interview process, however, you should consider several items *before actually reaching the interviewing stage*. These include:

- Determine what industry and what size of an institution you are interested in, and then spread the word (e.g., let your faculty and colleagues know).
- Keep a file and document everything, including a list of all of your contacts and the questions that you would like to ask during the interview.
- Develop a research theme/niche that you can market based on your experiences and research interests.

Once you receive an invitation for an interview, there are several important considerations regarding the interview process which you should discuss with the employer *prior to the interview*. These include:

- Clarify who will make the travel arrangements and pay for the expenses incurred.
- Determine what type of presentation is expected.
- Ascertain who will make up the audience at your presentation (if one is required)

Before leaving for the interview:

- Practice your presentation with people who will ask you difficult questions. Get feedback from them concerning your presentation skills.
- Be over-prepared for questions on your presentation (e.g., from the worth of your inquiry to the data analysis).
- Research the faculty/employees of the institution and be conversant with their work.
- Identify your potential contribution to the institution and practice ways of incorporating this into various interviewing scenarios.
- In addition to the lengthy, all-encompassing speech of "who you are" and "what you really want to do" in your career, form a succinct five minute version to be relayed during the interview including your research accomplishments and goals.

Once you have arrived at the interview:

- Remember that the criticality of first impressions cannot be overemphasized.
- Present yourself in a confident manner when selling your abilities (but do not cross the confidence-arrogance line).
- If possible, talk with employees and support staff in other departments of the organization to get a feel for the climate. You should never underestimate the impact that any of these individuals could have on the employment decision.

After the interview:

- Send thank you notes to those who spent a significant portion of their time with you.
- Be assertive and follow-up with your contacts to ascertain your status.

In closing, here are some important tips to remember:

- The interview process is a grueling, physically draining experience. Moreover, you may receive more rejections than interviews. Fight to keep your energy and confidence levels up!
- Look and act professional at all times. Do not be fooled by the "we are really casual around here" speech. However, in social interactions, be your own personable self without appearing to be unprofessional.
- Be prepared for scheduling changes (e.g., be ready to give your presentation the moment you walk off the plane!).
- Keep your job search file close at hand in case you are faced with a telephone interview.

As you know, not every type of job requires the same KSAs, nor does every job give you the same type of benefits or rewards. Therefore, to assist you in determining what type of organization would best "fit" your interests, we have also examined the facets of academic vs. applied positions, and public vs. private sectors.

Academic vs. Applied Positions

The purpose of this section is to provide a broad overview of some of the differences between positions in academia and applied positions with respect to salary, degree requirements, and autonomy.

Salaries in academic positions are generally lower than those in applied positions. Based on 1989 figures, salaries for applied positions tended to range from \$35,000 to \$40,000, whereas academic positions ranged from about \$28,000 to \$30,000 (Pritchard, Hart, & Fuentes, 1989). If this is a big concern, keep in mind that in academia, it is possible to supplement your income by engaging in consultation work on the side. Additionally, in academia, the department in which an I/O psychologist works will have a significant impact on salary. For example, according to 1991 figures, I/O graduates working in the psychology department had an annual average salary of \$32,000 while those working in the business school earned approximately \$53,000 (Kohout & Wicherski, 1993).

Another factor which can impact your career options is your highest degree level attained (Master's or Ph.D.). While it is not uncommon for someone with a Master's degree to be hired in an applied setting, it is uncommon to be hired in academia at the university level without a Ph.D. Still, it is possible to get an academic position at the community college level. Your main responsibilities

in the community college would be those of teacher and advisor, with very few research responsibilities.

There is also more autonomy in academic positions. Within reason, you can generally pick your own areas to study. Academia also allows you to play to your strengths. That is, if you enjoy conducting research and obtaining external funds, you can oftentimes downplay your class load. However, if outside funds deplete, the pressure is on—especially if you have a research team that is depending on those funds. You may have to scramble to obtain more funds or find other positions for your team—people are depending on you. In applied settings, the problems often come to you. Frequently, you are reacting to already existing problems, and may not get to choose your projects. Also, because you are working with people who may not fully understand your degree, you may get stretched beyond your training.

Finally, your schedule is usually more flexible in academia. You can choose blocks of time in which to teach. It is a performance-based system and unless you violate the trust of your department, you have flexibility with your time. This proves to be very helpful in solving work and family schedule conflicts.

In conclusion, both applied and academic fields have pressures and benefits. In academia, characteristic responsibilities include: teaching, mentoring, publishing, researching, becoming recognized in the scientific community, a lower salary, generally less travel, emphasis on tenure, and more autonomy. The following are common to applied settings: less work variety, less autonomy, less time flexibility, higher salary, frequent travel, and very little mentoring and teaching responsibilities. Keep in mind, however, that there are differences within each of the categories. For example, within academia, there will be differences between research and teaching-oriented universities. In applied settings, there will be differences between large consulting firms and smaller organizations.

Public vs. Private Sectors

Another decision facing I/O graduates is that of whether to seek employment in the private or public sector. Issues of major consideration include the mission of the organization, one's work preferences for specific I/O areas, and pay and benefits.

With regard to the organization's mission, the public sector's goals involve activities that benefit social well-being (e.g., the public school system). Providing needed services to the public provide powerful rewards to public sector employees. In comparison, private organizations try to fulfill the needs of specific customers (e.g., magazine readers), but each organization's survival depends on making a profit—the notorious emphasis on the “bottom line.” Thus, employees must respond to competitive pressures from other organizations, as well as pressures to secure a profit.

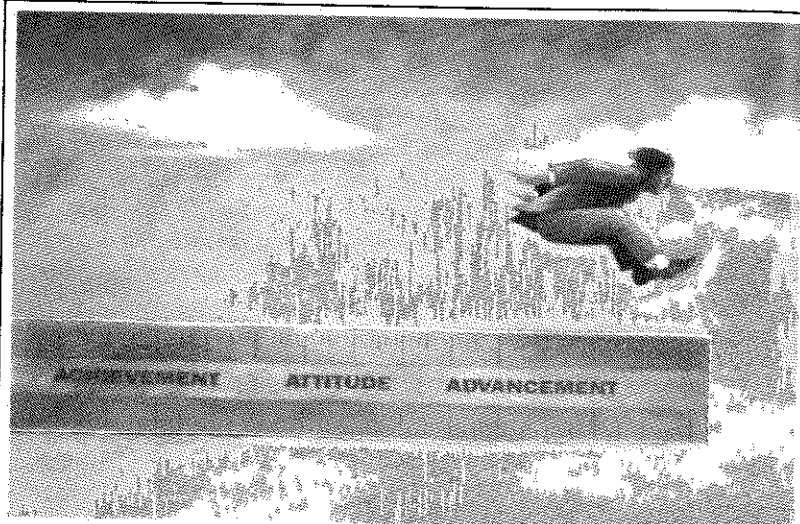
Another consideration concerns preferences for working in the industrial (“I”) or organizational (“O”) side of I/O psychology. Howard (1991) noted that the “I” side emphasizes such areas as employee selection, testing, performance appraisal, and job analyses. These activities emphasize social goals and legal issues. The “O” side tends to involve studying the nature of the organization as a whole, and its overall functioning. Work involving organizational development, group processes, job satisfaction, and work-related attitudes fall into this category. According to survey of human resource (HR) practitioners (Howard, 1991), I/O psychologists interested in work that focuses on the “I” side may find ample opportunities in the public sector. As previously mentioned, employee selection, testing, job analysis, etc. emphasize social goals and legal issues. Corresponding to the public sector's responsibility with regard to these issues, public HR practitioners indicate that they spend a greater portion of time in these activities than private sector employees. However, I/O psychologists in the private sector indicate that they spend more time working on organizational development activities, emphasizing the nature of the organization as a whole and its functioning. This may be related to the private sector's need to function at a level that will ensure survival in a highly competitive market.

Another finding of this survey concerns management-oriented and research-oriented activities. Corresponding to the public sector's emphasis on research-oriented activities (e.g., testing, selection, etc.), responses suggest that I/O psychologists in public sectors conduct more research than their counterparts in the private sector. Notably, private sector practitioners tend to engage in a great deal of management-oriented duties.

In sum, it is important to consider the following differences between academic vs. applied positions, and public vs. private sectors; pay, autonomy, organizational missions, and individual preferences for work in specific I/O areas. Once you feel comfortable with these choices, you'll be on your way to a more focused and productive job search.

REFERENCES

- Howard, A. (1991). Industrial/Organizational Psychologists as practitioners. In D. Bray (Ed.), *Working with organizations and their people* (pp. 13-44). The Guilford Press.
- Pritchard, R. D., Hart, D. E., & Fuentes, R. R. (1989). Making career decisions in I/O Psychology. *The Industrial-Organizational Psychologist*, 26, 25-30.
- Kohout, K. & Wicherski, M. (1993). *Excerpts from the 1991 doctoral employment survey*. Washington D.C.: Office of Demographic, Employment, and Educational Research; American Psychological Association.



Leaping Ahead in Testing

- Printed Tests
- Psychometric Consulting
- Scoring and Reporting Systems
- Item Banking
- Computer-Administered Tests
- IBM, Mac, UNIX Platform Compatible

Announcing

The CAT ITEM BANK Version 3.1

The Most Advanced and Comprehensive Test Development Program in Existence
Designed by Leading Psychologists, Psychometricians and Educators

- Windows Compatible
- Thousands of Fonts
- User-Defined Classifications
- Camera-Ready Tests
- Multi-Language Formats
- Integrated WordPerfect Editor
- Enhanced Graphics Package
- Equation Editor
- Full Technical Support
- Bank Conversion Available
- FoxPro Database
- Network Version Available
- Password Protection
- Pool Books
- Statistical Archiving

From the Company the Experts Use

Computer Adaptive Technologies, Inc.

Contact: Hal Yampol, VP Development
2609 W. Lunt Ave. • Suite 2E • Chicago, IL 60645
(800) 255-1312 • (312) 274-3286 • Fax: (312) 274-3287

From Both Sides Now: Ethical Dilemmas in I/O Psychology

Allan H. Church

This edition of *From Both Sides Now* is focused on ethics. Professional ethics, or the lack thereof, has recently become an issue worthy of attention in the national media. For example, in a recent study cited in *Time* (Scientific Ethics, 1993), 43% of students and 50% of faculty members surveyed reported having direct knowledge of some type of unethical behavior—i.e., plagiarism, modifying research results, abusing grant money, etc. The topic of ethics is also gaining attention among professionals in our field. As I/O psychologists we are all exposed to the guidelines for ethical practice established by APA with regard to both conducting research and working with people and groups. Unfortunately, there are other influences and factors that come in to play as well, particularly when we are in positions of limited power or influence. This raises the question then of whether or not our professional ethics are really trait (personality) or state (situational) in nature. Does this query seem familiar in any way?

Recently, I was involved in a rousing discussion of some of these factors with Janine Waclawski and Wes Siegal—two colleagues of mine who share the same academic and professional linkages. After sharing our own personal “war stories” as well as second-hand retelling of others’ ethically dubious situations, we thought it would be interesting to see what other people in our field thought about some of these issues. Thus, with their help, I developed three brief scenarios describing what we considered to be interesting (and perhaps somewhat common) ethical dilemmas for people in the field of I/O. After briefing them on my intent, Virginia Boehm and William Gellermann—two practitioners experienced in the realm of ethics and ethical practice—were kind enough to offer their own individual responses to each of the scenarios. Their comments are presented in the following paragraphs.

Scenario #1: The intern and the survey

You are halfway through a nine-month internship (the successful completion of which is required for your doctoral degree) at a large prestigious organization under the supervision of an experienced I/O practitioner. You have recently started analyzing the returns from an organization wide employee survey when you are discreetly informed by your supervisor that you should make sure that the data “come out” a certain way. Although you question the nature and intent of the request, it is clear that your supervisor is aware that they are intending to misrepresent and/or manipulate the results. What do you do?

VB: The first thing I would have done (I think) is to have the supervisor spell out in detail exactly the results he/she would like to see. Don't settle for being "discreetly informed." You may have misunderstood the situation and your supervisor may have simply been expressing a wish.

If in fact that supervisor is asking for you to possibly fudge the data, analyze it. You might get lucky and it might really be the way it's 'supposed' to be. Try different analyses if you have to.

But if the desired result is not in the data, tell your supervisor you are uncomfortable with his/her request and that you will check with your advisor at the university. Your supervisor may back off at that point, since interns are cheap help and he/she probably wants to remain an approved internship for your program. If your supervisor takes you off the project, hand over all your analyses. You've done all you can. You cannot prevent the fabrication of results but you don't have to be a party to it.

If the supervisor is adamant and says your internship is in jeopardy if you don't comply, this now becomes a matter between your supervisor and your advisor. Tell your advisor exactly what has happened (including any documentation you may have) and do what your advisor tells you to do. The bottom line is you are a student, and there may be more here than meets the eye.

WG: I would begin by checking the accuracy of my perception that my supervisor is telling me to "make sure" the data come out in a way that will "misrepresent and/or manipulate the results." Am I in fact being directed to misrepresent and, if so, what is the exact nature of the misrepresentation and how significant is it? In brief, am I being asked to lie or to collude in lying? If I am, I would try for a win-win resolution (a third alternative) that achieves results my supervisor considers important and, at the same time, does not require me to compromise my integrity. If we can't achieve that, then, given my dependence on my supervisor and the risk to my earning my doctoral degree, I would feel great pressure to "go along." I would talk with an appropriate faculty member about what was going on, including a description of my attempt at a win-win resolution, and consult with him/her on a strategy. For example, we might agree that a confidential report of my experience to an appropriate faculty member would satisfy the requirements for my doctoral degree, even if my supervisor and I came to the conclusion that I could not continue working with the organization.

Before withdrawing, I would call my supervisor's attention to the relevant sections of "A Statement of Values and Ethics by Profession-

als in Organization and Human Systems Development" (in Gellermann, Frankel & Ladenson, 1990). In particular, I would focus on sections: I-A) "Act with integrity"; II-A) "Accept responsibility for the consequences of our actions and make reasonable efforts to ensure that our services are properly used; terminate our services if they are not properly used and do what we can to see that any abuses are corrected;" III-B) "Conduct any professional activity, program, or relationship in ways that are honest, responsible, and appropriately open;" and III-D) "Work actively for ethical practice by individuals and organizations engaged in OD-HSD activities and, in case of questionable practice, use appropriate channels for dealing with it." How influential that would be on my supervisor is uncertain, since our profession does not yet have clear substantial consensus in support of the positions outlined in the *Statement*. If substantial consensus did exist, it would be less likely that this kind of situation would arise; if it did arise, calling my supervisors' attention to the *Statement* might be sufficient to resolve the issue; and, if we could not resolve it, knowing that I had the support of my professional community would make it easier for me to act with integrity.

The primary issue in Scenario #1 was whether or not to alter or modify results in an intended direction given the substantial differential in position power. Clearly, the message provided above is a unified one: *don't tamper with the data at any cost*. Moreover, both solutions offered follow the same pattern: (1) check the assumption that the supervisor is really asking you to manipulate the data, and if this is true (2) then go directly to your program advisor for a resolution. Interestingly enough, neither Boehm nor Gellermann suggested going over the head of the internship supervisor to his or her boss in the organization to discuss the problem, as we did when developing the scenario. While such a tactic might prove effective if the next level manager is also an experienced I/O Psychologist (who presumably has a stronger sense of professional ethics), such concerns are likely to be ignored by those not trained in a related discipline. Of course anyone considering this approach is probably already willing to exit the organization anyway since taking a stand against your supervisor is often a sure way to sever your relationship.

Scenario #2: The client who wants to use you as the hatchet person

You have spent the last several months collecting very personal and confidential data (via surveys, interviews, and observations) from a group of middle managers in a large corporate setting. The consulting relationship up to this point has been going quite well, and you have invested a significant amount of time over the course of the last year developing commitment and energy to a long-term change and development project. At the next meeting with your client, the senior management group, they request that you identify

various individuals specifically for termination and promotion decisions based on your data collection efforts. Although you debate at length the problems associated with a breach of confidentiality at this point in the change effort, they are adamant that they be allowed access to the individual information you have collected. Moreover, they claim they own the data itself. What do you do?

VB: Since you've tried the ethical high ground and gotten nowhere, mention the possibility of litigation. While the organization, not the middle managers you talked to, is the client, if you spoke to individuals with the clear understanding that their confidentiality would be maintained, for you to break this sets you up for a suit if someone gets fired. Tell the senior management group this, and that you cannot take this risk. If you are fortunate enough to be licensed, tell them it could cost you your license too. A license can be very handy to hide behind. They may well buy this line and you'll be able to continue the consulting relationship and the change effort can go forward.

Then point out that they don't need your data, particularly for making termination decisions. They know, probably as clearly as you do, who isn't doing the job. Making termination recommendations isn't what your role is, and as an outsider, it would not be appropriate, even if it weren't unethical and legally hazardous. At this point, they may back off. It's clear you've caught on to why they want the data on individuals—they want to use you as the fall guy instead of taking responsibility for their own decisions.

But if they don't, hang tough. They don't own the data (and of course it's not their premises. You know better than that, right?) What they do own is whatever work product is specified in your contract, written or oral. Give them what they have contracted for. It's quite likely that you won't do any more work for that client. That's probably for the best. The bottom line is that no way are they going to get individually identifiable data.

WG: The *Statement* of OD-HSD values and ethics (cited above in response to Scenario #1) says: "Ensure mutual understanding and agreement about the services to be performed; do not shift from that agreement without both a clearly defined professional rationale for making the shift and the informed consent of the clients and participants; withdraw from the agreement if circumstances beyond our control prevent proper fulfillment" (III-C-1). According to that ethic, I would not feel obliged to use the data to make termination and promotion decisions, since I would not have made that part of our agreement. Insistence by senior

management that I make recommendations would require my withdrawal. In that connection, I need to clarify my concept of "client." As I see it, my "client" is more inclusive than "the senior management group." For me, my client is the system-as-a-whole and all its stakeholders. Clearly I have both a practical and ethical obligation to live up to my agreement with those who hire me, but the ethics of the OD-HSD profession, as I understand them, involve a broader responsibility.

According to the scenario, I have been collecting "personal and confidential data," so I have presumably committed myself to confidentiality. Ideally the nature of my role would have been clear from the beginning so no one would expect me to go back on my commitment and confidentiality would have been made clear as part of our original agreement. The *Statement* encourages such clarity: "Define and protect confidentiality in our client relationships" (III-E) and "Make limits of confidentiality clear to clients and participants" (III-E-1). If limits of confidentiality were not clear in the agreement, I was remiss and would acknowledge that. However, I would insist that my integrity will not allow me to go back on my commitment to confidentiality. If a court requires me to reveal that data, I would, in accordance with the *Statement* provision that allows for that possibility: "Reveal information accepted in confidence only to appropriate or agree-upon recipients or authorities" (III-C-2). However I would take whatever legal steps I could to protect confidentiality and I hope that I would be able to enlist the support of some of the professional associations to which I belong in that effort.

Responses to Scenario #2 were similar in message if not in approach. Both Boehm and Gellermann advocate protecting peoples' confidentiality even if it means ultimately losing a lucrative client relationship. While Boehm suggests using professional shield such as licensing concerns, litigation, and discussions of role as persuasive devices, Gellermann's approach is more direct: *just say no*. In both cases, however, the sanctity of an individual's confidentiality must not be violated.

The situation described in Scenario #2 is probably most common in the consulting world where the line is constantly being re-drawn between levels of analysis. For example, when involved in the delivery of management and executive training programs, it is often our role as the external agent to provide objectively obtained assessments of performance/behavior at the individual level. Although this feedback is given only to the individual in question, the concern is often raised by participants—particularly in the early stages of a program before it has been accepted by the system—as to the permanency of this information (e.g., "Will it be used in my performance appraisal?" "Who else gets a copy?"). Placed in the wrong hands this type of

data could be used to damage someone's career. At the other end of the spectrum is the organization-wide survey where the conflict exists between providing specific enough information for people to act on (e.g., aggregates at the department level or even work group levels) and identifying the responses of the one Spanish female aged 29 with a M.A. who works in accounting in the Connecticut office and has been with the company for less than 2 years.

Scenario #3: The job offer

You are an external consultant. Things have been slow over the last two years and any work is attractive at this point. After following up on a friend's suggestion, you receive an offer to work internally in an I/O function. The salary, benefits, location, are all excellent, but you realize that some very salient aspect of the organization (e.g., its products or services, culture, policies, holdings, hiring & promotion practices, political affiliations, etc.) is completely repugnant to you. Although you will be in a position to have a positive impact on the organization in terms of its effectiveness and quality of worklife for employees, it is likely that this will result in the company being more effective in that area which you detest. What do you do?

VB: This isn't even an ethical issue. Unless you are into masochism, walk away from this. Why set yourself up for misery?

However, business is bad, right? Tell them that after a great deal of thought, you've decided to remain an external consultant. Perhaps, while they are looking for someone else, you can do some consulting work for them. Suggest something specific, that does not involve you with whatever you find repugnant.

WG: If the aspects of the organization I find "repugnant" are matters of morality (doing harm or evil) and not just matters of personal preference, then I would not accept the work *unless I thought I could make sufficient difference in reducing the harm/evil done by the organization to justify my doing so*. For example, I consider the manufacture and distribution of cigarettes such a morally repugnant purpose and I could not work for a cigarette company in good conscience. The *Statement* (cited in the responses above) gives guidance in section V-D (under Social Responsibility): "Withhold service from clients whose purpose(s) we consider immoral, yet recognize that such service may serve a greater good in the longer run and, therefore, be acceptable." In deciding whether such work would be acceptable, I would consult with a colleague I trust as a check on the possibility that I might rationale my way into acceptable (particularly in view of the scenario's specification that "any work is attractive at this point"). If the things I find "repugnant" are matters of

personal preference rather than morality, the choice would be easier. I would look for the net cost of doing the work—balancing personal benefits against my negative personal preference—and act accordingly.

For reasons suggested in my responses to all three scenarios, I think it is important that all members of our OD-HSD profession (not just I/O Psychology) understand and commit to a widely shared ethical position of the kind described in "*A Statement of Values and Ethics by Professionals in Organization and Human Systems Development*" (Gellermann, Frankel & Ladenson, 1990). Without such understanding and commitment, our responses to ethical dilemmas are likely to be reactions to situational pressures and, as is the case with Scenario #3, vulnerable to rationalization. [In addition to helping professionals clarify their ethics by joining in a *Statement* of what they stand for as professionals, practice in thinking about ethical dilemmas before we actually have to face them, as is stimulated by the scenarios in this article, is particularly important for helping us to avoid reactive, rationalized ethics.]

Interestingly enough, the differences between responses to this scenario mirror, in some ways, the differences between the traditional I/O and OD perspectives. Boehm, the I/O Psychologist, says simply walk away from the offer and only then try to talk them into letting you do something unrelated to whatever aspect concerns you. Gellermann, on the other hand, incorporates the classic OD approach suggesting that you take the job only if you believe you can significantly reduce the "*harm/evil done by the organization*." This emphasis on positively directed change is why some OD practitioners have been labeled as "missionaries" by their peers (e.g., Harvey, 1974; Margulies & Raia, 1990). In both cases, however, as with the previous two scenarios, the same recommendation is made.

Should this surprise us? I don't think so. While issues such as values and ethics are not always at the forefront of our field, many of us do, in fact, agree on the key principles that are involved. One look at a recent mailing from the national Academy of Management describing their formal code of ethical conduct (AMCEC), Gellermann's text on values and ethics, or at the statement of professional ethics in *The international registry of organization development professionals and organization development handbook*. (1993) supports this conclusion as well. Whether or not these principles are actually used on a day to day basis, however, is another question entirely (and one that remains on our research agenda). Moreover, despite the level of apparent consistency in ideology there remains a clear need, as Gellermann notes, for a universally accepted statement of values and ethics of professional practice. In many ways, these simple ideals are what actually separates us as a unique field from other types of professions. If we as I/O psychologists cannot adequately protect the concerns of the people in our organizations and uphold the

scientific rigor of our research then we might as well hand in our collective hats. To this end, it is probably time for us to begin to address the issue of ethics through more formal mechanisms in our training programs whether they be at the masters, doctorate, or professional development levels. In fact, Harvard's business school has been engaged in just such a project teaching ethics to MBA's for the last several years (Piper, Gentile, Parks, 1993).

Well, that's enough about ethics; I am out of paper and some of you are probably out of patience. Thank you to Virginia Boehm and Bill Gellermann for contributing their thoughts on this topic. Please feel free to contact me via phone (914) 738-0080, fax (914) 738-1059 or the U.S. postal system send to W. Warner Burke Associates Inc., 201 Wolfs Lane, Pelham, NY 10803 with your thoughts, reactions, or ideas.

References

- Gellermann, W., Frankel, M. S., & Ladenson, R. (1990). *Values and ethics in organizational and human systems development: Responding to dilemmas in professional life*. San Francisco: Jossey-Bass.
- Harvey, J. B. (1974). Organization development as a religious movement. *Training and Development Journal*, 28, (March), 24-27.
- The international registry of organization development professionals and organization development handbook*. (1993). Cleveland, OH: Organization Development Institute.
- Margulies, N., & Raia, A. (1990). The significance of core values on the theory and practice of organization development. In F. Massarik (Ed.), *Advances in organization development* (Vol. 1, pp. 27-41). Norwood, NJ: Ablex Publishing Co.
- Piper, T. R., Gentile, M. C., & Parks, S. D. (1993). *Can ethics be taught?* Boston, MA: Harvard Business School Press.
- Scientific Ethics, (1993). *Time*, 142 (22), p. 29.

INTEGRATING "I" AND "O" IN ORGANIZATIONAL DIAGNOSIS

Professional Practice Series Publishes its Fourth Volume

How do prominent practitioners know if organizations are ready to change and how best to approach change interventions? The answer lies in their techniques for organization diagnosis, detailed in the latest volume of the Professional Practice Series, *Diagnosis for Organizational Change: Methods and Models*. To generate better understanding and appreciation of organizational diagnosis, volume editor **Ann Howard** laid out three primary objectives for the book: (1) to illustrate various approaches to the practice of organizational diagnosis, (2) to demonstrate the breadth and complexity of the process, and (3) to explore a more integrated approach to diagnosis, suited to an era of sweeping organizational change.

To illustrate *practice*, the assembled authors—all experienced, sophisticated human resources practitioners—were asked to draw a picture of both the process and content of organizational diagnosis and to color it with case examples. The book is thus rich with real-life experiences that make organizational diagnosis palpable. Although organizational diagnosis is often associated with organization development, the *scope* of analysis includes the individual, group, and organizational levels. The extent of fundamental change attempted by today's organizations argues for the *integration* of diagnostic methods. Open systems contain interrelated parts, and diagnosis of one system in isolation gives a limited and distorted picture. But just as an organization's culture can thwart efforts to change, so can a profession's traditions, and the "I" and "O" of I/O psychology have typically pursued separate paths. This volume strives to bridge that gap.

The book approaches organizational diagnosis from three different perspectives, the first of which proceeds from a macro view of organizations in a dynamic relationship with their environments. To illustrate "the practitioner as diagnostic instrument," we follow **Harry Levinson** the detective, absorbing every clue to the organization's past, present, and future. Of particular interest is his scrutiny of the organization's leadership: "All organizations are the lengthened shadows of their leaders." While Levinson emphasizes the importance of theory, **Warner Burke** provides a thoughtful overview and critique of several models that guide organization development practitioners. A highlight of the chapter is an exposition of the Burke-Litwin model, where arrows flow from everywhere to everywhere, charting the energy that sweeps from one organizational factor to every other and embodying the complexity and interrelatedness of organizational phenomena. **Elise Walton** and **David Nadler** provide a systematic view of diagnosis and organization design, but they write with the specter of change peering over their shoulders. "The organization of the future will bear little resemblance to what we have traditionally thought of as organizations," they predict, and they offer a sampler of the new organizational forms they expect to become increasingly common in the next decade, from networks and fuzzy boundaries to work teams at the organizational bottom and top.

The second major section of the book burrows to a deeper level of analysis—the individual. The authors offer perspectives on human talent, demonstrating how individuals and their performance are a window to organizational diagnosis. **Jim Walker** and **Tom Bechet** introduce staffing as a lever for implementing organizational change and executing business strategy. They alter their approach depending on whether organizations anticipate evolutionary or revolutionary changes. **Ron Zemke** depicts training needs assessment today as more wide-ranging and complex than its early formulation—perhaps even an anachronism and oxymoron. He colorfully portrays three scenarios that prompt a training needs assessment: performance

problems, market demands, and reorganization or reengineering. **Doug Bray** seemingly turns organizational diagnosis on its head with a penetrating evaluation of individuals to observe the effects of the work environment. Because they are impinged upon by the organization, he argues, employees come to mirror its nature and style. To shape an integrated company image, Bray's personnel-centered diagnosis views a kaleidoscope of organizational influences within the same group or groups of individuals.

The chapters in the next section, each involved with the management and motivation of employees, use the high-involvement workplace as a particular vantage point. **Bob Rogers** and **Bill Byham** offer a comprehensive guide to diagnosing organization cultures. With a creative combination of external and internal scans, they diagnose an organization's critical success factors and build on these to hammer out with executives a vision of the ideal future and a discrete set of organizational values that are linked to behavior. They use a high-involvement culture to illustrate how to diagnose the alignment of organizational systems. One system they seek to align with organization culture is that of rewards. **Ed Lawler** demonstrates not only how to do that but why we should. He explains how the pay system of an organization using employee involvement should differ starkly from one using traditional management. **Kim Fisher** illustrates how to determine when self-directed teams are and are not appropriate. Surprisingly, it doesn't seem to matter that much of the work is boring or the fields are brown. Leadership is critical, though, as is evident in his discussion of how to diagnose team effectiveness and reasons for team dysfunction.

In the final chapter, **Ann Howard** collaborates with all the authors to consider how behavioral science practitioners can advance toward integrated organizational diagnosis. She and six of the authors explore this theme further in a panel discussion at the SIOP conference in Nashville entitled, "Integrated Organization Diagnosis: Can We Bring I and O Together?"

Copies of the book can be ordered from Guilford Press (72 Spring Street, New York, NY 10012; telephone 212 431-9800; fax 212 966-6708). Be sure to ask for your SIOP members' discount.

Upcoming Conferences and Meetings

This list was prepared by **Julie Rheinstein** and **David Pollack** for SIOP's External Affairs Committee. If you would like to submit additional entries please write **Julie Rheinstein** at the U.S. Office of Personnel Management, 1900 E Street, NW, Room 4A10, Washington, DC 20415, (or call (202) 606-0600, or FAX entries to (202) 606-1399).

- Jan. 12-14 National Leadership Institute and University of Maryland Research Conference on "The Myers-Briggs Type Indicator and Leadership." College Park, MD. Contact: NLI, (301) 985-7195.
- Jan. 25-26 Joint University of Maryland—University of Michigan Programming Survey Methodology. Short course on "Measurement Errors in Survey." College Park, MD. Contact: JPSM, (800) 937-9320.
- Feb. 10-13 19th Annual Mid-Winter Meeting of the Society of Psychologists in Management. Theme: "Creatively Integrating Psychology and Management: 10 Years of SPIM." Scottsdale, AZ. Contact: Rodney L. Lowman, (713) 527-9235.
- Feb. 17-18 PAQ Services, Job analyst training on "The Position Analysis Questionnaire." Logan, UT. Contact: Connie Mecham, (801) 752-5698.
- Feb. 23-24 Joint University of Maryland—University of Michigan Program in Survey Methodology. Short course on "Self-Administered/Mail Surveys." Washington, DC. Contact: JPSM, (800) 937-9320.
- March 4-6 15th Annual Industrial Organizational Psychology/Organizational Behavior Graduate Student Conference. DePaul University, Chicago, IL. Contact: IOOB (312) 362-5902.
- April 4-8 Annual Convention, American Educational Research Association. New Orleans, LA. Contact: AERA, (202) 223-9458.
- April 4-8 Annual Convention, National Council on Measurement in Education. New Orleans, LA. Contact: NCME, (202) 223-9318.
- April 7-10 Ninth Annual Conference of the Society of Industrial and Organizational Psychology. Nashville, TN. Contact: SIOP (708) 640-0068.
- May 15-19 Annual Conference of the American Society for Training and Development. Anaheim, CA. Contact: ASTD (703) 683-8188.
- June 26-29 Annual Conference of the Society for Human Resource Management. St. Louis, MO. Contact: SHRM (703) 548-3440.

- June 26-30 Annual Conference of the International Personnel Management Association Assessment Council. Charleston, SC. Contact: IPMA (703) 549-7100.
- June 29-July 1 Annual Convention of the American Psychological Society. Washington, DC. Contact: APS (202) 783-2077.
- July 5-8 Fourth Conference on International Human Resource Management, Gold Coast, Australia. Contact: M. Kavanagh, SUNY Albany FAX (518) 442-3944 or in Australia, Cynthia Fisher, 61-75952215.
- July 10-13 Third Western Academy of Management International Conference. "Regional and Global Dynamics." Brisbane, Australia. Contact (USA): Bruce Drake, (503) 283-7224.
- July 17-22 23rd International Congress of Applied Psychology. Madrid, Spain. Contact: Secretariat, Colegio Oficial de Psicólogos, 23 IAAP Congress, Nunez de Balboa, 58, 5, 29001 Madrid, Spain.
- July 23-27 Annual Conference of the American Society for Public Administration. Kansas City, MO. Contact: ASPA, (202) 393-7878.
- Aug. 12-16 Annual Convention of the American Psychological Association. Los Angeles, CA. Contact: APA (202) 336-6020.
- Aug. 14-18 Annual Convention of the American Statistical Association. Toronto, Canada. Contact: ASA, (703) 684-1221.
- Oct. 24-28 Annual Conference of the Human Factors Society. Nashville, TN. Contact: The Human Factors Society, (310) 394-1811.
- Nov. 2-5 Annual Convention of the American Evaluation Association. Boston, MA. Contact: John McLaughlin, (804) 225-2089.
- 1995**
- May 18-21 Tenth Annual Conference of the Society of Industrial and Organizational Psychology. Orlando, FL. Contact: SIOP (708) 640-0068.
- 1996**
- April 25-28 Eleventh Annual Conference of the Society of Industrial and Organizational Psychology. San Diego, CA. Contact: SIOP (708) 640-0068.

Still Interested in Getting Involved In Your Society?

Self-nominations to SIOP Committees
are accepted at any time. Self-nomination
forms are available in past issues of **TIP**.

Complete a form and send it to:

Angelo DeNisi
IMLR - Livingston Campus
Rutgers University
New Brunswick, NJ 08903
(908) 932-5972

"DISCOVERING CORPORATE CONSCIOUSNESS" TO BE THEME OF MARCH CONFERENCE HOSTED BY DEPAUL UNIVERSITY IN CHICAGO

Hundreds of graduate students studying psychology and business will gather at DePaul University March 4-6 for a national conference to examine issues of corporate consciousness.

The 15th annual Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference will feature keynote addresses on job design, leadership and violence in the workplace, and will offer 80 to 100 young researchers a chance to present their research findings.

During the three-day conference, expected to draw as many as 350 attendees, a slate of experts from academia and the corporate sector will make presentations. Workshop topics include globalization, publishing, systems thinking, environmentalism, gender and leadership. In addition, panels will discuss diversity and consulting and work and family issues.

"Students attending the conference will be exposed to state-of-the-art developments in the field and will meet new people with similar interests and career goals," said conference chairperson Dale Rose. "The conference provides an excellent opportunity to network because contact between faculty, students and the business community will be at a premium."

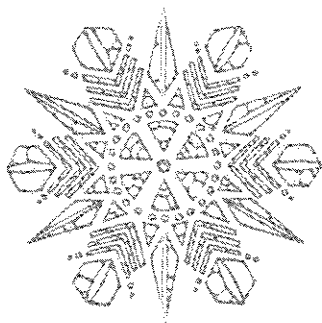
Keynote addresses will be presented by Michael Campion of Purdue University, Judith Komaki of Baruch College and Richard Arvey of the University of Minnesota.

Workshops will be presented by Patrick Canavan of Motorola, John Jones of London House, Sherry Immediato of Innovation Associates, Faith Gabelnick of Mills College and Stuart Hart of the University of Michigan.

Panel members for the diversity and consulting discussion include David Nygren, Thomas Head and Roderick Watts, all of DePaul, and Olivet Jones of the Felicity Group.

Panel members for the work and family discussion include Jane Halpert of DePaul, Pat Conley of the Chicago Police Department and Roya Ayman of the Illinois Institute of Technology.

The conference will be held at the Westin Hotel in Chicago.



Part-Time Teaching Opportunities

In Industrial/Organizational Psychology

Central Michigan University, with sites in Washington D.C., Ohio, Greater Detroit, Kansas City and other locations around the country, seeks qualified faculty to teach on a part-time, occasional basis in its Master of Science in Administration degree program. Courses offered nights and weekends. Doctorate required plus recent scholarly publication in refereed journals, and professional and teaching experience. Faculty are contracted on a per course base rate plus expenses.

Call 1-800-950-1144, extension 4360.



CENTRAL MICHIGAN UNIVERSITY
EXTENDED DEGREE PROGRAMS

CMU (AA/EQ institution) encourages diversity, and resolves to provide equal opportunity regardless of race, sex, disability, sexual orientation, or other irrelevant criteria.

Choose from over 500 biodata items ready to be keyed, validated, and used to predict:

- teamwork
- communication skill
- leadership
- problem solving
- learning rate
- trustworthiness
- retention
- promotability
- overall performance

Catalog of Biodata Items



MPORT
Management Solutions

Use the items as they are to create biodata inventories, or customize them for your objectives.

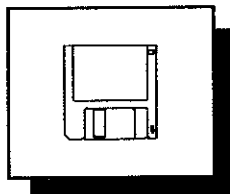
Items screened for acceptability under state and federal laws.

Average reading difficulty below the eighth grade level.

\$175.00 (Price includes sales tax, where applicable; discounts available for student researchers.)

Price also includes:

- One hour free consultation, with additional consultation services available.
- Items provided on hard copy booklet and in text file on diskette.



For more information, call **619-695-6277** or write to
10299 Scripps Trail, Suite 123, San Diego, CA 92131

MPORT Management Solutions

is Managing People in Organizations through Research and Trainingsm

Calls and Announcements

Call for Papers: The Kenneth E. Clark Research Award

The Center for Creative Leadership is sponsoring the **Kenneth E. Clark Research Award**, an annual competition to recognize outstanding unpublished papers on leadership by undergraduate and graduate students. The award is named in honor of the distinguished scholar and former Chief Executive Officer of the Center.

The first place award will include a prize of \$1,500 and a trip to the Center to present the paper in a colloquium. The Center also will assist the author in publishing the work in *The Leadership Quarterly Journal*. Additionally, a prize of \$750 will be awarded for a paper judged as deserving honorable mention status.

Submissions may be either empirically or conceptually based. Non-traditional and multi-disciplinary approaches to leadership research are welcomed. The theme for the 1994 award is "The Dynamics and Context of Leadership", which includes issues such as: (a) leadership during times of rapid change, (b) leadership for quality organizations, (c) leadership in team settings, (d) cross cultural issues in leadership, (e) meta-studies or comparative studies of leadership models, (f) other innovative or unexplored perspectives of leadership.

Submissions will be judged by the following criteria (1) The degree to which the paper addresses issues and trends that are significant to the study of leadership; (2) The extent to which the paper shows consideration of the relevant theoretical and empirical literature; (3) The degree to which the paper develops implications for research into the dynamics and context of leadership; (4) The extent to which the paper makes a conceptual or empirical contribution; (5) The implications of the research for application to leadership identification and development. Papers will be reviewed anonymously by a panel of researchers from the Center.

Papers may be authored and submitted only by graduate or undergraduate students. Entrants must provide a letter from a faculty member certifying that the paper was written by a student or students, and is an unpublished work. Entrants should submit four copies of an article-length paper. Electronic submissions will not be accepted. The name of the author(s) should appear only on the title page of the paper. The title page should also show the authors' affiliations, mailing addresses and telephone numbers.

Papers are limited to 30 double-spaced pages, including title page, abstract, tables, figures, notes, and references. Papers should be prepared according to the third edition of the *Publication Manual of the American Psychological Association*.

In the absence of a paper deemed deserving of the award, the award may be withheld. **Entries (accompanied by faculty letters) must be received by August 31, 1994.** Winning papers will be announced by October 31, 1994. Entries should be submitted to: **Dr. Walter Tornow, Vice President, Research and Publication, Center for Creative Leadership, One Leadership Place, P.O. Box 26300, Greensboro, NC 27438-6300.**

Call For Proposals: Research Using Looking Glass, Inc.®

The Center for Creative Leadership is inviting research proposals from those using, or interested in using, the Looking Glass, Inc.® University Edition. Research toward a doctoral dissertation will be eligible for the award.

The person or team submitting the winning proposal will be granted \$10,000 toward completion of their research. The Center reserves the right to publish the resulting research.

The four-hour University Edition duplicates the problems and dilemmas of Looking Glass, an organizational simulation structured around a fictitious glass manufacturing corporation.

Among the criteria for the 1994 grant:

- The research question must be stated clearly, must demonstrate potential to make a significant conceptual contribution within the researcher's area of interest and must have application to the practice of leadership or leadership development.
- The scope of the research must be large enough to be significant in terms of its impact, but not so large as to be unattainable within a year.
- The intended use of LGI-UEd must be an appropriate use.
- The methodology must be clearly stated and appropriate to the research question.
- There must be no potential for harm of any kind to subjects.

To apply for the grant, please send a brief (3-5 page) research proposal, describing the nature and significance of the research, how it will use Looking Glass, and a description of the costs to: **Ellen Van Velsor, Ph.D., Director, Product Development Research, Center for Creative Leadership, PO Box 26300, Greensboro, NC 27438-26300, (910) 288-7210.**

The deadline for receipt of proposals is July 1, 1994. A decision will be announced by **August 5, 1994.**

Dear SIOP members and student affiliates

We are proud to announce that a new organization has been founded at Penn State University to foster and promote the field of I/O Psychology. Prior to the Fall Semester of 1993, there were no organizations for undergraduates which provided enough information and opportunities related to our interests specifically in I/O, so we created one.

Inspired by the unique history of I/O at this school and encouraged by all five I/O faculty members in the Psychology department, we have established the Industrial/Organizational Psychology Society of Penn State to meet our needs. To date we have held information sessions related to graduate study and current issues in the field.

We are asking for your help and guidance with regard to any ideas or suggestions you may have to help us continue to develop as we share an interest in I/O Psychology. Our goal is to expand our membership locally and create a network of other interested groups and individuals on a national level. Your support and encouragement will be greatly appreciated and we look forward to hearing from you.

Please contact us by writing to the: **I/O Psychology Society of Penn State, c/o David V. Day, Ph.D., 643 Moore Building, University Park, PA 16802, or at: DVDi @ PSUVM.PSU.EDU.**

Volume 4

Handbook of Industrial & Organizational Psychology

Second Edition

*Harry C. Triandis, Marvin D. Dunnette, Leaetta M. Hough
Editors*

In this pluralistic society, corporate America needs to seek more effective ways of managing a diverse workforce in order to remain competitive.

In this final volume of the Handbook series, the editors offer an international perspective on how industrial and organizational psychologists can help leaders manage diversity in the workplace.

In this fourth volume of the *Handbook*, scholars from around the globe discuss issues that affect business markets worldwide: cross-cultural leadership, the influence of culture on motivation, diversity, the impact of technology and culture on training, aging and world behavior, action theory as it affects training and employee development, time and work behavior and selection systems in Europe. Harry Triandis provides an overview of the first three volumes in the series, and Raymond Katzell explores meta-trends in the field. This insightful reference will help professionals address vital issues affecting Workforce 2000.

About the Editors: Harry C. Triandis, professor of psychology at the University of Illinois, has written several books, including *Attitude and Attitude Change* which was identified as a Citation Classic by the Institute for Scientific Information. In 1992, he received a centennial award from the Committee for International Affairs of the American Psychological Association.

Marvin D. Dunnette, professor of psychology at the University of Minnesota and chairman of Personnel Decisions, Inc. and Personnel Decisions Research Institutes, Inc. edited the first edition of the *Handbook* and numerous journal articles. He served as president of the Society for Industrial and Organizational Psychology and received its 1985 Award for Distinguished Scientific Contributions.

Leaetta M. Hough, founder and executive vice president of Personnel Decisions Research Institutes, Inc., has furthered advances in methods of job analysis, performance measurement and the design and validation of new selection and promotion methods. Currently, she is developing a fully automated human resources management system.

Contents: Contemporary Meta-trends in Industrial and Organizational Psychology/Cross-cultural Industrial and Organizational Psychology/Selection and Assessment in Europe/Technological Change in a Multicultural Context: Implications for Training and Career Planning/An Underlying Structure of Motivational Need Taxonomies: A Cross-cultural Confirmation/Action as the Core of Work Psychology: A German Approach/Time and Behavior at Work/Cross-cultural Leadership Making: Bridging American and Japanese Diversity for Team Advantage/Aging and Work Behavior/Age and Employment/Toward a Model of Cross-cultural Industrial and Organizational Psychology/The Japanese Work Group/The Nature of Individual Attachment to the Organization: A Review of East Asian Variations/Culture, Economic Reform, and the Role of Industrial and Organizational Psychology in China/Culture Embeddedness and the Developmental Role of Industrial Organizations in India/Workplace Diversity.

Ordering Information: *Handbook of Industrial and Organizational Psychology*, Second Edition, Volume 4 • Edited by Harry C. Triandis, Marvin D. Dunnette, and Leaetta M. Hough • \$99.00 Hardcover (ISBN 0-89106-044-8) • Approximately 900 pp., 7-3/8 x 9-1/4 • AVAILABLE: November 1993.

Looking for individuals to take over major responsibilities and head authorship for two social activism projects: 1) lead editor for a new edition of the book *Working for Peace* (1985), which applied basic psychological principles toward the work of political activists (preventing burnout, motivating workers, setting goals, influencing public attitudes, etc.). 2) lead researcher in analyzing raw interview data and writing up for publication. Interviews were conducted with 35 activist groups (peace, human rights, environmental) concerning their organizational processes (strategic planning, framing messages to the public, framing appeals for raising funds and gaining members, dealing with burnout, and maintaining good morale and good interpersonal communication). Contact: Neil Wollman, Ph.D., Center for Psychology and Social Change, 1493 Cambridge Street, Cambridge, MA 02139; 617-497-1553/5532 (after June 1, call 219-982-5346).

CALL FOR PAPERS
SPECIAL ISSUE ON MILITARY OCCUPATIONAL ANALYSIS:
ISSUES AND ADVANCES IN RESEARCH AND APPLICATION

Coedited by:
Winston R. Bennett, Jr.
Hendrick W. Ruck
Armstrong Laboratory Human Resources Directorate
and
Ronald C. Page
Holdsworth and Saville, Ltd.

A special issue of *Military Psychology* devoted to research in military occupational analysis is currently being prepared. We seek empirical and theoretical research papers that focus on developments and applications in occupational analysis. Several of the most widely accepted occupational analysis methodologies in use today were developed under military sponsorship. Examples include functional job analysis, worker-oriented approaches (e.g., the PAQ), and the task inventory/CODAP approach. While many military organizations are major users of these technologies, the technologies and methods have also had a major impact on civilian occupational analysis research and practice. In addition, significant research advances are continuing to be made in occupational analysis for a variety of applications (both military and civilian).

Topics of interest for the special issue include the following, among others: (a) advances in military occupational analysis methods, (b) uses of

occupational analysis data, (c) new occupational data requirements, and (d) research and applications of occupational analysis methods in diverse environments (e.g., government, public and private industry, and allied military, among others). Empirical studies within the military context are preferred and of primary focus, but studies and results from other research with potential application to the military occupational analysis arena are also encouraged. Manuscripts should not exceed 30 pages, all inclusive. Persons interested in contributing to the special issue should send five copies of a complete manuscript to **Winston R. Bennett, Jr., Armstrong Laboratory, Human Resources Directorate, AL/HRTE, 7909 Lindbergh Drive, Brooks AFB, TX 78235-5352; DSN: 240-2932, Commercial: (210) 536-2932, E-mail: Bennett@RND.Brooks.AFD.Mil.**

The deadline for submission is May 27, 1994. All manuscripts will be subjected to the normal Military Psychology review process.

AMERICAN GUIDANCE SERVICE ANNOUNCES EARLY RETIREMENT OF GARY ROBERTSON

Minneapolis, Minnesota—February 14, 1994—American Guidance Service, Inc., (AGS), a publisher in the area of assessment services, textbooks and other curriculum for the special needs of children and adults, announced that its Vice President of Assessment Services, Gary J. Robertson, Ph.D., has announced his early retirement after 17 years of employment with AGS. He is succeeded by Marcia M. Andberg, Ph.D., who has been appointed to assume his responsibilities.



METROPOLITAN NEW YORK ASSOCIATION FOR APPLIED PSYCHOLOGY 1994 PROGRAM ANNOUNCEMENT

Date	Topic	Speakers
February 2	Organizational Transformation: Is It Inevitable? ****Annual Groundhog Day Dinner****	C.K. Prahalad University of Michigan
March 10	Drama or Trauma: Your Next Ten Years (A Career Management Symposium)	Panel Of Experts
April 4	Behavior-Based Interviewing	Gary Latham University of Toronto
May 16	Straight Talk About Business Ethics	Kate Nelson The Wharton School; BEST
June 14	Making Global Human Resource Strategies Work	Douglas Reid Colgate-Palmolive Company

*****Spring Special Reception****

NOTE: All meetings will be held at the Grand Hyatt Hotel at 42nd Street and Lexington Avenue, New York City and will begin at **6:00 p.m.**, Guest fees—\$25.00 (students—\$15.00). Special arrangements, starting times and fees apply to the Feb. 2nd, March 10th, and June 14th programs.

OFFICERS

President Elizabeth A. Denton	Secretary Sarah E. Henry	Editor, MetroNews Andrew H. Szpekman
Vice President Robert F. Silzer	Placement Director Philip J. Manhardt	Dir. of Professional Develop. John K. Kennedy, Jr.
Treasurer Philip Ferrara	Dir. Community Programs Karen S. Lyness	

For Membership Information write to: Dr. Sarah E. Henry,
Renaissance Strategy Group, 162 West 56th Street, Suite 602,
New York, NY 10019, (212) 425-1000
Founded 1939 Yearly membership dues: \$75.00 (students—\$40.00)

Personnel Psychology

Recommended Reading for

Career Advancement 101

Personnel Psychology

Please enter my subscription to PERSONNEL PSYCHOLOGY beginning with:

_____ the current issue _____ the first issue of the current volume

NAME AND MAILING ADDRESS:

Check enclosed for \$ _____

Charge to MasterCard/Visa

Card number _____

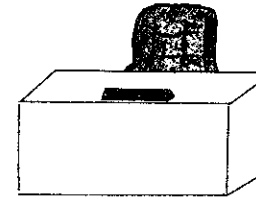
Expiration date _____

Signature _____

Annual subscription rate is \$55 (for orders outside the U.S., add \$6 for surface postage or \$28 for air mail postage). Professional discounted rate for members of APS, APA, SIOP, IPMA, SHRM, AOM, & IAAP (circle one) is \$49.50; student rate is \$36 (must have signature of faculty advisor to verify student status).

Photocopy this order form, complete, and mail to:

PERSONNEL PSYCHOLOGY
745 Haskins Road Suite A
Bowling Green, OH 43402 USA
Phone: 419 352-1562, Fax: 419 352-2645



Positions Available

Personnel Research Associates, Inc., a fast-growing Industrial/Organizational Psychology consulting firm in the Chicago area seeks qualified candidates for staff consultant and data analyst positions. With a 17 year track record, **PRA** consults with clients nationwide in the development and implementation of selection and assessment systems, performance feedback systems, employee opinion surveys and survey feedback programs.

Qualified **Staff Consultant** candidates should be Ph.D. recipients or Ph.D. candidates nearing completion with a degree in Industrial/Organizational psychology or related field. Consulting experience preferred but not required. Strong psychometric, conceptual and interpersonal skills are essential.

Qualified **Data Analyst** candidates should be M.S., M.A. or Ph.D. recipients with knowledge of social science issues and a strong interest in computer-based data analyses. Psychometric and statistical skills are essential for this data oriented position. Job activities include: managing large databases, analyzing data, generating survey feedback reports, and consulting with clients on data-related matters.

If you are interested in either position, please send your resume to: **Dr. William H. Macey, President, Personnel Research Associates, Inc., 657 East Golf Road, Suite 309, Arlington Heights, IL 60005.**

Internship opportunities also available for advanced Industrial/Organizational Psychology students.

VICE PRESIDENT RESEARCH & DEVELOPMENT A full-time position is available immediately for a Ph.D. psychologist with an entrepreneurial outlook, strong leadership skills and experience in managing people and projects. Creativity, a strong market orientation, a demonstrated ability to personally develop and supervise the development of high quality test and assessment products, and a knowledge of competitive assessment products are other desired attributes.

The Vice President of R&D is responsible for leading the R&D group in the creation, implementation, and completion of R&D strategic goals. This individual will create and manage all operations related to the research, development, and successful publication of company products; supervise and

evaluate the performance of a growing R&D staff; develop and manage the R&D annual budget; and chair the company publications committee.

We offer the opportunity to work in a dynamic, team-oriented environment with enthusiastic co-workers and authors. This position has a six-figure total compensation package consisting of salary, a strong incentive program, company profit sharing, and excellent benefits. For confidential consideration, please send resume to: **S.G. Seminoff, Executive Vice President, Psychological Assessment Resources, Inc., Post Office Box 998, Odessa, Florida 33556 or call (813) 968-3003.**

MATHEMATICAL STATISTICIAN. Personnel Testing Division of Defense Manpower Data center, Monterey, CA, is responsible for research and development for the Armed Services Vocational Aptitude Battery, which is administered annually to over half a million military applicants and over one million high school students. We are seeking a person with experience in developing and applying statistical models of personnel tests and statistical models of personnel selection and classification. Experience with statistical software packages, programming languages, data quality control procedures, research publication, and presentation to research audiences are important considerations. Minimum requirements include 24 semester hours of selected courses in mathematics and mathematical statistics. Appointment may be made at the GS-12 (\$40,298-52,385 per annum) level with promotional opportunity to GS-13 (\$47,920-62,293 per annum). Inquiries and requests for application information should be directed to: **Dr. Lauress Wise, Personnel Testing Division, DMDC, 99 Pacific Street, Suite 155a, Monterey, CA 93940. (408-655-0400)** Applicants must be U.S. citizens.

CONSULTANT/PROJECT MANAGER. Organizational Effectiveness Consultants (OEC) is a management consulting firm based in Chicago, with offices in San Francisco and Boston. We consult to a variety of companies, ranging from mid-sized to Fortune 500, in the areas of personnel selection, opinion surveys, alternative compensation, change management and executive coaching. To meet the demands of our rapidly growing client base, we are seeking consultants to assume total project responsibilities in one or more of our service areas in all of our offices. The ideal candidate will have an advanced degree (Ph.D. preferred) in I/O Psychology or a related field. Candidates must have at least 5 years of experience in the field and experience managing large-scale projects. Candidates must possess strong writing and oral presentation skills, a strong quantitative background and the ability to work in a fast-paced environment and meet multiple deadlines. Salary is commensurate with experience and background. Send resume and salary

history to: **Daniel V. Lezotte, Ph.D., Vice President, Organizational Effectiveness Consultants, 500 West Monroe, Suite 3700, Chicago, IL 60661.**

Personnel Decisions, Inc. (PDI), is a premier human resources and management consulting firm with more than 100 consulting psychologists in offices in Minneapolis, Brussels, Dallas, Detroit, Houston, London, New York, Tokyo, and Washington D.C. We are a highly professional team focused on providing innovative, top-quality solutions to meet client needs. PDI serves organizations in both the public and private sectors; our clients range from Fortune 100 companies to small family businesses in virtually all industry groups. We are interested in applicants who can meet the following descriptions.

ORGANIZATIONAL PSYCHOLOGISTS—We are seeking an innovative leader to be a key player in running our showcase assessment and development centers. These leading edge programs employ state-of-the-art simulations and combine assessment with developmental coaching of participants. Our programs include unique management and executive centers, offered publicly and in-house. The individual hired will be responsible for managing these programs, training others, building business, and developing new offerings. This person would also provide consulting around a broad range of HR needs, including the areas of succession management and organizational effectiveness. Successful candidates will have a Ph.D. in I/O clinical, counseling psychology or a related field, and will be a dynamic, seasoned consultant with a proven track record in management and organizational development, project management, managing in a team environment, and maintaining a client focus. Corporate experience and business knowledge of strategic planning will be valuable assets. This is a Minneapolis-based position.

CONSULTANTS AND SENIOR CONSULTANTS—We have, or will soon have, opportunities at most of our locations for consultants to provide our clients with a broad range of services, including psychological assessments, executive coaching, team building, and participation in management development programs. Qualified candidates will have a M.A. or Ph.D. in counseling, clinical or I/O psychology, with two to five years experience in an applied business setting: skills in assessment and test interpretation, counseling, coaching and interviewing; excellent written and verbal communication skills: business development and client management capabilities: plus motivation and initiative.

To apply for these or future opportunities, please send a cover letter, resume, and geographic preference to: **Cathy Nelson, Director of Human**

Resources, Personnel Decisions, Inc., 2000 Plaza VII Tower, 45 South 7th Street, Minneapolis, MN 55402.

PDI is an equal opportunity employer committed to employing a team of diverse professionals. Individuals from all cultural backgrounds are encouraged to apply.

MANAGEMENT CONSULTANT OPPORTUNITY An internationally recognized consulting firm in St. Louis, MO seeks a motivated, versatile, and energetic professional to round out our team of spirited Ph.D. consultants. Our services include organizational diagnosis, performance management programs, team building, executive assessment and development, 360° feedback, and selection system design and validation. Our clients are Fortune 500 companies and family firms.

Activities and responsibilities are many and varied. Training and experience in interpersonal dynamics, executive development, process consultation and design/implementation of OD interventions are critical. Interpersonal skills are paramount. Candidates must be comfortable interacting with senior levels of major corporations. Stand up training and presentations are common. Responsibility for generating revenue and developing new clients is a major emphasis. The ideal candidate must possess a Ph.D. in Industrial/Organizational Psychology or Organizational Behavior with five to ten years of successful business experience as evidenced by products and descriptions of program results.

Important differentiators include:

- Superior analytical ability
- Excellent writing skill
- Creativity
- Entrepreneurial orientation
- Good sense of humor

The environment is very team-oriented so a willingness to collaborate and cooperate with colleagues is a must. Qualified candidates should send current resume/vita, letter of interest, and salary history to: **Psychological Associates, Inc., Consulting Division, 8390 Delmar Boulevard, St. Louis, MO 63124.** An Equal Opportunity Employer.

Senior Consultant/Consultant—Selection, Assessment/ & High Involvement Consulting. London August, Inc., an executive firm, has been retained by a world class integrated human resources consulting firm in the Northeast to recruit for two key roles in their practice that focuses on building high involvement cultures in new and revitalized organizations, especially in the areas of selection and assessment.

1. Senior Consultant

- Manage large-scale, complex assessment and integrated human resource consulting projects
- Develop assessment products that are integrated with other consulting practice areas of the company
- Support sales and marketing efforts

Candidates must be seasoned, innovative, and strategically oriented, and have Ph.D.'s in I/O Psych or related field with a minimum of 4-5 years of high impact experience with a consulting firm or major corporation in the areas of employee selection, management assessment and development or OD.

2. Consultant

- Manage a testing service that includes test scoring and interpretation, and consulting on adverse impact and validation
- Manage the development, validation, and improvement of situational tests
- Manage projects in the areas of selection and assessment, with an emphasis on assessment center methodology
- Participate in the development of multi-media, computer-based assessment programs

Candidates must be highly motivated, creative, articulate Ph.D.'s in I/O Psych or a related field, with 1-2 years experience in sophisticated assessment and selection programs.

Please FAX resumes in confidence to: **914-657-6115. Or mail to: London August, Inc., 146 Spencer Road, Woodstock, NY 12498.**

CONSULTING PSYCHOLOGISTS/MANAGEMENT CONSULTANT. Sperduto & Associates, Inc., an Atlanta-based consulting firm is seeking a doctoral level, Georgia licensable psychologist to join its growing practice. The firm provides a variety of consulting services to top management, including individual psychological assessment, management development, team building/development, and organizational analysis/design/development.

This position is an immediate, full-time career opportunity for an individual looking to make a long-term commitment. Individual will learn in a fast-paced, supportive, apprenticeship type training environment. Competitive entry-level salary, with outstanding bonus opportunities and long-term earning potential based on performance.

Qualified candidates should possess: (1) strong interpersonal skills, (2) comfort interfacing with executives, (3) interest in understanding individual personalities and behavior, and (4) desire to learn and grow professionally. Counseling and assessment skills are desirable.

Send resume and cover letter to: **Kay Loerch, Ph.D., SPERDUTO & ASSOCIATES, INC., 100 Peachtree Street, Suite 500, Atlanta, GA 30303.**
We will be attending the SIOP conference in Nashville.

CHANGE MANAGEMENT CONSULTANTS. People Tech is an international change management consulting firm. We partner with prominent private and public sector clients to help them successfully plan and implement significant organization change. Our innovative consulting services are delivered by multidisciplinary teams whose members are experts in field such as business, organization development, education, organizational and industrial psychology, human resource development, and total quality management. As our business with existing and new clients continues to grow, we are selectively adding new members to our professional team. We are seeking individuals with post-graduate training and senior experience in the area of: Industrial/Organizational Psychology. We are looking to strengthen our team with seasoned professionals who are the front runners in their areas of specialization. You have contributed to, and/or led large-scale change management initiatives and have a thorough understanding of how the technologies of your field can be applied to implement significant change. Communication skills, process experience, proficiency in projects management and grace under pressure are among your key attributes. If you are interested in advancing your career in a progressive organization that values excellence, initiative, achievement and personal growth, please forward a resume to: **People Tech Consulting Inc., 154 University Avenue, 3rd Floor, Toronto, Ontario, M5H 3Y9.**

HUMAN RESOURCES RESEARCH INTERN. BellSouth Corporation, a leader in the telecommunications industry, is currently accepting applications for predoctoral industrial/organizational psychology internships. These positions provide an excellent opportunity to conduct applied research, develop human resource programs and gain valuable experience while interacting with licensed I/O psychologists and human resources professionals. The internships are full-time and last six to twelve months, beginning in January or July. All positions are located in Atlanta, Georgia.

Qualified applicants will be enrolled in a doctoral program in I/O or a related field and have completed a Master's degree or equivalent (admitted to doctoral candidacy). Applicants should possess strong research, analytical, interpersonal, and communications (both oral and written) skills. Experience in PC SAS is highly desirable.

The deadline for completed applications is October 15 for internships beginning in January and April 15 for internships beginning in July. Qualified

applicants are invited to submit a cover letter, resume, and two letters of recommendation to: **Deborah Uher, Ph.D., BellSouth Corporation, Room 13C02, 1155 Peachtree St., NE, Atlanta, GA 30367-6000.**

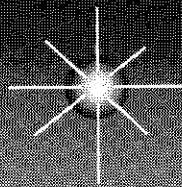
INDUSTRIAL/ORGANIZATIONAL PSYCHOLOGIST. KRUG Life Sciences Inc., a 25 year Space and Life Sciences company, supporting NASA/Johnson Space Center, invites applications from I/O psychologists interested in investigating the psychological and psychosocial effects of long-term space flight and habitation. Applicants must have a Ph.D. in Industrial/Organizational Psychology, Experimental Psychology, or Human Factors Psychology, and must be able to demonstrate advanced computer and data management skills.

Interested applicants should submit current resume, a list of references, and salary history **INDICATING POSITION #93-K24-01 to: KRUG Life Sciences Inc., Human Resources Dept., P. O. Box 58827, Houston, TX 77258-8827.** EMPLOYMENT ELIGIBILITY VERIFICATION REQUIRED. E.O.E. M/F/H/V. Smoke-free workplace provided.

CONSULTANT OR PROJECT MANAGER. HRStrategies is a full-range human resources consulting firm with offices in Detroit, Houston, Los Angeles, and New York City areas. Across the offices, HRStrategies 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 experienced 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, attitude surveys. Advancement potential within the firm is commensurate with performance and ongoing development of skills. Salary competitive. Send resume to: **Dr. John D. Arnold, Senior Vice President, HRStrategies, Inc. P.O. Box 36778, Grosse Pointe, MI 48236.**



Associate Consultants Senior Consultants



Hay McBer is the integrated Human Resources Planning & Development consulting practice of Hay Management Consultants and McBer & Company.

The first consulting firm to specialize in HR Consulting (Hay) and the originator of the concept of competencies (McBer), Hay McBer is recognized as the premier HR Planning & Development consultancy throughout the world.

Hay McBer is currently looking for both Associate and Senior Consultants for various offices across the United States.

Candidates for both positions should be Doctoral-level, license eligible, I/O, Clinical, Counseling or Social Psychologists. Two-four years of corporate or consulting experience, a good understanding of strategic human resource and developmental issues, superior oral and written communication skills and the ability to develop and sustain strong client relationships are required.

Please forward your resume or vita to:

Jeanne McSweeney
Hay McBer
116 Huntington Avenue
Boston, MA 02116

Hay McBer

Hay McBer values diversity in the workplace and is an Equal Opportunity/Affirmative Action Employer.



BROOKHAVEN NATIONAL LABORATORY

SCIENTIFIC STAFF POSITION

The Department of Advanced Technology at Brookhaven National Laboratory has a position available for an individual with a doctorate in psychology or a discipline pertinent to human performance. Work experience in at least one of the following areas is required: Organization and management, human integration into advanced systems, human-system interface, training development, and/or human reliability. Experience in applied and field research is desirable. The research programs for this position may involve the use of self-assessment and self-evaluation techniques.

Applicants should submit a curriculum vitae and the names of three references to: Dr. Sonja B. Haber, Department of Advanced Technology, Building 130, Brookhaven National Laboratory, Associated Universities, Inc., P.O. Box 5000, Upton, NY 11973-5000. Equal Opportunity Employer M/D/F/V.



BROOKHAVEN
NATIONAL LABORATORY
ASSOCIATED UNIVERSITIES, INC.
on the frontier of science and technology



ADVERTISE IN TIP AND THE ANNUAL CONVENTION PROGRAM

The **Industrial-Organizational Psychologist (TIP)** is the official newsletter of the Society for Industrial and Organizational Psychology, Inc., Division 14 of the American Psychological Association. **TIP** is distributed four times a year to more than 3500 Society members; the Society's **Annual Convention Program** is distributed in the spring to the same group. Members receiving both publications include academicians and professional-practitioners in the field. In addition, **TIP** is distributed to foreign affiliates, graduate students, leaders of the American Psychological Association, and individual and institutional subscribers. Current circulation is 4600 copies per issue.

Advertising may be purchased in **TIP** and the **Annual Convention Program** in units as large as two pages and as small as a half-page spread. In addition, "Position Available" ads can be obtained in **TIP** at a charge of \$75.00 for less than 200 words, and \$90 for less than 300 words. For information or placement of ads, contact: **SIOP Administrative Office, 657 East Golf Road, Suite 309, Arlington Heights, IL 60005.**

ADVERTISING RATES

RATES PER INSERTION

Size of Ad	Number of Insertions	
	One Time	Four or More
Two-page spread	\$450	\$330
One page	\$270	\$200
Half page	\$210	\$165

PLATE SIZES

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

PUBLISHING INFORMATION

SCHEDULE

TIP is published four times a year: July, October, January, April. Respective closing dates are May 15, August 15, November 15, and February 15. The **Annual Convention Program** is published in March. The closing date is January 15th.

DESIGN AND APPEARANCE

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

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

EXECUTIVE COMMITTEE

President:
Paul R. Sackett
 Industrial Relations Center
 University of Minnesota
 Management & Economics Building
 271 19th Ave. South
 Minneapolis, MN 55455
 Phone: 612/624-9842
 Fax: 612/624-8360

President-Elect
Walter C. Borman
 Phone: 813/974-2492

Past President
Wayne F. Cascio
 Phone: 303/628-1230

Secretary:
Nancy C. Tippins
 Phone: 703/974-5129

Financial Officer:
Ralph Alexander
 Department of Psychology
 University of Akron
 Akron, OH 44325
 Phone: 216/375-7280

Representatives to APA Council:
James L. Farr (2/93-1/96)
 Phone: 814/863-1734
Walter C. Borman (2/91-1/94)
 Phone: 813/974-2492
Ann Howard (2/91-1/94)
 Phone: 201/894-5289
Vickie V. Vandaveer (2/92-1/95)
 Phone: 713/871-1655

Members-at-Large
Elaine D. Pulakos (1993-96)
 Phone: 703/549-3611
Michael A. Campion (1991-94)
 Phone: 317/494-5909
Susan Palmer (1992-95)
 Phone: 415/396-5678

ADMINISTRATIVE OFFICE

SIOP Administrative Office
William H. Macey
 657 East Golf Road, Suite 309
 Arlington Heights, IL 60005
 Phone: 708/640-0068

COMMITTEE CHAIRS

Awards:
Joan Brannick
 Phone: 813/399-6820

Committee on Committees:
Angelo DeNisi
 Phone: 908/932-5972

Continuing Education and Workshop:
Catherine Higgs
 Phone: 415/324-2761 /260

Education and Training
Jeannette Cleveland
 Phone: 303/491-6808

External Affairs:
Wayne Camara
 Phone: 202/336-6000

Fellowship:
Dick Jeanneret
 Phone: 713/529-3015

Frontiers Series:
Sheldon Zedeck
 Phone: 510/642-7130

Long Range Planning:
Michael A. Campion
 Phone: 317/494-5909

Membership:
William Balzer
 Phone: 419/372-2280

Professional Practice Series:
Douglas W. Bray
 Phone: 201/894-5289

Professional Affairs:
Ronald D. Johnson
 Phone: 703/231-6152

Program:
Jeffrey J. McHenry (SIOP)
 Phone: 206/281-2579
Ann Marie Ryan
 Phone:

Scientific Affairs:
Kevin R. Murphy
 Phone: 303/491-6007

Society Conference:
William H. Macey
 Phone: 708/640-0068

State Affairs:
Jay Thomas
 Phone: 503/281-8060

TIP Newsletter:
Kurt Kraiger
 Phone: 303/556-2965