

Thoughts on SIOP's Strategic Direction 2006 Member Survey Results

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Every 2 years, SIOP surveys the membership to understand industrial and organizational psychologists' thoughts about SIOP and the issues facing the Society. Results from this survey are used to guide planning and strategy set by the SIOP committee chairs and the Executive Committee.

In September 2005, the SIOP Executive Committee, along with some additional SIOP members, held a strategic planning session. The purpose of the meeting was to identify the strategic issues on which SIOP should focus to achieve its vision in the future. As part of this year's membership survey, the Executive Committee has taken the opportunity to understand the membership's perceptions of the issues identified in the strategic planning session. This article will present information on the membership's perceptions of the issues the Executive Committee has identified.

Survey Participants

Questar conducted the survey via the Internet from January 30 through February 17.

E-mail invitations were sent to 5,701 individuals and 1,881 people completed the survey (33% response rate).

Tables 1, 2, and 3 provide information on the respondents' membership status, employment setting, and years since they received their doctoral degree. Most of the respondents were members or students from a university or consulting setting. Note: Seventy-four percent of the respondents who left the Years Since Doctoral Degree question unanswered were either Student Affiliates or Associate Members and probably didn't have their degree yet.

Table 1
Membership Status

Membership Status	Number of Surveys Returned	Percentage of Surveys Returned
Associate	135	7.2
Fellow	78	4.1
International Affiliate	57	3.0
Member	911	48.4
Student	547	29.1
Unanswered	153	8.1
Total	1,881	

Table 2
Employment Setting

Employment Setting	Number of Surveys Returned	Percentage of Surveys Returned
Consulting/Independent practice	385	20.5
Non-profit research organization	59	3.1
Private sector business	287	15.3
Public-sector organization	154	8.2
University/4-year college	674	35.8
Other academic institution	38	2.0
Other	127	6.7
Unanswered	157	8.3
Total	1,881	

Table 3
Years Since Doctoral Degree

Years Since Doctoral Degree	Number of Surveys Returned	Percentage of Surveys Returned
1 to 4 years	245	13.0
5 to 9 years	222	11.8
10 to 14 years	156	8.3
15 to 19 years	136	7.2
20 or more years	324	17.2
Unanswered	798	42.4
Total	1,881	

Strategic Planning—SIOP Goals

During the strategic planning meeting, the Executive Committee identified four goals they believed were important for SIOP to achieve in order to be more successful. These four goals are:

1. **Visibility.** SIOP will be a visible and trusted authority on work-related psychology.
2. **Science and Practice.** SIOP will provide forums for I-O psychologists to exchange research, insights, and information related to the science, practice, and teaching of I-O psychology.
3. **Advocacy.** SIOP will promote the value of I-O psychologists to policy makers.
4. **Membership.** SIOP will be the organization of choice for I-O professionals.

The Executive Committee decided to include two questions on the Member Survey about each goal to gather SIOP membership perceptions about these goals. The two questions were “How important do you feel these goals are for SIOP to be successful?” and “Where do we currently stand on each of these goals?” Charts 1 through 8 provide the responses to these two questions for each of the four goals.

Visibility Goal

Definition of goal: SIOP will be a visible and trusted authority on work-related psychology. Included here are (a) outreach to the broader field of psychology, organizations, policy makers; (b) promoting the value of I-O psychologists, and (c) heightening awareness of I-O psychology in improving productivity and well-being in the workplace.

Charts 1 and 2 show that although 92% of the respondents believe that this goal is very or critically important, only 21% think that SIOP has successfully met the goal or has made major progress towards meeting it. This large discrepancy highlighted the fact that SIOP members believe more work in this area is needed.

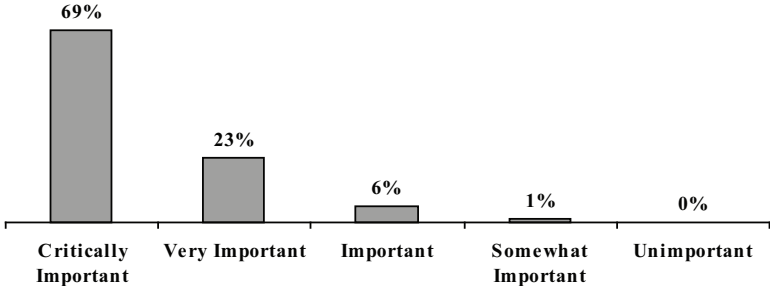


Chart 1. Importance of the Visibility Goal

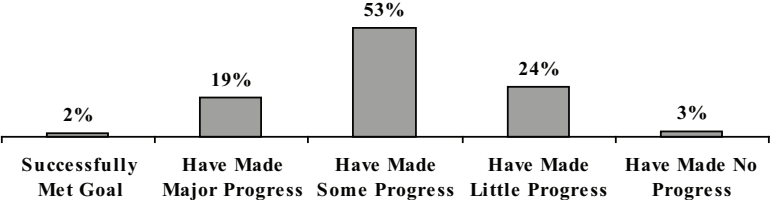


Chart 2. Current Standing on the Visibility Goal

Science and Practice Goal

Definition of goal: SIOP will provide forums for I-O psychologists to exchange research, insights, and information related to the science, practice, and teaching of I-O psychology.

Again, respondents thought that the *Science and Practice* goal was very or critically important (85% of the respondents; see Chart 3). Chart 4 indicates that the majority of people (58%) believe that SIOP has successfully met the goal or has made major progress toward the goal.

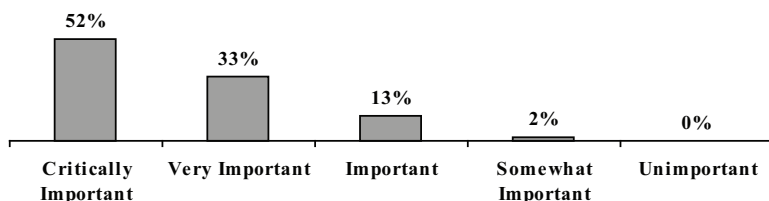


Chart 3. Importance of the Science and Practice Goal

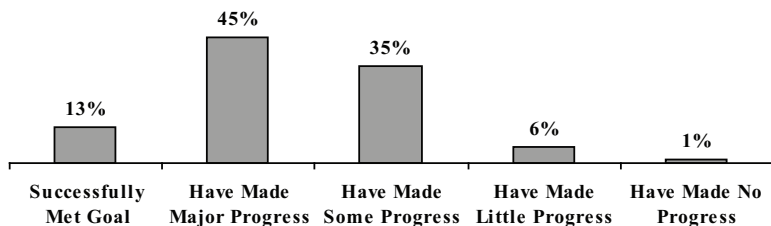


Chart 4. Current Standing on the Science and Practice Goal

Advocacy Goal

Definition of goal: SIOP will promote the value of I-O psychologists to policy makers. Specific objectives here include increased efforts to obtain federal funding for I-O research and heightened awareness of key decision makers as to the value of I-O psychology.

Charts 5 and 6 show that respondents view the *Advocacy* goal as very important, but one on which SIOP is not making progress. The charts show that 80% of the respondents thought that the Advocacy goal was very or critically important, but only 18% indicated that SIOP has successfully met the goal or has made major progress towards meeting it.

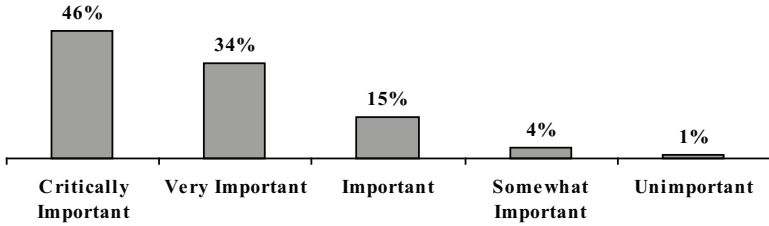


Chart 5. Importance of the Advocacy Goal

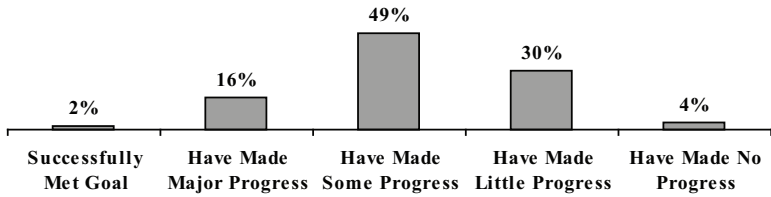


Chart 6. Current Standing on the Advocacy Goal

Membership Goal

Definition of goal: SIOP will be the organization of choice for I-O professionals. Relevant objectives considered here include increased member satisfaction and retention.

The final goal is **Membership**. Charts 7 and 8 show that respondents thought the goal was very or critically important (73%). Additionally, a large percentage of respondents (63%) indicated that SIOP has successfully met the goal or has made major progress towards meeting it.

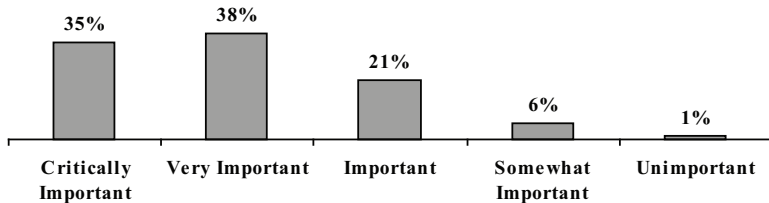


Chart 7. Importance of the Membership Goal

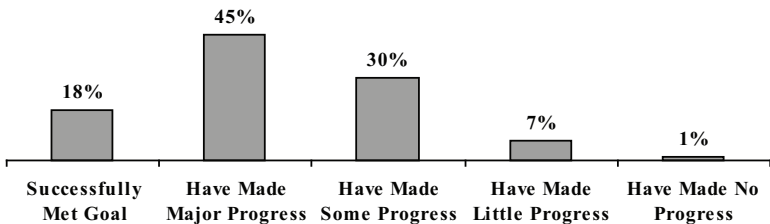


Chart 8. Current Standing on the Membership Goal

Summary of Strategic Goal Results

Table 4 provides a summary of the Members' perceptions of the strategic goals in terms of the importance of the goals and the degree of progress SIOP has made towards the goals. The results for the four goals indicate that the biggest discrepancy between importance of a goal and where SIOP stands in terms of meeting the goal is on the *Visibility* goal. The *Advocacy* goal also shows a large discrepancy between importance and progress. The *Science and Practice* and *Membership* goals show less of a discrepancy.

Table 4

Summary of Strategic Goal Results

Goal	% Rated Goal Very Important or Higher	% Rated SIOP as Having Made Major Progress or Higher
Visibility	92	21
Science and Practice	85	58
Advocacy	80	18
Membership	73	63

Strategic Planning—Other Issues

During the strategic planning meeting in September 2005, five additional issues were identified as critically important to SIOP and to the field of industrial-organizational psychology. These issues were included on the survey and respondents were asked to rate each of the issues in terms of their importance and to provide input and ideas on how each of the issues could be addressed. The responses to each of the five issues will be presented next.

Issue 1: Improved governance structure—How important is this issue to SIOP and the field of I-O?

Only 22% of survey respondents thought that an improved governance structure was very or critically important (see Chart 9). In fact, when asked directly if the current governance structure was adequate to meet the needs of the organization, 86% of respondents replied “Yes.” The 14% of respondents that said “No” were then asked “What needs to be changed in terms of the current governance structure and why?” as an open-ended question.

The 150 people that provided responses gave comments such as:

1. Representation is needed from more areas (e.g., practitioners).
2. Term of positions (e.g., presidency) should be longer.
3. Governance structure should not be composed of same individuals every year.
4. Governance structure needs to increase the visibility of I-O (e.g., clarify to the business world).

Note: Comment categories¹ are listed in top-down order, meaning that first bullet came up most often, followed by the next bullet, and so on.

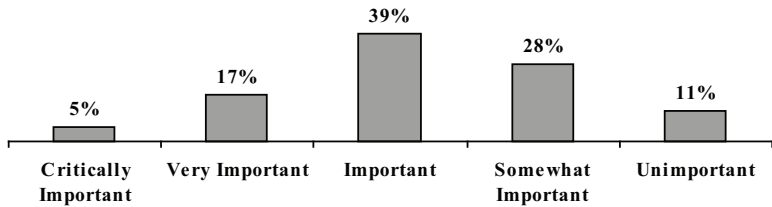


Chart 9. Improved Governance Structure

Issue 2: Improving the attraction and retention of I-O PhDs to faculty positions in psychology departments rather than losing them to other university departments—How important is this issue to SIOP and the field of I-O?

Chart 10 shows that 57% of respondents thought that keeping I-O talent in psychology departments was very or critically important. All respondents were asked to provide ideas about how the issue could be addressed, and provided suggestions such as:

1. Provide more money to I-O talent.
2. Promote I-O's value to the psychology department and the university.
3. Provide research support and resources to I-O talent.

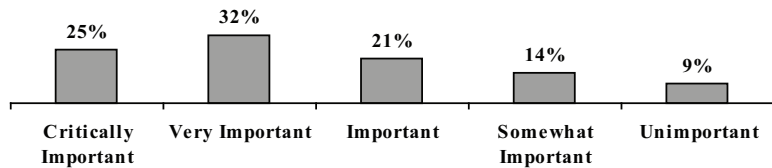


Chart 10. How Important Is it to Keep I-O Talent in Psychology Departments?

Issue 3: Greater visibility in psychology departments—How important is this issue to SIOP and the field of I-O?

Chart 11 shows that 64% of respondents thought that obtaining greater visibility in psychology departments was very or critically important. All respondents were asked to provide ideas about how the issue could be addressed and provided suggestions such as:

1. Develop good teaching tools (e.g., introductory psychology texts).
2. Market appropriately to the public (e.g., emphasize the broad range of work performed within I-O psychology, publicize our successes, do pro-bono work, attend meetings of other organizations [Association of Test Publishers]).

¹ The responses to the open-ended questions were coded by graduate students under **Daniel A. Sachau's** supervision at Minnesota State University. The students were **J. R. Rowenhorst**, **Adam Roybal**, and **Yun-Mi Choi**.

3. Focus on undergraduate involvement (e.g., develop courses and presentations, involve students in research, create scholarships).

4. Emphasize the critical role of I-O psychology (e.g., show the relevance of I-O, show the relationship of I-O to other areas of psychology, demonstrate real world applications).

5. Improve our role within APA and with other divisions (e.g., create more collaboration with other psychology disciplines and with business, build bridges between I-O psychology and others).

6. Encourage I-O involvement in department (e.g., volunteer to do guest lectures, become department chairs).

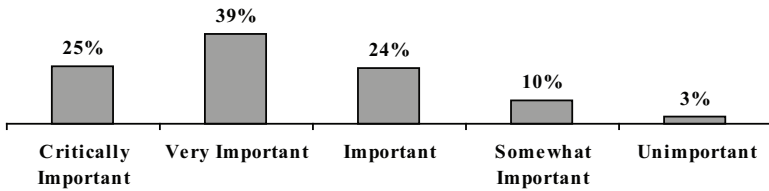


Chart 11. Greater Visibility in Psychology Departments

Issue 4: Greater visibility in the business arena—How important is this issue to SIOP and the field of I-O?

Chart 12 shows that 89% of respondents thought that obtaining greater visibility in the business arena was very or critically important. All respondents were asked to provide ideas about how the issue could be addressed and provided suggestions such as:

1. Promote more media involvement.

2. Promote interaction with other organizations (e.g., collaborate, network, and/or partner with organizations, alumni, human resource professionals, and/or people within the Society of Human Resource Management [SHRM] and the American Society of Training and Development [ASTD]).

3. Promote the value of I-O to businesses (e.g., become more metric-oriented, conduct more return-on-investment (ROI) research and share it with businesses).

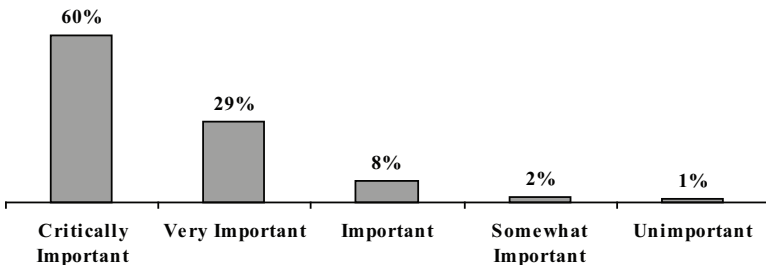


Chart 12. Greater Visibility in the Business Arena

Issue 5: Credentialing—How important is this issue to SIOP and the field of I-O?

Chart 13 shows that 36% of respondents thought that credentialing was very or critically important. All respondents were asked “What is SIOP’s role in credentialing?” and provided opinions such as:

- Fully active role (e.g., SIOP should take a leading or majority role, could develop workshops).
- Partial role (e.g., SIOP should advise, advocate, support, guide, work with states).
- Defining role (e.g., SIOP should set standards, guidelines, policies/procedures).
- No role should be taken (e.g., SIOP should not take a role because credentialing is not necessary or important).

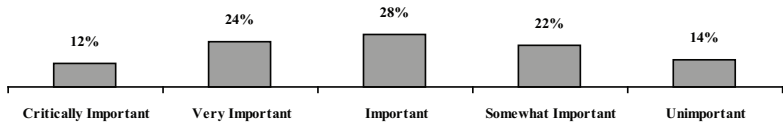


Chart 13: Credentialing

Comparison of Responses Between Groups

Subgroups of professionals exist within SIOP. The data was explored to see how the subgroups differ in their responses to various questions. Responses to the questions above were compared across various subgroups including licensed vs. nonlicensed respondents, between the work settings, and between the membership categories.

Licensure

T-tests were conducted on the strategic questions to determine the differences between the licensed respondents (sample size ranged from 191 to 213) and the non-licensed respondents (sample size ranged from 1,379 to 1,505). The results indicated that licensed respondents (as compared to nonlicensed respondents):

- Rated the *Membership* goal (SIOP will be the organization of choice for I-O professionals.) as more important.
- Rated the issue of credentialing as more important.
- Rated the issue of visibility in psychology departments as less important.

Work Setting

An ANOVA was conducted to identify any differences between work settings. Post hoc tests (i.e., Tukey) indicated that significant differences were found between groups on six of the strategic issues in the survey. Tables 5 through 10 show the results for these six strategic issues.

Table 5

Mean Differences Between Work Settings on Where Do We Currently Stand on the Visibility Goal (SIOP Will Be a Visible and Trusted Authority on Work-Related Psychology)?

Work Setting	<i>N</i>	Mean
Other academic institution ¹	35	2.77
Public-sector organization	140	2.96
Other	117	2.98
University/Four-year college	626	3.01
Private-sector business ²	260	3.13
Consulting/Independent practice ²	351	3.14
Nonprofit research organization ²	53	3.17

Note: The scale ranged from 1 = *successfully met goal* to 5 = *have made no progress*.

^{1,2} Group 1 rated SIOP as having made significantly *more* progress than did Group 2.

Table 6

Mean Differences Between Work Settings on Where Do We Currently Stand on the Advocacy Goal (SIOP Will Promote the Value of I-O Psychologists to Policy Makers)?

Work Setting	<i>N</i>	Mean
Other academic institution ¹	35	3.00
Public-sector organization	137	3.05
Other	115	3.13
University/Four-year college	614	3.16
Consulting/Independent practice	338	3.23
Private-sector business	250	3.24
Nonprofit research organization ¹	53	3.38

Note: The scale ranged from 1 = *successfully met goal* to 5 = *have made no progress*.

¹ *Other academic institution* rated SIOP as having made significantly *more* progress than did *nonprofit research organization*.

Table 7

Mean Differences Between Membership Categories on Improved Governance Structure—How Important Is This Issue to SIOP and the Field of I-O?

Work setting	<i>N</i>	Mean
Other academic institution ¹	37	3.08
Other	117	3.10
Public sector organization	143	3.13
University/Four-year college	634	3.22
Consulting/Independent practice	360	3.23
Private-sector business	271	3.28
Nonprofit research organization ¹	55	3.51

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

¹ Other academic institution rated this issue as significantly more important than did nonprofit research organization.

Table 8

Mean Differences Between Work Settings on Greater Visibility in Psychology Departments—How Important Is This Issue to SIOP and the Field of I-O?

Work Setting	<i>N</i>	Mean
Other ¹	122	2.02
University/Four-Year College	651	2.17
Non-Profit Research Organization	58	2.29
Other Academic Institution	37	2.38
Public Sector Organization	145	2.39
Consulting/Independent Practice	367	2.39
Private-Sector Business ¹	276	2.53

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

¹ Other rated this issue as significantly more important than did private sector business.

Table 9.

Mean Differences Between Work Settings on Greater Visibility in the Business Arena—How Important Is This Issue to SIOP and the Field of I-O?

Work Setting	<i>N</i>	Mean
Private-sector business ¹	277	1.36
Public-sector organization ¹	147	1.38
Consulting/Independent practice ¹	374	1.39
Nonprofit research organization	58	1.53
Other	121	1.60
Other academic institution ²	37	1.70
University/Four-year college ²	655	1.74

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

^{1,2} Group 1 rated this issue as significantly more important than did Group 2.

Table 10

Mean Differences Between Work Settings on Credentialing—How Important Is This Issue to SIOP and the Field of I-O?

Work Setting	<i>N</i>	Mean
Other ¹	121	2.71
Public-sector organization	146	2.85
Other academic institution	37	2.89
Consulting/Independent practice	366	2.91
Private-sector business	272	3.07
University/Four-year college	643	3.16
Nonprofit research organization ¹	57	3.26

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

¹ *Other* rated this issue as significantly more important than did *nonprofit research organization*.

Membership Status

An ANOVA was conducted to identify any differences between membership categories. Post hoc tests (i.e., Tukey) indicated that significant differences were found between membership categories on seven of the questions presented above. The following series of tables present the results for these seven questions. (See Tables 11 through 17.)

Table 11

Mean Differences Between Membership Categories on How Important Is the Goal of Visibility (SIOP Will Be a Visible and Trusted Authority on Work-Related Psychology)?

Membership Status	<i>N</i>	Mean
Student ¹	536	1.36
Member ¹	891	1.40
Associate ¹	134	1.43
International Affiliate	55	1.45
Fellow ¹	78	1.69

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

¹Students, Members, and Associates rated this goal as significantly more important than did Fellows.

Table 12

Mean Differences Between Membership Categories on Where Do We Currently Stand on the Visibility Goal (SIOP Will Be a Visible and Trusted Authority on Work-Related Psychology)?

Membership Status	<i>N</i>	Mean
International Affiliate ¹	46	2.67
Associate	128	2.90
Student ¹	502	3.02
Fellow ¹	75	3.08
Member ¹	836	3.11

Note: The scale ranged from 1 = *successfully met goal* to 5 = *have made no progress*.

¹International Affiliates rated SIOP as having made significantly more progress than did Members, Students, or Fellows.

Table 13

Mean Differences Between Membership Categories on Where Do We Currently Stand on the Advocacy Goal (SIOP Will Promote the Value of I-O Psychologists to Policy Makers)?

Membership Status	<i>N</i>	Mean
International Affiliate ¹	45	2.80
Associate	123	3.07
Student	492	3.09
Member ¹	814	3.25
Fellow ¹	74	3.32

Note: The scale ranged from 1 = *successfully met goal* to 5 = *have made no progress*.

¹International Affiliates rated SIOP as having made significantly more progress than did Members or Fellows.

Table 14

Mean Differences Between Membership Categories on Improved Governance Structure—How Important Is This Issue to SIOP and the Field of I-O?

Member Status	<i>N</i>	Mean
International Affiliate ¹	50	2.76
Student ³	514	3.00
Associate ^{2, 5}	128	3.13
Member ^{2, 4}	852	3.37
Fellow ^{2, 4, 6}	78	3.56

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

^{1, 2} International Affiliates rated this issue as significantly more important than did Associates, Members, and Fellows.

^{3, 4} Students rated this issue as significantly more important than did Members and Fellows.

^{5, 6} Associates rated this issue as significantly more important than did Fellows.

Table 15

Mean Differences Between Membership Categories on Greater Visibility in Psychology Departments—How Important Is This Issue to SIOP and the Field of I-O?

Membership Status	<i>N</i>	Mean
Student ¹	526	1.98
Fellow	77	2.19
International Affiliate	50	2.32
Associate ¹	130	2.36
Member ¹	878	2.48

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

¹ Students rated this issue as significantly more important than did Associates or Members.

Table 16

Mean Differences Between Membership Categories on Greater Visibility in the Business Arena—How Important Is This Issue to SIOP and the Field of I-O?

Membership Status	<i>N</i>	Mean
Associate ¹	132	1.44
Student ¹	527	1.45
Member ¹	886	1.57
International Affiliate ¹	51	1.67
Fellow ²	78	2.01

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

^{1, 2} Group 1 rated this issue as significantly more important than did Group 2.

Table 17

Mean Differences Between Membership Categories on Credentialing—How Important Is This Issue to SIOP and the Field of I-O?

Member Status	<i>N</i>	Mean
Student ¹	522	2.70
International Affiliate ³	47	2.85
Associate	129	3.09
Member ²	873	3.17
Fellow ^{2, 4}	77	3.44

Note: The Importance scale ranged from 1 = *critically important* to 5 = *unimportant*.

^{1, 2} Students rated this issue as significantly more important than did Members or Fellows.

^{3, 4} International Affiliates rated this issue as significantly more important than did Fellows.

Conclusion

The 2006 Member Survey included questions about a number of additional areas of concern to SIOP members, such as member satisfaction, license issues, ethnic and minority affairs, the Consultant Locator, international affairs, and the awards nomination process. Additional reports and information can be found on the SIOP Web site that provide a great deal of interesting data.

For more information about the SIOP Member Survey results, visit http://www.siop.org/reportsandminutes/survey_results06.aspx.