

In-House Tests vs. Validated Tests

Comments by Tom Ramsay

Challenge: Choosing the best assessment for Instrument Technician positions in a refinery.

Design: In-House test is written by local Engineers and Managers who have first-hand job familiarity.

Ramsay Corporation's *Instrument Technician Test (ITT)* was designed by psychologists using items of known reliability chosen by qualified job experts from R.C. database. *ITT* has KR₂₀ reliability of .92 and Odd-Even reliability of .90 (uncorrected) for a sample of 50 applicants for Instrument Technician jobs.

Review: In-House test is reviewed by the company's Maintenance Manager.

ITT was used in six content validation studies. Average Interrater agreement was .76. Average job relatedness of items (0 low to 5 high) was 4.1.

Documentation: In-House documentation consists of test itself.

ITT offers its own Test Manual that contains *DOT* and *O*NET* references, a knowledge and skills matrix, reliabilities and a list of Ramsay Corporation's content validation studies conducted in accordance with *Uniform Guidelines*.

Judgment: The winner is *Instrument Technician Test*.

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TIP

THE INDUSTRIAL-ORGANIZATIONAL PSYCHOLOGIST

VOLUME 47/NUMBER 1

JULY 2009

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Cover: View of Livingston Range from Going to the Sun
Road, Glacier National Park, Montana.

Photo Courtesy of Timothy Ford, Graduate Student, Industrial-
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A MESSAGE FROM YOUR PRESIDENT



Kurt Kraiger

Were you one of thousands who suffered from the seasonal disorder, the Post SIOP Blues? With so many excellent sessions, outstanding keynote speakers, and a wide range of entertainment and networking opportunities, it's no wonder that many of us had problems returning to everyday life. Did you know that this year's conference attendance was the 4th highest ever? With the economy in the tank and companies and universities cutting back on travel budgets, that's a remarkable achievement. Kudos to Conference Chair **Julie Olson-Buchanan**, Program Chair **John Scott**, and to Dave Nershi and the Administrative Office staff for a well-run, stimulating conference!

What's Percolating?

Below I discuss some of my personal initiatives for the upcoming year. These are just some of the many activities SIOP's Executive Board will be focusing on. Here are a few other hot button issues.

By now, you should know that SIOP will be holding an online vote on changing our name. There have been multiple initiatives to change the name of our field—and SIOP—over the past 30 years. As noted by **Scott Highhouse** in a 2007 *TIP* article, the most recent effort occurred in 2004 when 554 members voted for a name based on a choice between five alternatives, including the Society for Industrial and Organizational Psychology, the Society for Organizational Psychology, and the Society for Work Psychology. As Scott noted, “although there were more votes from the membership to change the name than to retain the I-O label . . . , no name change occurred.” That is, SIOP was retained as the name for our Society, even though it received less than 50% of the votes.

The goal this time is to hold a vote between just two names, the Society for Industrial-Organizational Psychology and a second name focused on organizational psychology.

If you have not brought yourself up to speed on the name change, or weighed in with comments, be sure to go to the SIOP Exchange and review the name change FAQ posted there. The vote will be held over a 1-month period and should begin around August 1.

Another issue facing the Executive Board is licensing. In December, an APA task force drafted a revised Modeling Licensing Act (MLA). Once approved, the MLA can influence state licensing boards. SIOP was well represented on the task force by **Judy Blanton** and **Vicki Vandaveer**, who did an amazing job of influencing the final version of the act. Although not all

members will agree with all of the provisions of the draft MLA, the act is more aligned with how we practice psychology than the prior version. There is even a provision in it that health care providers must be trained in I-O before they can provide the services we do. There is a period of commentary and review for the MLA before it goes to the APA Council of Representatives for a vote. The Executive Board will be monitoring the review so that we do not lose any of the progress we've made to this point.

What's Next?

At the closing plenary, I showed a picture of a **Milt Hakel** bobblehead and introduced my three goals for the upcoming year: to make SIOP louder, more global, and more accessible. The first goal is to make SIOP "louder." One of SIOP's four strategic initiatives is to become the advocate and champion of I-O psychology to policy makers. This includes increased efforts to obtain federal funding for I-O research and increased efforts to monitor and influence policy and legislation affecting human behavior at work. Through the fall of 2006, a task force identified multiple audiences for advocacy efforts (e.g., APA, the federal government, major funding agencies) and several innovative strategies for influencing decision making in each sector. However, little work has been done since then, as SIOP leadership has focused on other initiatives, particularly visibility. It's clear to me that we need to integrate our advocacy efforts with our governance structure, so I have appointed a new task force, headed by **Janet Barnes-Farrell**, to review the prior advocacy initiatives and assign them to existing SIOP committees, as well as advise the Executive Board on whether we need an advocacy committee (as we have with visibility).

We are also going to be working more closely with the Federation of Behavioral, Psychological, and Cognitive Sciences. The Federation represents a coalition of scientific societies and communicates with policy makers and the public about the importance and contributions of basic and applied research in these sciences. Look for several events in Washington in the coming year intended to demonstrate the value of I-O psychology to the workplace.

My second goal is to make SIOP more global by continuing to work towards development of the global Alliance of Organizational Psychology. Most of the groundwork for the Alliance was done by Milt Hakel, **Gary Latham**, **José-Maria Peiró**, and **Franco Fraccaroli**. The alliance between SIOP, the European Association of Work and Organization Psychology, and the International Association of Applied Psychology, Division 1 was announced at this spring's SIOP conference and again at the EAWOP congress in Spain. The signing was an important first step, but more work needs to be done before SIOP members can reap the benefits of the alliance. Although all three organizations will contribute to the Alliance, SIOP's resources and incredible volunteer network position us to contribute greatly to the Alliance's development.

Why should SIOP members care about the Alliance? There are several reasons. One is related to the advocacy goal. Just as SIOP hopes to have more influence on federal policy makers, a global alliance can influence policy makers at an international level by advocating to organizations such as NATO and WHO. The Alliance will also strengthen the already great quality of our program by ensuring that each conference includes workshops and addresses by up-and-coming researchers from other countries. In addition, there are plans for joint projects such as global test standards, a Web-based international knowledge base, cross-cultural research projects, providing support for moving or having to do project work abroad, and other networking and professional development opportunities.

My third goal is to make SIOP smaller, that is, to make it more accessible to individual members. Our fourth strategic initiative has been to become the organization of choice for I-O professionals, which includes the subgoals: increased enjoyment and satisfaction of members, and increased support for SIOP members in their efforts to study, apply, and teach the principles, findings, and methods of I-O psychology. My vision here is that SIOP provides the tools and information that SIOP members can use in their every day work lives. And, in doing so, that SIOP provides the tools to keep us better connected with each other.

The new SIOP Exchange, launched this spring, is an important first step. It allows members to read about and weigh in on emerging ideas, hot issues, and decisions facing the Executive Board. I want to publicly thank **Ted Hayes** and his team for their hard work launching the Web site. I have asked Ted and his team to continue working on new ways for Society members to network and share information with other members. This could include expanding the I-O Teaching Wiki and the launching of one or more practice wikis. The practice wikis could contain nonproprietary information that members could use at work such as sample proposals, assessment center exercises, report templates, onboarding programs, and the like. By encouraging more members to network through a social media platform like LinkedIn, we can create ways for members to learn about what others are doing and to post questions and receive rapid help on job-related issues. Finally, I am encouraging SIOP members to follow me on Twitter (K_Kraiger).^{*} I frequently post updates on what I am doing for SIOP or what SIOP is focusing on, and, as more members follow me, I can use Twitter to quickly get the pulse of SIOP membership on emerging issues. Just as last year Gary Latham set a goal of making SIOP the go-to organization for SHRM, I want to make it the go-to organization for our own members!

I am excited for the opportunity to serve as your president, and I am looking forward to this year. Please feel free to contact me with questions, concerns, or comments either by e-mail (kurt.kraiger@colostate.edu)...or, just send me a tweet.

^{*}To follow me on twitter, register at twitter.com. Once registered, click on "Find People" and enter either Kraiger or K_Kraiger, then click the "Follow" button beside my name.

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The Joys of Serving SIOP as President

Gary Latham
University of Toronto

The joys I derived from serving as president of SIOP are too numerous to cite in a *TIP* column. Thus, I will only highlight six of them with the hope that I will convince one or more of you to run for president.

First, there is the moment before delivering the presidential address to several thousand SIOP members. Standing behind the podium, as I prepared my thoughts, I saw an individual who is not only one of my coauthors, but in addition has been the “apple of my eye” for 29 years—my son, Brandon. Just seeing him puts me in a great mood. I also saw the faces of life-long friends. Among them was our newly elected representative to APA Council, **Ed Locke**. He and I coauthored our first paper in 1974; it was published in *JAP* a year later. We currently have three papers in press. The likelihood that we will continue to be research partners is very high because every paper we have coauthored has been published in a top-tier journal. As is the case with most coauthors, we have had our share of arguments over who should be first author. The “twist” in our relationship is that he has argued that I should be first author while I have insisted that the honor should be his.

A second highlight for me was attempting to walk in the shoes of our past presidents, four of whom have been role models for me since my days as a graduate student. **Ed Fleishman** is a pioneer in the empirical study of leadership. He has been publishing his research since the late 1940s. It is he who figured prominently in the famous Ohio State Leadership Studies. It is he who developed scales for assessing a person’s leadership style (The Leadership Opinion Questionnaire) and the reactions of subordinates to a leader’s style (Leadership Behavior Description Questionnaire). Little wonder that he was elected president of Divisions 5 (1978) and 19 (1977). He was even elected president of the International Association of Applied Psychology (IAAP) in 1974. In 1973, he was our president. I can still see him surrounded by admirers at the opening cocktail hour at the very first Division 14 conference I attended. I will never know how he could deal with the complexities of serving as president of Division 14 AND simultaneously be the editor of *JAP*. I only know how thrilled I was when he accepted my very first paper that I submitted to that journal.

I served as president of the Canadian Psychological Association (1999–2000) prior to serving in this capacity for SIOP. Yet my elections and my research pale next to Ed Fleishman’s.

Lyman Porter, known affectionately around the world as Port, was president-elect of the Academy of Management (AoM) when I attended my first AoM conference (1973). The huge respect he commanded as a behavioral scientist left a lasting impression upon me the following year when he was also elected to serve as our president (1976). At this point in time, he is the only person to have served in these two positions. What held me in awe of

him even more was his ongoing mentoring of people who have subsequently become highly influential leaders in our field. One such scientist-practitioner is **Ed Lawler**, this year's SIOP recipient of the Raymond Katzell Award.

In 1968 Port, along with **Milt Hakel**, founded the Summit Group. Membership is by invitation. There are approximately 10 people who identify themselves primarily as scientists and 10 who see themselves primarily as practitioners. I was invited to join in 1975. Consequently, I have benefited from Port's skill as a mentor for 34 years. In addition to my biological children, I adore my present and former doctoral students. Their number, however, pales in comparison to Port's. Nevertheless, I was deeply touched when my former students successfully lobbied this past year for my receiving the mentoring award from the HR division of the AoM.

John Campbell, in addition to being our past president (1977), is also a past editor of *JAP*. His breadth and depth of knowledge of organizational psychology and his ability to communicate that knowledge in thought-provoking ways both verbally and in writing awes me. It is he who wrote my "academic bible." The year I entered the PhD program at the University of Akron, *Managerial Behavior, Performance, and Effectiveness* appeared. The authors were Campbell, Dunnette, Lawler, and Weick. **Gary Yukl** assigned it to us as "must" reading; **Ken Wexley** also made it mandatory reading. By 1973 I knew this book backwards and forwards. I loved it then and I love it now. Year after year I have taken it on vacation with me to reread. That book provided me the insight to determine whether the benefit of employee participation in goal setting was largely cognitive rather than motivational. John is also the first person to be asked to write a chapter for the prestigious *Annual Review of Psychology (ARP)* on training and development. It appeared in 1969. I have yet to write a book with as much impact on our field as *Managerial Behavior, Performance and Effectiveness*, but I did receive the honor of following in John's footsteps by writing the third chapter on training for *ARP* (1988).

I may be the first person *living* outside the U.S. you have elected to be SIOP president, but the first Canadian to be elected to this office is my fellow countryman, a long-time professor at Yale, **Victor Vroom** (1980). He revolutionized the mostly atheoretical work in our field on work motivation. As an assistant professor, he created expectancy theory, among the most empirically researched theories of motivation in organizational psychology. Yukl required us doctoral students to read every paper that existed in the 1960s–1970s on this topic. What you may not know is that this theory was in danger of never being developed. Vic's highest score on the Strong Vocational Interest Test was music. His second highest score was psychology. Fortunately for our field, Vic's vocational counselor convinced him to pursue his second interest. Fortunately for all of us who were at our opening plenary session in New Orleans this past April, Vic never abandoned his desire to be a musician. None of us are likely to forget his joining me on the stage to play "When the Saints Come Marching In" on his clarinet. I was selected to play the baritone in the All City Band (1958)—it was downhill shortly after that.

Nevertheless, when it comes to research I have enjoyed some success with Ed Locke developing and testing goal-setting theory.

So, now you can see why these four outstanding scientist-practitioners were and are my role models, my heroes, SIOP's icons. There are at least six other past presidents who have yet to realize that their term in office has ended. They keep on serving, and serving, and serving. **Ann Howard** (1988) graciously agreed to come back to serve as chair of our Fellows Committee; **Paul Sackett** (1993) has served as the inaugural editor of our journal, *Industrial-Organizational Psychology: Perspectives on Science and Practice*. This year he is turning over the reins to **Cindy McCauley**. **Leaetta Hough** (2005) served this year as my confidante. She has the knack of making me laugh heartily on those rare occasions when I thought I might tear my hair out. In addition, she is currently serving as the president of the Federation for Behavioral, Psychological, and Cognitive Science. This is a highly efficient and effective body that lobbies Congress and the granting agencies on SIOP's behalf. Then there is the ol' sage who doubles as my golf pro. He was my "Merlin." He taught me the lessons of yesteryear so that I understood and hence did not repeat mistakes of the past—**Paul Thayer** (1977). He was always there for me when I needed advice. In 1961 Paul coauthored, with another past president, Bill McGeehee, *THE* book on training. I too have coauthored a book on training. It has yet to become a "THE." Perhaps that is why I still need training, and Paul was effective in providing it. For the past 6 years, Paul also served as president of our Foundation. Finally, there are two past presidents who qualify for SIOP sainthood. Saint **Nancy Tippins** (2000) and Saint Milton Hakel (1983). I will provide evidence supporting their canonization momentarily. Suffice it to say at this point that these six past presidents helped ensure that SIOP experienced a highly successful year.

A third highlight for me as your president was the SIOP Executive Board. Many presidents may have enjoyed boards that were as good as mine, but none enjoyed a board that was better. No matter how thorny the issue, we came to meetings well prepared. We debated them vigorously and constructively. Never were there ad hominem remarks. As **José Cortina** pointed out, rarely did we need to take a vote. Almost always we reached consensus. In addition, I benefited from a wonderful president-elect. **Kurt Kraiger** is a true team player.

A fourth highlight came as a result of reflecting on an e-mail as to "who is SIOP?" We are SIOP—7,000 or so volunteers. We, for the most part, have full-time jobs requiring 25 hour days and 8-day weeks. Yet as volunteers, we choose to exert the effort, to persist in making SIOP the envy of other scholarly practitioner organizations. For example, 8 months ago Dr. **Robin Cohen** was informed by her MD that a second child will soon be here. Dr. Cohen grimaced, stared her MD in the eye and screamed: "You better not tell me I can't go to SIOP in April." Now that is an operational definition of SIOP engagement. **Chris Rotolo**, a full-time practitioner at Pepsico, chaired our Visibility Committee, a committee made up of other full-time practitioners. **Julie Olson-Buchanan** (2002) is a full-time academic who has to worry about

“publish or perish.” **John Scott** is a full-time consultant. He has to worry about finding clients so that he is able to feed his family. Yet, as the conference and program chairs, respectively, they created the time to take the steps necessary to ensure we had a memorable and meaningful conference. For the first time in SIOP’s history we heard addresses from the chair of the Board of Governors of the Center for Creative Leadership, Ingar Skaug; the president and CEO of the Society for Human Resource Management (SHRM), Lon O’Neil; the president of APA, James Bray; the eminent social psychologist and authority on subconscious goals, Peter Gollwitzer; and the chief learning officer of Goldman Saks, Steven Kerr.

Having role models, having past presidents working beside me, having an EB that functioned as a true team, and having you as SIOP members made for a wonderful year for me as your president. The fifth highlight, however, was setting the goals for SIOP. Before I remind you of them, there is one more joy derived from serving as SIOP’s president, namely, interacting with the SIOP staff in Bowling Green, Ohio: Jen Baker, Clif Boutelle, Jeremy Hopkins, Linda Lentz, Larry Nader, Lori Peake, Stephany Schings, and Tracy Vanneman. No task was too big or too small for them to accomplish effectively and efficiently. They were led by our outstanding ED, Dave Nershi, a true friend and advisor to all of us in SIOP. I am honored to be able to say that I have worked with him.

The title of my presidential address was “Goal Setting Works Wonders.” Our superordinate goal this past year was to increase SIOP’s visibility to the public and private sectors, to position SIOP as the leading source of evidence-based practice (see the *TIP* January 2008 issue). We have too much empirically derived knowledge valuable to society to leave it languishing in our journals. To attain this overarching goal, the Executive Board set four specific goals.

1. Our first and arguably most important goal was for SIOP to move beyond the borders of the U.S., to place an emphasis on all of us worldwide who see ourselves as organizational psychologists, and to bring to bear our knowledge and skills as scientists–practitioners to human resource issues of global concern. Our April 2009 conference in New Orleans was a historic event. At our opening plenary session, **Franco Fraccaroli**, president of the European Association for Work and Organizational Psychology (EAWOP), **José Maria Peiro**, president of Division 1 of IAAP, and I signed a document, the Alliance for Organizational Psychology. The purpose of this alliance is to “globalize” our respective conferences and workshops, develop joint services for our respective members (e.g., reduction in membership fees), and most importantly, influence organizational decision makers (e.g., UN, WHO, Red Cross). John Scott will be representing our new Alliance to the United Nations. Milt Hakel is a SIOP saint because since leaving the presidency in 1984 he has done everything from stuffing envelopes to making this Alliance a reality. He led a task force, at my request, and this Alliance would not have occurred without his leadership.

2. Sometimes the gods do smile. The year you elected me president was the year I was elected to the Board of the Society for Human Resource Man-

agement (SHRM), with its 250, 000 members in over 130 countries. Hence our second goal was to bridge the gap between science and practice in HRM.

Saint Nancy Tippins was canonized because she has agreed to chair committees for countless SIOP presidents. This year she worked with our chair of Practice, **Deb Cohen**, who coincidentally is the chief knowledge officer of SHRM. The two of them are making this SIOP goal a reality:

- (a) SHRM has agreed to showcase our Professional Practice Series, which is under the excellent leadership of **Allen Kraut**, at SHRM conferences.
- (b) SHRM has identified six initial topics that their surveys have revealed to be important for their members needs/interests. Nancy and Deb have established an editorial board comprised of 15 SIOP members who will serve for 2 years. The board will select authors for these and other topics that will be published and distributed by SHRM to its 250,000+ members (see Figure 1).

•(a) Showcase SIOP Practitioner Series			
•(b) "Science You Can Use: Evidence Based Principles and Practice			
•(c) 250,000 Members!!!!			
Topic	Scientist	Authors Practitioner	Editorial Bd
(1) Building a high performance team			Beer, Borman, Gowing, Hakel, Heneman, Hough, Kehoe, Rynes, Latham, McHenry, Moses, Pearlman, Pulakos, Ryan, Saari, Schmidt, Schneider, Sellman
(2)Identifying leaders			
(3) Developing leaders			
(4) Executive derailment			
(5) Pay for skills			
(6) Person Organization Fit			

Figure 1. SHRM topics and editorial board

(c) Independently of SHRM, we are bringing out a new book series, initiated by **Ed Salas**, our current president-elect. The editor is **Denise Rousseau**, the “mother” of evidence-based management in North America. The title is *Science You Can Use: Evidence-Based Principles and Management*. The publisher is the American Psychological Association. The series will be for practitioners and managers what the *ARP* is for scientists and academics. It too will be showcased at SHRM as well as APA and SIOP conferences.

3. To impress upon the public that SIOP is the “go-to organization” of choice for evidence-based management, our third goal is to educate them. Hence, we stole a page from the business schools—specifically, their page on executive programs. Business schools make literally millions of dollars a year from nondegree programs they offer to managers. What do B-schools teach them? Not accounting or finance. They teach what we do. So why aren’t we, SIOP, tapping into this revenue stream? As of this year, we are. We adapted the 2007 fall conference on innovation for a presentation to execu-

tives in Toronto, charging \$800 to the University of Toronto alumni, \$1,000 per advanced registrant, and \$1,200 for those who registered on the day of the event. SIOP then split the profits with the U of T Rotman business school. We made more money that one day than we did for the 2007 Leading Edge Consortium. This year we will offer a program in the fall based on the 2008 LEC, executive coaching. Please see Dave Nershi, Kurt Kraiger, or me if you would like SIOP to partner with your institution.

Thanks to the efforts of **Judy Blanton** (RHR), and **Becky Turner** (Alliant), SIOP partnered with the California Psychological Association to present a program on April 27 of this year to 200 technology executives that was simultaneously broadcast to 16,000 business and technology viewers on the Web. The topic was “How Executives Shape Organizational Culture to Boost ROI.”

4. As I stated in the previous issue of *TIP*, our fourth goal was to take concrete action on the results of our practitioner survey conducted in the winter of 2008 and reported to us in *TIP*. Why? Because our practitioners are our face to the public. It is they who apply the findings of our research on an ongoing basis in the real world. It is they who distinguish us from other scholarly societies. If the Judy Blantons, Robin Cohens, Leaetta Houghs, Ann Howards, Chris Rotolos, and John Scotts of our Society do well, SIOP will shine in the C suite. If they do not, SIOP won't. Consequently, as I said in the last issue of *TIP*, the Executive Board and I have asked:

- (a) The Awards Committee, in conjunction with the Professional Affairs Committee, to develop an early career professional award.
- (b) Dave Nershi, beginning with our upcoming fall LEC to initiate a preconsortium event for practitioners to “share and network.”
- (c) The Professional Affairs Committee to create a mentoring program for practitioners.
- (d) *TIP* Editor **Wendy Becker** to create a column that shows where practitioners have been giving keynote addresses. The objective here is to showcase the value and impact of our practitioners on the private and public sectors.
- (e) Our incoming program chair, **Sara Weiner**, to encourage sessions at next year's spring conference that showcase ways practitioners have impacted organizations.

In addition, Kurt Kraiger, our president, will be establishing:

- (f) A practitioner-oriented microsite with information that provides easy access for sharing best practices among our practitioners.
- (g) Committees of interest through the use of Webinars and electronic newsletters.
- (h) A menu for us to access up-to-date record search and reviews of mainstream HR/business books on the SIOP Web page.

In closing this column, I hope it is evident that I truly enjoyed serving you in the role of president—hence the title of this column. I trust that I have served you well.

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What Would I Be if I Wasn't an I-O Psychologist: Mapping Jobs to Explore the Possibilities

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It is not that we don't think that being an I-O psychologist isn't great. It pays well. We have reasonable hours. We don't have to work outside in the heat and cold. But every once in a while, for the briefest of instances, the thought that maybe, just maybe, there is something better out there pops into our heads. Something that pays better. Something in a high-growth occupation. Something with a great number of jobs in many locations. Something that *Fortune* columnist and best selling author Stanley Bing doesn't consider one of the "100 Bullsh*t Jobs" (Bing, 2006). Not that we put any credence in what Bing writes. We don't "turn perfectly serviceable workers into drooling zombies." Quite the opposite in fact. We became I-O psychologists to make a difference and perhaps prevent some work situations that we personally have experienced. We sincerely try to do what is right for workers and companies together. However, we are actively fighting becoming Bing's stereotypical I-O psychologist, which is "a skinny, tweedy old fart with hair everywhere but on your head." We fear that this might be a losing battle and more accurate than not. Thus, if for no other reason than to try to stop becoming a tweedy old fart, we decided to explore other job possibilities.

Being I-O psychologists we felt we didn't need to bother other (but probably more qualified) professionals, such as career counselors or counseling psychologists. We didn't want to have them waste their valuable time on us. Instead we set off on our own mission: to explore strange new professions, to seek out a new life, to boldly go where no I-O psychologist has gone before. Of course we weren't floating off into space without direction. We were I-O psychologists after all. Therefore, we immediately headed to every job analysts' favorite Web site, O*Net OnLine, and did an occupation quick search for industrial-organizational psychologist. Instantly we had a summary report for 19-3032.00 industrial-organizational psychologists. Now we were getting somewhere. Now we knew what tasks, knowledge, skills, abilities, work activities, work context, job zone, interests, work styles, work values, and wages and employment were associated with being an I-O psychologist. The summary report also included related occupations! Wow. Now we had real information. What a wonderful tool. O*Net told us that we were most related to the following occupations:

- 11-3040.00 Human resources managers
- 11-9032.00 Education administrators, elementary and secondary school
- 13-1072.00 Compensation, benefits, and job analysis specialists
- 13-1073.00 Training and development specialists

- 25-9031.00 Instructional coordinators
- 43-1011.00 First-line supervisors/managers of office and administrative support workers

Presumably “related occupations” means that there is a high degree of similarity between the job requirements of I-O psychologists and the listed occupations. Thus, if we wanted to, we should be able to easily transfer our knowledge, skills, abilities, and so forth to these new jobs. Of course, with us being I-O psychologists, we way over complicate issues. Related might not be the best word. Smoke is related to fire but not similar to fire. An air traffic controller is related to a pilot. However, I doubt anyone thinks we should select and train the two in the same manner because they are not very similar in terms of knowledge, skills, abilities, and so on. However, putting aside that minor issue, we pressed on.

Now we knew of six occupations that we might be interested in and, more importantly, might be able to do because of our I-O background. Six, however, isn’t very many. Therefore, we selected other occupations that we were interested in and that seemed to make sense given our background and interests. For example, we included 23-1011.00 lawyers because our interests fall on the personnel side of I-O. We included 29-1066.00 psychiatrists just in case we ever wanted to become real doctors. We added 27-3043.05 poets, lyricists, and creative writers. If you have to ask about that one then you haven’t read *JAP* in awhile. In all, we supplemented our six occupations identified by O*Net with another 12. All of the occupations are shown in Table 1.

Table 1

O*Net code	O*Net occupation title
Target occupation	
19-3032.00	Industrial-organizational psychologist
O*Net identified occupations	
11-3040.00	Human resources managers
11-9032.00	Education administrators, elementary and secondary school
13-1072.00	Compensation, benefits, and job analysis specialists
13-1073.00	Training and development specialists
25-9031.00	Instructional coordinators
43-1011.00	First-line supervisors/managers of office & administrative support workers
Supplemental occupations	
11-2021.00	Marketing managers
13-1041.03	Equal opportunity representatives and officers
13-1071.02	Personnel recruiters
13-1071.01	Employment interviewers
13-1111.00	Management analysts
15-2031.00	Operations research analysts
15-2041.00	Statisticians
17-2112.00	Industrial engineers
19-3021.00	Market research analysts
23-1011.00	Lawyers
27-3043.05	Poets, lyricists, and creative writers
29-1066.00	Psychiatrists

Now we were getting somewhere. Where, we didn't quite know, but we were moving in the right direction, and we weren't wasting the time of real professionals. After performing this step, we had a list of 18 occupations that we might be interested in. We could also easily access a ton of information about each occupation from O*Net. Unfortunately, to look at it we had to search each occupation individually. Therefore, we downloaded all O*Net information into Excel and put it into really cool tables. This, however, was information overload even for we who love data. To understand the information would require that we sort through all of the cell entries, compare various columns and rows, and so on, which was just too much effort for us. We figured if it required effort, we might as well have some fun. Being I-O psychologists, we looked for a better (more fun) way.

Using the downloaded occupational data, we took the importance ratings of the 35 O*Net skills and computed the Euclidean similarity between all pairs of occupations.¹ Thus, the result was a 19 x 19 (18 occupations plus I-O psychologist) occupation similarity matrix that we could use to explore the relationships among the occupations, thus determining which occupations would be the best alternatives for us to consider. We imported the similarities into a network analysis and graphing program—Pajek²—so we could explore the relationships visually. A 19 x 19 fully connected graph will show 171 lines connecting the graph, which is quite dense with clutter hiding the important links and the underlying structural relationships of the occupations. Therefore, we had to systematically reduce the number of lines (or links) in the graph. There are many techniques to do this; however, we used a simple threshold approach to help make the graph more understandable. We calculated the average similarity then removed all links that were above this average (Chen & Morris, 2003).

Next a graphing algorithm was used to determine the placement of the occupations on the graph. We used a spring or force directed algorithm (Kamada & Kawai, 1989). A spring algorithm acts to minimize the variation in line length by pulling and pushing the vertices until they are in a state of equilibrium, just like springs would do. Imagine that the lines between jobs are springs with attraction and repulsion forces that are based on the weight (or strength) of the connection that ties the jobs together. Because I-O psychologist was our focal occupation, and we believe all work should revolve around I-O psychology, we fixed that node in the center of the graph and made the node diamond shaped.

Now we had a graph showing the similarity of occupations. This was a great step forward. However, it still wasn't enough information for us. We also needed to know important things like salary and job growth. Stetz, Button, and Porr (2008) showed how these types of graphs lend themselves nicely to incorporating other pieces of useful information. We didn't want to change jobs to make less money or be downsized. Because money was very important to us, we made the size of the node that corresponds to each occupation proportional

¹ See Cronbach and Gleser (1953) for a review of computing similarity between profiles.

² For more information on Pajek or to download the program, go to <http://pajek.imfm.si/doku.php>.

to the occupation's median annual wage (obtained from O*NET). In addition, we were interested in job growth for each occupation. Therefore, we colored each node based on projected job growth making the nodes increasingly darker as expected job growth increased. Thus, darker nodes represented greater job growth. We were also interested in the total number of jobs expected as a result of job growth. For example, I-O psychologist has "much faster than average job growth," but it is an extremely small occupation with only a total of 1,000 new jobs expected. In contrast, lawyers are expected to have an average job growth, which is a total of 228,000 new jobs. To take this into account, we annotated the occupation title with an exclamation point if there were greater than 200,000 new jobs expected. Finally, we weren't interested in taking a lot of time retraining. Thus, if there was a high entry barrier, such as a license requirement, we drew a line across the occupation's node.

Figure 1 presents the final result of our efforts. We call this a "jobs map" because, like a map, it shows useful information about how to traverse the job terrain to easily get from one point to another point. However, rather than a graphic representation of the physical features of the Earth by means of signs, symbols, and a specified projection, it represents the income, growth features, and similarity between occupations using signs, symbols, and a specified projection technique.

Examining the graph it was immediately clear that we are not too bad off. First, the I-O node is pretty darn big, meaning that we get a pretty good salary in comparison to most of the selected occupations. Second, the I-O node is dark. This means the occupation is growing much faster than average. Maybe we like being an I-O psychologist more than we realized! However, we still weren't convinced that there were not better opportunities. We, therefore, continued our examination of the graph. Right away we were able to eliminate 13-1071.01 employment interviewers and 13-1071.02 personnel recruiters because, despite good job growth, the sizes of their nodes were pretty small relative to I-O psychologist.

Occupation 29-1066.00 psychiatrist looked promising. First its node is the biggest on the graph, indicating that it is the highest paid occupation presented. Second, it is quite dark, indicating faster than average job growth. Third, it is annotated with an exclamation point, indicating that the projected need is over 200,000 additional jobs. Fourth, it was more similar to 19-3032.00 industrial-organizational psychologist than other jobs, as seen by its proximity to our diamond and the direct connection. Had we found our true calling? Unfortunately, as illustrated by the slash through the node, psychiatry has a hard degree requirement, meaning that to work in the field an individual must hold a license as a medical doctor. The prospect of going to medical school was not that appealing to us so psychiatry was now out as an alternative career for us and we will never know what it is like to be a real doctor. Strike one.

Next we saw occupation 23-1011.00 lawyers. Again this looked promising—good money and job growth with a lot of additional employees project-

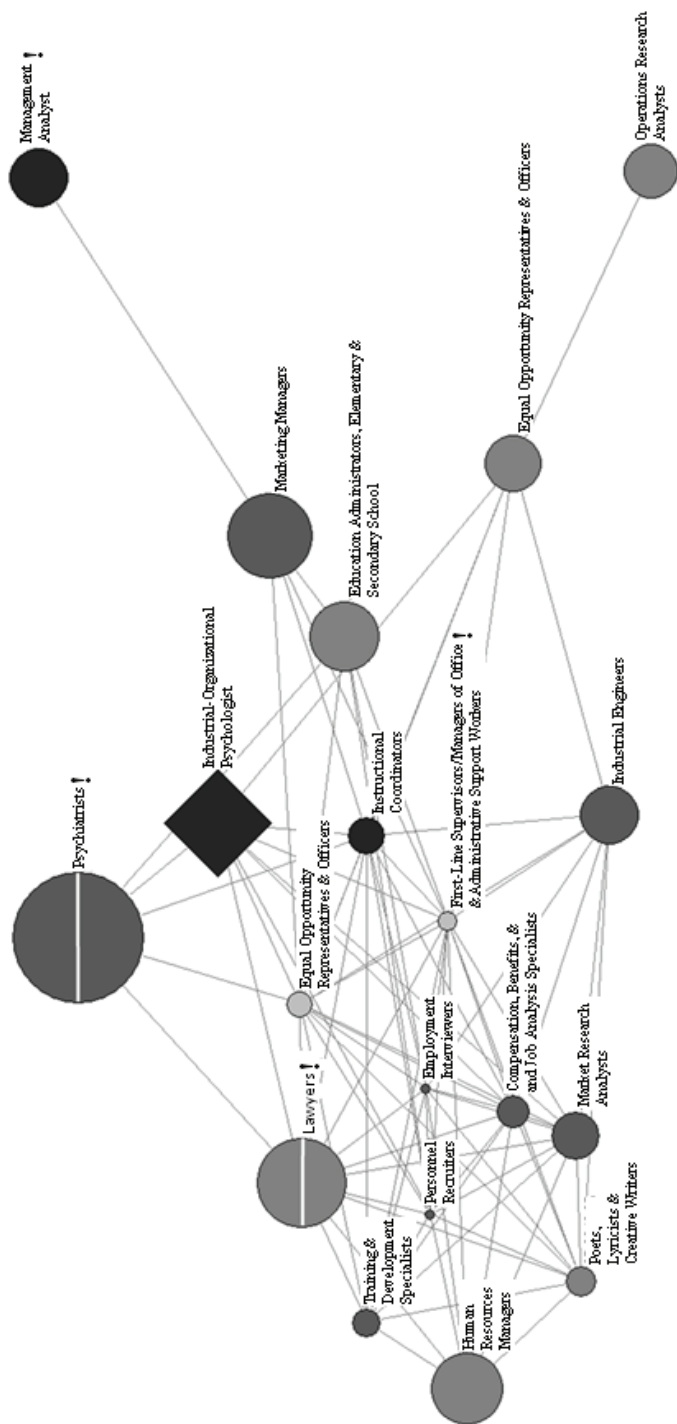


Figure 1. Map of jobs similar to I-O psychologist.

ed. Unfortunately, again there was a line across the node indicating a high barrier to entry, a license requirement. Strike two.

What else looked promising? Marketing managers 11-2021.00 looked good—high pay, good job growth, and no high entry barriers. It didn't have a huge number of job openings projected, but it had to be more than the 1,000 for I-O psychologists. In fact, when we looked at our tabular data, it showed 61,000 projected job openings. There wasn't a direct line from I-O psychologist to marketing manager, indicating that there were a lot of other jobs that were more similar, but it was management. How hard can that be? After all, I-O psychologists study management and actually teach in management departments. Sure, we have heard of that old saying about those who can't teach. At first we thought that the saying only applied to others. However, on second thought, we realized that there was not a direct line with our node for a reason. We really weren't too interested in relying on our lowly developed O*Net skills like "management of financial resources," "management of material resources," and "management of personnel resources." Strike three. At last, we finally decided that we were pretty happy being I-O psychologists.

Even though we decided against a job change, our map of jobs shows a new way to present information about jobs. Research has shown that tables require slow serial processing of cell entries (Cleveland & McGill, 1985). In contrast, graphs display a great deal of information to the users giving them an immediate impression of the overall trends in the data (Kosslyn, 1994). This is highly useful for job changers who want an overall view of the data. In addition, with a little bit of programming, interactive components could be added to give job changers control over what information to display, such as which jobs to include and what pieces of information to display (i.e., salary, training required, etc.). In addition, the graph could allow the user to click on two jobs, and the shortest path between them would be highlighted.

Although this article was written in a playful manner, we think that there are powerful implications for this type of analysis and presentation of data. Stetz, Button, and Porr (2009), Stetz, Button, and Scott (2009), and Stetz and Burns (2009) have argued and shown that the visual presentation of data is effective in the presentation of job analysis data and the identification of job clusters. There is a cliché about a picture being worth a thousand words. It may be a cliché, but it is true. People are particularly well suited to comprehend images, forms, and patterns. A visual representation allows the user a penetrating look at the structure of data without the corresponding mathematical complexity or difficulty understanding large amounts of tabular data. It allows the user to easily sort through and understand large amounts of information quickly. Although this article focused on mapping relationships among jobs, we believe that this approach has broader application than career exploration. Any I-O psychologist who is trying to communicate with management or other decision makers should consider the greater use of graphical displays of information and study findings.

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From Surviving to Thriving: Seven Leaders Share Their Stories

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APT, Inc.

Jennifer Thompson
The Chicago School

According to the U.S. Bureau of Labor Statistics (2008), 25% of American CEOs are women. Recent research suggests that the “glass ceiling” metaphor is no longer an accurate description of the leadership challenges that women face; the path to the top is more complex (Martin, 2007). With more women rising to the upper echelons of organizations, it is imperative to understand the nuances of these hurdles and complexities.

We identified seven talented leaders and asked them to share their insight on various factors impacting their careers. The discussion that followed was a hit with participants at the 2009 SIOP conference in New Orleans. We framed our discussion around three of the four factors that have been found to impact women in leadership: individual, family, and organizational factors (Eagly & Carli, 2007). This article will summarize the common themes that emerged.

The panel consisted of leaders across varying career stages and organizations, including human resources, internal and external consulting, as well as both traditional and professional academia. The leaders who graciously shared their experiences include:

- **Wendy S. Becker**, PhD, Associate Professor of Management, Shippensburg University
- **Leaetta Hough**, PhD, President, Dunnette Group, Ltd.
- Patricia James, MBA, Vice President, Human Resources & Administration, Bridgestone Americas
- **Kathleen Lundquist**, PhD, President, APT, Inc.
- **Suzan McDaniel**, PhD, Vice President, Global Talent Management, Acquisition & Diversity, Bristol-Myers Squibb
- Nancy Newton, PhD, Professor, The Chicago School
- **Lisa Sandora**, PhD, Executive Consultant, Kenexa

Work and Home Life Balance and Dealing With Family Issues

Many panelists admitted that what was a balance for them may not be a balance for others. Several said, “What balance?!” One leader revealed that she would work until 2:00 a.m. during the week but made a rule that weekends were for her family. Another leader committed to leaving the office at 5:00 p.m. in order to spend time with her family but would return to her work after her children were in bed in order to meet work obligations. The message from

our leaders is that the key to making work and home life coexist successfully is to find a compromise that works; this differs for each and every person.

Not only did our leaders struggle with maintaining a work and home life balance, they also discussed the impact of larger, more pointed events. Some unique challenges included a spouse with a terminal illness, a serious accident involving a child, an expatriate assignment, and a need to accommodate a spouse's relocation. In each example, the woman involved served as the primary person of responsibility. However, each situation required an unconventional response in order to persevere and uphold the duties associated with both the job and personal life.

One leader became the first employee to work full time from a remote location in order to accommodate her spouse's need to relocate. She presented her boss with her proposal, discussed the additional measures she would put in place to measure productivity and quality, and took accountability for her performance.

Another leader ventured into a new research domain when she tried to better understand a serious workplace accident that involved her son. Her thorough investigation was ultimately published as a case study, and her writing helped both her and her son integrate and come to terms with the tragedy.

Other leaders faced the challenge of dealing with an ill spouse. One leader started her own business from home in order to accommodate an ill spouse. She focused on intensive research and literature reviews, which could be done remotely. Another leader took the personal time needed to cope with her spouse's terminal illness and ensure the well-being of her family.

The message here is to be strategic in asking for help to accommodate the dual responsibilities of work and personal life. Take the initiative to come up with solutions that will work for all involved, propose it to the appropriate people, and be prepared to take ownership of the results. Find ways to integrate all of your experiences into your life's work and research, both the good and the bad. Your work will be better and stronger for it.

Take Risks

The old adage of "nothing ventured, nothing gained" resonated through the stories shared by our panel. The decisions that had the biggest payoffs for our leaders were scary, risky, and challenging. In some cases, roads not taken were paved with regret. One leader described how her boss challenged her to take on a different role in the organization. The new role was extremely challenging and in an area in which she did not have prior experience. However, the new role opened the door for many future opportunities, and without that initial experience, the leader would not be where she is today!

Even though some risks may not work out as originally intended, there is always a "Plan B." For example, one panelist took a 2-year expatriate assignment; a year into the job, circumstances led to a decision to return to the Unit-

ed States early. Although this was a disappointment for both her and the organization, the experience was professionally productive, and she was able continue to advance within her organization.

Competencies for Successful Leadership

Our panelists agreed that the competencies necessary for successful leadership do not differ for men and women, but rather, the competencies needed to be a successful leader are made up of both masculine and feminine qualities. Historically, more masculine competencies such as risk taking and decision making have been idealized; however, our panelists agreed there has been a shift that incorporates and recognizes the worth and importance of feminine competencies such as communication, interpersonal skills, and empathy. Men and women wishing to become leaders need to develop all of these competencies.

Our leaders also discussed the importance of developing executive presence and maturity in order to rise to the upper echelons of leadership. The ability to communicate and influence organizational leaders is critical. Many times we, as I-O professionals, need to serve as the “voice of reason” in organizations; in order to do this, it is imperative that we are able to communicate our ideas and issues using nontechnical verbiage. Therefore, developing business acumen is a key component to success. Finally, the importance of optimism was highlighted by almost every member of our panel. There has been substantial research that supports the link between optimism, efficacy, and leadership, and our panel confirmed the impact that positive thinking can have on your career path.

Picking an Organization

One of the most important factors to examine when picking a company is the representation of women in leadership. It is important to look at both the operational leadership and also that of the board of directors. Values get cascaded down from the highest point of leadership, which is typically the board, and continues down through the executive and managerial ranks. If the board values diversity and career development, this will transcend throughout the culture of the organization.

Another important characteristic to consider when picking an organization is the availability of peer groups. Several leaders discussed their participation in various peer networks, both internal and external to the organization, which provide them with a support system and a place to discuss new ideas and situations they may be confronting. In addition, there was a strong consensus from our panel regarding the importance of finding a mentor and role model to assist in the career and leadership development process. Although mentoring is not always a formal program, it is another quality of organizations that value diversity and career development.

Historical Changes

One of the most notable themes from our panel pertains to the advancements that women have made in leadership. The leaders with the most tenure were able to shed light on how far we have progressed. They shared stories of a time when women had very limited career opportunities—where women who wanted a career could be a nurse, a schoolteacher or a secretary. These women realized that those vocations weren't for them; however, becoming a leader was not something they visualized either. Their path to leadership was serendipitous and occurred as they continued to gain education, work in the field, take on additional responsibilities, and challenge the status quo. Their path was particularly challenging because they did not have the benefit of looking to fellow women as role models or mentors when making decisions regarding their career path. These women are trailblazers who have helped in the advancement of women to leadership positions and who now serve as role models and mentors to others.

Conclusion

These leaders provided great insight into the complexities one can face during their path to leadership. More research and discussion is needed to help future leaders navigate these complexities. When you encounter a challenge along your career path, take the advice of our panel: Be positive, don't be afraid to take risks, learn from your experiences, and find a solution that will work for all involved.

Many thanks to the leaders who shared these invaluable insights!

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SIOP Goes Global. Or Is It the Other Way Around?

Allen I. Kraut and Lauren Mondo
Baruch College*

With today's headlines pointing out the large reach of globalization, we were curious about the degree to which SIOP is "going global." Is it just our impression, or is it reality that our professional society is in fact becoming more international? As we will show in a moment, it turns out to be reality and to have potentially far-reaching consequences for SIOP.

The Economy

There are several ways to look at globalization from the viewpoint of the U.S., and we chose to first look at the economy in which we are embedded. Specifically, we looked at import and export as a proportion of U.S. gross domestic product. We went back over 40 years, starting in 1967 (about when the first author started his career) and ending in 2007 (about when the second author began her career). For convenience, we sampled the data every 10 years. These are our "marker" years.

The results are shown in Figure 1. Over this 40-year period, the total dollar value of imports and exports has risen by a factor of 48 (not adjusting for inflation). It has grown steadily, and dramatically, from 10% of U.S. GDP in 1967 to more than 29% of a much larger base in the year 2007. Although imports are somewhat higher than exports, the total volume of goods and services moving across our national boundaries has grown remarkably, from \$1 out of every \$10 in U.S. GDP to almost \$3 out of every \$10.

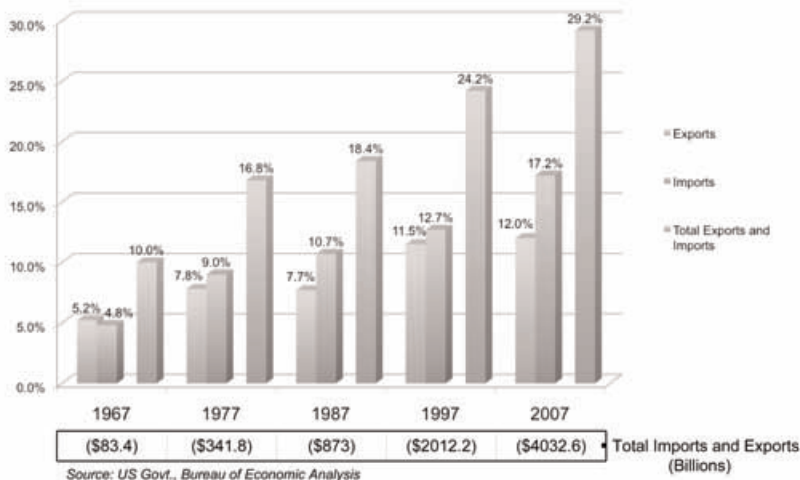


Figure 1. Increasing globalization, imports, and exports as a % of U.S. GDP

* An earlier version of this piece was given as a presentation at the 2009 SIOP Annual Conference, New Orleans, April 2009.

At the same time, the number of passports issued by the United States has grown steadily. As shown in Table 1, 1.6 million passports were issued in 1967, and 18.4 million passports were issued in 2007. This last year in the chart shows a very big jump, which was caused by the “Western Hemisphere Travel Initiative,” which requires a passport for travel to Canada, the Caribbean, and all of Latin America. This new law took effect in December 2004. Still, the increase in passports issued up to 2004 rose far faster than U.S. population growth.

Table 1
Increase in U.S. Passports Issued

	1967	1977	1987	1997	(2004)	2007
Passports per year (in millions)	1.6	3.1	4.9	6.3	(8.8)	18.4

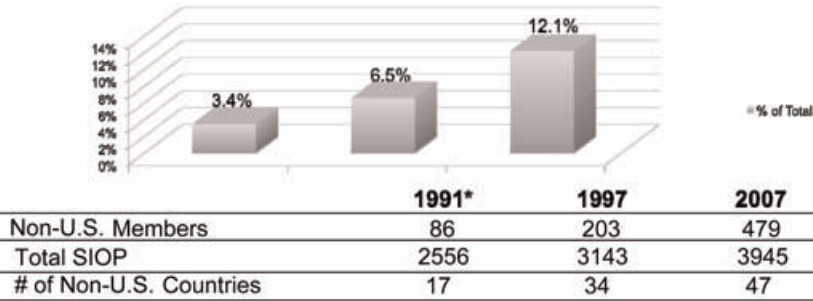
Note. A new law in December 2004, the “Western Hemisphere Travel Initiative,” requires a passport for travel to Canada, the Caribbean, and all of Latin America.

About 20% of all U.S. citizens currently hold a passport. As our global trade has increased, so have the number of people who travel overseas. Anyone who has traveled overseas sees the unmistakable signs of global U.S. business, such as McDonald’s restaurants, Citibank branch offices, or American-made movies.

SIOP Membership

But what about SIOP? Are our members also overseas? To get a precise idea, we spoke to the SIOP office and, with the special help of Tracy Vanneman, researched the number of SIOP members overseas. (In the following data, Student Affiliates are not included, only Fellows, Members, Associates and International Affiliates.) Then we proceeded to count SIOP’s membership, including the non-U.S.-based membership. Of course, these overseas members are not necessarily non-U.S. citizens. They may be Americans living overseas, just as we have non-U.S. citizens working within the United States.

Surprisingly, the earliest available data is from 1991. As shown in Figure 2, the total number of SIOP members has increased from 2,556 in 1991 to 3,945 in 2007, a gain of 54%. During that same time, the number of non-U.S. members has risen 10 times as fast, from 86 to 479, which is a gain of 557%.



*1991 is the earliest available data. Fellows, Members, Associates and International Affiliates
 *Note: In 2008, 22% of new members were non-U.S. based (89 of 407). Source: T. Vanneman, SIOP

Figure 2. SIOP’s non-U.S.-based membership doubled in last decade

In other words, although SIOP has grown steadily, the proportion of non-U.S.-based membership nearly doubled from 1991 to 1997 and in the next decade has almost doubled again. This trend seems to be continuing. In 2008, 22% of new members were non-U.S. based (89 of 407). Right now, about 1 in 12 SIOP members is based outside of the U.S. In addition, at the 2009 SIOP conference, it seemed noteworthy that 6 of the 11 new SIOP Fellows are non-U.S. members.

The “Anglo” Connection

They are a diverse group. Since 1991, the number of countries where our non-U.S.-based members live has grown from 17 nations to 47 nations. However, 75% (357 of 479 in 2007) come from just 10 countries. As shown in Table 2 the largest number, 144, comes from neighboring Canada. Perhaps it is no accident that the first SIOP president elected from out of the U.S. was Canada’s **Gary Latham**, our president last year. (Although he is the second Canadian-born person to be made SIOP president, the first, **Victor Vroom**, was at Yale University at the time he was elected.) So maybe Gary Latham was on to something when he stressed the importance of SIOP turning its attention to our global impact?

Table 2
Non-U.S.-Based SIOP Members Are Diverse

Top 10 countries	Number of members
Canada	144
Australia	45
United Kingdom	39
Netherlands	33
Germany	23
Israel	20
Singapore	20
Hong Kong	12
Belgium	11
Spain	10

The tallies in Table 2 also imply some interesting underlying stories. For example, the Netherlands has more SIOP members (33) than does the much larger country of Germany (23). Israel and Singapore have nearly as many as that larger country. This suggests the importance of links forged by graduate training among faculty, the languages spoken, and other connections that account for non-U.S.-based I-O psychologists being aware of and joining SIOP.

Another way to look at the non-U.S.-based membership is to group the countries according to some “cultural” grouping. For this purpose we have adapted the categories suggested by Ronen and Shenkar (2008). These groupings are shown in Table 3. Over half of the non-U.S.-based members (53%) come from other “Anglo-American” countries. The other three major groupings in Europe account for another 22%. Another 15% come from Asia/Far East, many of these from English-speaking Singapore, Hong Kong, and India. One can easily draw the conclusion that most non-U.S.-based SIOP members live in countries where English is the official or semi-official language.

Table 3
Most Non-U.S.-Based SIOP Members Live in English Speaking Countries

<u>"Cultural" Grouping"</u>	<u>Members</u>	<u>% of Non-U.S. Members</u>
Other ANGLO (not USA) Canada -144, Australia -45, U.K. -39, N.Z. -9, So. Afr. -7, Ireland -4, Nigeria -4, Barbados -1, Cayman Is. -1.	254	53.0%
ASIA/FAR EAST Singapore -20, Hong Kong -12, China -9, India -7, Taiwan -7, Japan -6, So. Korea -6, Thailand -4, Malaysia -1.	72	15.0%
NORDIC EUROPE Netherlands -33, Sweden -5, Denmark -3, Iceland -3, Norway -3.	47	9.8%
GERMANIC EUROPE Germany -23, Switzerland -9.	32	6.7%
LATIN EUROPE Belgium -11, Spain -10, France -4, Italy -2.	27	5.6%
NEAR EAST Israel -20, Turkey -3, Iran -2, UAR -2, Greece -1, Kuwait -1.	29	6.1%
LATIN AMERICA Mexico -5, Chile -3, Argentina -1, Columbia -1, Costa Rica -1, Ecuador -1, Venezuela -1.	13	2.9%
EASTERN EUROPE Czech Rep. -1, Latvia -1, Poland -1, Romania -1, Russia -1.	5	1.0%

Rise in Articles and Authors From Overseas

Aside from SIOP membership, the true influence of non-U.S.-based SIOP members on the field is probably most visible in journal publications. For this purpose we went to two of the leading journals in our field, *Personnel Psychology* and the *Journal of Applied Psychology* (*JAP*). By examining the articles and authorship in each of our 5 “marker” years, the impact of non-U.S.-based authors becomes quite visible.

As shown in Figure 3 the number of articles in the *Journal of Applied Psychology* with at least one non-U.S.-based author rises from 10% in 1967 to 43% in 2007. That dramatic rise is more weakly echoed by the number of articles in *Personnel Psychology*, which rises from almost 4% to about 21% in 2007. Out of curiosity, we looked at the makeup of the 2007 editorial boards of these two journals and were not surprised that whereas 8% of *Personnel Psychology*’s editorial board was from out of the U.S., the *JAP* editorial board’s overseas representation was half again as high, with 12% from out of the U.S.

As might be expected, the top I-O journals, in Figure 4, also show sharp rises in the number of authors who are non-U.S. based. In *JAP* the number of authors goes up from 8% in 1967 to 33% in 2007. In *Personnel Psychology*, the number of non-U.S.-based authors rises from 5% to 14% over that 40-year period. In recent years, there has been a trend towards multiple authorship, which makes a count of the number of authors somewhat problematic. For example, one *Personnel Psychology* article in 2007 had 20 non-U.S.-based authors. We counted it as only one author from overseas. Otherwise the proportion of non-U.S.-based authors would be 26% rather 14%.

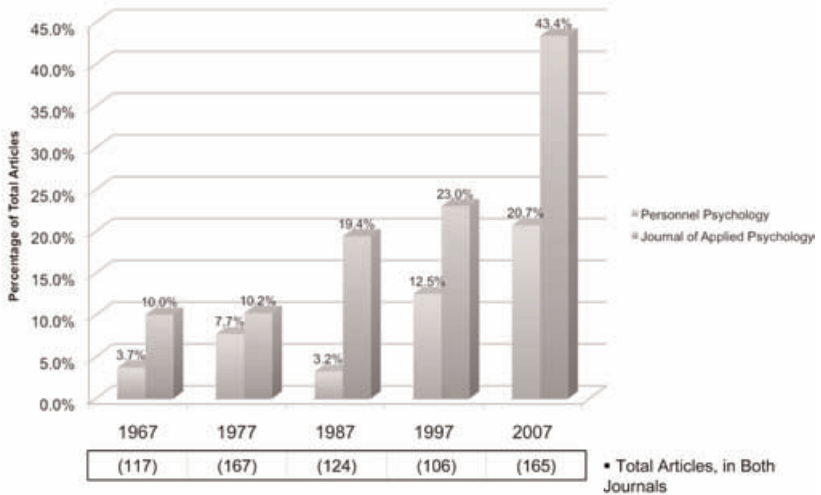


Figure 3. Rise in number of articles with at least one non-U.S.-based author

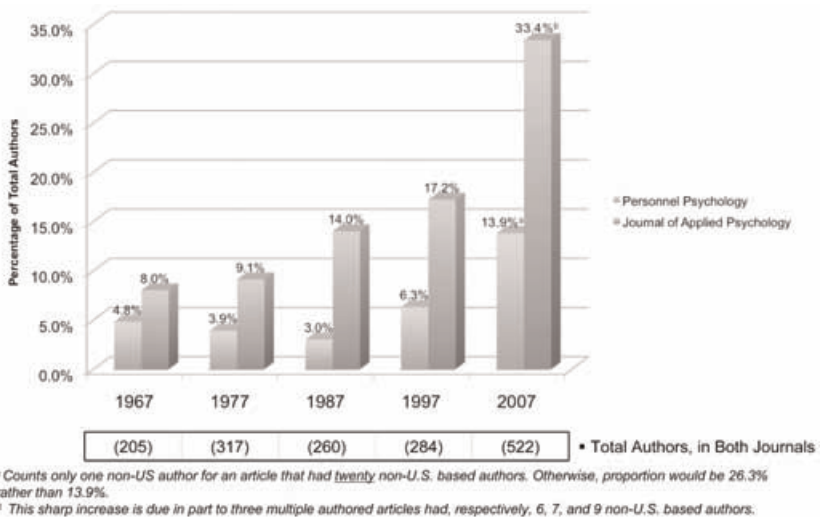


Figure 4. Rise in non-U.S.-based authors in top I-O journals

(After this research was completed we became aware of a similar count of non-U.S.-based authorship in the same two I-O journals, with more complete data points, from 1963 to 2007. That research came to the same conclusion of a sharp increase in the numbers of non-U.S.-based authors [see Cascio and Aguinis, 2008].)

Collaboration—A Growing Trend

The increasing role of non-U.S. researchers would be all the more exciting if it suggested collaboration among I-O psychologists from different countries. In fact that seems to be the case. As shown in Table 4, U.S.-only authors published 90% of the *JAP* articles in 1967 but only 57% in 2007. Over those 40 years, the share of non-U.S.-only authors rose from 10% to more than 23%. Most excitingly, the proportion of articles that were authored collaboratively across nations rose from 0% in 1967 to 20% in 2007.

Table 4

Growing Collaboration With Non-U.S. Researchers in Top I-O Journals

	1967	1977	1987	1997	2007
<i>Journal of Applied Psychology</i>					
U.S. only (%)	90.0	89.8	80.6	77.0	56.6
Non-U.S. only (%)	10.0	7.8	10.8	17.6	23.5
Collaborative (%)	0.0	2.3	8.6	5.4	19.9
Total articles	90	128	93	74	136
<i>Personnel Psychology</i>					
U.S. only (%)	96.3	92.3	96.8	87.5	79.3
Non-U.S. only (%)	3.7	7.7	3.2	6.3	13.8
Collaborative (%)	0.0	0.0	0.0	6.3	6.9
Total articles	27	39	31	32	29

Personnel Psychology saw a similar if somewhat weaker trend, also shown in Table 4. Non-U.S.-only authors accounted for almost 4% of the articles in 1967 and nearly 14% in 2007. Collaborative articles, across U.S. and non-U.S. authors, appeared first only in our 1997 sample. The proportion barely rose from 6% in 1997 to 7% in 2007.

More Cross-National Samples

Table 5 shows another trend which seems to accompany non-U.S.-based authors and the increasing collaboration across countries. Namely, we see more samples being made up of non-U.S. groups and even cross-national groups. In *JAP* articles the proportion of non-U.S.-only samples has gone up from 10% in 1967 to 30% in 2007.

Table 5

Rise in Non-U.S. and Cross-National Samples Used in Top I-O Journals

	1967	1977	1987	1997	2007
<i>Journal of Applied Psychology</i>					
Non-U.S. only (%)	10.2	7.8	14.8	13.7	30.7
Cross-national (%)	0.0	1.8	1.3	1.6	5.3
Total %	10.2	9.6	16.1	15.3	36.0
<i>Personnel Psychology</i>					
Non-U.S. only (%)	0.0	7.1	4.5	3.7	11.1
Cross-national (%)	0.0	3.6	0.0	0.0	16.6
Total %	0.0	10.7	4.5	3.7	27.7

In *Personnel Psychology*, the proportion of cross-national samples or non-U.S.-only samples has climbed from 0% in 1967 to 28% in 2007. The reality is that with more non-U.S. and cross-national samples, our theories and concepts are more likely to lead to a truly global I-O psychology.

An unpublished study by **Anne Marie Ryan** and **Michelle Gelfand** (in press) has also remarked on this trend. They report that 7.7% of the SIOP annual conference panels and symposia were on cross-cultural topics during the 3 years 2006–2008. They also note that a review of four top I-O journals over the last 3 years shows that 36% of the articles had a non-U.S. author or coauthor, whereas 29% had a non-U.S. sample. However, only 6% were specifically cross cultural. (In addition to *JAP* and *Personnel Psychology*, they looked at the *Academy of Management Journal*, and *Organizational Behavior and Human Decision Processes*.)

Implications of This Change

We can see that our economy is increasingly globalized and that the SIOP membership is also increasingly globalized. So what can we do about that? What should we do about that? How do we prepare, as I-O psychologists, to work effectively in a global environment?

In thinking about the answers to these questions, our suggested remedies can be put into three major areas. (We recognize that some organizations and individuals are already doing what we suggest below. At the same time, we want to encourage broader consideration of these possibilities and hope they will stimulate consideration of even more possibilities.)

Selection

Part of the solution may be for U.S. universities to consider graduate student candidates from overseas more often and not restrict ourselves only to U.S. candidates. Perhaps selection processes should give more credit to graduate student candidates who have lived overseas or had other non-U.S. experiences. Perhaps we should give more weight to knowledge of foreign languages or other efforts which express knowledge or curiosity about the world outside of the U.S.

Another type of selection consideration should be used in selecting from those already within the profession of I-O psychology when filling key positions. Specifically, it seems smart to assure the diversity of editorial boards, such as those of our professional journals, to represent non-U.S. viewpoints. In fact, even SIOP's own journals, like *TIP* and the recently established *Industrial and Organizational Psychology*, might review their editorial board makeup to ensure that non-U.S. viewpoints are well represented. (In fact, we have already seen several columns in *TIP* that take a global view.) All of SIOP's committees could be reviewed to see if their makeup appropriately represents the growing minority of SIOP members who do not reside in the U.S.

Training

Training of graduate students would benefit if textbooks and assigned journal articles were chosen to reflect a global perspective. Of course, textbook writers with a global viewpoint are also to be desired. Ryan and Gelfand (in press) suggest revisiting and revising the entire graduate student curriculum. Graduate student training might also include the stimulation of internships overseas or with global organizations.

Training (and “retraining”) also applies to faculty. For many years, quite a few I-O professors have taken their sabbaticals in countries other than their own. A broader use of visiting professorships can also be of great utility. In fact, **Paul Spector** and his colleagues at the University of South Florida have had Chinese scholars and students studying at their school for many years. Similarly, **Don Davis** and his colleagues at Old Dominion University have had many Chinese scholars and students visit their institution (and earn degrees) and reciprocated with their own visits overseas. As one might imagine, such visits and contacts stimulate cross-national research and an I-O psychology that is more globally applicable. (More accounts about such initiatives would make for informative feature stories in *TIP* and other outlets.)

Broadening Concepts and Methodology

I-O psychology would benefit from concepts and methodology that are truly universal. One way to accomplish this would be to foster more cross-cultural studies and more collaboration among scholars and practitioners in different countries. To a small extent, I-O psychologists who work in large global corporations already do this, but their work may not be widely known. Of course, we might stimulate such sharing with nonmembers of these organizations by encouraging our global colleagues to hold workshops and make presentations at the annual SIOP conference and other professional meetings.

In conclusion, the research we report here has provided some surprising (at least to us) and provocative findings. The globalization we see around us has permeated SIOP and its membership. We are increasingly impacted by our growing global membership. This shows up in our journals and the people who publish in them. We can see that I-O concepts are spreading and being tested overseas as well. It seems only sensible to recognize what is happening and to take the steps that will prepare us individually, and as a professional field, to meet the future. It is already here.

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FROM THE EDITOR



Wendy S. Becker

Grüß Gott! Greetings from Innsbruck, Austria where even in the summer months one can go skiing in snow-covered mountains in the Alps. I am pleased to bring you the July issue of *The Industrial-Organizational Psychologist (TIP)*, which highlights our very successful 2009 meeting in New Orleans. Let's relive our memories of the conference even while we look ahead and plan for next year.

Features

New SIOP President **Kurt Kraiger** provides an inspirational challenge for SIOP members and identifies three goals for the year of his presidency: to make SIOP louder, more global, and more accessible. Building on our strategic initiatives, Kraiger champions efforts to increase our visibility and influence through science-based practice. For example, in New Orleans, SIOP, EAWOP, and IAAP-Division 1 formed a historic alliance for psychology. Kraiger updates us on these and other initiatives, as well as a potential name change. Don't forget to follow Kurt in his presidential year on Twitter.

Direct from the conference, **Gary Latham** recaps his presidential year with his address, "The Joys of Serving SIOP as President." Thanks, Gary!

Also featured, Thomas Stetz and **Gary Burns** ask the burning question, "What Would I Be if I Wasn't an I-O Psychologist?" Stetz and Burns walk us through their strategy for job mapping and uncover some interesting possibilities.

If you missed the motivational "From Surviving to Thriving: Seven Leaders Share Their Stories" at the SIOP conference you will find a summary of the panel discussion prepared by **Erica Hartman** and **Jennifer Thompson** in *TIP*'s July issue. Finally, **Al Kraut** and **Lauren Mondo** ponder whether SIOP is truly global.

From the Editorial Board

Eric Dunleavy and **Art Gutman** review the recent Lilly Ledbetter Fair Pay Act and Paycheck Fairness Act in their editorial column **On the Legal Front**.

Scott Highhouse continues his exploration of great books relevant to psychology in organizations in the column **The History Corner**.

In **The Academics' Forum**, **Sylvia Roch** takes a closer look at the percentage of published articles supported by research grants and the types of grants that are represented in published articles.

TIP has a new **Practitioners' Forum** spearheaded by **Judith Blanton**. The goal for this column will be to provide greater visibility to the work of I-O practitioners. Blanton notes that practitioner work is ephemeral in the sense that it is pervasive yet often not documented. In this issue, Blanton highlights four impressive practitioner-oriented programs that you may have missed at SIOP 2009.

As always, **James Madigan** and **Marcus Dickson** keep us updated with a review of **Good Science–Good Practice**.

We have a new editorial team of students for the **TIP-TOPics** column. *TIP* welcomes Pennsylvania State University I-O graduate students **Scott Cassidy**, **Patricia Grabarek**, **Shin-I Shih**, **Lily Cushenbery**, **Christian Thoroughgood**, **Amie Skattebo**, **Katina Sawyer**, **Rachel Houlst**, and **Joshua Fairchild**. A special thanks to Professors **Rick Jacobs** and **Jim Farr** for helping with the column transition to the Penn State team.

Lori Thompson features **Per T. E. Tillman** from Sweden in the column **Spotlight on Global I-O**. **Stu Carr** addresses I-O joining a worldwide initiative in a global special issue of his **Pro-Social I-O**.

Finally, **Rich Cober**, **Rob Silzer**, and **Anna Erickson** continue their analysis of science–practice gaps in I-O in the column **Practice Perspectives**.

News and Reports

Recapping SIOP 2009, you will find descriptions and pictures of conference highlights. New Orleans and the French Quarter offered an exciting venue for us. Indeed, the good times rolled, and various program chairs and committees review and update us on their offerings. Be sure to read about the SIOP, EAWOP, and IAAP-Division 1 alliance for psychology and SIOP's makeover of an elementary school library in New Orleans.

Sara Weiner looks ahead to the SIOP program for 2010 in Atlanta—get ready for a terrific conference and venue. **José Cortina** reports back from the APA Council of Representatives. **David Cohen** and Eric Dunleavy report on a review of the OFCCP settlements for 2007. **Chris Rotolo** reports in on the exciting initiatives from Visibility.

Please note also various deadlines and procedures in the **Calls and Announcements** concerning conferences, papers, and awards. Note also that SIOP members continue to be well represented in the news, as well as win awards, be recognized, and transition to new positions.

Guten Tag!

LETTERS TO THE EDITOR

To the Editor:

It is my belief that there are very few successful statutory efforts that take us backward in time, and I can not believe that the state/provincial legislative bodies that establish the licensing statutes for psychologists would have any desire or incentive to do so in the case of the licensing of I-O psychologists. Prior to 1969, I-O psychologists in Texas, where I practice, were not licensed and did not fall within the purview of any licensing laws. After 1969, I-O psychologists in Texas who called themselves a “psychologist” (and at some later point who “practiced” psychology) were required to be licensed. Academics, researchers, and in-house I-Os were exempt. In 2009, (and for the foreseeable future) to practice psychology in Texas as an I-O (e.g., conduct assessments with psychological instruments) and call yourself a “psychologist” you must be licensed. I say “must”; clearly there is not exacting enforcement, but non-compliance means purposely breaking the law, which if for no other reason I find to be a violation of professional and business ethics and my personal values. Regardless of what APA’s Model Licensing Act (MLA) says, I cannot imagine the Texas Legislature or very many other legislative bodies turning the clock back 40 years and declaring practicing I-Os to now be exempt.

In my judgment a better message to be sent by the more senior members of SIOP and faculty members who prepare the younger members of our profession is that if you are going to practice I-O psychology (I guess 50% of SIOP members may fall in this category) and call yourself a “psychologist” then you should prepare to become licensed. If that includes internships and supervision, then we need to find ways to make it happen. If it means being exposed to certain courses, then identify opportunities for students to take them. (I note that the MLA exempts I-O from having an APA-accredited curricula. There are, however, a variety of courses in the MLA that define required coursework [ethics, research design and methods, statistics, psychometric theory, biological bases of behavior, cognitive-affective bases of behavior, social bases of behavior, and individual differences]. If we are not now teaching most of this content in I-O psychology programs, then what are we teaching?)

In summary, it is my belief that any attempts to exempt “practicing” I-O psychologists from the state and provincial licensing acts are likely to be fruitless, and in any case do a disservice to our profession. In fact, it is my sense that there are very few, if any, professions that have practitioners who directly influence the well-being of individuals who are not licensed. There is no basis for I-O psychologists who practice like I do to be the exception.

There is no reason for SIOP to take an official stance that licensing is somehow inappropriate or not applicable to what we do when we offer psy-

chological services to organizations and to individuals. Nor is there any reason to assert that licensure should or should not be “mandatory.” The only bodies that can speak (and have spoken) to whether or not I-O psychologists must be licensed are the state boards and legislatures. Certainly there are those who may take the traditional stance of SIOP that the work of some I-Os does not impact individuals and ought not to require licensure but that licensure should not be denied to those who do perform such work.

The matter of accreditation has been offered as a major reason to oppose licensure. But I cannot find the relationship between the fear of accreditation and the need for “unequivocal resistance to mandatory licensing” as expressed by a group of esteemed faculty members in their letter to the SIOP Executive Committee (*TIP*, 46(4), April, 2009). As far as I can tell there does not seem to be any desire or intention on the part of APA to impose accreditation on I-O psychology programs. Moreover, if APA did wish to require I-O programs to be accredited, I do not believe licensure would be the principle argument for doing so, since our academic colleagues are exempt from licensing.

Let’s not go back 40 years. **Vicki Vandever** and **Judy Blanton** served us well in developing a better place for I-Os in the MLA. Let’s not destroy it. If the accreditation battle ever needs to be fought, I would be happy to give my full support to my academic colleagues. In the mean time, I trust that the academics and others who do not need to be licensed will support those of us who must be licensed.

Dick Jeanneret



GOVERNOR ARNOLD SCHWARZENEGGER

March 5, 2009

Gary Latham, Ph.D.
President
Society for Industrial and Organizational Psychology
440 East Poe Road
Suite 101
Bowling Green, Ohio 43402

Dear Dr. Latham,

Thank you for writing about the valuable work done by the California Board of Psychology. You have a wealth of information and insight to share, and I was glad to hear from you.

Any plan to address the challenges caused by our difficult economy and California's fiscal crisis must include what I refer to as a "four-legged stool" of spending reductions, revenue increases, economic stimulus and measures to make government more efficient. The state is joining California's families and businesses in tightening our belt by consolidating some programs to increase efficiency while also maintaining exceptional service. Although the final budget I signed did not include reorganizing the Board of Psychology, I will be working with my partners in the Legislature to continue evaluating all areas of government for ways to increase efficiency and realize savings.

I recognize the wide scope of the practice of psychology, and it will be important to keep the lines of communication open as we move forward. You and your colleagues do some remarkable work every day, and your in-the-trenches perspective is an important one for us to have here in Sacramento. Please keep in touch on this or any other issues you would like brought to my attention.

Sincerely,



Arnold Schwarzenegger

/s/

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ON THE LEGAL FRONT



What's New in Compensation Discrimination Enforcement: A Review of the Ledbetter Fair Pay Act and Paycheck Fairness Act

Eric Dunleavy
DCI Consulting

Arthur Gutman
Florida Institute of Technology

The Supreme Court decision in *Ledbetter v. Goodyear Tire & Rubber Company, Inc.* was reviewed in the January 2008 edition of this column. The title of that article accurately captured short- and long-term reactions to the *Ledbetter* ruling: “A Divided Supreme Court Causes Quite a Stir.” In that article we concluded that *Ledbetter* was the latest in a string of rulings that divided the Supreme Court and produced majority and dissenting opinions that couldn’t be more diametrical. As expected, control of the longer term implications of the ruling ended up the responsibility of Congress in the form of the Ledbetter Fair Pay Act. It was up to the House and Senate to decide (a) whether the Supreme Court ruling was consistent with intended Equal Employment Opportunity (EEO) statutory protections, and if not, (b) what EEO law should and should not protect with regard to compensation discrimination. Since we wrote that article in 2008, the Ledbetter Act made its way to Congress more than once, detoured through a presidential election, and was eventually passed and signed into law by President Obama in January of 2009. In fact, the Ledbetter Act was the first bill President Obama signed into law. Interestingly enough, it may not be the last bill related to compensation discrimination that President Obama signs into law in 2009; Congress may have voted on another compensation discrimination bill, the Paycheck Fairness Act, by the time you read this article.

Given a renewed enforcement focus on compensation discrimination, we think it is important for the I-O community to understand the implications of the Ledbetter Act and the potential implications of the Paycheck Fairness Act. Toward that end, we briefly summarize the *Ledbetter* Supreme Court ruling, review the political context around the Ledbetter Act on its journey to becoming law, and consider the implications of that law. We also review the Paycheck Fairness Act, which, as written at the time of this article, would meaningfully amend the Fair Labor Standards Act (FLSA), the Equal Pay Act (EPA), and enforcement policies for both the Equal Employment Opportunity Commis-

sion (EEOC) and Office of Federal Contract Compliance Programs (OFCCP). We conclude with some potential implications for I-O psychologists, particularly for those involved in developing and monitoring compensation systems.

The Supreme Court Ruling in *Ledbetter v. Goodyear Tire & Rubber Co.*

As described in the January 2008 column, *Ledbetter v. Goodyear Tire & Rubber* was a disparate treatment case where pay discrimination was alleged based on sex. Lilly Ledbetter worked at the Goodyear Tire & Rubber company for close to 20 years and, after retiring, discovered evidence that she may have been discriminated against early in her career at Goodyear. She filed a claim of intentional discrimination in her pay under multiple statutes, including Title VII and the Equal Pay Act (EPA).

Ledbetter's claim centered on pay decisions made early in her career, which, as expected, had long term "rippling effects" on her pay relative to men in similar jobs. Interestingly, because of the temporal lag before Ledbetter discovered potential evidence of discrimination, none of the Goodyear employees that made pay decisions early in Ledbetter's career were at Goodyear at the time she filed her claim. In fact, the manager who made raise decisions early in Lilly Ledbetter's career had passed away at the time of litigation.

In an initial district court ruling, a jury decided that Ledbetter was paid less than her male coworkers based on her sex. However, the jury agreed that Goodyear had not discriminated against Ledbetter in the 2 years before the filing of her complaint. In fact, over Goodyear's objection, the judge allowed the jury to consider pay review decisions made at different times by different managers over the course of Ledbetter's long career. The jury initially awarded her over \$3 million in back pay and for emotional distress and punitive damages before the amount was reduced to meet Title VII's damages maximum.

Goodyear appealed the ruling, and upon appeal, the Eleventh Circuit decided not to consider the pay decisions prior to the period 2 years before Ms. Ledbetter's charge and excluded them from evidence. Instead, the Circuit held that Title VII's protection extended to the last discriminatory act affecting pay before the start of the 2-year back pay limitations period and not to the duration of Ledbetter's tenure. That is to say, Ledbetter's claim had a time limit relative to when the discriminatory act occurred. If that time limit passed without a claim, then a claim cannot be made after the fact, regardless of whether a claimant was aware of the act or not. The Circuit Court of Appeals then reversed the initial verdict and dismissed the lawsuit.

Ledbetter appealed the reversal and the Supreme Court agreed to hear the case in 2006, eventually ruling in the spring of 2007. A majority of the Court sided with the Eleventh Circuit and dismissed the lawsuit in a close 5-4 ruling. Justice Alito delivered the opinion of the majority and was joined by Justices Roberts, Scalia, Kennedy, and Thomas. Justice Ginsberg filed a dissenting opinion joined by Justices Stevens, Souter, and Breyer.

The majority relied upon a set of decisions spanning 4 decades, including *Bazemore v. Friday* (1986) and *United Air Lines, Inc. v. Evans* (1977). The majority held that the initial act of pay discrimination is a “discreet act” and happens only, for example, on the day of that specific check, raise, or promotion and not during the days after that initial action when the alleged victim is paid. In other words, pay is similar enough to employment decisions like hiring and promotion that it should be treated similarly. In situations where the victim does not timely file a charge challenging the discriminatory policy or practice, the employer act is necessarily legal and is “*an unfortunate event in history with no current legal consequence.*”

The dissenting justices focused on the fact that employees are often unaware of pay information related to their coworkers, and given the absence of this information, it is very difficult to determine whether discrimination is occurring. The dissenting justices also supported the notion that pay discrimination is particularly damaging because of the long-term ripple effect that it can have on compensation after the initial discriminatory act. In addition, the dissent questioned the ruling relative to the purpose of Title VII and suggested that it was not consistent with the intention of EEO protection. The dissent foreshadowed where these issues would conclude in the final paragraph of their opinion: “*Once again, the ball is in Congress’ court. As in 1991, the Legislature may act to correct this Court’s parsimonious reading of Title VII.*”

Reactions to the Ruling

Given the potential implications of the ruling for various stakeholders, it was not surprising to see immediate reaction from the public. Many civil rights groups (e.g., National Partnership for Women and Families, Leadership Conference on Civil Rights, National Organization for Women, etc.) and politicians agreed with the dissenting justices and considered the ruling a setback to equal employment opportunity for women. However, many employer associations (e.g., Society for Human Resource Management, Chamber of Commerce, HR Policy, National Association of Manufacturers, Equal Employment Advisory Council, etc.) agreed with the decision and argued that the Court’s ruling correctly interpreted Title VII.

Politicians including Hillary Rodham Clinton, Nancy Pelosi, George Miller, and Ted Kennedy openly condemned the ruling, and this political reaction eventually led to drafting the Lilly Ledbetter Fair Pay Act, which would reverse the ruling. However, the timing of the bill was an important issue, primarily because there was a presidential election on the horizon. Further complicating the matter was the fact that, given the makeup of Congress, the bill was expected to pass both the House and Senate. However, the Bush administration supported the Supreme Court ruling, openly criticized the act, and threatened to veto the bill if it made it to the president’s desk.

If you followed the presidential election, you know that the Supreme Court ruling was not the last time you heard Lilly Ledbetter’s name. In fact, pay dis-

crimination became a priority in the presidential campaigns of Barack Obama and Hillary Clinton. The eventual president talked about Lilly Ledbetter and the issue of pay discrimination on the campaign trail, framing it as both an economic and civil rights issue. Lilly Ledbetter told her story to America at the Democratic National Convention. At this point, it was clear that the act had political momentum behind it, particularly if eventual President Obama was elected to the White House. Congress first voted on the act before the election in 2008, and it was passed by the House of Representatives. The act stalled in the Senate later in 2008, probably in part because of the impending election.

After the election in November, the Act once again became a legislative priority. In January of 2009, the House approved both the Ledbetter Fair Pay Act (247 to 171) and a companion bill called the Paycheck Fairness Act (256 to 163). The bills were combined in a session of Congress and sent to the Senate, and eventually separated into two bills again and voted on. On January 22, 2009 the Senate approved the stand-alone Ledbetter Act (61 to 36), and on January 27 the House again passed the act (250 to 177). On January 29, 2009, President Obama signed the Lilly Ledbetter Fair Pay Act into law, and stated: *“Making our economy work means making sure it works for everyone.....That there are no second class citizens in our workplaces, and that it’s not just unfair and illegal—but bad for business—to pay someone less because of their gender, age, race, ethnicity, religion, or disability.”*

What the Ledbetter Act Does

The Ledbetter Act amends Title VII of the Civil Rights Act of 1964 and the Age Discrimination in Employment Act of 1967 and modifies the operation of the Americans with Disabilities Act of 1990 and the Rehabilitation Act of 1973. Specifically, the act differentiates pay discrimination from other more overt acts of discrimination and endorses, in effect, a “continuing violation” theory of discrimination that expands the timely filing period.¹ From a legal perspective, compensation discrimination may happen at three different times depending on specific context, and those times are the date:

1. *“A discriminatory compensation decision or other practice is adopted”;*
2. *“An individual becomes subject to a discriminatory compensation decision or other practice”;*
3. *“An individual is affected by application of a discriminatory compensation decision or other practice, including each time wages, benefits, or other compensation is paid, resulting in whole or in part from such a decision or other practice.”*

Thus, the Ledbetter Act refines Title VII and other statutes such that pay discrimination is treated differently from other more overt acts of discrimination (e.g., in employment decisions like hiring and promotion). In addition (as described by the Ledbetter Act):

¹ This period is typically either 180 or 300 days from the discriminatory act.

- The purpose of the act² is “to clarify that a discriminatory compensation decision or other practice that is unlawful under such Acts occurs each time compensation is paid pursuant to the discriminatory compensation decision or other practice, and for other purposes.”
- The Supreme Court ruling in *Ledbetter* was flawed in that “The limitation imposed by the Court on the filing of discriminatory compensation claims ignores the reality of wage discrimination and is at odds with the robust application of the civil rights laws that Congress intended.”
- The act, and the amendments made to this act, “take effect as if enacted on May 28, 2007 and apply to all claims...that are pending on or after that date.”

After the act was signed into law, the EEOC quickly issued a press release and a notice of guidance for potential claimants.^{3,4} Acting Chairman Stuart Ishimaru congratulated Congress and President Obama, saying “*The Commission celebrates this important piece of civil rights legislation....The Act is a victory for working women and all workers across the country who are shortchanged by receiving unequal pay for performing equal work. The EEOC intends to enhance enforcement in this area, in addition to increasing public outreach and education.*”

Although the act is short, it has some important implications for claims of compensation discrimination and, necessarily, EEOC enforcement. It isn’t unreasonable to expect the number of pay discrimination claims to increase substantially in the next few years, primarily under Title VII. This is not a trivial implication, particularly given EEOC charge statistics in FY 2008, which showed a 15% increase in discrimination claims overall and similar spikes across most statutes. Intuitively, more victims of long standing pay discrimination will now be able to make claims that they could not make in light of the Supreme Court ruling. In addition, the Supreme Court ruling, legislation, and compensation discrimination as a national, political, and economic issue have received quite a bit of TV, radio, and newspaper coverage in the last few years.⁵ For this reason, it is reasonable to assume that many employees may now be more aware of their statutory protection and more

² Note that the phrase “or other practice” may be an issue of legal contention. Some in the EEO arena are worried that employment decisions other than compensation (e.g., promotions, demotions, etc.) could erroneously be covered by this phrase.

³ <http://www.eeoc.gov/press/1-29-09.html>

⁴ <http://eeoc.gov/epa/ledbetter.html>

⁵ Note that there have been some radical recommendations made in response to the *Ledbetter* Act. For example, some in the EEO community have suggested that the safest way to avoid allegations of long-standing compensation discrimination would be to stop giving base pay raises. Instead, organizations could pay everyone in similar jobs the same base pay and provide differential lump sum bonuses based on performance once a year. Such a system may in theory limit liability from a temporal perspective because there is only one annual pay decision/application that could be discriminatory, and the timely charging period would expire before the next decision/application. This recommendation has obvious practical limitations, including the possibility that employees and applicants could have strong negative reactions to this type of system.

interested in gathering information about their pay relative to others. In fact, EEOC placed a notice on its Web site suggesting that if claimants are aware of unexplained differences between their own compensation and coworkers' compensation and believe that the difference is because of group membership they should call the EEOC for more information.

Note that the Ledbetter Act should not meaningfully affect OFCCP enforcement as it relates to compensation, primarily because the Ledbetter Act **does not** amend Executive Order 11246, which includes a review of compensation data in audits of federal contractors. The Solicitor of Labor's office (SOL) has taken the position that EO 11246 does not have a timely filing period for audits and that the executive order has no statute of limitations limiting the collection of back pay. Interestingly, some federal contractors initially interpreted the *Ledbetter* ruling as limiting OFCCP's compensation enforcement under the rationale that Title VII and the executive order were similar. Some federal contractors even went as far as to deny OFCCP requests for compensation data under the executive order. OFCCP threatened to take these federal contractors directly to litigation. In fact, in one recent case an administrative law judge considered this issue and ruled in OFCCP's favor.⁶

The Paycheck Fairness Act

As mentioned above, the Ledbetter Act isn't the only legislation that may affect pay discrimination enforcement in the coming years. In 2008, the House passed a version of the Paycheck Fairness Act when it was attached as a companion to the Ledbetter Act. Eventually the two bills were separated, and the Paycheck Fairness Act has been referred to various subcommittees since then but has not been voted on again. The Paycheck Fairness Act could have even broader implications for compensation discrimination enforcement than the Ledbetter Act. For example, as it was written at the time of this article, the Paycheck Fairness Act would refine EEOC enforcement of the EPA and OFCCP enforcement under EO 11246.⁷

In recent years the EPA has become an infrequently used statute. For example, from fiscal years 1997 to 2007, only between 1% and 2% of all discrimination claims made to EEOC were under the EPA. This isn't surprising given that the statute only protects one class (gender), applies to one type of employment decision (pay), requires narrow comparisons (employees performing equal work, often interpreted as identical jobs), and has limited damages (back pay and liquidated damages). For these reasons Title VII is generally considered a more powerful and consequential statute for allegations of pay discrimination. The Paycheck Fairness Act could change that. For example, the Act would amend the EPA by:

⁶ *OFCCP vs. Scott Technologies of Delaware*, issued March 13, 2009. Case no 2009-OFC-00003.

⁷ The act would also appropriate an additional \$15,000,000 to the EEOC and OFCCP to carry out enforcement.

- Allowing for both punitive and compensatory damages (matching Title VII);
- Allowing for a comparison of similarly situated (and not essentially identical) jobs;
- Endorsing a UGESP standard of affirmative defense, such that a “bona fide factor other than sex” burden would take the place of an “any other factor other than sex” burden. The “bona fide factor other than sex” burden would likely require a demonstration of job relatedness and consistency with business necessity and may also offer the plaintiff or enforcement agency the opportunity to demonstrate a “reasonable alternative;”
- Allowing pay data to be compared across physical establishments in similar geographic locations;
- Requiring EEOC to issue regulations on a compensation survey for employers;

With regard to OFCCP enforcement of EO 11246, the Paycheck Fairness Act would change how OFCCP investigates compensation discrimination by:

- Reinstating the Equal Opportunity (EO) survey as a data collection method;
- Supporting the “pay grade methodology” as adequate prima facie evidence of discrimination. In other words, multiple regression analysis controlling for legitimate factors like experience, education, and geographic location may not be necessary, and anecdotal information would not be required to support initial evidence of systemic discrimination;⁸
- Allowing OFCCP to decide what variables can be used in more complex analyses (e.g., multiple regression);
- Requiring that the agency “make print readily available...accurate information on compensation discrimination, including statistics, explanations of employee rights, historical analyses of such discrimination, instructions for employers on compliance, and any other information that assist the public in understanding and will address such discrimination.”

⁸ Note that the Paycheck Fairness Act, as currently written, does not forbid the use of multiple regression analysis to support or refute allegations of pay discrimination. In other words, employers could still use regression models to explain a disparity in later phases of enforcement. Interestingly, the Paycheck Fairness Act also provides some inconsistent guidance on how analyses should be conducted. For example, the Act endorses the “pay grade” theory of analysis, which generally refers to broad analyses where data are grouped by grade. However, the Act also reiterates that “*similarly situated employees’ will be defined consistent with the EEOC manual, which are jobs that generally involve ‘similar tasks, require similar skill, effort, and responsibility, working conditions, and are similarly complex or difficult.’*” Note that the EEOC compliance manual **does not** endorse a “pay grade” theory. If an agency uses a “pay grade” strategy for initial analyses, and employers use more complex employee groupings that (1) mirror the reality of pay decisions and (2) are consistent with the EEOC manual, and develop regression models that account for bona fide factors related to pay, substantially more claims could end in litigation. In this situation the courts would then determine which methodology is more appropriate to assess allegations of compensation discrimination.

Concluding Thoughts and Implications for I-O Psychologists

It is reasonable to expect that compensation discrimination will be a major focus of enforcement agencies in the next few years. The current economic challenges may only increase scrutiny directed toward compensation systems and decisions; recall that the Obama administration has framed compensation discrimination as both an economic and a civil rights issue. Employees may be more cognizant of compensation decisions in the current economy and may be more willing to share information about pay with coworkers when raises are small or nonexistent.

In the short term, the Ledbetter Act may immediately increase the number of pay discrimination claims, perhaps as early as fiscal year 2009. In the longer term, it will be important to monitor the fate of the Paycheck Fairness Act given its potential implications. When considering the priorities of the new administration, it is also reasonable to expect OFCCP to prioritize compensation discrimination as well, regardless of whether the Paycheck Fairness Act passes.⁹ OFCCP may even revise their *Compensation Analysis Standards and Voluntary Guidelines* (2006), which describes the methodology OFCCP uses to investigate systemic compensation discrimination. In the next few years federal contractors could see very different OFCCP enforcement strategies, both in terms of resource allocation and the statistical methods used during investigation. Anecdotally, it appears that some OFCCP regions have increased their focus on pay equity enforcement in 2009, perhaps anticipating the priorities of the new administration. If the Paycheck Fairness Act passes, the EPA may become substantially more relevant, statistical analyses of compensation data in the EEO context may change, and organizations may have a more difficult time justifying the defensibility of pay decisions in litigation.

I-O psychologists may be in a position to leverage their skills to help organizations understand the adequacy of their pay-decision systems. For example, job analysis data can be used in the development of compensation systems. Ensuring that compensation systems are standardized, reasonable, and tied to the work requirements of the job may decrease the likelihood of claims of discrimination and increase the likelihood that such a decision system would be legally defensible if disparities exist.

In addition, an understanding of jobs and statistical methods may place the I-O psychologist in a strategic position to conduct proactive pay equity analyses. These analyses are intended to determine whether there are significant disparities in compensation between two groups before the situation escalates to EEO enforcement. Organizations can make a good faith effort to evaluate their current compensation systems for evidence of disparity and may remedy any situations that require it via legitimate and data-driven pay adjustments. These analyses are usually conducted under the attorney–client privilege.

⁹ In a review of OFCCP settlements from FY 2007, the Center for Corporate Equality reported that less than 10% of OFCCP settlements focused on compensation discrimination. This percentage may rise under the Obama administration. The report is available at <http://ccee.org>.

As an initial step in this process, employers should have a clear understanding of the work requirements for each job in their organization. This information can be the foundation for creating meaningful groupings of similarly situated employees for analyses. Such groupings ensure that any disparities that are identified are not simply due to differences in job, job level, and so on. Additional and legitimate factors that affect pay can then be modeled in multiple regression analyses, potentially explaining any initial disparities against protected groups (assessed by a regression coefficient) via education, experience, performance, and so forth. I-O psychologists may be leveraged to develop these statistical models, conduct analyses, and interpret results.

Anecdotally, one recent OFCCP settlement exemplifies the usefulness of a proactive pay equity analysis. In this case a significant pay disparity was identified by the agency. However, the contractor had already made adjustments to salaries based on a proactive pay equity analysis, and the disparity no longer existed. The OFCCP accepted this explanation because an initial disparity was identified proactively and corrected. In some situations like this, proactive analyses may actually cut off liability that is now actionable under the Ledbetter Act by correcting for significant differences in compensation.

As a final point, it is obvious that partisan politics greatly impacted the evolution of the Ledbetter Act and has and will continue to impact the evolution of the Paycheck Act. Generally, it is our policy to avoid political issues, except when absolutely necessary. However, when necessary, our goal is to present such issues objectively. It is not our goal to decide whether these are “good” or “bad” laws but rather to focus on the reality of what the implications of these law are. In our opinion, the reality is that employers will face increasingly heavier burdens to document and support pay scales, particularly if the Paycheck Fairness Act becomes law.

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More Great Books Relevant to Psychology in Organizations

Scott Highhouse
Bowling Green State University

In the January 2009 issue of *TIP*, the **History Corner** column had suggestions for books related to I-O history. Various people nominated books that inspired them and wrote a couple of sentences about why they think others would be inspired as well (<http://www.siop.org/tip/jan09/09highhouse.aspx>).

I commented at the time that I would include recommendations in a future issue if enough people were interested in contributing ideas. There were enough contributions to motivate me to include them, along with some invited contributions, in this month's **History Corner** column. These are coming just in time for your summer reading list!

Damásio, A. R. (1994). *Descartes' error: Emotion, reason, and the human brain*. New York: Avon Books.

Recommender: **Neal Ashkanasy**, The University of Queensland, Brisbane, Australia.

I came upon this book by happenstance when I was just beginning my interest in emotions research. In it, António Damásio, a Portuguese-born neurobiologist, makes the startling claim that Descartes was wrong after all. Cogito ergo sum. Separation of mind and body. All wrong. Damásio makes a compelling case that in fact humans cannot reason without access to their bodily states, which Damásio calls "somatic states." In the most memorable chapter, Damásio relates the case of Elliot, who had an exceptionally high IQ but, because of a brain lesion, was incapable of experiencing emotion. As a result, and despite his intelligence, Elliot was incapable of making even simple decisions. Even the most entrenched emo-skeptic might find this book compelling.

Campbell, J. P., Daft, R. L., & Hulin, C. L. (1982). *What to study: Generating and developing research questions*. Beverly Hills, CA: Sage Publications.

Recommender: **Nathan Kuncel**, Department of Psychology, University of Minnesota.

This book, written by three of the clearest thinkers and writers in our field, is an actual investigation of key research questions. They distill out both

what questions need to be answered and how to go about answering them effectively. The fact that it is now a bit over a quarter century old only makes the content more interesting...and telling. Their extensive advice on how to develop good research ideas is good reading for any scientist-practitioner. My personal favorite,

If you find yourself attempting to “test” a “model” of organizational behavior consisting of several boxes connected by arrows, by writing self-report questionnaire items to “measure” each major variable in the model, stop. This particular paradigm has not proven very useful....Almost everyone we interviewed or surveyed warned of this danger. Some were quite vocal about it. (p. 135)

Katz, D., & Kahn, R. L. (1966; 1978). *The Social Psychology of Organizations*. New York: John Wiley & Sons.¹

Recommender: **Bill Balzer**, Department of Psychology, Bowling Green State University.

This book remains one of the most comprehensive and practical frameworks for understanding, predicting, and changing behavior in complex organizations. This “bible of organizations” brought concepts from social psychology to the forefront in the developing fields of organizational psychology and organizational behavior. The open systems approach, psychosocial structures, and the organization as a system of roles are key concepts that continue to shape research and practice. This book was the centerpiece of Ray Katzell’s graduate-level organizational psychology course at NYU, and I continue to use it in my graduate courses today. If there’s a better book out there, please let me know!

Hoppock, R. (1935). *Job satisfaction*. New York: Harper (two recommendations).

Recommender: **Tim Judge**, Department of Management, University of Florida.

I don’t think I have read a more beautiful illustration of the benefits of marrying qualitative and quantitative analysis to gain a full understanding of a topic. The vignettes in the book are fascinating and poignant.

Recommender: **Nathan Bowling**, Department of Psychology, Wright State University.

Despite its age, this book remains a relevant source for job satisfaction researchers. As a basis for the book, Hoppock examined the job attitudes of employed residents of New Hope, Pennsylvania. An important finding of this research, which has been replicated in dozens of subsequent studies, was that the vast majority of people report being satisfied with their jobs.

¹ This book was also recommended by **Terry Beehr**, Department of Psychology, Central Michigan University.

Whyte, William H. (1956). *The organization man*. New York: Doubleday.
Recommender: **David Woehr**, Department of Management, University of Tennessee.

Whyte's treatise on the push for conformity in organizations and the role of organizational scientists and testing is certainly worth reading even after more than 50 years.

Like **Gary Latham** in the previous column, **Milt Hakel** chose to send a favorite article, along with some of his favorite quotations. Because Milt is retiring this year, I let him get away with whatever he wanted to do:

On the Folly of Rewarding A While Hoping for B—Steve Kerr, in *AMR*, 1975, and updated in *AME*, 1995

"When God closes the books on Judgment Day, one of the great questions to be answered will be whether zeal and idealism were responsible for more human suffering than were sloth and greed."—Walter Russell Mead

"When we try to pick out anything by itself, we find it hitched to everything else in the Universe."—John Muir

"Go where there's trouble."—Murray D. Lincoln, founder of Nationwide Insurance

"Always prefer intelligent fast failure to slow stupid failure."—Jack Matson

"Insight is the sudden cessation of stupidity."—Edwin Land

"Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it is the only thing that ever has."—Margaret Mead



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An Investigation of Research Grants as Reflected in Published Articles

Sylvia Roch
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Given the increasing importance many universities place on grants, it may be useful to know what percentage of published articles is supported by research grants and what types of grants are represented in published articles. Given the applied nature of industrial and organizational psychology, many of the traditional governmental funding agencies that heavily fund other areas of psychology do not often fund research in industrial and organizational psychology. One way of gaining a glimpse of the state of funding in I-O psychology is to examine published articles to see how many of them acknowledge funding and what kind. Granted, this is much less than a scientific approach. For example, the U.S. military is an important source of funding for I-O psychology projects, but it is possible that many of these projects are only reported in technical reports, *The Military Psychologist*, or in outlets other than mainstream I-O psychology journals. Nonetheless, taking a look at the type of organizational affiliation of individuals reporting funding and the type of funding they report may provide a useful snapshot of the state of funding for I-O psychologists.

Thus, with the help of my research assistants, I decided to conduct an admittedly rough investigation of the type of funding reported in articles published between 2003 and 2008 in five journals. Authors were placed in one of six categories according to their reported affiliation: psychology department, business or management department or school, private organization, government organization (not military), military, or other. Funding source was categorized according to one of 12 categories, as reflected in Table 1. Initially I chose to examine the *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Journal*, and *Organizational Behavior and Human Decision Processes* because these journals were ranked as the top four by I-O psychologists in Zickar and Highhouse's (2001) review of the top journals. However, until recently, *OBHDP* did not report specific author affiliation; in other words, until recently only the university was reported and not the department or school. Thus, I removed *OBHDP* from the list and replaced it with the *Journal of Management* and *Journal of Organizational Behavior*; ranked 8th and 13th respectively according to Zickar and Highhouse. Thus, we examined 5 years of articles published in five journals for a total of approximately 1,650 articles. Overall, about 30% of the research reported in these journals is funded according to

the acknowledgement section of the articles. The *Academy of Management Journal* reported the highest percentage of funded research (39%), followed by the *Journal of Applied Psychology* (35%), and the *Journal of Management* reported the lowest percentage of funded research (18%). Please see Figure 1 for the breakdown by journal. Table 1 presents the breakdown of funding source by journal, along with overall percentages by funding type. It should be noted that we coded up to four funding sources per article. A number of articles reported more than one funding source, 122 articles (7.4%) reported two funding sources, 39 articles (2.4%) reported 3, and 3 articles (.2%) reported 4 funding sources. However, given that relatively few studies reported three or more funding sources, only the first two funding sources are reported in Table 1.

Table 1
Type of Funding Source Reported by Journal
(based on up to two funding sources per article)

Funding Source	JAP	PP	AMJ	JOB	JOM	Total	%
Psychology dept.	5	1	0	1	0	7	1%
Business/management dept./school	33	4	71	17	11	136	22%
Other university funding	32	9	9	17	18	85	14%
SIOP	3	2	0	1	1	7	1%
Academy of Management	1	0	1	0	0	2	0%
Society for Human Resource Management	4	3	1	2	2	12	2%
Military	23	2	3	1	1	30	5%
National Science Foundation	30	3	32	2	11	78	13%
Other U.S. govt. agency funding	13	3	13	1	2	32	5%
Other govt. funding	60	0	19	6	0	85	14%
Private organization	25	2	30	9	5	71	12%
Other	7	3	13	33	14	70	11%

Note: Here and subsequently, JAP refers to the *Journal of Applied Psychology*, PP refers to *Personnel Psychology*, AMJ refers to the *Academy of Management Journal*, JOB refers to the *Journal of Organizational Behavior*, and JOM refers to the *Journal of Management*.

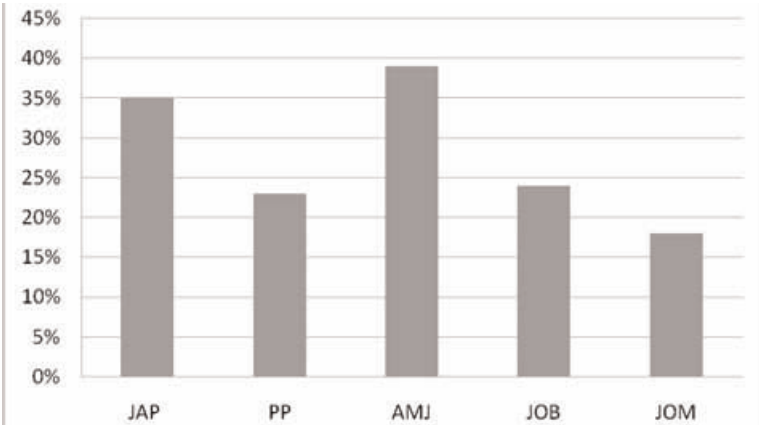


Figure 1: Percentage of funded research by journal.

It appears that the most common source of funding was a management/business school, followed by other university funding and other governmental funding. This “other governmental funding” category was designed to represent government funding that did not mention a specific U.S. government agency. The most common type of funding represented in this category was funding provided by a non-U.S. government, such as the Social Sciences and Humanities Research Council of Canada, Research Grants Council of Hong Kong, and the RGC (UK) Research Grants Council. Funding from the National Science Foundation, a traditional funding source for many areas of psychology, only accounted for 13% of the funding reported in the journal articles examined but did place 5th in terms of representing the most common type of funding. Overall, it appears that researchers look to a wide variety of funding sources to support their research.

However, not only I-O psychologists publish in these journals. As seen in Table 2, the majority of the affiliations associated with the first author are from a business/management department or school. Granted, many I-O psychologists are affiliated with business and management departments and schools; however, to receive a more in-depth view of authors who are predominately I-O psychologists, I focused on the grants received by authors in psychology departments. It should be noted that some of the authors may be in areas of psychology other than I-O psychology but most likely the majority are I-O psychologists, which is likely not the case for business schools and departments. Unfortunately, there was no definitive way of determining which authors identify themselves as I-O psychologists, other than directly contacting the authors of the 1,650 articles, which was not possible.

Table 2
Percentage of Articles by First Author Affiliation Within Journal

First author affiliation	<i>JAP</i>	<i>PP</i>	<i>AMJ</i>	<i>JOB</i>	<i>JOM</i>
Psychology dept.	34%	30%	0%	22%	8%
Business/management dept./school	59%	63%	94%	67%	89%
Private organization	2%	5%	5%	2%	1%
Govt. organization	0%	0%	0%	1%	0%
Military	0%	0%	0%	0%	0%
Other	5%	2%	1%	8%	2%

Note: 0% does not imply that there were no authors representing a category but that they constituted less than 1% of the authors published in the journal.

Thus, I examined the data with only authors in psychology departments selected. I examined the data in two ways; (a) specifying that the first author must be from a psychology department (resulting in 108 articles reporting funding) and (b) specifying that at least one of the authors must be from a psychology department (resulting in 144 articles reporting funding). We coded for the first five authors for each article. When the first author was

from a psychology department, the article was slightly more likely to report grant funding than the overall sample (33% vs. 30%). This difference is at best minimal; it appears that about a third of the articles in these journals report funding regardless of whether the authors are psychologists.

Table 3 reports the number and percentage of funded articles according to funding source and according to whether the first author reported an affiliation with a psychology department or any author reported a psychology department affiliation. It should be noted that the numbers do not add up to the number of articles reporting funding because if articles reported more than one funding source, the first two funding sources were included in the table. The percentages are very similar to those reported in the larger sample, with the exception that the percentage of funding from a business or management department or school is much smaller, which is to be expected given the criteria that either the first author or at least one author must represent a psychology department. Military funding represents a larger percentage of the funding in this sample (approximately 10% versus 5% in the overall sample), as does government funding not mentioning a specific agency (approximately 20% for this sample versus 5% of the overall sample). The rest of the funding sources appear to be within 3 percentage points of the overall sample. Thus, it also appears that researchers affiliated with psychology departments rely on a wide variety of funding sources to support their research.

Table 3
Type of Funding Source Reported in Articles Written by Members of Psychology Departments (based on up to two funding sources per article)

Funding source	First author			
	only	%	Any author	%
Psychology dept.	6	5%	6	4%
Business/management dept./school	2	2%	7	4%
Other university funding	24	20%	28	17%
SIOP	2	2%	3	2%
Academy of Management	1	1%	1	1%
Society for Human Resource Management	3	2%	5	3%
Military	10	9%	17	10%
National Science Foundation	18	15%	23	14%
Other US govt. agency funding	8	6%	9	6%
Other govt. funding	26	21%	30	19%
Private organization	10	8%	13	8%
Other	11	9%	19	12%

Note: First author refers to articles in which the first author was a member of a psychology department. Any author refers to articles in which at least one of the authors was a member of a psychology department.

In conclusion, it appears that as best as can be determined by examining the published literature, the majority of the articles published by I-O psychologists represent unfunded research, suggesting that I-O psychologists can conduct high-quality research without outside funding. Of course, this does not imply that I-O psychologists publish without outside assistance. Often private organizations will support data collection efforts without providing an official grant. Nonetheless, it appears that the majority of our research is not funded, and when it is funded, we rely on a wide range of funding sources.

In hindsight, I should have included some of my favorite journals, such as *Human Performance* and the *International Journal of Selection and Assessment*. I would not be surprised if these journals report larger percentages of authors affiliated with psychology departments, but other researchers will need to determine whether this is indeed the case. Nonetheless, I hope that a snapshot of the most frequent funding sources as represented by published journal articles will give researchers ideas for where to look for research funding. Lastly, I would like to thank **Gene Trombini** for overseeing the collection of this information and for his editorial assistance. I would like to thank Ryan Armstrong, Jerry Gioeni, Kamilah McShine, Jeanne Messerschmitt, and Noelle Whitney for their help in data collection.

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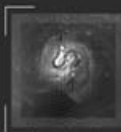
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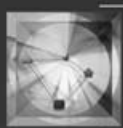


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The LOI also is an advanced computerised assessment technique designed to measure thinking processes and styles for purposes of career guidance, selection and identification of learning potential of school, college and university leavers. Using simulation exercises the subject is exposed to an unfamiliar, yet fun, problem-solving environment which requires the application metacognitive processes.



THE VALUE ORIENTATIONS (VO)

Based on, inter alia, the Spiral Dynamics Theory (Graves, Beck & Cowan); "A Theory of Everything" (Wilber); and Myss's work on energy, the Value Orientations (VO) reflects individuals' leadership orientations, worldviews, their assumptions about life, and how they establish priorities. Value systems represent "core intelligences" that guide behaviour and impact on life choices by acting as a decision making framework.

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PRACTITIONERS' FORUM

Judith S. Blanton
RHR International



The goal for this column is to provide greater visibility to the work of I-O practitioners. Much practitioner work is ephemeral, not in the sense that it has no impact (it does!) but in the sense that it is not documented. Practitioners (and researchers) seldom know much about the work that other practitioners do. Sharing of knowledge and best practices is minimal. Sometimes this is because the work is the intellectual property of the practitioner (or client organization), but more often, it is because there is neither the motivation nor a mechanism to share knowledge or lessons learned. Client organizations are focused on the impact and the results of the project and seldom see much value in documentation of the process. Practitioners have little financial incentive to take time away from their client work to describe their efforts. At the same time, most practitioners I know express the desire to share their experiences and to learn more about what their colleagues are doing. In a small way, I hope that this column will enhance the dialogue among practitioners about methods and interventions that they have found useful. Elsewhere in this issue, **Rob Silzer** talks about the gap between practitioners and researchers. Perhaps this column can also encourage researchers to explore the practitioner work described here with greater depth and rigor.

For this first column, I focus on four of the excellent programs at the New Orleans SIOP conference that described the work of I-O practitioners. Below are descriptions of recent work that represents this varied practice. The selection of these programs was, frankly, unsystematic. I depended on nominations from senior SIOP practitioners and my own sense of topics that might be innovative or spark discussion. There were literally dozens of programs that deserve space and further discussion. For future columns, I look forward to input from practitioners about innovative or impactful interventions and tools that they (or their colleagues) have used to implement the projects. I would be particularly interested in projects where the practitioner was able to gather systematic data to document impact.

I would also like to highlight the scope of I-O practice. We know that our members are engaged in a wide variety of activities with a broad range of clients. I would be interested in hearing from members who are working with nontraditional clients and/or using I-O tools and knowledge in innovative ways with clients. I welcome your suggestions in how to make this column useful as well as ideas for projects to feature. Please send your comments and ideas to Judy Blanton (jblanton@rhrinternational.com).

Toward Innovation: A Five-Year Journey With Coca-Cola. **Kathleen K. Lundquist**, APT; **Irwin L. Goldstein**, University System of Maryland; Cyrus Mehri, Mehri & Skalet PLLC; Rene Redwood, Redwood Enterprises; and Joseph Moan, Coca-Cola.

This presentation dealt with the impact of a major employment discrimination lawsuit against Coca-Cola Company. As part of the settlement, rather than react defensively, under court scrutiny Coca-Cola Company agreed to create an external task force to review and revise virtually all HR processes within the company. The goal was to create a “gold standard for diversity” by developing processes that were best in class, by committing to diversity as part of business strategy, and that used data as an accountability index. An additional goal of the project was to have employees perceive the processes as fair and equitable. The task force met on a bimonthly basis and was assisted by Irv Goldstein and Kathleen Lundquist (the “joint experts”). The joint experts also consulted with the HR process owners on development and implementation of new processes. Integral to the process was the annual data collection on each process. These data were provided by the company to the joint experts. In addition, there was an annual report to the court covering results and recommendations for each process. The annual court reports can be found at http://www.thecoca-colacompany.com/ourcompany/taskforce_report.html.

The evaluations included annual analysis of workforce demographics, perceptions regarding diversity fairness, and effectiveness of HR processes. In addition there were annual audits of such HR data as training completion, performance appraisals, staffing, and slating data. This was not a short-term project but took place over 5 years. The effort provided a rare opportunity to simultaneously design and implement HR processes for all jobs system wide and to track the success of these initiatives. The project is an excellent example of turning a negative (such as a lawsuit) into a positive and transformative process.

For more information, contact Kathleen K. Lundquist of Applied Psychological Techniques [KKL@APTMetrics.com]. A longer description of the program can be found in the forthcoming book: *Adverse Impact: Implications for Organizational Staffing and High Stakes Selection* (8/03/09), edited by **James L. Outtz**, (SIOP Organizational Frontiers Series), Routledge, Taylor & Francis Group, ISBN: 978-0-8058-6374-1.

Management Due Diligence: A Model to Accelerate Change. David Astorino, RHR International.

Deals that require integrating organizations (PE buyouts, mergers, or acquisitions) are fraught with risk. Aside from legal and financial issues, the capabilities of the senior team members are key determinates of success or failure. A relatively new area of practice for I-O psychologists is “management due diligence.” The process is designed to ensure that the right people are in position to swiftly create profitability. It can take place as part of due

diligence and/or during the ownership period. This presentation described a case study in which a major private equity firm asked if the new management team could create the necessary organizational transformation and lead in the new environment. After assessing how the investment thesis translated into needed management behaviors, the consultants created a talent map that compared managers on the appropriate dimensions. The assessments included standardized testing, in-depth interviews, and reference checks. Short individual report snapshots on each manager were developed. Based on the assessments, a number of management changes were made. All managers received individual feedback, and a series of team meetings were held over the course of the first year to align expectation and accelerate team performance. The PE firm found the process highly valuable because of the clear understanding of the relationship of the investment thesis to the assessments and the follow-through during the ownership period. For more information, contact David Astorino (dastorino@rhrinternational.com or visit: <http://www.rhrinternational.com/Senior-Management-Services/Management-Due-Diligence/>).

Insights on Teams at Work: Lessons From Collaborative Work on Team Development and Effectiveness. **Linda Rhoades Shanock**, University of North Carolina at Charlotte; **John Mathieu**, University of Connecticut; and **Scott Tannenbaum**, The Group for Organizational Effectiveness (gOE).

The goal of each year's Master Collaboration session at the SIOP conference is to have a leading researcher and a leading practitioner discuss the overlap, interaction, and current state of science and practice on a particular topic. Scott Tannenbaum and John Mathieu drew from their experience with a wide variety of work teams (from surgical to sales to senior leadership teams) to discuss team effectiveness and ways to conduct science–practice collaboration using an example collaborative project they did together.

According to Scott, the top needs from the practice side are the creation of usable diagnostics, especially rapid diagnostics as well as rapid interventions, better team training, ways to make sure roles are clear, help for teams with changing membership and distributed teams, and support for team leaders. John Mathieu stated that the top needs from the research side include the need to define multiple applicable types of criteria for effectiveness, to seriously model temporal issues, to differentiate highly related constructs, to create a sophisticated team composition model, to identify contextual drivers and influences on members, to decipher multiteam membership dynamics, and to incorporate team interventions into theoretical models.

An important take-away message from the session was that when working with organizations the stated problem is not necessarily the underlying issue that needs to be addressed. Thus, it is important for those engaged in practice to do good questioning/diagnostic work to get to the heart of the matter. For example, organizations often ask for team building when what they

really need is team training (i.e., to develop team KSAs) or perhaps leader coaching and/or process and structural changes. Or when they say two teams are fighting with each other, the underlying issue is often that the teams have competing priorities. In such cases, an intervention should raise awareness of the implications of each team's actions for each other, teach collaborative behaviors, and ensure clear leadership from above.

The two also provided tips for effective science–practice collaboration. These include finding the right partners, clarifying the desired outcomes for each party early (including intellectual property issues), establishing respective roles (remember, role clarity leads to team effectiveness), being aware of timing issues that could affect completion of deliverables and the size of effort required by all, refraining from exaggerating scientist–practitioner differences (build trust with each other and make each other look good), and challenging each other constructively (e.g., does the work pass the academic sniff test, is it credible)? Does the work pass the practitioner sniff test (e.g., will anyone care)? For more information, contact John Mathieu at John.Mathieu@business.uconn.edu or Scott Tannenbaum at scott.tannenbaum@groupoe.com.

Audits of Human Resources Programs (Panel Discussion). **Irene Sasaki**, Dow Chemical Company; **S. Morton McPhail**, Valtera Corporation; and Michael T. Tusa, Jr., Sutton & Alker, LLC.

With an increasing focus on accountability in organizations, I-O practitioners may be called on to assist in ensuring that HR programs conform to professional standards and legal guidelines. This session reviewed some of the best practices for auditing HR programs in a variety of areas. It is possible to identify three purposes for conducting audits: (a) evaluating the business proposition (e.g., utility, effectiveness, best practices, and prevention or detection of business risks), (b) limiting legal liability or exposure, and (c) defending legal or regulatory challenges. The panelists discussed several specific issues including the role of controls (such as policies and procedures, segregation of duties, delegation of authority, monitoring, and access control) in preventing or identifying problems. Important considerations for audit processes were offered for several examples. Key issues in auditing testing programs included the quality of the validation research and the extent of exposure of the testing program. It was suggested that audits of performance management systems should include evaluation of statistical information, system validity, administration and procedural structures, and implementation issues. Auditing downsizing processes included both issues in the design of the process and appropriate statistical modeling to evaluate the outcomes. Finally, risks such as legal privilege and failure to act on results of audits were addressed. For more information, contact Mort McPhail of Valtera (mmcphail@valtera.com).

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An Introduction

Amie Skattebo
The Pennsylvania State University

TIP-Topics, a column for students by students, has been a staple of *The Industrial-Organizational Psychologist* for over a decade. A group of eager Penn State University (PSU) grad students will be editing this column for the next 2 years. In an effort to contribute to this grand tradition, we considered very carefully not only what we may have to offer but also how our culture and norms are likely to shape our contributions. For that reason, we devote this column to giving you a sense of who we are and what you may expect from us over the next seven issues of *TIP*.



L to R; back row: Scott Cassidy, Patricia Grabarek, Shin-I Shih, Lily Cushenbery, Christian Thoroughgood; Front row: Amie Skattebo, Katina Sawyer, Rachel Hoult, Joshua Fairchild

Penn State's tradition of I-O leadership includes four past presidents of APA Division 14¹ as well as the first person to receive a PhD in the field, Bruce Moore (Jacobs & Farr, 1993). Two areas that are hallmarks of our program include (a) the scientist–practitioner model and (b) an appreciation for multidisciplinary perspectives. Although there has been ongoing debate about whether and how we might best enact these principles in the field at large (e.g., Banks & Murphy, 1990), we make efforts to “walk the talk” during our graduate school training at Penn State in both these respects. We have also been making efforts to better communicate the value of our knowledge and skills to people outside our field. As a result, you can expect that our column will address these themes and be flavored with these perspectives. Below, we elaborate on these principles and discuss some topics you may see discussed in upcoming issues.

The Grad Student as Scientist–Practitioner

The scientist–practitioner model reflects an appreciation for the interaction between theory building/testing and real-world problem solving. Although we accept that these endeavors mutually enhance and rely on one another, I-O psychologists tend to work in either applied or academic settings. The different sets of pressures in these environments are not always

¹ Bruce Moore, Frank Landy, Jim Farr, Kevin Murphy

conducive to maintaining a balance between the roles or communication between members of the field that identify themselves more with one role or the other (Murphy & Saal, 1990). Therefore, it is important that the value of persisting through these challenges as well as the skills needed to do so be instilled early in graduate school.

One way we gain a deep appreciation for the scientist–practitioner model and skills for balancing these roles is through our experience participating in and leading projects in practicum. A 3-year commitment for all Penn State I-O grads, practicum provides exposure to the world of practice through participation in solving applied problems for private and public organizations. With the guidance of faculty, students learn how to apply theory and research under the constraints of demanding project timelines and unique client needs. In addition, practicum allows students an opportunity to gather research evidence from the field and gain additional skills such as communicating with a nonacademic audience. A recent review of this program requirement suggests this process speaks quite comprehensively to a number of SIOP's guidelines for training at the doctoral level (Lindsay, Tate, & Jacobs, 2008). A recent, unpublished survey of Penn State I-O alumni supports the ongoing value of the practicum experience beyond graduation (Grandey, 2008).

In addition to practicum, Penn State I-O has recently chartered an assessment center through the Schreyer's Honor's College. This project focuses on the assessment of undergraduates who are seeking the opportunity to learn more about their strengths and weaknesses before entering the job market. For graduate students at Penn State, it provides a valuable opportunity to apply research and theory while gaining applied skills in the organization and administration of assessments. In addition, this project provides a way for the program to communicate our value to the university. Efforts to make our contributions more visible support not only our program but also the field as a whole (Ryan, 2003).

Finally, gaining applied experience through internships is fast becoming a norm at Penn State, even for students considering academic careers. Previously, students have shared their experience through colloquium presentations with other students in the program. Through this column, we hope to pass on some of the lessons learned from participating in practicum, the assessment center, and applied internships to a broader audience.

Sharing Knowledge and Skills Within and Across Disciplines

All students at Penn State are expected to participate in a variety of research projects during their tenure in graduate school. In addition, there is a strong norm for students to complete a minor outside of I-O. As a result, many cross-discipline relationships between I-O and researchers in other university departments have been formed over the years. Some on-going projects include collaborations between students and faculty in Business, Infor-

mation Science and Technology, Women's Studies, Labor Studies and Employment Relations, and Hotel and Restaurant Management. In addition, many I-O faculty and students participate in grant work involving the International Center for the Study of Terrorism and the U.S. Marine Corps. As a result, our grad students have many opportunities to experience the joys and difficulties of multidisciplinary research and collaboration.

Utilizing science from disciplines outside the I-O community is a tradition of the field. The archival description presented on the APA Web site defines I-O psychology as rooted in cognitive and social psychology but also influenced by business, labor and industrial relations, physiology, as well as law (American Psychological Association, 2009). However, multidisciplinary research and collaboration is not easy (Younglove-Webb et al., 1999). We hope to bring you some of the lessons we have learned along the way to aid your potential multidisciplinary interests as well as encourage your collaboration efforts by extolling the benefits we have observed through our experiences.

Understanding and Communicating the Value of I-O

Our experiences working with clients through practicum and departments outside of the I-O community highlight the need to learn how to communicate the nature and value of I-O with a nonacademic audience. A norm that has quickly developed among our students and faculty is to ask someone for the "elevator speech." That is, we are expected to learn and practice the skill of explaining our research in a short period of time (i.e., the few minutes you may share with someone in an elevator) using language that is easily comprehensible to people outside our field.

Related to the above is the need to understand the value of I-O research and organizational interventions in terms that are meaningful to business leaders. Utility theory provides a way to discuss the value of organizational interventions in dollar terms (Cabrera & Raju, 2001). Although we commonly accept that business leaders want to understand how our research will affect their bottom line, research suggests many in our field do not (Macan & Highhouse, 1994). Furthermore, research on the influence of reporting utility to business leaders presents equivocal results (Carson, Becker & Henderson, 1998; Whyte & Latham, 1997). We hope to discuss how we might explore utility theory and practice communicating with business leaders and others outside our field in upcoming issues.

About Our Team

Over the next 2 years you will be hearing from students spanning a range of program tenure as well as research interests. Here is a quick preview of our **TIP-TOPics** team:

Scott Cassidy brings both a unique applied and international perspective to our group, having both lived abroad and worked in the field following

completion of his master's degree from the College of William and Mary in Williamsburg, VA. His research interests include leadership, selection, and creativity and innovation.

Joshua Fairchild, alum of the University of Connecticut, is just off the heels of his first year of graduate school and brings a fresh perspective to our column. His research interests include leadership and creativity. Josh is also a seasoned comedian, participating in improvisational comedy for 10 years.

Patricia Grabarek, a UCLA alum, is looking forward to her third year at Penn State, with interests in emotional labor, training, feedback, selection, and assessment centers. Patricia speaks Polish and will be living and breathing the scientist-practitioner model in her role as assessment center coordinator this upcoming year.

Rachel Hault is a graduate of the University of Maryland and has many research interests, including leadership and teams. She can speak four languages and brings a fresh perspective to our column having just completed her first year of graduate school.

Lily Cushenbery hails from sunny California, a graduate of California State University at Fresno. Her interests are broad, but include leadership, innovation, and training. A recent newlywed and fluent speaker of Russian, Lily is excited to start her third year in grad school this fall.

Katina Sawyer brings an exciting cross-disciplinary perspective to our group. A graduate of Villanova University, Katina is working toward dual degrees in I-O and women's studies. She studies gender and diversity issues at work and home.

Shin-I Shih brings an international perspective to our team having completed her undergraduate degree at the National Chengchi University in Taipei, Taiwan. Her research interests, as she begins her third year in graduate school, include decision making, selection, teams, and cross-cultural issues in the workplace.

Amie Skattebo is finishing up her doctorate this summer. Her research focuses on technological and organizational change. Having completed a minor in information science and technology, Amie adds to our team's multidisciplinary perspective.

Christian Thoroughgood hails from the University of Maryland and has research interests in leadership, particularly deviant leadership. He's beginning his fourth year at Penn State this fall.

Conclusions

We hope to provide greater insight to the larger graduate student community about the three topics discussed: the scientist-practitioner model, cross-disciplinary experience, and communicating effectively with people outside our field. We look forward to serving and thank the excellent contributors to **TIP-TOPics** in the past. Suggestions for future topics that readers would

like us to cover or questions/comments can be directed to Amie Skattebo (als383@psu.edu). To learn more about our program, please visit our Web site (<http://psych.la.psu.edu/graduate/programAreas/ioArea/index.html>).

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To start, we wanted to mention one study in a recent issue of *Journal of Applied Psychology* that hit upon a couple of things relevant to the mission of this column. In “Tapping the Grapevine: A Closer Look at Word-of-Mouth as a Recruitment Source,” authors **Greet Van Hoya** and **Filip Lievens** (2009) do essentially what the title suggests: They examine how “word of mouth” works to encourage (or discourage) people to apply with different employers. Word of mouth is one of those ubiquitous recruiting strategies that professionals always talk about and that may be becoming more and more important as the “mouths” become virtual and the words are spread across e-mail and online social networking sites like Facebook, LinkedIn, Twitter, and others. Although research has certainly been done on word-of-mouth sources like employee referrals and networking during job searches, we always welcome additional research, especially when it steps back to present coherent models that look at larger concepts and identifies and clarifies the constructs at work.

But although the melding of science and practical issues is one reason the Van Hoya and Lievens piece stood out, there is perhaps a more interesting and potentially more important reason that harkens back to something we’ve written about in this column, which other thinkers have been advocating in other outlets. Instead of recreating the wheel to look at word of mouth in the context of recruiting research to be published in a journal for industrial-organizational psychologists, the authors realized that other researchers outside of that space have already taken cracks at this nut since the 1960s. Specifically, they look at research done in the product-marketing literature to see how word of mouth affects consumers’ attitudes and behaviors towards brands and products. This is the kind of cross-discipline and cross-boundary research we love seeing, even if it is hard to get started and sometimes takes a lot of extra effort.

Both word of mouth advertising and word of mouth recruiting involve many of the same phenomenon and characteristics—both involve interpersonal communication outside of the company’s control about them and their products. Van Hoya and Lievens acknowledge that word of mouth is a transfer of information in a social context; that the source of information is of a particular, consistent type; and that the information is never under direct control of the company despite any efforts at advertising or guerilla marketing. Furthermore, they note that word of mouth is characterized by face-to-face com-

munication or similar communication through technology (though here I think they sell short the Internet in general and social networking sites in particular), that anyone can do it, that it can be affected by both the motivations of the giver and the receiver (think job seeking vs. bad mouthing here), and that unlike traditional recruiting word of mouth can be either positive or negative.

Following what they call the “recipient–source framework” to predict the determinants of word of mouth and the “accessibility–diagnosis” model to understand how easy the information is to retrieve and use mentally, the authors made several hypotheses about how it would affect subjects’ interest in joining the Belgian Defense Force. Although not all their hypotheses were supported, several were and the authors were able to draw several conclusions. First, those high in Extraversion and Conscientiousness spent more time receiving positive word of mouth. They also found that the more expertise the word of mouth’s source seemed to have, the more people paid attention, and that people were more likely to receive word of mouth information from sources with which they already had strong social ties. And it all seems to matter—positive word-of-mouth information early in the recruitment process relates positively to perceived organizational attractiveness and intentions to apply. We look forward to more research in this vein and seeing what else the marketing literature can teach us.

The next work we wanted to examine extends the concept of taking lessons from other disciplines, but instead of marketing it examines how I-O psychologists—both practitioners and academics—should learn to think in terms of business people in general. In their book, *Investing in People: Financial Impact of Human Resource Initiatives* (2008), authors **Wayne Cascio** and **John Boudreau** hit squarely on another theme that we like to harp on in this column: making research understandable and meaningful to a wider audience in the context of business.

After some introductions and defining of terms, the authors propose what they call a “LAMP” framework for approaching the measurement of human resources initiatives. LAMP is an acronym for a paradigm relating to planning and couching these initiatives (and the research projects that go with them) in terms that break past the shortcomings of traditional approaches and make them meaningful to decision makers and stakeholders elsewhere in the organization. You must have a coherent logic for the initiative and how it connects to the larger business, the right analytics to make sense of the data, the right measures to gather the data in the first place, and the right processes to make use of what you discover.

This framework established, the next chunk of the book dealt with very specific questions that I-O psychologists working in the area of human resources are likely to be called upon to answer. How much does employee absenteeism really hurt the company? How worried should we be about our turnover? Is it going to benefit the company to put in a new fitness center for

employee use or to pay for a smoking cessation program? Is it worth it to offer onsite daycare for employees to use in emergencies? How concerned should I be about these employee satisfaction survey results?

The authors obviously don't give you specific answers to these questions as they relate to your company's situations, but instead they provide logic, analytics, measures, and processes for each issue to educate the reader on how to approach each question as both a scientist and a business person. Good research methods, theory building, and scientific interpretation of results are stressed but so is communicating the outcomes in terms of dollars (or whatever your local currency may be). If you need a formula for calculating the hourly cost of turnover or absenteeism, for example, you'll find it here.

The next major part of the book dives head first into the complicated (and often controversial) concept of staffing utility. The authors provide information on measuring and using staffing utility, then its use in decision-making processes for things like enhanced selection systems and HR development programs. This section of the book is not for the faint of heart as it contains some pretty complicated (but powerful) algebra and calls to do some pretty challenging measurement, but utility (pun intended) of this kind of effort can't be understated when you are trying to sell a program to key decision makers or to communicate the impact of a new program.

So in general I liked *Investing in People*, even if it bogs down from time to time and once or twice the reader is presented with instructions that basically amount to "just make a best guess and plug the number into your model." But the message of how to communicate and debate with stakeholders in their own language and on their home turf is an invaluable one if human resources in general and I-O psychology in specific are going to move forward and become a real driving force in business.

With the economy in the state it's in right now, organizations are often facing decisions that can lead to survival or organizational demise. One of those decisions can be the extent to which the organizations focus on innovation. Latham and Braun's recent article (2009) in *Journal of Management* looks almost prescient in its appropriateness because they looked at unprofitable publicly traded software organizations during the technology downturn of 2000–2001. They also considered whether (a) the extent to which management and ownership overlapped, and (b) the availability of undesignated financial resources affected decisions to invest resources in innovation. Gathering publicly available data about financial performance and investment in research and development (R&D), Latham and Braun found clear evidence that:

[M]anagers with more equity participation (i.e., more "skin in the game") and more slack resources reduced R&D spending at a greater rate than those with less. This suggests that managers faced with potential loss of their firm-linked personal wealth and/or job security were more inclined to curtail risky investments. (p. 275)

These findings supported theoretical models related to personal agency in decision making, as well as the extent to which threat leads to rigidity. However, the findings don't suggest that these are inherently bad decisions; in fact, those failing organizations that continued investing resources in uncertain innovations (and presumably, in innovations with uncertain payoff timeframes) were more likely to totally fail than were those organizations that diverted resources away from longer-term innovation-oriented projects and towards shorter-term, more secure resource investments. In short, when your personal wealth is tied to firm performance, and there are slack resources with which to work, you're less likely to "bet the farm" on R&D investments. Perhaps you don't do it when it's your personal wealth presumably because of agency-oriented decisions (i.e., I personally will be affected by this), and you don't do it when there are slack resources because you don't have to take the longshot bet as your only hope of surviving. I liked this article because it helps us understand the decisions that current financially challenged organizations have made and are making, and it relies on hard data that were always available. It just took some clever researchers to track down the data and put them to good use.

We usually close the column that follows the SIOP conference with a review of sessions from the conference, but this time around, we're just going to hit one presentation—the closing keynote address by Steve Kerr. Dr. Kerr is well known in our field, having been on the faculty at Ohio State, USC, and Michigan, then serving as chief learning officer at GE under Jack Welch, and working now at Goldman Sachs. (See Greiner, 2002, for an interesting conversation with Dr. Kerr about these experiences.)

Steve's basic premise in his talk (or at least, our main take-away point) was that there's a lot of research that goes on in organizations, and we can and should be helping to make that research better. Much of that research will never meet the standards for publication (insufficient sample sizes, lack of control groups, threats to validity, etc.), but that doesn't mean that the research isn't useful. Academics who focus primarily on publication need to remember that "publishable" is not a synonym for useful, nor is "not publishable" indicative of "not useful". (The correlation might even be negative.)

Dr. Kerr asked the audience to consider a favorite restaurant that suddenly started serving bad food in an unpleasant atmosphere. "How many times would it have to be bad before you would stop going?" Most people answered with three or fewer times. Steve then pointed out that three cases in one condition will never be enough to achieve statistical significance, and yet most people (and certainly most managers) make their decisions in situations analogous to this one—they don't have much data, but the data appear to be convincing to them. If we as organizational researchers and practitioners can help organizations to get better data, or more data, or to think more carefully about the data to which they attend, we will be doing a tremendous service to those organizations, even though none of that will likely ever be publishable. In

short, Dr. Kerr's message was that science that is useful and used in practice is closer to being good science than is science that is never done because the researcher claimed not to have the resources necessary to do the research perfectly. That doesn't mean we shouldn't have respect for published research—we simply shouldn't dismiss research that we simply shouldn't dismiss research that is useful for decision making solely because it does not meet standards of generalizability or sample size required for publication.

In closing this issue's column, we wanted to take a moment to let you know of some changes coming up. I (Marcus) have been asked to take on a new column for *TIP* that will be focusing on I-O education and classroom issues, and so I'll be moving out of the role of co-editor of this column. I've enjoyed the chance to help spread the word about research that is what we all profess to be most interested in: work that advances our theoretical understandings of people at work, while at the same time providing specific, practical information to organizational practitioners about how to address the problems they wrestle with each day. Although I had known Jamie prior to this column, it's been a privilege to get to know him better as we've worked on this column together for the past 3 years. (Thanks to **Laura Koppes** for inviting us to do this column and to **Wendy Becker** for her support in continuing it.)

Good Science—Good Practice will continue (of course, good science and good practice will continue, but so will the column!), with **Tomas Giberson** taking over as co-editor. Tom has a great background as a former full-time (and still frequent) organizational consultant and now assistant professor at Oakland University (and, I have to mention, graduate of Wayne State's I-O PhD program). Tom and Jamie will be back next issue in this column (reach Jamie at jmadigan@ameren.com and Tom at Giberson@oakland.edu), and look for a new *TIP* column on education and classroom issues from me as well (I'm at marcus.dickson@wayne.edu, if you have topic suggestions or questions you'd like me to address).

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SPOTLIGHT ON GLOBAL I-O



Lori Foster Thompson¹
North Carolina State University

Greetings *TIP* readers, and welcome to the July edition of the **Spotlight** column! Whether you're a practitioner working in an applied setting or an academician concentrating on research and education, chances are you've got plenty to keep you busy this summer. As budgets tighten and professional responsibilities expand, many people find themselves longing for more hours in the day. Are you searching for an environment where you can leave work prior to sundown for once? If so, this column is for you! This issue provides an introduction to I-O psychology in Sweden, where inside sources say you're unlikely to find many of our colleagues burning the midnight oil this time of year. To get a better handle on the state of Swedish I-O, I interviewed **Per Tillman**, who works for Personnel Decisions International in Stockholm. Read on for details.

I-O Psychology in Sweden

Per T. E. Tillman
Personnel Decisions International

Q: Can you give us some background information about the geographic and economic context in which Swedish I-O psychology operates?



A: Certainly. The following excerpts from Wikipedia (2009) provide an accurate portrayal of the broader environment in which I-O psychology functions here.

Sweden, officially the Kingdom of Sweden, is a Nordic country on the Scandinavian Peninsula in Northern Europe. Sweden has land borders with Norway to the west and Finland to the northeast, and it is connected to Denmark by the Öresund Bridge in the south. At 173,746 square miles, Sweden is the third largest country in the European Union in terms of area, and it has a total population of over 9.2 million. Sweden has a low population density of 52 people per square mile but with a considerably higher density in the southern half of the country. About 85% of the population lives in urban areas, and it is expected that these numbers will gradually rise as a part of the ongoing urbanization. Sweden's capital is Stockholm, which is also the largest city in the country (population of 1.3 million in the urban area and with 2 million in the metropolitan area). The second and third largest cities are Gothenburg and Malmö. Sweden is a constitutional monarchy with a parliamentary system of

¹ As always, your comments and suggestions regarding this column are most welcome. Please feel free to e-mail me: lfthompson@ncsu.edu.

government and a highly developed economy. It ranks first in the world in *The Economist's Democracy Index* and seventh in the *United Nation's Human Development Index*. Sweden has been a member of the European Union since January 1, 1995 and is a member of the OECD ("Sweden," 2009).

Sweden is an export-oriented market economy featuring a modern distribution system, excellent internal and external communications, and a skilled labor force. Timber, hydropower, and iron ore constitute the resource base of an economy heavily oriented toward foreign trade. Sweden's engineering sector accounts for 50% of output and exports. Telecommunications, the automotive industry, and the pharmaceutical industries are also of great importance. Agriculture accounts for 2% of GDP and employment ("Sweden," 2009).

Some of the most well-known Swedish organizations are Volvo, Ericsson, Vattenfall, Skanska, IKEA, Electrolux, TeliaSonera, Sandvik, Scania, and Hennes & Mauritz. Sweden's industry is overwhelmingly in private control. Unlike some other industrialized Western countries, such as Austria and Italy, publicly owned enterprises were always of minor importance. *The World Economic Forum 2008* competitiveness index ranks Sweden fourth most competitive, behind Denmark. *The Index of Economic Freedom 2008* ranks Sweden the 27th most free out of 162 countries, or 14th out of 41 European countries. Sweden ranked 9th in the *IMD Competitiveness Yearbook 2008*, scoring high in private-sector efficiency. According to the book *The Flight of the Creative Class*, by the U.S. economist Professor Richard Florida of the University of Toronto, Sweden is ranked as having the best creativity in Europe for business and is predicted to become a talent magnet for the world's most purposeful workers. The book compiled an index to measure the kind of creativity it claims is most useful to business—talent, technology, and tolerance ("Sweden," 2009).

Q: How would you describe the presence of I-O psychology in Sweden?

A: Overall, the practice of I-O psychology has had mixed penetration in Sweden. Some organizations, typically the large global ones, have well established processes for the management of their talents that are state-of-the-art and well on par with their U.S. or European counterparts. However, there is a large contingent of companies within the Swedish economy where the awareness and implementation of I-O psychology principles are limited. Thus, it is difficult to say that any one generalization fits the country, as the picture is rather fragmented. On the whole, it appears to be the large global companies who are leading the charge in the application of I-O psychology. Further, during the last 15 years there has been an upswing and increased interest in the professional and scientific work application of psychology, which has contributed to a positive trend in recent years across the board. For instance, in a study published recently, 68% of Swedish organizations reported implementing structured performance appraisals in the last 5 years, and the acceptance of such systems appears to be increasing ("Svenska Dagbladet," 2008). In many large organizations, sophisticated I-O psychology work has been in place for more than 30 years.

Q: What are some cultural and historical factors that affect the application of I-O psychology in Sweden?

A: One of the explanations that has been put forth, which seems to be corroborated with anecdotal evidence, is that from the 1970s through the early to mid 1990s there was a very strong humanistic movement in Sweden—within the social sciences in particular. As a result, many of the “hard” topics that relate to individual differences psychology and measurement were deemphasized in the academic curricula. Thus, some things that are taken for granted within U.S.- or UK-I-O psychology communities, such as the importance of cognitive ability and personality differences in job performance, were less central in Sweden and for a long time treated with a high degree of skepticism.

Another cultural aspect that relates to the application of individual differences psychology is Sweden’s standing on Hofstede’s taxonomy of power distance. Sweden is one of the countries that scores the lowest on this dimension in the world (“Clearly Cultural,” 2009), indicating a very low tolerance for unequal distribution of power by those who do not have power. This fundamental outlook contributes to a society where status differences among people are reduced and where boasting or bragging is considered highly inappropriate. There is even a word for the value of humbleness called “jante,” or basically “not sticking out (positively).” From an I-O perspective there are some interesting consequences of this that have seemed to impact how some organizations work with HR issues. The “jante-principle,” and the strong humanistic movement from the 1970s to 1990s, led to a reluctance to differentiate among people, and steps to do so are considered somewhat controversial (“Svenska Dagbladet,” 2008). Although people can agree in theory that some employees perform better in their jobs than others, there has until recently been great reluctance to articulate or specify which people are and are not performing well. Lacking strong performance systems and data, and being skeptical of individual measurement methods, promotion and reward decisions were often made based on tenure and social network. This led to a paradoxical outcome: In a well-intentioned effort to be fair, the result is arguably unfair.

However, as described previously, the last 15 years have trended toward greater acceptance of individual differences measurement and the application of what one might call scientific work psychology principles, like structured performance appraisals and the use of reliable and valid selection/development tools such as cognitive and personality tests and assessment centers. These practices are now beginning to emerge as standard procedures in a large contingent of organizations and are viewed by many organizations as an integral link between organizational strategy and the organization’s human capital (“Svenska Dagbladet,” 2008).

Q: How are I-O psychologists trained in Sweden?

A: The educational track for I-O psychologists in Sweden is not as well established as it is in the U.S. or the UK. Most people who work in I-O are either clinical psychologists with an interest in the work application of psy-

chology, people who have a BA or MS degree in personnel administration, or people with a business background who have converted to HR. The “I” side of I-O psychology is rarely mentioned. I-O courses—often offered as electives in clinical psychology programs—are usually referred to as “organizational psychology” or “work psychology.” The University of Gothenburg offers a MS in organizational psychology, but most other major universities do not have separate degrees for I-O or “organizational” psychology.

The Swedish research tradition within I-O psychology has historically concentrated on job stress, burnout, work–family conflict, and gender/equality issues where some contributions have been made. These topics are also central to public discussions, which likely helps generate interest for the research in these areas.

Q: How do I-O psychologists in Sweden network?

A: In general, I-O psychology as a discipline is probably less formally organized than it is in some other countries. There are fragmented segments of people interested in the area, and many people doing very good work, both inside organizations and in consultancies. However, these individuals don’t usually come from a common ancestral I-O psychology tree, as is the case in the U.S., and they do not typically hold formal meetings to network on a regular basis in the same way as is common in the U.S.

That said, there are some domestic and international networks that people are a part of. Some are members of SIOP or domestic organizations such as HRK (Sveriges Bransch Förening för Human Resource Konsulter; <http://www.hrk.org/>). Many people are also members of one of the pan-European networks, such as ENOP (European Network of Organizational Psychologists; <http://www.enop.eu/index.php>). Others use new electronic networking tools like LinkedIn to connect with colleagues holding similar interests.

Concluding Editorial

So there you have it, an enlightening primer on I-O psychology in the Kingdom of Sweden where there really are “more hours in the day,” at least during the summer months, which are marked by perpetual daylight in certain parts of the country. Clearly, our Scandinavian colleagues are putting those hours to good use, enabling the discipline of I-O psychology to endure and flourish in a unique environment shaped by its distinct cultural and historical context.

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PRO-SOCIAL I-O – QUO VADIS?

I-O Joins Worldwide Initiative: A “Global Special Issue”

Stuart Carr
Massey University

In mid 2010, a dozen international journals will release a set of publications focused on a single global topic. I-O is closely involved. Today we hear about the project from some participating editors. Their calls for papers are found at http://poverty.massey.ac.nz/#global_issue.

Ajit K. Dalal, PhD, Editor: *Psychology and Developing Societies* (Sage). Professor of psychology at University of Allahabad, India, Dr. Dalal is an ex-Fulbright Senior Fellow who has worked at UCLA and University of Michigan and was a recipient of the UGC Career Award, Rockefeller Foundation Award, and an ICSSR Senior Fellowship. Books include *New Directions in Indian Psychology* and *Handbook of Indian Psychology*.

Professor **Dianna L. Stone**, PhD, Editor: *The Journal of Managerial Psychology*. Professor Stone is with the Department of Management, University of Texas at San Antonio. Dr. Stone is a Fellow of APA, APS, and SIOP.

Dr. Winnifred Louis, Special Issue Co-Editor: *Australian Psychologist*. With a PhD from McGill and based in psychology at the University of Queensland, Australia, Dr. Louis is a member of the Society for the Psychological Study of Social Issues (SPSSI) and an affiliate of the Australian Centre for Peace and Conflict Studies.

Professor Chris Burt, PhD, Special Issue Co-Editor: *Journal of Managerial Psychology*. Chris coordinates the industrial and organizational psychology program at the University of Canterbury in Aotearoa/New Zealand. His interests include publishing on the organizational psychology of fundraising and social marketing.

Please tell us a little about your understanding of the project.

Dianna Stone: My understanding is that a number of journals are collaborating to promote research on how psychology can be used to reduce poverty around the world. This strategy will help encourage research on poverty reduction and enable us to gain insights about the issue from a wide variety of perspectives.

Ajit Dalal: Reduction of poverty is a major challenge for all countries of the world, especially for developing countries. Poverty is multidimensional and multisector, and countries are joining hands to meet UN Millennium

Goals of poverty reduction by 2015. These essentially entail improving access to health and education, enhancing quality of life, freedom, and human rights. As in many other social sciences, psychology has much to contribute toward poverty alleviation. This realization has brought psychology journals from across the globe together to focus on psychological issues, implications, interventions, and inputs in formulating effective strategies to deal with worldwide poverty. Many special issues at one point in time should help in consolidating the contribution of psychology, both actual and potential, and should provide new insights and understanding about human factors in poverty.

Winnifred Louis: By launching special issues addressing poverty and poverty reduction across every area of psychology, the project will create a huge boost of research attention and scholarly interest. It will motivate people to dust off and write up their data in the area, and it will bring new readers to the topic and perhaps lead people to do more research of their own.

Chris Burt: Psychology has a long history of investigating issues associated with poverty. However this work is scattered across journals and decades. The Global Special Issue (GSI) will bring this work together through referencing, as well as setting the research agenda for the next decade. While the GSI may attract the attention of researchers and students, our real audience has to be the policy makers and others who are in a position to make change. By creating a critical mass of work on this central topic, such individuals may take notice.

Does the psychology of work and organization play a role in the project?

WL and AD: Of course!

AD: There are government and nongovernment organizations that are actively engaged in interventions to reduce poverty. Much depends on the effective functioning of these organizations.

DS: I believe that industrial and organizational psychology will play a key role in this project because we have a great deal of knowledge that can be used to help reduce poverty. For example, we have a lot of expertise in the areas of training, motivation, and strategies for building individuals' self-efficacy and skill levels. We also have insights about leadership, cooperation in organizations, teamwork, and other issues that may be helpful. Many years ago, researchers in our field conducted research on training for the hardcore unemployed. The results of this research may be a useful starting point for research on poverty reduction. Similarly, our research on strategies for enhancing individuals' self-efficacy may be quite helpful.

CB: The key word in the question is role. As we all know, an objective is often achieved by everyone completing their role. The objective of poverty reduction is a massively complex endeavor, and the systems surrounding it are complex. Individual organizations involved in poverty-related work undoubtedly face some of the same issues as for-profit organizations, and any improvement in their ability to function through the application of I-O psychology knowledge should translate into an improvement in their key outcomes.

What kinds of impact would you like to see from this project?

AD: This collective endeavor should help in forging better international and interdisciplinary collaborations in improving quality of life of the poor. It should lead to a more intense dialogue within the psychology discipline to create new knowledge base to deal with poverty. I see many exciting possibilities of integrating cultural, social, and personal perspectives into global strategies to bring people out of the poverty trap. Poverty is an economic challenge as much as it is a psychosocial one. Psychological theories, research, and practices have much to contribute in preparing viable action plans both at macro- and microlevels. Such action plans should benefit from the rich field experience of the developing world, as well as from scientific and technological advancements of the west.

DS: I believe that this project will have important implications for reducing poverty around the world and will also benefit our field. It may help promote research in I-O psychology on other important social issues, for instance reduction of serious illnesses like HIV/AIDS.

CB: Generally research takes time to produce a real change. Thus, I think patience is the key word when thinking about the GSI impact. If it gets the attention of key policy makers, things may start to happen, which ultimately will have a true impact on poverty. Hopefully, key organizations engaged in poverty reduction work will pick up on some of the ideas that come out of the GSI and attempt to implement them. The GSI should be considered as Stage 1 of a multistage process—our research will only have an impact if adopted and implemented. The GSI will undoubtedly prompt further research efforts, which we all know will be years away from publication—again patience is the key. Poverty is not going away, so thinking that our endeavors will take time to have a true impact should not be discouraging.

WL: It would be great if the mass research attention and new findings created momentum for a new research-active community aimed at understanding poverty and helping individuals and groups escape it.

How can I-O psychologists get behind it?

WL: Some of the issues that are in the I-O domain concern the working poor: Researchers could study organizations and workers affected by casualization, contract work, and underemployment. It's my perception that marginalized workers attract very little attention in I-O.¹ When does work lift people and families out of poverty, and when does it lock them in? What institutional and organizational factors reinforce or weaken class inequalities? Many have commented that compared to fields like sociology and history, psychology has neglected the role of class and socioeconomic status (SES). And then there are evaluation research projects. Which projects aimed at

¹ See also Maynard, D. C., & Ferdman, B. M. (2008, April). *The marginalized workforce: How I-O psychology can make a difference*. Roundtable discussion presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

recruiting people from disadvantaged groups into the workforce actually work and to what extent?

DS: I believe that I-O psychologists have a great deal of knowledge that can be used to enhance the lives of people throughout the world. We have focused primarily on private-sector organizations, but many of the same principles can be used to increase the well-being of individuals. I think many I-O psychologists are just waiting for the opportunity to conduct and publish research on these key issues.

CB: If we divided I-O psychologists into two groups, academics and practitioners, we may get a better answer to this question. Academics need to produce research that is applicable to not-for-profit organizations. They need to truly understand the unique features of the poverty-reduction industry. Only then will practitioners be able to translate research output into useful interventions.

What else can, could, or should the profession do in the future?

AD: Academic psychologists need to focus more on the widening gap between rich and poor, and on why the poor are getting poorer. There is a wide range of social-psychological ramifications of this changing scenario. We need to take cognizance of innovative, practical strategies that work and where the profession of psychology can make a difference. As journal editors we can contribute by way of encouraging and publishing poverty studies and by crystallizing issues for an ongoing debate. What we could do as editors and professionals is to organize various forums, workshops, and discussion groups. We have to collectively think about the ways of promoting research on poverty and its proper dissemination.

WL: It's a wider question for psychologists: Part of the bigger picture surely involves lobbying governments and universities to make sure there are incentives to do difficult applied research. This project is also a great initiative; I can imagine if it were repeated every few years it would help to keep the ball rolling.

DS: As noted above, I believe our profession should focus on the application of I-O psychology to other important social issues. For instance, the SIOP conference might include key sessions on social issues, and our journals might expand their coverage of these topics. Last year, **Lois Tetrick**, the president of SIOP, set the stage for this strategy by focusing the conference on issues of employee well-being. Therefore, I would encourage our leaders to expand the domain of I-O psychology to include its application to important social issues.

CB: Listen to those in need and those trying to help them and respond to their issues. They may be different (or in addition) to the concepts that we think are important.

Thank you for your valuable time and collective insights on a timely initiative.

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Science–Practice Gaps in Industrial-Organizational Psychology: Part I: Member Data and Perspectives

Rich Cober, Rob Silzer, Anna Erickson¹

Executive Summary

The recent SIOP Practitioner Needs Survey explored the possible “gaps” that might exist between the science and practice of industrial-organizational psychology. Survey responses suggest that gaps do exist in a number of areas. Possible reasons for these gaps include:

- practice may underutilize available science
- science may undervalue innovations in practice
- science may not produce research findings that are relevant to practice
- practice might not provide sufficient opportunities to research relevant issues

This article (Part I of a two-part article) presents member survey results related to science–practice gaps and explores the details around those perceived gaps. In addition, a group of experienced SIOP members provide their perspectives on the survey results. Part II (in the next *TIP*) will summarize member recommendations on the steps that can be taken to address these gaps and to increase science–practice collaboration.

Introduction

The gap between I-O science and practice has long been discussed as a significant issue in our field, and SIOP tried to bridge the gaps by regularly encouraging conference forums that bring researchers and practitioners together. Successful advances in other disciplines often depend on an initial incubation and testing of ideas in either a research environment or in practice efforts before they become widely studied and applied. To explore this topic, the Practitioner Needs Survey included a question that asked where such “gaps” actually exist.

In 2008 the SIOP Professional Practice Committee conducted a membership survey to better understand practitioner views and needs on a variety of professional issues (Silzer, Cober, Erickson, & Robinson; 2008). The survey was sent to *all members*, with an overall response rate of 36%. Respondents were divided into four practitioner groups based on self-reported *percent of work time devoted to being a practitioner* (as opposed to time being an educator or scientist/researcher):

¹ Author affiliations: Rich Cober–Marriott International, Rob Silzer–HR Assessment and Development & Baruch-CUNY, Anna Erickson–Questar

- Full-time practitioners ($n = 612$, indicating 70% or more time as a practitioner)
- Part-time practitioners ($n = 101$, indicating 21%–69% of time as a practitioner)
- Occasional practitioners ($n = 193$, indicating 1%–20% of time as a practitioner)
- Nonpractitioners ($n = 99$, indicating 0% of time as a practitioner)

Survey Results: Perceptions of the Science–Practice Gap

Survey respondents were asked to indicate: *In which areas do you find the biggest gap between the available science/research on a topic and actual organizational practice in your work?* Respondents evaluated the gap between science and practice in 26 content areas identified during the survey development process to reflect both research and applied interest areas in our field. Respondents were asked to indicate whether they felt that a gap existed in the area by identifying whether (a) *practice was ahead of science/research*, (b) *science/research was ahead of practice*, or (c) *little or no gap exists*. Respondents were also allowed to indicate *do not know* if they did not have the knowledge or experience for answering in a particular area.

Table 1 summarizes the responses to this question. The percent of total survey respondents that selected the *do not know*, found in the fourth data column of Table 1, provides some insight into which content areas are more or less relevant to SIOP member activities.

Table 1
Science/Practice Gap

Area	Response percent (All respondents, $n = 1,005$)			
	Practice ahead*	Little or no gap*	Science/research ahead*	Do not know**
Consulting and advising	80%	13%	6%	22%
Employment branding	74	17	9	43
HR technology	73	17	11	30
Executive/management coaching	70	18	12	27
Strategic planning	68	17	14	30
Succession/workforce planning	67	16	16	26
Talent management	66	16	17	27
Labor relations	65	24	11	50
HR general practices	64	21	14	30
Compensation	62	25	12	49
Employee relations	59	28	12	45
Employee recruitment	56	28	15	27
Organizational development	55	24	21	26

Table 1 (continued)

Area	Response percent (All respondents, <i>n</i> = 1,005)			
	Practice ahead*	Little or no gap*	Science/research ahead*	Do not know**
Litigation support	51	31	18	46
Leadership and management development	49	27	23	20
Management/executive selection	47	24	29	20
Organizational culture	37	27	35	24
Performance management	37	27	35	20
Competency modeling	36	29	34	21
Training and development	35	38	27	21
Cross cultural issues	34	21	44	36
Employee engagement and attitudes	30	35	34	22
Individual assessment/assessment centers	29	33	37	18
Selection/staffing	26	32	41	15
Job and work analysis	14	34	52	17
Measurement and statistics	3	27	80	12

*Response percentages in first three columns are based on the total number of respondents answering one of the first three response choices and *do not include the do not know respondents*.

Bold font indicates highest percentage for a specific content area.

** Based on total survey respondents

As seen in Table 1:

- In 14 of the 26 areas, practice is seen as ahead of science/research *by more than 50% of respondents* (who chose one of the first three alternatives).
- In another five areas, practice is seen as ahead of science/research by smaller percent of respondents (36%–49%).
- In five areas, science is seen as ahead of practice (by slight to substantial margins).
- In just two areas the largest proportion of respondents indicate that little or no gap exists.
- In seven areas (from organizational culture through assessment), responses suggest potential convergence of science and practice given the balance of responses (and with most responders having opinions, suggesting high familiarity in these areas).
- In five areas more than 40% of our respondents indicated *did not know* with regard to a gap. It is likely that these areas, such as employment branding, labor relations, and litigation support, are not widely part of either research or practice activities.

An evaluation of the content areas receiving the highest percentage of *practice ahead* responses (toward the top of the list) suggests that these areas tend to be:

- Hands on practice areas such as consulting, coaching
- On the organization side of I-O psychology such as strategic planning, organizational development
- Core areas of human resource practice such as succession/workforce planning, talent management, employment branding, HR technology, labor and employee relations, and employee recruitment

An evaluation of the content areas receiving the highest percentage of *science/research ahead* responses (toward the bottom of the list) suggests that these areas tend to be:

- Measurement oriented such as measurement and statistics
- On the industrial side of I-O psychology such as job and work analysis and selection/staffing

Finally, there was the group of seven content areas that receive more balanced responses. These areas include organizational culture, performance management, cross-cultural issues, competency modeling, training and development, employee engagement and attitudes, and individual assessment/ assessment centers. In these areas a mutually beneficial connection or convergence might exist between science and practice.

In many of the areas found in Table 1, there is some response agreement across the four practitioner groups on which sector is “ahead” in an area. In these areas:

- In *practice ahead* areas, practice knowledge, experience, and innovation might have the most influence on handling an issue in organizations (though this does not necessarily mean that practice innovations are adequately researched).
- In *science ahead* areas, science (laboratory studies, empirical field research, meta-analyses) might have the greatest influence (though this does not necessarily mean that scientific findings are put into practice).
- If many respondents choose *little or no gap*, it might mean that science is being utilized in practice and that practice innovations are being researched.

Table 2 reports response distributions from only those areas where differential response patterns exist across practitioner groups. Such patterns were found in 9 of the 26 areas. Data illustrating the differences are highlighted in bold font. The biggest response pattern differences are found in performance management, organizational culture, and competency modeling.

Perspectives of SIOP Members

To further understand the implications of these results, we invited 12 SIOP members, whose professional experience bridges science and practice, to respond to several questions related to the survey data. Here is a summary of their responses to the first question (Part II of this article will provide a summary of responses to other questions):

Table 2

Science-Practice Gap Responses Across Practitioner Types

Area	Response option	Response percent by practitioner type		
		Full time	Part time	Nonpractice
Succession/workforce planning	Practice ahead	70.2	65.6	65.5
	Science/research ahead	15.3	14.1	16.4
	Little or no gap	14.5	20.3	18.2
Employee relations	Practice ahead	66.9	45.2	51.2
	Science/research ahead	6.2	16.7	23.8
	Little or no gap	26.8	38.1	25.0
Employee recruitment	Practice ahead	60.7	53.6	50.4
	Science/research ahead	11.6	18.8	20.2
	Little or no gap	27.7	27.5	29.4
Performance management	Practice ahead	39.4	38.2	35.7
	Science/research ahead	32.8	34.2	38.9
	Little or no gap	27.8	27.6	25.4
Organizational culture	Practice ahead	41.0	43.5	22.3
	Science/research ahead	32.8	26.1	51.2
	Little or no gap	26.3	30.4	26.4
Competency modeling	Practice ahead	36.3	37.0	33.6
	Science/research ahead	33.3	30.1	42.9
	Little or no gap	30.4	32.9	23.5
Training and development	Practice ahead	37.0	34.2	30.8
	Science/research ahead	20.0	35.5	38.5
	Little or no gap	43.0	30.3	30.8
Employee engagement, attitudes and motivation	Practice ahead	33.6	38.9	18.7
	Science/research ahead	29.4	30.6	47.0
	Little or no gap	37.0	30.6	34.3
Selections/staffing	Practice ahead	29.2	24.1	14.6
	Science/research ahead	36.9	39.8	56.3
	Little or no gap	33.9	36.1	29.2

Based on your experience, do the results in this area of the Practitioner Needs Survey surprise you? Why or why not?

Generally, the findings were not surprising to our SIOP members. Below are their reasons:

- Topics with measurement foundation (i.e., methods per se, selection, attitude measurement) are topics where academics historically have made and continue to make central contributions. Note that those are areas where academics have a good chance of doing work that accomplishes the dual goals of (a) contributing to scientific psychology and (b) contributing to practice. Both goals loom large for academics.
- A significant issue in our field is that one can become an I-O psychologist and not practice. Those that have only learned about topics, and never really done a job analysis, developed a test, or dealt with a hostile client, will have divergent perspectives from those practicing in organizations. This data provides another data point for the need of some clear sort of certification, which includes a knowledge and practice component, for both practitioners and academics in our field.
- Reward systems affect this issue significantly. Scientists can afford to study what they are interested in as long as it is publishable. Publishable, quick turn-around work may not be the kind of work that will truly benefit practice. However, there is little incentive for scientists to tackle some of the more nebulous applied topics (areas at the top of Table 1) unless they have an intrinsic interest. Practitioners survive based on management's willingness to pay. Unfortunately, this drives work that may not have optimal scientific rigor.
- Although grounded firmly in our field's scientific principles and body of research evidence, much of professional practice requires a degree of art to sufficiently address business problems. The practice areas that received the highest percentages for "practice ahead" are those that are the least "studyable" with I-O methodologies (e.g., large sample statistics with highly coveted small p -values); and the culture of SIOP related to professional practice is reflected in another section of the survey that found SIOP leadership does not fully understand the issues and context within which our practitioners operate. The gap ultimately exists because full-time practitioners and nonpractitioners have very different understandings of what professional practice is/entails.
- If there was any surprise, it was the relatively high level of agreement among the different response categories. One may have thought there would have been some more entrenched positions on this topic, but these results are a testament to the applied nature of our field. As more I-O psychologists join organizations, there is a growing realization and respect for the advances that are made in applied settings that may drive or in many cases outpace research.
- We give ourselves credit for more collaboration between science and

practice than typically gets noted. There are a number of studies that are born from applied data sets or whose implications directly affect the way a practitioner may choose to design an intervention/project. As Anthony Rucci stated in his 2008 SIOP Keynote “It is only where science and practice converge that I-O psychology really makes its full contributions.” We have many examples of that: Our struggle as a field may be in effectively sharing and disseminating those examples.

Thoughts on What These Results Tell Us

Why Is There a Science–Practice Gap?

To fully understand any science–practice gap, we need to ask why the gap exists. There are several possibilities.

1. Different reward systems. One hypothesis is that limited connection between the practice and science may be due to the differential reward systems for scientists and practitioners. Those that pursue the science must focus on building research programs that can yield a large number of studies publishable in top-tier journals. Those who practice must focus on building useful and feasible solutions for organizations that are valued (and paid for) by the organization.

2. Normal evolution of the field. The gap might just reflect the current state of our field and suggest an opportunity for the further evolution of I-O psychology. Areas such as job analysis and selection are foundational for much of the work done in organizations. As I-O psychology (and human resource management for that matter) evolves and innovates in practice, new areas will emerge for our science to investigate.

3. Limited organizational resources. Perhaps organizations are unwilling to pay for interventions and solutions that require adherence to research principles and findings. These approaches may be perceived as too expensive or unnecessary to address a problem. Organizational constraints and resources often dictate what a solution will look like, even when the I-O practitioner makes cogent arguments about the ROI and effectiveness of more rigorous approaches. Key decision makers in organizations often do not value the benefits of scientifically sound interventions.

4. Lack of relevance. Practitioners may not be leveraging our science because of the nongeneralizability of research findings, a lack of relevance to real-world problems, and a lack of access to literature summaries by topic. Practitioners often face complex contextual issues, strategic objectives, and executive demands that require uniquely tailored solutions that are not addressed in the literature. On the other hand, researchers may not sufficiently value the innovative ideas and leading-edge efforts by practitioners. They may not see relevance of practice activities to their research interests or efforts.

5. Science is hard to apply. In some areas the science may have evolved in an area beyond what practice is able to absorb or apply. Management may think that research approaches require unnecessary steps and delays.

6. Insufficient time or motivation by researchers. Researchers may not have the time to focus on key issues faced by practitioners in organizations, and those issues may not be of personal interest to the researchers.

7. Insufficient time or motivation by practitioners. Practitioners may not take sufficient time to discover the relevant research on an organizational issue or may not be interested in trying to see the relevance of key research findings, particularly when they are under significant demands to add value and quickly produce work products and services.

8. No need to close the gap. There are some areas, such as measurement, where there is, and may always be, a profound gap between the methods used by science and the methods employed by practitioners. In a sense, the gap provides a healthy opportunity for science to advance the profession by experimenting with new methodologies or creating nonintuitive insights. Similarly, practice may continue to serve as an innovation lab for generating new approaches to emerging issues.

Moving Forward

The time for moving the field to greater collaboration is now. Economic downturns provide opportunities for innovation and entrepreneurship. We are living and working in a time where partnerships between practitioners and researchers can be mutually beneficial for both product/service quality and economic reasons. We should seize this opportunity. In Part II of this article SIOP members provide recommendations on steps that can be taken to address these gaps.

At our 2008 SIOP conference, Tony Rucci said the core purpose of I-O psychology today is “to support the dignity and performance of human beings, and the organizations they work in, by advancing the science and knowledge of human behavior.” It is incumbent on our entire professional community to capitalize on these ideas and work toward shared goals in order to provide lasting value and support the continuous evolution of our profession and its noble purpose.

Part I lays the groundwork of where gaps are perceived to exist today. Part II will present recommendations on how scientists and practitioners can increase their collaboration to facilitate science–practice convergence.

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Acknowledgements

We would like to acknowledge the contributions of the SIOP members who provided their reactions and insights including (listed alphabetically) **Cristina Banks** (Lamorinda Consulting LLC); **Dennis Doverspike** (The University of Akron); **David Dye** (Booz Allen Hamilton); **Scott Erker** (Developmental Dimensions International); **Kurt Kraiger** (Colorado State University – current SIOP President); **Cindy McCauley** (Center for Creative Leadership); **Matt O’Connell** (Select International); **Sara Rynes-Weller** (University of Iowa); **Paul Sackett** (University of Minnesota); **Nancy Tippins** (Valtera); **William Shepherd** (Huntington Bank); **Vicki Vandaveer** (Vandaveer Group).



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The Good Times Rolled: SIOP 2009 in New Orleans

Julie B. Olson-Buchanan, Conference Chair
California State University, Fresno

John C. Scott, Program Chair
APT, Inc.

True to form, SIOP conference attendees rose to the challenge and found dozens of ways to “laissez les bon temps roulez” in New Orleans. With 285 invited sessions and peer-reviewed sessions, 658 posters, and 2 special theme tracks, all in the unique atmosphere of New Orleans’ French Quarter, how can you not have fun?

We had 3,651 conference registrants from 39 countries outside of the U.S., nearly breaking the 3rd place record attendance set in Chicago in 2004. This is all the more impressive when you consider the number of businesses and universities experiencing travel freezes right now.

Here’s a quick rundown of some of the key events at the conference.

Wednesday

Suzanne Tsacoumis’s Workshop Committee delivered a set of 15 stimulating and informative workshops. After the workshops, registrants were treated to the can’t-be-missed workshop reception (complete with delicious shrimp, New Orleans style) in the all-glass Armstrong ballroom.

Mark Frame hosted an engaging set of sessions for 26 new faculty members at the 4th Annual Junior Faculty Consortium.

Suzanne Hawes spearheaded a great set of sessions for 33 doctoral students at the Lee Hakel Industrial-Organizational Psychology Doctoral Consortium.

Pauline Velez chaired a very successful third Master’s Student Consortium for 59 students currently enrolled in master’s programs.

John Scott and **Adrienne Colella** hosted a warm welcome reception for attendees who were new to the SIOP conference. This year they introduced a unique networking opportunity that facilitated the formation of meaningful new contacts.

Ron Landis organized another successful SIOPen Golf Tournament at Oak Harbor Golf Club in Slidell, LA for 34 SIOP golfers.

Thursday

At 8:00 a.m., Julie Olson-Buchanan kicked off the conference by welcoming attendees to the conference. Award Committee Chair **Wendy Boswell** recognized the 40 award, grant, and scholarship winners, and Fellowship Chair **Ann Howard** introduced 11 new SIOP Fellows. Next, **Paul Thayer** (SIOP Foundation) introduced our new SIOP Foundation president, **Milt Hakel**. After **Kurt Kraiger’s** introduction, which featured a description

of the many sides of our SIOP president (including some great baby pictures), **Gary Latham** presented his presidential address (which is available in video format on the SIOP Web site). Attendees held up their phones to take pictures of some of the I-O icons introduced by Gary during his talk, including **Ed Locke, Lyman Porter, Ed Fleishman, John Campbell, and Victor Vroom** (who treated us to “When the Saints...” on his clarinet). Gary closed his presidential address with an official signing ceremony for the Alliance for Organizational Psychology with **Franco Fraccaroli**, president of the European Association of Work and Organizational Psychology, and **José Maria Peiró**, president of Division 1 of the International Association of Applied Psychology, and Gary Latham, SIOP.

After the presidential address, Kurt Kraiger announced the winners of this year’s elections: **Mort McPhail** (Financial Officer/Secretary), **Scott Highhouse** (Publications Officer), **Lise Saari** (Membership Services Officer), **Doug Reynolds** (Communications Officer), and **Eduardo Salas** (President-Elect). Next Kurt announced how some of our existing elected members were restructured to the following positions: Suzanne Tsacoumis (Conferences and Programs Officer), **Donald Truxillo** (External Relations Officer), **Tammy Allen** (Research and Science Officer). Also two members were appointed to fill newly created portfolio positions for partial terms: **Cristina Banks** (Professional Practice Officer) and **Jim Outtz** (Instructional and Educational Officer).

Julie Olson-Buchanan (or was it Buchanan-Olson?) closed the plenary session with a description of the highlights of the conference.

The first theme track of the 2009 conference was presented on Thursday and was chaired by **Denise Rousseau**. This theme track provided a comprehensive and engaging treatment of the emerging evidence-based practice movement and its implications for I-O psychologists.

The International Affairs Committee hosted a lively International Members’ Reception.

The Committee on Ethnic Minority Affairs held its annual meeting, followed by a well-attended reception.

For the fourth year we highlighted the top-rated posters, S. Rains Wallace Award winner, and Flanagan award winners during the Thursday evening all-conference reception.

Friday

Dr. Peter Gollwitzer, professor of Psychology at NYU, engaged us with his keynote address on subconscious goals.

Russell Johnson and his Friday Seminar Committee hosted four outstanding and well-received sessions.

Linda Shanock hosted SIOP’s inaugural Master Collaboration series that highlighted a highly successful collaboration between a leading researcher

and a leading practitioner who have advanced the study and practice of team development and effectiveness.

After holding its annual meeting, the Lesbian, Gay, Bisexual, and Transgender Committee held an engaging reception on Friday.

The Leading Edge networking reception was held Friday and featured comments by Leading Edge Consortium Chair **Lois Tetrick**.

In the spirit of shared and collective governance, a track of Executive Committee sessions occurred including a town hall meeting where important topics including implementation of SIOP's new governance structure and an update on the IAAP and SIOP United National initiative were discussed.

Saturday

At 7:00 a.m., 184 members participated in this year's Fun Run, once again hosted by **Paul Sackett**, Pat Sackett, and **Kevin Williams**. Hats off to Paul, Pat, and Kevin for getting that many people out of bed before 7:00 a.m. after a Friday evening in New Orleans.

Dr. James H. Bray, 2009 President of the American Psychological Association, presented a keynote address on Saturday morning where he discussed the future of psychology practice and science education and provided unique insights regarding SIOP's contribution to APA.

The Saturday theme track, chaired by **Sara Weiner**, focused on one of the most critical issues facing the business world today: the responsibility of organizations to their communities, society, and the environment, and the role I-O professionals play in meeting those responsibilities.

The conference culminated in the closing plenary. Dr. Steve Kerr (Goldman Sachs) gave an extremely thought-provoking and timely address on rewards, teamwork, and the role of research in practice. At the end of the plenary, Gary Latham passed the gavel to our incoming president Kurt Kraiger who then announced his theme for next year's conference, evidence-based management.

Immediately following the closing plenary, we enjoyed a celebratory closing reception where attendees were treated to a New Orleans food tasting and danced to New Orleans' hottest band, the Bucktown All-Stars. This was truly an event to remember and a great way to end an extraordinary conference.

Sunday

Michele Ehler and her committee coordinated more than 75 SIOP members who volunteered to makeover a school library at Langston Hughes Academy Charter School in New Orleans (part of the Recovery School District). Volunteers painted murals, prepped library books, hung bulletin boards, built and stained bookshelves and picnic tables, and built and stained an entire outdoor classroom. This was a rewarding, moving experience for all of those involved.

Coordinated by our local arrangements chair, **Tracey Rizzuto**, 50 SIOP members learned how to prepare authentic New Orleans dishes such as gumbo, jambalaya, bananas foster, and pralines at the New Orleans School of Cooking.

Throughout the Conference

Anthony Adorno coordinated an outstanding lineup of 12 Community of Interest sessions this year.

Conference Evaluation Chair **Eric Heggstad** coordinated multiple on-site interviews of conference attendees so that we can glean more information about how to further improve our conference.

Larissa Linton and her committee served 316 job seekers at the Placement Center. **Joerg Dietz** and **Doug Pugh** co-coordinated 100+ student volunteers. Joerg, Doug, and the student volunteers made sure the conference ran smoothly by helping with many behind-the-scenes tasks including conference bag stuffing, sign deployment, registration, and the like.

Dave Nershi and the Administrative Office staff did an outstanding job of keeping the conference on time, on track, and loads of fun.

Remember, if there's a session you missed because there was just too much to do, check out the Learning Center on the SIOP Web site. There, you will find streaming audio versions of selected conference sessions and a video of Gary's presidential address.

See you in Atlanta for the 25th Annual SIOP Conference!

Subscribe to the SIOP Learning Center today and get conference and consortium audio and video!

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www.siop.org/learningcenter.aspx

Making I-O Psychology More Visible: Mommy, I Want to Be an I-O Psychologist When I Grow Up

Christopher T. Rotolo
Shippensburg University

In the last three issues of *TIP*, we read about the results of the Practitioner Needs Survey conducted by the Professional Practice Committee. The April article highlighted several recommendations, many of which focused around the visibility of our Society and profession. We also heard both **Gary Latham** and **Kurt Kraiger** emphasize the importance of visibility in the opening and closing plenary sessions in New Orleans. Needless to say, the visibility of our profession is vital to the continued health and growth of our Society and our careers. I thought it was timely to list some of the things the Visibility Committee has been working on and what we have planned for the year ahead.

Sadly, many SIOP members aren't even aware that SIOP has a committee focused on visibility. In fact, the Visibility Committee was first formed as an ad hoc committee in 2001. Until recently, the committee was made up of a handful of individuals focused primarily on small yet influential efforts to get our name out there. Some of the initiatives we have led or been involved with include the SIOP brochure redesign, the SIOP Web site refresh, and the Tips and Trends Web site where members can submit key topics and trends to which SIOP should pay attention. In addition, we have been integrally involved in PR and marketing efforts for the fall consortia and spring conferences.

The committee's goal is *to gain visibility with our target audiences through a variety of channels and tactics in order to help I-O psychologists (and SIOP) be recognized as the premier professionals committed to advancing the science and practice of the psychology of work*. Luckily, we've been a little more successful with increasing the visibility of our field than we have been with increasing the visibility of our committee. The following is a summary of our activities and future plans.

Student/Academia

One of the most important things we must do as a profession is ensure the pipeline of talent into our field. The first step in that process is to make students and our fellow academicians aware of the promise of our field as a career path. To this end, our committee has made several strides. Several years ago, we conducted an audit of the introductory psychology textbooks and worked with publishers to get a more thorough and accurate description of I-O psychology represented in the texts. We plan to conduct this audit again in the next year or two to assess progress and identify whether additional work in this area is needed. Last year, we conducted a webinar to increase our visibility to college students. We had over 500 students register for the event, which was hosted by a panel of I-Os from different areas (con-

sulting, industry, and academia) and provided an overview of the field, career outlook, and tips for applying to graduate programs. This year we will hold another career webinar, expanding the target audience to include “career changers.” We also plan to conduct an audit of career interest inventories to ensure publishers include I-O psychology in their instruments.

HR/Business

HR professionals and business executives are perhaps our most important audience, as they represent the core client set for most of us. A major goal of our committee is to increase HR professionals’ and business executives’ awareness and understanding of I-O psychology and to try to better differentiate ourselves from a multitude of others that occupy this space. Our strategy has been to create collaborative relationships with relevant professional societies, in much the same way SIOP and SHRM have grown this year (see *TIP*, January 2009). As an example, SIOP cosponsored an event in April with the California Psychological Association and the Churchill Club in Silicon Valley. A panel of present and past CEOs as well as **Daniel Denison** addressed a group of about 200 Silicon Valley executives about leadership, culture, and the bottom line. The committee was involved in creating the collateral to give to event participants, including a SIOP brochure for executives, a “landing” page on our Web site for executives, and a blog post on the SIOP Exchange. We are also approaching other professional organizations such as ASTD and the Conference Board to offer our services and expertise. For example, SIOP has been invited to send a speaker for the Conference Board’s upcoming conference on change management. We have also been involved in updating the I-O psychology entry in Wikipedia. Just a few months ago, the entry was in “intensive care” and was in danger of being pulled from the site. The committee refreshed the entire main page, making it much more accurate, concise, and appealing. We are happy to report that the site is now out of intensive care. More work on this continues, as well as efforts to refresh the associated Wikipedia pages (e.g., employment testing) to increase and enhance I-O psychology’s presence on the site.

Metrics

Currently, we have only sporadic evidence that the visibility of SIOP and our profession are advancing. SIOP’s Clif Boutelle is our PR point of contact who keeps track of our members in the media, largely through our own policing and reporting of citations. We are working towards creating a system that quantifies our progress for both our PR efforts and our branding efforts. From a PR perspective, we are looking at metrics such as number of references to I-O psychology in relevant publications, number of mainstream media articles by SIOP members, and number of articles in news media outlets. From a branding perspective, we are planning on a “brand tracking” approach. This entails periodically surveying our key constituents—students, HR profession-

als, business executives, and so forth—to assess their levels of awareness, understanding, and preference for I-O psychology expertise.

Media Outreach

For the past 3 years we have hosted an annual luncheon with media representatives from major media outlets such as *Bloomberg*, *NY Times*, *Fast Company*, *Fortune*, and *BusinessWeek*. These events have deepened SIOP's relationships with the media and resulted in regular instances where the media has reached out to SIOP members for quotes and interviews. For example, **Ben Dattner** (a Visibility Committee member) has recently appeared on CNN, Today Show, NPR, and in *BusinessWeek*.

Branding

Our brand landscape is a complex one. First, we consider the SIOP brand as separate but linked to the I-O psychology brand. Further, we are part of a larger community of psychologists, which carries its own brand image. We also have non-I-Os doing similar work from whom we must differentiate ourselves. To better manage our brand, our ongoing strategy is to (a) assess our current brand image or how we are currently seen; (b) identify our brand intent or how we'd like to be perceived; (c) identify gaps between our intent and our current image; (d) develop and execute a brand positioning strategy; and (e) evaluate and track our progress.

We have already learned some very interesting things about our brand over the past year from our Practitioner Needs Survey and branding survey. Interestingly, there is consistency between the findings of these surveys and the findings of qualitative focus groups that we conducted when we first started to study this in 2003 (see Figure 1).

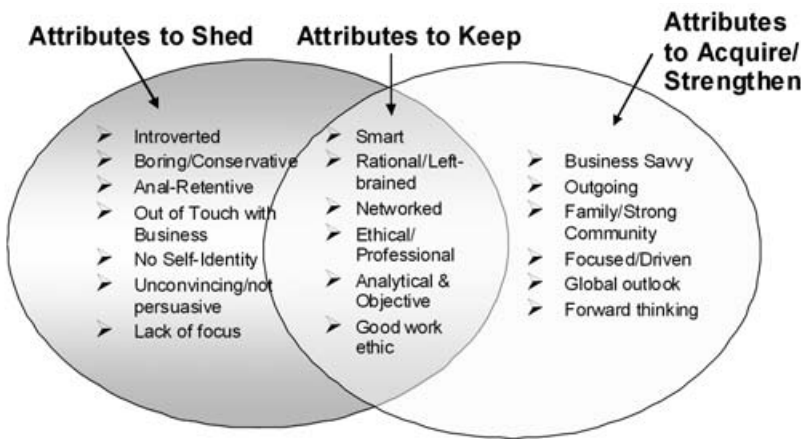


Figure 1. SIOP Brand Attribute Study (2003).

A major missing piece on the view to our brand, however, is the voice of our key constituents. All of our efforts to date have only sought input from our membership. A brand tracking study conducted on key constituents such as HR professional and business executives will not only provide a benchmark of where we are with our brand but will also provide key insights into the gaps we need to address. We are currently working to identify methods of assessing our brand image within these groups.

What Can You Do?

Everything that we do affects our visibility and brand. In that sense, every SIOP member has a role in the visibility of our profession. Here are three simple things that you can do to affect our visibility:

1. *Call yourself an I-O psychologist.* One of our biggest threats to visibility is the tendency for us to use a variety of terms and titles in how we talk about ourselves.

2. *Use a consistent “elevator pitch” of who we are and what we do.* The more consistent the message, the more power we have in creating public understanding of our profession. The following is an excerpt from what we used to introduce SIOP at the Churchill Club event in April:

I-O psychologists promote the use of good science and evidence-based practices to drive performance in organizations. We design solutions that help employers hire the best people and develop them to their full potential, that improve employee satisfaction and engagement, and that make organizations more effective for their customers and stakeholders.

3. *Understand your audience.* Whether we are talking to business leaders, HR professionals, students, or other academicians, it is vital that we understand their views and needs and provide information that is of interest to them. This is good advice generally, but from a branding and visibility perspective it impacts others’ perceptions of us greatly. This is particularly true when talking to the media, who typically aren’t interested in correlation coefficients or meta-analyses.

Our committee has the benefit of working on issues that affect every SIOP member. We tend to be very passionate about the work we do, and we have accomplished a lot in the relatively short life of the committee. But there is still a lot of work ahead of us. We welcome comments, ideas, and suggestions (see our blog post on the SIOP Exchange) as well as new committee members. As **Gary Latham** speculated in his opening address at the conference, we’ll know we are successful if business leaders ask for SIOP’s position on a topic. We like to go one step further—we’ll know we are successful when school children are saying they want to be an I-O psychologist when they grow up!

Visibility Committee Members

Becca Baker, JCPenney (Outgoing)
Joan Brannick, Brannick HR Connections (Outgoing)
Anuradha Chawla, Rogers Comm
Ben Dattner, Datnner Consulting
Anna Erickson, Questar
Eric Gerber, RHR International
Sylvia Hysong, Baylor College of Medicine
Uma Iyer, APSU
Ken Lahti, PreVisor
Lorin Mueller, AIR
Joel Philo, JCPenney (Outgoing)
Doug Reynolds, DDI (Outgoing)
Lauren Simon, University of Florida
Emily Solberg, Valtera

Don't miss the 2009 Leading Edge Consortium

Hyatt Regency Tech Center, Denver, CO
October 16-17

Here is just a partial list of the speakers!

Matt Barney, Head of Leadership Development, Infosys Technologies
Dave Bartram, Research Director, SHL Group Ltd.
Eric Braverman, Sr. Director of Assessment/Selection, Merck
Scott Erker, SVP, Selection Solutions, DDI
Mike Fetzer, Vice President of Product Development, Previsor
Robert Gibby, Global Practice Leader, Procter & Gamble
Adam Malamut, VP, Talent Management, Marriott International, Inc.
Rod McCloy, Principal Staff Scientist, HumRRO
Kerry Olin, Microsoft
Karen Paul, Manager of Measurement, 3M
Matt Redmond, President, Redmond Leadership Consulting, LLC
Doug Reynolds, VP, Assessment Technology, DDI
Nancy Tippins, President, Selection, Valtera
Kristie Wright, Dir. of Talent Planning/Exec. Assessment, Cisco Systems



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2009 SIOP CONFERENCE HIGHLIGHTS!



Ann Howard presented the new Fellows and Julie Olson-Buchanan welcomed the attendees at the opening plenary.



Volunteer Coordinators Doug Pugh and Joerg Dietz helped organize the setup and deployed the signs that kept the conference running smoothly.



Above left: Kurt Kraiger takes the helm of SIOP from Gary Latham.

Above right: Incoming Foundation President Milt Hakel salutes Paul Thayer, Foundation president from 2004 to 2009.



Bernardo Ferdman and Bill Berman were searching for chocolate in the exhibit hall on Saturday when they met up with Ann Marie Ryan.



José Peiró, Gary Latham, and Franco Fraccaroli are all smiles after signing the declaration of collaboration for the Alliance for Organizational Psychology.



Thank you to the student volunteers who helped with the set up and daily activities of the conference.



Left: SIOP Administrative Office staffers Linda Lentz and Jeremy Hopkins keep registration running. Right: Milt Hakel, who celebrated his retirement at SIOP, attended the address by Keynote Speaker Ingar Skaug.



Paul Curran, Bradford Bell, and Gillian Yeo presented their symposium, "Self-Regulatory Interventions: Effective Approaches to Enhancing Training Performance," on Saturday afternoon.



Wally Borman, Joan Rentsch, and Eduardo Salas meet and greet outside the exhibit hall after a session.



Edward Fleishman, Lyman Porter, and John Campbell were recognized by Gary Latham at the opening plenary session as being some of the former SIOP presidents who influenced him.

See you in Atlanta for the 25th Annual SIOP Conference!

SIOP 2009 Fun Run

Paul Sackett

One hundred eleven brave souls got up bright and early on a beautiful morning for the annual SIOP Fun Run along the banks of the Mississippi in New Orleans. **Stephen Murphy** and **Deborah Powell** have won the men's and women's titles multiple times in the past and did so once again this year. We had a spirited four-person team competition this year with the University of Guelph winning not only the team title but also the newly created "most creative team" title, as they designed custom t-shirts for the event complete with a structural model of their plan for team success on the back. Once again, thanks to **Kevin Williams** and Pat Sackett for working to make the event happen. Please join us next April in Atlanta!



Winning four-person team from the University of Guelph: Amanda Feiler, Stephen Risavy, Tom Oliver, and Deborah Powell

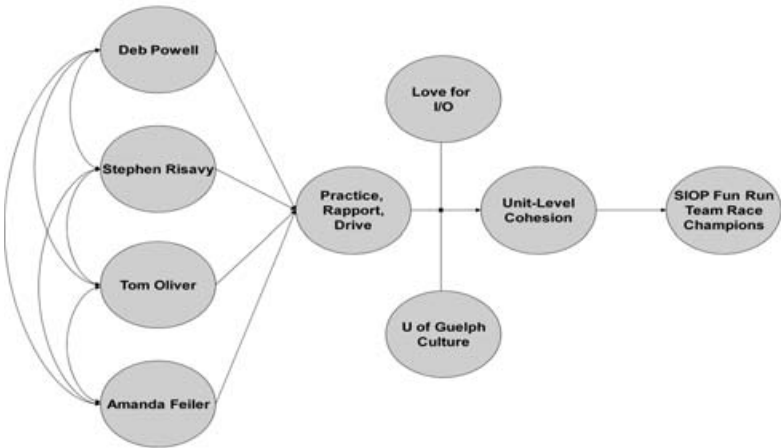


Figure 2009.1: Diagram for path model for SIOP Fun Run team race championship.

2009 SIOP 5k Run Winners

Top 10 Men

Name	Overall Place	Time
Stephen Murphy	1	17:32
Joerg Dietz	2	17:58
Filip Lievens	3	18:42
Peter Davis	4	18:53
Scott Whiteford	5	18:58
Stephen Risavy	6	19:03
Levi Nieminen	7	19:35
Michael Cullen	8	19:58
Luke Simmering	9	20:04
Dylan Flavell	10	20:11

Top 10 Women

Name	Overall Place	Time
Deborah Powell	12	20:39
Kristin Byron	18	22:28
Amanda Feiler	21	22:45
Margaret Barton	23	22:53
Jessica Junak	29	23:35
Aino Salimaki	31	23:46
Julianne Pierce	33	23:57
Brittany Schoessow	34	23:59
Amy Sund	36	24:00
Annette Towler	37	24:01

Age Group Winners

Women 20-29

Amanda Feiler	22:45
Jessica Junak	23:35
Aino Salimaki	23:46

Women 30-39

Deborah Powell	20:39
Kristin Byron	22:28
Renee BeShears	25:54

Women 40-49

Margaret Barton	22:53
Annette Towler	24:01
Ginger Whelan	24:17

Women 50-59

Pat Sackett	32:36
Pam Foster	40:50

Men 20-29

Stephen Risavy	19:03
Levi Nieminen	19:35
Luke Simmering	20:04

Men 30-39

Stephen Murphy	17:32
Filip Lievens	18:42
Scott Whiteford	18:58

Men 40-49

Joerg Dietz	17:58
Peter Davis	18:53
Michael Cullen	19:58

Men 50-59

Mike Champion	23:59
Richard Carter	26:11

Men 60-69

Tony Gaillard	23:48
Peter Scontrino	28:29

Four-Person Teams

University of Guelph	84:37
Team PDRI	99:22
DePaul University	105:48
Auburn University	107:42
University of Akron	114:21
Team SDIOP	119:48

Mixed Doubles

Loren Blandon/Jason Steinert	51:14
Emily Duehr/John Muros	51:31
Timothy Ford/Becca Nusbaum	55:27

Advisor/Advisee

Adrian Thomas/Daly Vaughn	47:47
Jason Colquitt/Jessica Rodell	62:07

Scientist/Practitioner

Gary Giumetti/Eric McKibben	44:15
Dave Woehr/Joy Oliver	56:14
Eden King/Dana Glenn-Dunleavy	58:02
Paul Mastrangelo/Tim Franz	58:24

2009 SIOPen

Ron Landis
University of Memphis

The 2009 SIOPen was held at Oak Harbor Golf Club in Slidell, LA. Despite the myriad alternative activities in the enchanting city of New Orleans, 33 players on nine teams competed for the coveted Hugo Cup. Team members **Sasha Chernyshenko, John Donovan, Neil Hauenstein, and Eric Heggstad** took home the Cup. Several folks deserve thanks for assisting with the event this year including Dave Nershi and Linda Lentz at the SIOP Office, the staff of Oak Harbor Golf Club for hosting the event, and all those who took part in the SIOPen. I would also like to extend a special thank you to **Dave Woehr** for helping with the travel arrangements.



Hugo Cup winners (L-R): Neil Hauenstein, Eric Heggstad, John Donovan, and Sasha Chernyshenko

SIOP's Junior Faculty Keep Coming Back for More: The Fourth Annual Junior Faculty Consortium Report (2009)

Mark C. Frame
University of Texas at Arlington

The Fourth Annual Junior Faculty Consortium (JFC) was held on Wednesday, April 1, 2009. Twenty-six participants (up 8% from 2008) learned about building a fundable program of research, enhancing their publication efforts, staying sane during the tenure process, and finding an institution that is the right "fit."

The JFC started with an informal networking session followed by a panel that focused on building a program of research and obtaining extramural funding. Three SIOP award winning researchers, **Walter C. Borman**, **Michele J. Gelfand**, and **Gilad Chen**, discussed developing a program of research, provided insight on sources of extramural funding, and discussed the challenges they experienced along the way. After lunch, the JFC attendees were treated to the editorial insights of **Walter C. Borman**, **Steven Rogelberg**, **John M. Schaubroeck**, and **Chockalingam Viswesvaran**. The editors discussed the review process, submission processes, submission statistics for their respective journals, and answered questions. The "How I Managed the Tenure Process and Remained Reasonably Sane" panelists, **Stephanie C. Payne**, **Sylvia Roch**, and **Adrian Thomas**, discussed the support provided, the mentoring received, and the decisions they made along the road to earning tenure. This year, this JFC tradition included the first presentation by a SIOP JFC alumnus. The panelists provided tips regarding some of the dos and don'ts of being a junior faculty member, and more importantly, they reminded attendees of the need to keep things in perspective and find the right person-job fit. For the final event of the 2009 JFC, participants were provided with snacks and beverages and discussed their careers, their research, and plans for 2010 JFC.

The postconsortium survey revealed that 2009 JFC participants were pleased with the panels, and more than 77% reported that they would attend similar panels at future SIOP conferences. Over 92% of those who are likely to attend the SIOP conference in 2010 said they would "consider participating in the 2010 SIOP JFC." Attendees appreciated hearing about the personal experiences of recently tenured faculty "talking about their tenure process." One attendee reported that it was "Nice to meet others in the same boat."

In 4 years the SIOP JFC has become a learning opportunity that pretenure faculty choose to attend on multiple occasions. The 2009 JFC attendees provided several suggestions for 2010, and some volunteered to assist in planning the event. On behalf of the all of the 2009 JFC attendees, I thank the panelists for their time, effort, and tutelage. Thanks also to **Jessica Bagger**, **Wendy S. Becker**, **Joyce E. Bono**, and **James L. Farr** for the time and effort they put into the first three SIOP JFCs. I'm not certain that I would have been able to organize and host the 2009 SIOP JFC without the help of the great people in the SIOP Administrative Office and my graduate student/JFC assistant **Ryan Phillips**. I am looking forward to a positively peachy time during the 2010 JFC in Atlanta!

Forever New Orleans!

Thousands of SIOP Members Travel to the Big Easy for 24th Annual Conference

Stephany Schings
SIOP Communications Specialist

SIOP members turned out by the thousands this April to attend SIOP's 24th Annual Conference in New Orleans. A total of 3,650 people registered for this year's conference, and attendees chose from more than 300 presentations to attend involving 1,589 presenters.

After a full day of preconference workshops, the conference officially began with the opening plenary on Thursday. Conference Chair **Julie Olson-Buchanan** led the plenary with a welcome and introduction of conference activities. After introductions, Awards Chair **Wendy Boswell** announced this year's award winners (see page 131 for a complete list) as well as SIOP's new Fellows (see page 125).

An historic signing ceremony took place at the opening plenary among SIOP's Past President **Gary Latham**, EAWOP president **Franco Fraccaroli**, and International Association of Applied Psychology (IAAP)-Division 1 president **José M. Peiró**. The three signed a declaration of collaboration for the Alliance for Organizational Psychology. (See full story on page 140.)

For the rest of the week, the SIOP conference sessions carried on with full steam, including a speech by SHRM President Laurence (Lon) G. O'Neil as a keynote on Thursday and APA President James Bray as a keynote on Saturday morning. SIOP's new I-O psychology blog, The SIOP Exchange, also launched during the conference, highlighting conference-related posts. (Read more about The SIOP Exchange in Kurt Kraiger's article [page 9].)

This year's extra-conference activities, including the SIOPen golf tournament and the SIOP FunRun, were also widely attended. Fifty attendees learned the art of creole cooking during the Sunday cooking tour and nearly 70 members helped renovate an elementary school library during the School Library Makeover sponsored by Target. (For a full story, see page 141.) The Sheraton New Orleans also offered a beautiful backdrop to the numerous receptions during the conference, including a widely attended closing reception with entertainers The Bucktown Allstars.

Next year's conference will celebrate the 25th anniversary of SIOP's annual conference. Mark your calendars now to attend the event next April in Atlanta, Georgia!

Announcement of New SIOP Fellows

Ann Howard Development Dimensions International

We are delighted to announce that 11 SIOP Members were honored at the New Orleans conference with the distinction of Fellow.

FYI: The 2009 Fellow nominations process goes online on **July 1**. Visit the SIOP Web site for the process.

Here are the new Fellows:

Natalie J. Allen (The University of Western Ontario)



Dr. Allen has established an international reputation for her theorizing and programmatic research on organizational commitment. The multidimensional framework and measures resulting from this work are widely used in organizational research and have been profitably extended to such areas as commitment to occupations, teams, unions, and organizational change. Her organizational commitment work “has had a major impact on industrial-organizational psychology.” Her current research is focusing on teams and teamwork within organizations. She is a Fellow of the Canadian Psychological Association and received the Distinguished Contribution to I/O Psychology in Canada award from the Canadian Society for Industrial and Organizational Psychology.

Carsten K. W. De Dreu (University of Amsterdam, The Netherlands)



Dr. De Dreu is a leading scholar in conflict, negotiation, group decision making, and innovation. He has published 97 articles in refereed journals, many in top journals like the *Journal of Applied Psychology* and the *Journal of Personality and Social Psychology* in addition to international journals. He has published several books, entire journal issues, and more than 25 book chapters. His research questions have been described as a “unique blend of theoretical interest and practical importance.” He directs one of the most vibrant programs in work and organizational psychology in Europe at the University of Amsterdam and has nurtured a “stable of outstanding graduate students.”

E. Kevin Kelloway (Saint Mary's University, Canada)



Dr. Kelloway, Canada Research Chair in Occupational Health Psychology and current president of the Canadian Society for Industrial and Organizational Psychology, is widely recognized for his research on unionization, occupational health psychology, and workplace violence. The founding director of the CN Centre for Occupational Health and Safety at Saint Mary's, he has authored seven books, about 30 book chapters, and more than 70

refereed journal articles since 1991. He is currently on the editorial boards of five journals, including the *Journal of Applied Psychology*, and he is frequently called upon to brief Canadian policy makers on I-O psychology-related issues.

Robert J. Lee (iCoachNewYork and Baruch College, CUNY)



Dr. Lee has been a leader in bringing needed professionalism to the practices of both outplacement and coaching. He cofounded a firm that became a pioneering provider of outplacement services and has used principles and practices of career development, vocational counseling, assessment, and feedback to help thousands of displaced employees to select and move into new jobs. He is also a founder and past president of the Association of Outplacement Counselors and a former president of the Center for Creative Leadership. During the past 25 years he has helped refine the practice of coaching, and he designed the iCoach program, a process to train and certify professionals.

Jose M. Peiró (University of Valencia, Spain)



Dr. Peiró has been instrumental in building links between the European I-O community and SIOP. A former president of the European Association of Work and Organizational Psychology (EAWOP), he coordinated an interuniversity program in work and organizational psychology across five European universities and participated in setting a certification program in psychology in Europe. A prolific scholar, his research area has been job stress, which he has extended to cover topics such as multilevel organizational climate, psychological contracts, dyadic leader-member relationships, virtual teams, and customer relationships. He founded the Research Institute of Work and Organizational Psychology at the University of Valencia 25 years ago.

David B. Peterson (Personnel Decisions International Corporation)



Dr. Peterson is the senior vice president for Executive Coaching Services at PDI where he provides executive coaching and consulting to CEOs and other top executives, provides strategy and direction for PDI's coaching business, and develops and mentors coaches and team leaders. A pioneer and thought leader in the field of executive coaching, his research has been published both in scholarly journals and lay publications and has been cited in outlets such as the *Wall Street Journal*, *Fortune*, and *Harvard Business Review*. He has designed state-of-the-art coaching programs for multiple global-100 organizations and many smaller companies.

Paul E. Tesluk (University of Maryland)



Dr. Tesluk has produced breakthrough research that has “virtually redefined how people think about the construct of work experience,” including new knowledge about how to better evaluate the work experience of job applicants. His premier research on team effectiveness has shown how technological and procedural roadblocks can derail teams and identified problem management strategies for leaders and team members to reduce the impact of those barriers. He consistently ranks as one of the University of Maryland’s outstanding teachers. He serves as department chair and is co-director of a human capital research center that has brought in more than \$2.5 million in research funding during his tenure.

Phyllis Tharenou (Australian Research Council)



Dr. Tharenou is the executive director of Social, Behavioural and Economic Sciences, a division of the Australian Research Council, the equivalent of the National Science Foundation. This highly prestigious appointment was based on her experience as a member of the College of Experts assessing research grant proposals for the ARC over 3 years and her elevation to chair of her panel, as well as her success in conducting research, particularly on gender differences in career advancement, and attracting national grant funding. She has won lifetime achievement awards for her scholarship from the two leading professional associations in Australia.

Kecia M. Thomas (University of Georgia)



Dr. Thomas’s involvement in raising awareness about diversity has risen to prominence not because of a single emphasis but via a total package of contributions that include research, teaching, graduate supervision, course development, university administration, community service, and contributions to SIOP. She has developed multicultural courses that have had campus-wide impact and are described as “a perspective-changing experience.” She wrote the only diversity text written by an I-O psychologist (*Diversity Dynamics*), which has been adopted by 14 colleges. She has been a mentor and stimulus to students and has provided service to SIOP by chairing the Committee on Ethnic Minority Affairs (2001–2003).

Peter B. Warr (Emeritus Professor, University of Sheffield, UK)



Dr. Warr's most significant contributions fall into the areas of employment and mental health and work and aging. In a career spanning 45 years, he has published 27 books and 219 articles and chapters, and his research has been cited more than 3,600 times. His book, *Psychology at Work*, first published in 1971 and now in its fifth edition, has "influenced generations of students in I-O psychology and organizational behavior." For 20 years he served as director of the Institute for Work Psychology at the University of Sheffield. The British Psychological Society has awarded him its three highest scientific awards for his distinguished contributions.

Thomas A. Wright (Kansas State University)



Dr. Wright is best known for his innovative thinking on psychological well-being (happiness), which he has shown acts as a moderator to job satisfaction relative to both job performance and turnover. A Fellow of APS, he has also published widely on business ethics (human values, character development, social justice) and research methodology (power analysis, sample-size determination, hypothesis testing, meta-analysis). He has served on the editorial boards of a number of leading journals, including the *Journal of Applied Psychology*, the *Journal of Occupational Health Psychology*, and the *Journal of Organizational Behavior*. He has also won several awards for his teaching and has consulted extensively with various firms.

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2009 SIOP Award Winners

**Wendy Boswell, Chair
SIOP Awards Committee**

On behalf of the SIOP Awards Committee and Executive Board, I am delighted to present the 2009 SIOP award winners. The following individuals were recognized for their outstanding contributions to I-O psychology at the 2009 annual conference in New Orleans. Congratulations to all of the award winners.

**Elaine D. Pulakos (PDRI-A PreVisor Company)
Distinguished Professional Contributions Award**



A former SIOP president, Dr. Pulakos is perhaps best recognized for her work in performance measurement, where an approach developed by her and her staff is now used to evaluate hundreds of thousands of federal employees. She is also well known for her research on adaptive performance, which is used as the focus of training programs in the military and has won SIOP's William Owens Award for Scholarly Achievement and the M. Scott Meyers Award for Applied Research. Not only does she contribute to scientific literature, she focuses on translating research into useful practice guidelines for nonacademic audiences. For example, she wrote best practice guidelines for SHRM on performance management and staffing. She also wrote a book on effective performance management targeted to managers and HR professionals and has edited two books in SIOP's Frontiers and Practice Series.

**Steven Rogelberg (University of North Carolina Charlotte)
Distinguished Service Contributions Award**



Dr. Rogelberg "has gone beyond the call of duty and simple good citizenship to make SIOP a better organization in many ways, including a better conference, a well-regarded humanitarian effort, and much better education and training materials and programs." As the 2008 conference program chair, he played a key role in the design of new software for handling submissions, reviews, and scheduling, and oversaw the transition to a 3-day conference. He also helped initiate SIOP's KARE program that provided support for victims of Hurricane Katrina, an effort that brought considerable recognition to SIOP. His leadership and initiative while chair of the Education and Training Committee resulted in several significant accomplishments including the master's student consortium, a guide to rankings of I-O programs and creation of an ambassadors program to provide speakers and mentors to college and universities, and developing an I-O teaching resources Web site.

**Dr. Murray R. Barrick (Texas A&M University) and
Dr. Michael K. Mount (University of Iowa)
Distinguished Scientific Contributions Award**



There are no names more clearly linked to the study of personality in organizations than Dr. Barrick and Dr. Mount. Up to about 1990, personality was not considered a major variable in I-O psychology, but that assessment was changed dramatically by their collaborative studies focus-



ing on the role of personality characteristics as predictors of training proficiency and job performance. Their groundbreaking work on the relationships between Big Five personality factors and job performance ushered in an era of research and literature on personality in applied psychology. Indeed, their work led to a fundamental change in terms of professional practice in selection contexts. They have compiled an impressive record of top-tier journal articles, jointly publishing 24 articles and book chapters. They are a research team that has had a major impact upon the science and practice of I-O psychology.

**John F. Binning (The DeGarmo Group, Inc./Illinois State University)
Distinguished Teaching Contributions Award**



Dr. Binning's teaching career has drawn praise and appreciation from hundreds of former students. "Intellectually stimulating," "inspirationally motivating," and "committed to his students," are typical comments. He provides students a strong foundation in I-O psychology, stressing the scientist-practitioner model, that has launched many of them on to successful careers in a variety of professional venues. He seeks new and creative ways to engage students, like transforming an upper-level class into a professional development program where students are exposed to the kind of activities they would encounter in the workforce and where tests become certification exams. That's a major reason why he is the 2008 Professor of the Year at Illinois State University. To be known as an outstanding teacher, mentor, professional colleague, and friend is truly a great reward for someone who has had such a profound and positive impact upon so many students.

**Hui Liao (University of Maryland)
Distinguished Early Career Contributions Award**



For someone whose career started in 2002, Dr. Liao's research contributions to I-O psychology are already quite significant, particularly in the area of service interactions from the customer viewpoint. Her work is "clearly ground breaking and has the potential to redirect some focus in I-O to understanding customers of all kinds of manufacturing and service

organizations.” In addition to her work in service quality, she has also made valuable contributions in organizational justice and justice climate as well as diversity, relational demography, and socialization and group processes. Her work has resulted in 16 refereed publications, most in top-tier journals, as well as five book chapters. Endorsers mentioned her strong motivation, an indication she will be productive for a long time and that she is indeed “one of the emerging young stars” in I-O psychology.

Dr. Edward E. Lawler III (University of Southern California)
Raymond A. Katzell Award in I-O Psychology

This award is designed to recognize a SIOP member who has shown to the general public the importance of work done by I-O psychology in addressing social and workplace issues.

Edward Lawler, the recipient of the first Katzell Award, has been identified by Business Week as one of the six authorities in the field of management, and Human Resource Executive called him one of HR’s most influential people. Workforce magazine listed him as one of 25 visionaries who have shaped today’s workplace over the past century. He has authored articles on I-O topics for the Wall Street Journal and Forbes and is frequently called upon by the business press to comment on I-O-related issues for such publications as *Financial Times*, *Investor’s Business Daily*, *U.S. News & World Report*, and BusinessWeek.com.



D. Scott DeRue
S. Rains Wallace Dissertation Award

D. Scott DeRue (University of Michigan) receives the 2009 award for his dissertation “Developing Leaders Via Experience: The Role of Developmental Challenge, Learning Orientation, and Feedback.”



Eduardo Salas, Katherine Wilson, and Michael Rosen
M. Scott Myers Award for Applied Research in the Workplace

Eduardo Salas, Katherine Wilson, and Michael Rosen (all of the University of Central Florida) receive the 2009 Myers Award for their project entitled “Improving Team Decision Making and Expertise When it Matters: A Curriculum for Explosive Ordinance Disposal Teams.”



Jonathan Gallo and Amanda Shapiro

Robert J. Wherry Award for the Best Paper at the IOOB Conference



Jonathan Gallo and Amanda Shapiro, both from Radford University, were awarded the 2008 Wherry for their paper entitled “Determining the Value of Undergraduate School Quality in Predicting Graduate Student Success.”

Mahima Saxena

John Flanagan Award for the Outstanding Student Contribution to the SIOP Conference Program



Mahima Saxena (Purdue University) is the recipient of the 2009 Flanagan Award for her presentation “Spousal Influence on Commitment to the Military: Indirect Crossover Effects.” Coauthors on this poster are Rebecca A. Bull, Stephen G. Green, and Howard M. Weiss (all of Purdue University).

David A. Harrison and Katherine J. Klein

William A. Owens Scholarly Achievement Award



The 2009 Owens Award is given to David A. Harrison (Pennsylvania State University) and Katherine J. Klein (University of Pennsylvania) for their article: Harrison, D. A., & Klein, K. J. (2007). What's the difference? Diversity constructs and separation, variety, or disparity in organizations. *Academy of Management Review*, 32, 1199–1228.



Sallie Weaver

Leslie Joyce and Paul W. Thayer Fellowship



Sallie Weaver (University of Central Florida) receives the 2009 Joyce and Thayer Fellowship for her research entitled “Does Teamwork Improve Performance in the Operating Room? A Multi-Level Evaluation.”

Kelly Schwind Wilson

Lee Hakel Graduate Student Scholarship



Kelly Schwind Wilson (Michigan State University) is the winner of the 2009 award for her research: “What Employees Actually Do at Work Matters for the Family: A Demands–Labor–Conflict Model of Work–Family Conflict.”

Deborah K. Ford and Emily Johnson Graduate Student Scholarships



Deborah K. Ford (Portland State University) is awarded a graduate student scholarship for her work “A Field Study Using Multiple Sources in the Evaluation of the Interactive Effects of Proactive Personality, Empowerment, and Political Skill.”



Emily Johnson (North Carolina State University) receives her scholarship for “A Multi-Level Investigation of Overall Job Performance Ratings.”

Small Grant Awards

Deniz Ones (University of Minnesota), Stephan Dilchert (Baruch College, CUNY), and Andy Biga (Procter and Gamble) are receiving a small grant for their research entitled “Development of a Taxonomy of Green Behaviors at Work.”



Eliza Wicher, Laura Byars, Pamela Koseck (not pictured), and Victoria Jones (not pictured) received their small grant for research entitled “Women-Only Leadership Development Programs: What Are the Actual Benefits (and Drawbacks).”



Gary Burns (Wright State University), Lindsey Kotrba (Denison Consulting), and Ryan Smerek (Denison Consulting) earned a small grant award for their research “Assessing the Impact of Leader–Culture Fit on Managerial Effectiveness.”



Awards Committee

Tammy Allen	John Fleenor	Megan Leasher
Frederik Anseel	Robert Folger	Robert Lewis
Winfred Arthur	Roseanne Foti	Filip Lievens
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James Ellington	Frank Landy	

SIOP Program 2010: Atlanta

Sara P. Weiner
Kenexa

Planning for the 2010 annual conference in Atlanta is already well under way! The 3-day program format will continue to include master tutorials, Friday seminars, communities of interest, interactive posters, keynote speakers, Thursday and Saturday theme tracks, and the heart of our conference, the peer-reviewed programming. Next year's theme tracks, which are full-day conferences within a conference, will provide in-depth programming around cutting-edge topics appealing to both academics and practitioners. Thursday's theme track will focus on the virtually connected workforce and Saturday's track will concentrate on how we as I-Os can contribute and lead in this challenging economic environment: *Renewal & Revitalization: I-O on the Cutting Edge*.

As you know, in New Orleans we coordinated an elementary school library makeover—a volunteer activity that was extremely successful. We are pleased to have set a precedent for SIOP to continue to contribute to the communities we visit each year. For 2010, volunteer and outreach activities will also be coordinated in the Atlanta community. These plans will be communicated well in advance so you can plan accordingly.

Below is a timeline to help you plan for the 2010 conference:

Early July 2009: Call for Proposals (electronic only). Members will receive an e-mail message with a Web link to the Call for Proposals. The Administrative Office will also send members a postcard notifying them of this Web address.

Early-Mid July 2009: Reviewer recruitment. Please look for an e-mail message requesting that you participate on the Conference Program Committee as a reviewer. All SIOP members are eligible. The review process is essential to the success of the program and we encourage everyone to sign up.

September 9, 2009: Submission deadline. The submission process will be entirely electronic. The Call for Proposals will have details. (This deadline always arrives faster than we think it will, so do get started thinking about your submissions!)

Early October 2009: Submissions sent out for review.

Early November 2009: Reviews due back.

Early December 2009: Decision e-mails. Submitters will be sent (electronic) decision letters regarding their submissions.

Mid-February 2010: Program published. The conference program will continue to be published both in a hardcopy booklet and on the Web. *Note:* Only those registered by the early registration deadline will be mailed a program. Those registering after the deadline can pick up a hard copy at the conference.

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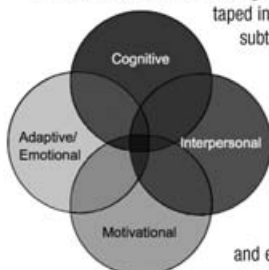


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SIOP, EAWOP, and IAAP-Division 1 Form Alliance for Psychology

Stephany Schings
SIOP Communications Specialist

An historic signing ceremony took place at this year's annual conference among SIOP's Past President **Gary Latham**, EAWOP President **Franco Fraccaroli**, and International Association of Applied Psychology (IAAP) Division 1 President **José M. Peiró**.

The three signed a declaration of collaboration for the Alliance for Organizational Psychology, an agreement between the three societies aimed at creating an international alliance that will increase visibility of I-O psychology and mutually benefit each society.

Latham met with Fraccaroli and Peiró in April 2008 to discuss the partnership. A second meeting took place July 25, 2008 in Berlin at the International Congress of Psychology. **Milt Hakel**, Fraccaroli, Peiró, and Latham, who are all members of SIOP, EAWOP, and IAAP, were all in attendance.

The partnership with EAWOP and IAAP-Division 1 was the first of three goals Latham set for SIOP during his presidency. These goals were also the topic of his first presidential column in *TIP*, July 2008. In that message, Latham explained how the partnership will help enhance the visibility of I-O psychology.

"Size does, in fact, matter," Latham said. "The media and legislators in particular pay far more attention to groups with a large membership....Partnering in some fashion with the European Association of Work and Organizational Psychology (EAWOP) and Division 1 of the International Association of Applied Psychology (IAAP) is an initial step, a relatively easy step, to increase our potential for having a societal influence. It is a step that will benefit their members as well as SIOP's in implementing the pillars of SIOP's strategic plan."

The respective president, past president, or president elect of the three societies will also meet on an ongoing basis at each other's conferences to ensure the implementation of the collaboration. Additional I-O psychological societies may be asked to join the Alliance in the coming years, though all three societies must be in agreement for anyone else to join.

Gary Latham's complete presidential message outlining the SIOP, EAWOP, and IAAP-1 partnership can be found in the July 2008 *TIP*.

Leaving a Lasting Impact: SIOP Members Make Over Elementary School Library in New Orleans

Stephany Schings
SIOP Communications Specialist

SIOP members took away numerous benefits from this year's annual conference—from knowledge of recent research to networking with fellow members—but this year many also took the opportunity to give something back.

In conjunction with the conference Saturday Theme Track on corporate social responsibility chaired by SIOP Member **Sara Weiner**, the Saturday Theme Track Committee coordinated a special volunteer event—a school library makeover at Langston Hughes Academy Charter School in New Orleans.



Curtis Walker and **Sumona Basu** show off the day's activity, a painting with University of Louisville's mascot. The school has created college logos to put up around the campus, encouraging kids to be excited and plan for college at an early age.

About 75 SIOP members volunteered for the makeover the Sunday after the conference.

"The event was more than I expected," said SIOP Associate Member **Michele Ehler**, an organizational effectiveness manager at the Target Corporation and a member of the Saturday Theme Track Committee's volunteer activities subcommittee. The subcommittee also includes SIOP Members **Peter Bachiochi** and **Ashley Guidroz**. "It was a huge success, making a difference for the 467 children who attend the school in kindergarten through 6th grade."

Among the volunteers' accomplishments for the day were the following:

- 36 outdoor murals (college/university logos and Langston Hughes themes)
- Cases of books barcoded, sorted, and covered
- 10 bulletin boards hung around the school
- 10 bookshelves built and stained
- 4 picnic tables built and stained
- 1 outdoor classroom built and stained (8 benches, 1 podium)
- 12 students created their own books and bookmarks
- 34 beanbag seats purchased (valued at \$2,500.00)
- 25 boxes of books purchased (valued at \$2,500.00)



Ashley Guidroz, Denison Culture; Peter Bachiochi, Eastern Connecticut State University; and Michele Ehler, Target.

"Everyone has been so excited by the tables, benches, bookshelves, signs," said Lisa Sirgo, Lower School Principal at Langston Hughes Elementary. "Everything is admired, appreciated, and USED DAILY! Thank you! Thank you! Thank you!"

After giving their day to the elementary school and students, many of the volunteers said they felt they also received something in return. SIOP Student Affiliate **Alecia Billington** said she appreciated the event.

"I was able to participate and really enjoyed myself," Billington said. "The experience was very powerful for me, and I feel very passionately about the importance of SIOP and its members being more involved in work like this."

Most volunteers agreed they enjoyed the event. Almost all of the volunteers, 97%, said they are very or somewhat likely to participate in another service project with SIOP. They are likely to get that chance.

"We'd like to make a tradition of organizing a volunteer event at the conference," Ehler said.

This activity would be coordinated through the conference chair each year, though it may not be a library makeover every year.

"I think we have set a precedent," Weiner added, "that in any city SIOP visits we would like to have a community outreach/volunteer activity."



Library makeover event opening speakers, from left to right: Mark Martin, Langston Hughes Elementary School Principal; Toni Mobley, Human Resource Manager for Target; **Gary Latham**, SIOP Past President.

Report From the APA Council of Representatives, 2/20/09

José Cortina
George Mason University

The APA Council Representatives (Weiss, Knapp, Locke, Cortina) attended the winter meeting in Washington DC February 20–22. This is a summary of the items that might be relevant for SIOP.

1. President James Bray is forming a task force on the Future of Psychological Science as a STEM (science, tech, engineering, and math) discipline. Psychology isn't widely recognized as a science, and this has consequences for funding and for our influence over policy. We will seek a voice on this task force.

2. President Bray has also formed a task force on homelessness. **Virginia Schein** will represent SIOP for a back-to-work perspective

3. President Bray has formed a "Conference Within the Conference [CWC] at APA." This CWC will have a research emphasis and tracks that are relevant to SIOP such as methods and evidence-based practice. We are teaming with Division 5 on the methods track.

4. APA is \$3.4 million in the hole for 2008. We have seen a 40% drop in investments, and revenue is way down. CEO Norman Anderson is cutting expenses at headquarters with a hiring freeze and merit increase freeze. As a result of these and other cuts, a \$309K surplus is projected, but this is probably optimistic.

5. We voted on a, APA vision statement:

The American Psychological Association aspires to excel as a valuable, effective and influential organization advancing psychology as a science, serving as:

- **A uniting force** for the discipline;
- **The major catalyst** for the stimulation, growth, and dissemination of psychological science and practice;
- **The primary resource** for all psychologists;
- **The premier innovator** in the education, development, and training of psychological scientists, practitioners, and educators;
- **The leading advocate** for psychological knowledge and practice informing policy makers and the public to improve public policy and daily living;
- **A principal leader** and global partner promoting psychological knowledge and methods to facilitate the resolution of personal, societal, and global challenges in diverse, multicultural, and international contexts; and
- **An effective champion** of the application of psychology to promote human rights, health, well-being, and dignity.

Those who were part of the SIOP strategic planning process will be gratified to know that it took APA an entire year to get this far. By contrast, it

took SIOP about 6 hours, and it was generally acknowledged that it should have been done in about 90 minutes.

APA membership has been flat for about 10 years, due mostly to declining numbers of affiliates. SIOP is one of a handful of divisions with growing membership, and we have a larger percentage of members under the age of 50 than any other division. APA is beginning to look to us for advice on this issue.

After years of grappling with the role of psychologists in national security detention settings, the council moved to make the results of last fall's membership vote in support of a petition resolution official APA policy. The petition resolution prohibits psychologists from working in settings where people are held outside of, or in violation of, either international law or the U.S. Constitution. The only exceptions to this prohibition are in cases in which a psychologist is working directly for the person being detained, for an independent third party working to protect human rights, or providing treatment to military personnel.

Council received the report of the Task Force for Increasing the Number of Quantitative Psychologists.

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The Center for Corporate Equality Releases a Review of OFCCP Settlements From Fiscal Year 2007

David B. Cohen
Senior Vice President, Center for Corporate Equality

Eric M. Dunleavy
Senior Consultant, Center for Corporate Equality

On March 11, 2009, The Center for Corporate Equality (CCE)¹ released a report analyzing enforcement results compiled by the U.S. Department of Labor's Office of Federal Contract Compliance Programs (OFCCP) on their equal employment and affirmative action requirements. The report, entitled *A Review of OFCCP Enforcement Statistics: A Call for Transparency in OFCCP Reporting*, offers a detailed analysis of the agency's enforcement activity that resulted in \$51,680,950 in back pay and annualized salary and benefits for 22,251 American workers who had been subjected to unlawful employment discrimination. These results are likely of interest to I-O psychologists working in federal contractor and subcontractor organizations, as well as to I-O psychologists working in consulting organizations that develop personnel practices for federal contractors and subcontractors.

Report coauthor David Cohen, CCE senior vice president, added "Our goal in analyzing this data was not to judge how OFCCP should conduct its enforcement operations, and this report contains no judgments. We simply wanted to analyze the conciliation agreements and consent decrees that made up OFCCP's fiscal year 2007 enforcement results and report on what we found," he said. "This report provides useful baseline data so enforcement trends can be tracked in future years." Eric Dunleavy PhD, senior consultant and report coauthor, said one of the key findings is "that systemic discrimination is an important OFCCP enforcement initiative. The data confirm what OFCCP has been telling us all along—that systemic discrimination is an important enforcement initiative, and it's clear they have expended considerable resources into that area."

Background

In recent years the OFCCP has released "record breaking" results of their enforcement efforts to ensure employers doing business with the federal government comply with the equal employment opportunity (EEO) and affirmative action provisions of their contracts. For fiscal years 2005 through 2008, OFCCP reported that it had conducted a total of nearly 16,000 audits of federal contractors' affirmative action programs and collected about \$215.8 million in financial remedies for approximately 76,800 workers through settle-

¹ CCE is a national nonprofit employer association based in Washington, DC dedicated to creating workplaces free from bias and unlawful discrimination by harnessing the synergies between human resource functions and promoting affirmative action and equal employment regulatory compliance. CCE members are the senior corporate leaders representing the compliance, compensation, and staffing functions from some of the largest global corporations in the world.

ments with these contractors. Despite these impressive statistics, however, OFCCP has publicly disclosed very few details about what kinds of discriminatory practices they found during their compliance evaluations of federal contractors and what kinds of employees and/or applicants were impacted by them. As a result, the public does not have access to important information it needs to fully evaluate how the OFCCP enforces its equal employment and affirmative action programs. Moreover, federal contractors do not have access to important information about these settlements that would help them improve their EEO and affirmative action compliance programs. To address this enforcement data gap, CCE decided to take its own close look at the underlying information that OFCCP uses to develop its enforcement reports and to share the results with stakeholders. To our knowledge, this is the only publicly released report containing an in-depth analysis of OFCCP's fiscal year 2007 enforcement results, the most recent year in which data was available.

Several important details are not available in OFCCP's annual enforcement reports, and these details are important for stakeholders to understand. For example:

- What types of industries did the reported \$215.8 million in financial remedies come from?
- How were financial remedies calculated when OFCCP alleged systemic discrimination?
- Did covered individuals hold lower or higher level jobs?
- On what basis did contractors discriminate against covered individuals, and what types of personnel practices were involved?
- How long does it take OFCCP to resolve a compliance evaluation that results in a settlement with financial remedies—1 year, 2 years, or even longer?
- Does OFCCP enforce its programs uniformly across its various regional offices that serve as the front-line enforcers for the agency?

In addition, given the public outcry over the gender-wage gap and OFCCP's systemic compensation discrimination guidelines (2006), it would be useful to know whether, in fact, OFCCP uncovered systemic compensation discrimination against women in their pay, to what extent, and what personnel practices led to pay discrimination. In the 16,000 compliance evaluations conducted by OFCCP during the past 4 fiscal years, what did the OFCCP find contractors doing well, and in what areas could employers improve? These are all examples of important data that would benefit the public and would help contractors make any necessary improvements and adjustments in their EEO and affirmative action compliance programs. The detailed data would also provide valuable baseline trends to evaluate OFCCP's progress in subsequent enforcement reports. Without detailed enforcement data, the public is unable to fully understand how the OFCCP carries out its mission and what impact their operations have on various con-

stituencies. Even the U.S. Government Accountability Office (GAO), which conducted a review last year of OFCCP's compensation discrimination enforcement,² concluded there was insufficient record keeping at the agency.

OFCCP FY 2007 Settlements

CCE obtained all settlements from OFCCP's six regional offices for fiscal year 2007. Some settlements included financial remedies related to allegations of systemic discrimination, whereas others included only technical violations that did not require financial remedies. CCE decided to analyze only those settlements that resulted in financial remedies stemming from allegations of systemic discrimination. In total, CCE analyzed 58 conciliation agreements and three consent decrees from FY 2007 that resulted in financial remedies. Here is a summary of the key findings.

- *Systemic discrimination*: The OFCCP has moved to a "systemic" paradigm of enforcement where compliance evaluations target employment practices that can discriminate against a large group of potential victims.
- *Hiring discrimination*: Hiring discrimination was the major focus in FY 2007 enforcement, making up almost 95% of settlements. The other settlements focused on compensation discrimination.
- *Promotions and terminations*: There were no settlements that focused on promotion or termination in FY 2007.
- *Lower level jobs and industries*: Certain lower level jobs (e.g., laborers and operative positions) were the focus in about 75% of settlements. Certain industries (e.g., food service and manufacturing industries) were the focus in more than 50% of settlements.
- *Women and minorities*: Women and minorities were the protected groups in about the same number of settlements.
- *Non-Hispanics (including Whites)*: Non-Hispanics (including Whites) were the protected group in three settlements.
- *Statistical significance tests*: Statistical significance tests (e.g., the Z test in large sample cases and Fisher's exact test in small sample cases) were the clear method of adverse impact analysis.
- *80% Rule*: The 80% rule was not found in a single settlement.
- *Data aggregation*: The OFCCP aggregated data (across job, year, etc.) in the majority of settlements.
- *Length of audits*: Audits took an average of 2.5 years to conciliate.
- *FAAPs and CMCEs*: There were no findings of systemic discrimination in either the Functional Affirmative Action Plan (FAAP) or Corporate Management Compliance Evaluations (CMCE) reviews.
- *Interest on financial remedies*: The vast majority of financial remedy

² "Federal Agencies Should Better Monitor Their Performance in Enforcing Anti-Discrimination Laws," Report to Congressional Requesters, GAO-08-799, U.S. Government Accountability Office, August 2008, <http://www.gao.gov/new.items/d08799.pdf>.

calculations included interest for the full period of the audit.

- *Differences between OFCCP regional offices:* There were important differences by OFCCP region, including differences in the:
 - number of settlements,
 - federal contractor industries involved in settlement,
 - protected groups that were alleged victims of discrimination,
 - methods used to calculate financial remedies,
 - length of conciliation to settlement.

Settlements That Focused on Employee Selection Procedures

Twelve settlements provided specific details concerning the employment practices evaluated in the OFCCP audit and why those practices were alleged to be discriminatory. These settlements are perhaps most relevant to I-O psychologists because they exemplify hiring practices that presumably did not fare well under OFCCP scrutiny. Six of the twelve settlements included allegations of discriminatory applicant screening tools (e.g., resumé review, training, experience and education survey, scored application blank, etc.), four included allegations of a discriminatory “paper-and-pencil” test, two included allegations of a discriminatory employment interview, and one included general allegations of a discriminatory selection process that was subjective in nature. Key points from these settlements include the following:

- The subjectivity of employment decisions was a major theme across many of these settlements; unstructured and subjective processes are “easy” challenges from a legal defensibility perspective.
- In some cases, the selection procedure under review was no longer in use; practices that were used in the past but are no longer in use can still be challenged by OFCCP.
- In some situations, a selection procedure was developed for one job and then used to make hiring decisions for another.
- The *Uniform Guidelines on Employee Selection Procedures (UGESP)* were the only technical authority used to assess whether the validity evidence associated with an employment practice was adequate.
- Various settlements confirmed the notion that the absence of a validation study equates to a discriminatory employment practice when adverse impact exists.
- One settlement focused on the cut score used to determine who passes and who fails a test, reiterating the notion that the cut score is a critical component to the legal defensibility of employment decisions.
- In multiple settlements a selection procedure was used to make hiring decisions, yet a few test takers that failed the procedure were hired anyway. As expected, these decisions are not legally defensible under most circumstances.

Interpretation of Results and Next Steps

It is important to note that some of the results found in the FY 2007 settlement data may not reliably predict OFCCP's future enforcement strategies. Given the temporal lag of EEO enforcement, the effects of changes in OFCCP enforcement strategy may not be evident until years later. Many FY 2007 settlements stem from OFCCP compliance evaluations that were initiated in 2003 and 2004, and before new enforcement initiatives were implemented. For example:

- The OFCCP's Federal Contractor Selection System (FCSS), which determines the vast majority of federal contractor locations that will be audited in a fiscal year, was implemented in 2004. As such, settlements from audits that started after FCSS implementation may be different in terms of content from those initiated prior to the FCSS.
- The effects of OFCCP's Active Case Management system, in which the agency uses centralized scheduling and statistical software to better target its resources towards contractor facilities engaged in systemic discrimination, were not fully realized until 2005. Thus, given the time lag in EEO enforcement, settlements from fiscal year 2008 and later may have different audit content than FY 2007 settlements.
- OFCCP hired some key technical staff in recent years, particularly in the areas of statistical analysis and employment testing. This group is in part responsible for developing and implementing new policies and procedures related to these areas in recent years. Thus, settlements from audits starting after new policies and procedures have been implemented may be different than those considered in this review.
- OFCCP released their compensation standards in 2006, and this temporal lag might explain the surprisingly small number of FY 2007 settlements that focused on systemic compensation discrimination, as well as how OFCCP managed these audits technically. It is likely that OFCCP enforcement results for fiscal years after 2007 would include substantially more systemic compensation discrimination cases, particularly in light of new administration support for pay equity measures, such as the recently enacted Ledbetter Fair Pay Act.

The full report is publicly available at www.cceq.org. CCE intends to conduct similar analyses annually and to eventually track OFCCP enforcement trends over time. The "record breaking" enforcement results that OFCCP has reported for the last 4 fiscal years are impressive. However, unless OFCCP begins to provide in-depth data in the future that explains their enforcement results, the public will continue to be denied information that it needs to understand the agency's operations and decisions. We recognize the public has diverse interests and perspectives about how the agency should enforce its equal employment opportunity and affirmative action mission. Transparency in OFCCP's enforcement reporting is one area where all stakeholders should find common ground.

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SIOP MEMBERS IN THE NEWS

Clif Boutelle

Reporters have found SIOP and its members fertile ground when searching for resources to provide information for work-related stories. And it is not always the mainstream news media—large metropolitan newspapers and magazines—contacting SIOP members. There are numerous specialty publications and .com sites looking for knowledgeable people to assist with stories. These publications have a surprisingly large readership and offer exposure opportunities for I-O psychology in a couple of ways: Reporters learn about the field by talking with SIOP members, and readers can become aware of I-O through the stories.

Also, because there are so many different media outlets, SIOP members are encouraged to share those outlets with the Administrative Office so we can add them to our growing list of opportunities to send our stories and refer SIOP members to reporters.

Every mention of a SIOP member and his or her work or comments in the media is helpful to our mission to gain greater visibility for I-O psychology and the work its members are performing.

Following are just some of the mentions in recent months:

Thomas Britt of Clemson University was featured in the April 30 issue of News Blaze, an online news source, about the limits of employee engagement. His research has found engaged workers to be highly attuned to aspects of their work environment that will either facilitate or thwart their job performance. If they are not getting the resources they feel they need to perform at their best, their engagement may be diminished.

The April 29 edition of the *Financial Post* (Toronto, ON) featured **Ben Schneider** of Valtera Corporation for a story on customer service. Treating customers well is a critical part of organizational culture that should be nurtured and reinforced at every level of the company. Employees are looking for messages that show the organization is committed to customer service, Schneider said. His research has found that organizations that invest in employees delivering quality service have greater customer loyalty and higher revenue.

For a story on offshore outsourcing in the April 28 issue of CIO.com, **Miriam Nelson** of Aon Consulting noted that “outsourced agents are not trained as deeply as agents who work internally for an organization and often lack the tools to do a thorough job for customers.” Offshore call centers also are faced with language barriers and cultural disconnects. “When we benchmark offshore service against onshore service, offshore scores much lower,” she added.

Research by **Wendy Becker** of Shippensburg University and a colleague was featured in an April 20 National Academy of Sciences report urging that forensic science laboratories be strengthened. They conducted a national survey of public crime labs and found that as the number of cases increases, the labs do not have enough staff, equipment, time, and information. Further, the

nation's forensics crime labs experience several critical issues, including pressure to complete cases quickly and find particular results.

Forbes, in its April 17 issue, ran a story on how CEO's handle stress, which included comments from **Debra Nelson** of Oklahoma State University and NelsonQuick Group in Stillwater, OK and **Douglas McKenna** of Oceanside Institute in Greenbank, WA. Nelson said CEOs face stress stemming from the pace of their work life, the pain of downsizing in today's economy, and social isolation. McKenna said CEO stress results from extreme complexities and ambiguities inherent in running an organization. The CEOs who do best, he said, neutralize problems and threats by stretching them out over long timelines rather than getting caught up in a series of isolated issues.

The April 16 *Chronicle of Higher Education* covered a talk by **Scott Highhouse** of Bowling Green State University at a conference of admissions officers. Although many admissions programs make it a point to evaluate the "whole student," Highhouse said holistic evaluations have their limits and are often unreliable. He also cited research suggesting that personal interviews, which many colleges embrace as part of the admissions process, are an unreliable way to assess an applicant's potential. Highly structured interviews seem more reliable than informal ones, but they are perhaps more coachable, or "fakeable."

Seymour Adler of Aon Consulting was quoted in an April 26 *Philadelphia Inquirer* story about coping with unemployment. Following the initial trauma of being laid off, he noted that shame, fear, and panic are normal reactions. But, he added, people are resilient and cited several studies that show people who lose their jobs and are able to find another report that their life satisfaction is the same or better than it was before being laid off.

He was also featured in a March 19 *London Financial Times* story about how many organizations are using the economic slump to upgrade their talent. "There are some highly qualified people out there and companies are taking the opportunity to assemble an A-team," he said, which helps better position organizations when they come out of the downturn. And, he added, they can bring in new talent more easily, and often more cheaply, than they could in a good economy.

And finally, an article Adler coauthored with Aon colleague Matthew Shadrick was selected as the article of the year by the WorldatWork Advisory Commission and published in the October 2008 issue of *Workspan* magazine. Entitled "Why You Should Be a Human Capital Risk Manager," they said by "applying disciplined thinking to identifying and evaluating human capital risk, you can bring meaningful short- and long-term risk mitigation strategies to your organization."

Mitchell Marks of San Francisco State University and **Paul Heintz** of Edison Community College in Piqua, OH, contributed to an April 1 *Washington Times* story about how men handle job losses. "Guys tend to tough it out. But the healthiest thing to do is talk it out," Marks said. Societal norms make it easier for women to show and talk about their feelings than men, added Heintz.

Rebecca Schalm of RHR International (Calgary) published an article in the March 23 Toronto-based *Financial Post* advocating leaders be more forceful, especially during the current difficult economic climate. Leaders need to tighten up on fundamental people management principles, which, she acknowledges, is a change from the popular practice of managing people by empowering them. These principles include setting clear expectations, monitoring progress, reviewing priorities, and measuring success.

David Nadler of Oliver Wyman Delta Organization & Leadership and **Constance Dierickx** of RHR International (Atlanta) contributed to a March 23 *Portfolio Magazine* story about hiring CEOs. Last year almost 1,500 CEOs quit or were fired, resulting in numerous CEO searches by corporate boards. Yet only half the organizations have a succession plan in place. In searching for a new CEO, Nadler advises boards to keep their succession candidate lists quiet because an openly announced competition can cause a politically destructive environment within the company. Also, boards should make it a point to get to know candidates outside the office so board members can get a better feel for the candidate. Dierickx noted it is important to groom potential successors and track their progress through the company. Also, the board should do some long range planning to address challenges and market conditions the business will likely face in the future. Rather than filling the job on the basis of current needs, the future CEO will need to be tuned in to the company's vision for the future.

Ben Dattner of Dattner Consulting in New York City contributed an article to March 27 *BusinessWeek* online entitled "Work-Life Balance." He pointed out that, without realizing it, people sometimes infect the workplace with personal biases from their family life or memories from their past.

Dattner also was interviewed February 16 on NY1.COM, a 24-hour news channel, about interviewing skills, particularly when there is stiff competition for jobs. He said interviewees need to make a positive, energetic impression during the first few seconds and to sound professional. He also suggested people should tell employers why the job is right for them, rather than why they are right for the job. By putting it that way, "you're telling employers that you have some choice...and options...and offers...and that puts you in a more confident position." Applicants should also come to the interview armed with questions that display your knowledge of the company and what it does.

Four SIOP members—**John Behr** of John Behr Group in Chicago, **Judith Blanton** of RHR International (Los Angeles), **Lilli Friedland** of Executive Advisers in Los Angeles, and **Jeff Daum** of Competency Management Incorporated in Henderson, NV—contributed to a March 9 SHRM online story on building and keeping workers' trust in a crisis. Among their suggestions: two-way, transparent communication; providing outlets for emotional support; encouraging staff to look after their own physical and mental well-being, and simplifying confusing, stress-producing systems and processes.

In the March issue of *Chief Learning Officer*, **Robert Kaiser** of Kaplan Devries Inc. in Greensboro, NC authored an article that questioned the current business fad that preaches leaders should focus only on their strengths and stop wasting time trying to fix weaknesses. It's a theory that has been gathering steam since 2001, he noted. However, he argued, weaknesses matter and ignoring weaknesses is both a lethal career strategy and a poor way to manage talent. Strengths become weaknesses when overused and it also inhibits development, he wrote.

Kaiser and coauthor **Robert Kaplan** followed up on the same topic in the February issue of *Harvard Business Review*. They urged business leaders to stop overworking their strengths, recognize when they are being overused, and learn to redirect their strengths for the good of the organization.

Also, the April 12 *London Financial Times* carried a story on strength-based leadership in which Kaiser again warned about the perils of concentrating on strengths. Weaknesses need to be recognized and addressed and not ignored, he said.

Goal setting has long been endorsed by organizations, but several media (including the *Dallas Morning News*, *Boston Globe*, and *Forbes*) stories in February and March cited management scholars claiming that corporate goal setting can sometimes cause more harm than good. Their reasoning runs counter to work done by **Edwin Locke** of the University of Maryland and **Gary Latham** of the University of Toronto, who are credited as the leaders of the goal-setting movement in this country. Locke and Latham maintained that goal setting had dramatic positive effects on success in just about any arena: work, school, and the playing field. Simply put, they said employees perform better when challenged to meet specific targets. However, the theory currently being advanced by some scholars is that individuals, governments, and companies can hurt themselves by setting and blindly following goals, even those that seem to make sense at the time. The argument is not that goal setting doesn't work—it does, just not always in the intended way, they argue.

An interview with **Paul Winum** of RHR International (Atlanta) on selecting a CEO was featured in the February 24 issue of *Corporate Board Magazine*. He said hiring a new CEO is the most important and impacting decision a board can make, yet “many boards don't exercise the degree of rigor in managing succession that this critical responsibility warrants.” He pointed out several factors that boards should follow to have an effective succession process as well as several of the resulting risks that can occur with a poor CEO selection.

A study of telephone call center employees by **Steffanie Wilk** of Ohio State University, **Nancy Rothbard** of the University of Pennsylvania, and Gina Dokko of New York University found that although previous work experience did lead to higher levels of skill and knowledge there are also some negative factors connected to previous job experience. The study found that workers sometimes retained old habits and ways of doing things that did

not fit into their new jobs. Cultures and norms may differ in organizations and new employees must have the ability to adapt to a new situation, no matter how much previous experience they had. The story was published in the February 24 issue of *Management Issues*.

Wilk also was quoted in a February 7 *Columbus Dispatch* story about how more men than women are losing jobs as the economy worsens, thus closing the gender gap. She said there are better ways to look at the progress of women than parity in gender numbers, among them women's pay levels compared with men with similar jobs, the availability of opportunities for advancement, and whether an employer treats men and women equally.

A February 15 story in the *Philadelphia Inquirer*, reacting to comments by the CEO of a large firm who denounced companies laying off thousands of jobs to improve their bottom line and instead urged them stop the layoff epidemic and accept smaller profits rather affect the lives of families, included comments by **Rex Gatto** of Gatto Associates in Pittsburgh. He said the CEO's message resonated with so many people because it showed sensitivity toward people who have done nothing wrong.

Gatto also contributed to a March 5 *Pittsburgh Business Times* story on maintaining employee productivity and creativity during turbulent times. He said workforce morale can be maintained if leaders actively lead by being visible throughout the organization, stepping up communication, and inspiring and instilling hope and confidence among employees.

On January 7, the *Wall Street Journal* published a story entitled "Tests for Dwindling Retail Jobs Spawns a Culture of Cheating" that drew a response from **Daniel Lezotte** of APT, Inc. He said although it is tempting for companies to employ online selection tests (and many do), there is no way to verify the identity of the person completing an online application, and given the opportunity to cheat, many people will do so, especially if it means obtaining a desired job. "The most valid and defensible approach is still to verify a test taker's identity and to complete the test in a secure location, usually at the company or in a testing center."

Emotions of employees in financial markets were the subject of a January 5 story in *Investment Dealer's Digest*. **Mel Fugate** of Southern Methodist was among the sources contributing to the article. Often a herd mentality (people doing what others are doing) will impact the markets causing certain reactions. For example, "Some people feel incredibly threatened and many will run and take on avoidance strategies. They just shut down," said Fugate.

Please let us know if you, or a SIOP colleague, have contributed to a news story. We would like to include that mention in **SIOP Members in the News**.

Send copies of the article to SIOP at siop@siop.org or fax to 419-352-2645.

Michael M. Harris

On April 15, 2009, the seventh day of Passover 5769, Michael Harris passed away in his home surrounded by his family. He was 51 years old. Diagnosed with colon cancer in late 2005, Mike bravely fought the disease and continued to teach and write and to learn, taking medical leave only a few weeks before his death. Throughout, Mike's wife Pat was a model of love, shared faith, support, and courage. Mike was a loving father of three (David, Anne, and Yoni Harris), stepfather of two (Nathan Rosenfeld and Rachel Daugherty), and grandfather of four (Eliyahu Dovid, Zechariah Yosef, Yitzchak and Esther Raizel, children of Nathan and Ora).

Mike received his degree in I-O psychology at the University of Illinois-Chicago under the mentorship of Paul Sackett, with whom he published a groundbreaking and much cited article on integrity testing. He went on to teach at Purdue and then, for over 20 years, in the College of Business Administration at the University of Missouri-St. Louis. At UMSL he was professor of management and the recipient of an array of honors for excellence in teaching and in research, including the State of Missouri's prestigious Thomas Jefferson Professorship.

Mike contributed widely and materially to the field in articles, books, chapters, and conference presentations on a range of topics including multisource performance ratings, discrimination and employee rights, interviews, pay and compensation, assessment centers, and biodata. Some of his publications have become citation classics. He had a strong interest in cross-cultural aspects of I-O and recently edited the *Handbook of Research in International Human Resources Management*. Mike was a long-time contributor to *TIP*, serving on the board and writing a long-running column on leading-edge trends in our field. He was on the editorial board of several of our leading journals and on SIOP's Professional Practices Series. In recognition of his scholarly contributions to the field, Michael was elected a Fellow of SIOP in 2008.

As comfortable discussing religion and philosophy as I-O psychology, Mike was the consummate intellectual—detached and engaging, thoughtful, endlessly curious, and patient. He was deeply involved in the St. Louis Orthodox Jewish community; among his most fulfilling hours each week were those he spent engaged in studying the Torah, Talmud, and other classical texts at his synagogue. He especially enjoyed learning with and from his children and stepchildren. Michael blended strong religious convictions with an openness to all knowledge and a passionate commitment to social justice.

He will be very much missed by his family, personal friends, academic peers, students, and business colleagues, in the U.S. and abroad. His memory will be long cherished by those of us privileged to have known him.

Contributed by Tom Baker (Thomas.baker@kraft.com) and Seymour Adler (Adler-SeymourAdler@Aon.com).



Anna L. Sackett
University at Albany

Awards & Recognition

David Arnold (Wonderlic, Inc.) and **Jack Jones** (Vangent, Inc.) were both awarded the Professional Contributions and Service to Testing award by the Association of Test Publishers (ATP) at its annual conference in February. The two each received the award for their long-term contributions to the testing industry, including their previous lobbying/educational efforts at the state and federal levels, which have ultimately led to preemployment tests not being evaluated or treated any differently than other employee hiring tools.

Scott Highhouse (Bowling Green State University) and **Neal Schmitt** (Michigan State University/BGSU) gave keynote addresses at the Annual Conference of the Personnel Testing Council of Northern California in March.

In April, **Nathan Kuncel** (University of Minnesota) and Scott Highhouse spoke at the conference on higher education admissions entitled "Rethinking Admissions," hosted by Wake Forest University.

Gary Latham, past president, gave an invited address to EAWOP on the Alliance for Organizational Psychology .

Sara Perry of the University of Houston was awarded the 2009 Meredith P. Crawford Fellowship in Industrial-Organizational Psychology by the Human Resources Research Organization (HumRRO) during the recent SIOP conference. The fellowship provides a \$12,000 stipend to a doctoral student demonstrating exceptional research skills and potential.

CONGRATULATIONS!

Transitions, Appointments, and New Affiliations

Ted Rosen has taken an appointment as director of the Master's in Professional Studies: I-O Psychology Program at the University of Maryland, Baltimore County (UMBC). This program is located at The Universities at Shady Grove, Rockville, MD campus and focuses on advanced practitioner education and development. He will be leading the development of a new curriculum with an eye on practitioner professional development, as noted in the October 2008 *TIP*. One particular goal is to expand and develop an intern network for the program in nearby federal and local governmental and commercial organizations in the Washington, DC metropolitan area.

David Chan has been appointed deputy provost at the Singapore Management University.

Herman Aguinis has accepted the position of Dean's Research Professor and professor of Organizational Behavior & Human Resources at Indiana University's Kelley School of Business. He is joining SIOP members **Dennis Organ, Phil Podsakoff, and Steven Whiting** in the Department of Management and Entrepreneurship.

Loren Naidoo, Hannah Rothstein, Rob Silzer, and Lise Saari were recently elected to the doctoral faculty in I-O psychology at the City University of New York. They will be joining the Baruch College I-O faculty of **Joel Lefkowitz, Karen Lyness, Harold Goldstein, Yochi Cohen-Charash, Judi Komaki, Ed Hollander, Charles Scherbaum, and Frank Landy** (visiting scholar).

BEST OF LUCK!

Keep your colleagues at SIOP up to date. Send items for **IOTAS** to Wendy Becker at WBecker@siop.org.

5th Annual SIOP Leading Edge Consortium 2009

Leading Edge of Selection and Assessment in a Global Setting

Denver, CO
Hyatt Regency Tech Center
October 16–17, 2009

General Chair: Lois Tetrick
Practice Chair: Tanya Delany
Science Chair: Ann Marie Ryan

With large and small organizations engaged in business around the world, managing selection processes requires a global perspective. This consortium will bring together expert advice and business leaders to address how to design and implement selection processes on a multinational scale.



Announcing New SIOP Members

Adrienne Colella

Tulane University

The Membership Committee welcomes the following new Members, Associate Members, and International Affiliates to SIOP. We encourage members to send a welcome e-mail to them to begin their SIOP network. Here is the list of new members as of May 27, 2009.

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WELCOME!



CONFERENCES & MEETINGS

David Pollack
Sodexo, Inc.

Please submit additional entries to David Pollack at David.Pollack@Sodexo.com.

2009

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|-------------|--|
| August 2–6 | Annual Convention of the American Statistical Association. Washington, DC. Contact: ASA, www.amstat.org . (CE credit offered.) |
| August 6–9 | Annual Convention of the American Psychological Association. Toronto, Ontario, Canada. Contact: APA, www.apa.org . (CE credit offered.) |
| August 7–12 | Annual Meeting of the Academy of Management. Chicago, IL. Contact: Academy of Management, www.aomonline.org . |
| Sept. 12–16 | Annual Conference of the International Personnel Assessment Council. Nashville, TN. Contact: IPAC, www.ipacweb.org . |
| Sept. 16–19 | European Conference on Psychological Assessment. Ghent, Belgium. Contact: www.ecpa10.ugent.be . |
| Oct. 16–17 | SIOP Leading Edge Consortium. Denver, CO. Contact: SIOP, www.siop.org . (CE credit offered.) |
| Oct. 19–23 | Annual Conference of the Human Factors and Ergonomics Society. San Antonio, TX. Contact: The Human Factors and Ergonomics Society, www.hfes.org . (CE credit offered.) |
| Nov. 2–5 | Annual Conference of the International Military Testing Association. Pensacola, FL. Contact: www.internationalmta.org . |
| Nov. 9–14 | Annual Conference of the American Evaluation Association. Orlando, FL. Contact: AEA, www.eval.org . |

2010

- February 7–10 Annual Innovations in Testing Conference, Association of Test Publishers. Orlando, FL.
Contact: www.innovationsintesting.org.
- Feb. 18–21 Annual Conference of the Society of Psychologists in Management (SPIM). Tampa, FL. Contact: www.spim.org.
(CE credit offered.)
- March 12–14 Annual IO/OB Graduate Student Conference. Houston, TX. Contact: www.uh.edu/ioob.
- April 8–10 Annual Conference of the Society for Industrial and Organizational Psychology. Atlanta, GA. Contact: SIOP, www.siop.org. (CE credit offered.)
- April 9–13 Annual Conference of the American Society for Public Administration. San Jose, CA. Contact: ASPA, www.aspanet.org.
- April 29–
May 3 Annual Convention, National Council on Measurement in Education. Denver, CO. Contact: NCME, www.ncme.org.
- April 30–
May 4 Annual Convention, American Educational Research Association. Denver, CO. Contact: AERA, www.aera.net.
- May 16–19 Annual Conference of the American Society for Training and Development. Chicago, IL. Contact: ASTD, www.astd.org.
- May 27–30 Annual Convention of the American Psychological Society. Boston, MA. Contact: APS, www.psychologicalscience.org. (CE credit offered.)
- June 27–30 Annual Conference of the Society for Human Resource Management. San Diego, CA. Contact: SHRM, www.shrm.org. (CE credit offered.)
- July 11–16 27th International Congress of Applied Psychology. Melbourne, Australia. Contact: www.icap2010.com.
- August 21–24 Biennial Conference of the International Society for Justice Research. Banff, Canada.
Contact: www.isjr.org/meetings.html.

Call for Papers Seventh International Conference on Emotions and Organizational Life (EMONET VII)

Researchers interested in studying emotions in organizational settings are invited to submit papers for EMONET VII, to be held in Montreal, Canada, August 4–5, 2010. The conference is organized by the Emonet e-mail discussion group, an international network of scholars working in this field, established in January 1997 and now affiliated with the Academy of Management's list server.

Theoretical and empirical papers are invited on any topic of relevance to the study of emotions at work, including the determinants of emotion; the nature and description of emotion; and processes and effects of emotion at the organizational, team, and individual levels. The conference papers will be considered for inclusion in Volumes 7 and 8 of the JAI Press Annual Series, *Research on Emotion in Organizations*, now published by Emerald Group Publishing (see www.emeraldinsight.com/1746-9791.htm). Papers on the twin themes, compassion and passion and green management are especially welcome.

The deadline for receipt of papers is **March 15, 2010**. Papers should be submitted via the Emonet Web site (see below) and will be subject to blind review. Papers should be no longer than 40 pages of double-spaced 12-point Times Roman text in length and should be formatted according to the submission guidelines for the Academy of Management. See the Emonet Web site for more details.

Papers for Emonet VII must be submitted via the conference submission links on the Emonet Web site, <http://www.uq.edu.au/emonet/> (click on the Emonet VII link). For more information, please e-mail one of the conference co-chairs, Neal M. Ashkanasy (UQ Business School, University of Queensland), n.ashkanasy@uq.edu.au; Charmine E. J. Härtel (Department of Management, Monash University), charmine.hartel@buseco.monash.edu.au; or Wilfred J. Zerbe (Haskayne School of Business, University of Calgary), wilfred.zerbe@haskayne.ucalgary.ca.

Call for Papers: Kenneth E. Clark Student Research Award

The Center for Creative Leadership (CCL) is sponsoring the Kenneth E. Clark Student Research Award, our annual competition to recognize outstanding unpublished papers by undergraduate and graduate students. Winner will receive a prize of \$1,500 and a trip to CCL to present the paper in a colloquium.

Submissions may be either empirically or conceptually based, and the contents should focus on some aspect of leadership or leadership development.

Submissions will be judged by (1) degree to which the paper addresses issues and trends that are significant to the study of leadership; (2) extent to which the paper shows consideration of the relevant theoretical and empirical literature; (3) extent to which the paper makes a conceptual or empirical contribution; (4) implications of the research for application to leadership identification and development. Researchers associated with CCL will anonymously review papers.

Papers must be authored and submitted only by graduate (must have graduated within 1 year of submission due date) or undergraduate students. Entrants must provide a letter from a faculty member certifying that a student wrote the paper. Entrants should submit four copies of an article-length paper. Name of the author(s) should appear only on the title page of the paper. Title page should include authors' affiliations, mailing addresses, and telephone numbers.

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

Entries (accompanied by faculty letters) must be received by **October 9, 2009**. Winning paper will be announced by January 8, 2010. Submit entries to:

David Altman, PhD
Executive Vice President
Research, Innovation and Product Development
Center for Creative Leadership
One Leadership Place
P.O. Box 26300
Greensboro, N.C. 27438 6300

Call for Submissions
2010 Conference on Commitment
Advances and Debates Surrounding Workplace Commitments
November 5–7, 2010 Columbus, OH

This conference brings together a community of scholars interested in the phenomenon of commitment to share and discuss ideas and findings relating to the conference theme of “Advances and Debates Surrounding Workplace Commitments.” The purpose of this conference is to advance the literature by promoting leading-edge thinking on all aspects and forms of commitment in organizational contexts regardless of bases, mindsets, or targets (e.g., commitment to organizations—employing or other; people; teams; occupation; goals; routines; change efforts; decisions; values; etc.).

The conference will be a mix of invited (30%) and peer-reviewed (70%) presentations. There will be a single track of presentations of a variety of lengths and formats. The small size of the conference promotes opportunities

for informal interaction and dialogue among attendees to facilitate networking, collaboration, the sharing of ideas, and in-depth discussions. A special issue of *Human Resource Management Review* will be developed from the best presentations and ideas from the conference.

Individuals interested in participating must submit an abstract for consideration by **March 15, 2010**. Submitted proposals may be for single paper presentation but other formats (e.g., debates, panel discussions, round tables, symposia) are welcome and encouraged. Submissions may address any aspect of workplace commitments with a preference given to those with the greatest potential to advance the literature. Specifically, submissions are sought that (a) summarize recent advances; (b) highlight new insights, perspectives, methodologies, or measures that may advance commitment theory and research; or (c) seek to resolve current issues or debates in the literature. A program committee will evaluate the submitted abstracts, and submitters will be notified of program decisions by mid May 2010.

For more information and detailed submission instructions, visit the conference Web site (http://fisher.osu.edu/~klein_12/Commitment.htm) or contact the conference organizer, **Howard J. Klein**, at klein_12@fisher.osu.edu.

Call for Papers: “State of the Practice” Edition ***Journal of Business and Psychology (JBP)***

We are soliciting proposals for the next edition of the “State of the Practice” to be published in 2010. Deadline for proposal submissions is **August 1, 2009**. With this special issue the *JBP* is looking to break new ground in the field of I-O psychology by bridging the gap between scientist and practitioner. This special edition provides authors with the unique opportunity to speak directly to the academic community and help shape their thinking and research agenda. All proposals will be peer reviewed. Authors of accepted proposals will have until January 1, 2010 to complete and submit an 8–12 page double-spaced manuscript for final review. Sample current topics in organizations today include:

- Should organizations share talent calls? (i.e., tell people if they are a high potential or not).
- What is the right measure of employee engagement to use?
- How do you accurately identify employee potential?
- What is the real impact of having an articulated employer brand?

Submit proposals to the ***JBP* State of the Practice Guest Editor, Allan H. Church** at ahchurch@aol.com. Each proposal should be no more than 2–3 pages and follow the format below:

Title: Catchy title that will draw attention.

Topic: Description of topic to be covered and why this is a hot issue or cutting-edge practice.

Practice: Description of current practice elements to be discussed in depth.

Research: Description of research areas or questions to be raised. This is key. Authors will lay out a research needs agenda. It is through this effort that we are attempting to bridge the research/practice divide—messages from the front line informing and motivating the science of the discipline.

Sources: List a few key sources from the literature, popular press, or Internet (if any exist) that will be used to ground the submission.

Call for Empirical Papers: *Journal of Business and Psychology* Multidisciplinary Perspectives on the Millennial Generation

For centuries, there has been a keen interest in, and many stereotypes about, how generations differ in their attitudes, beliefs, and behaviors. The assumptions about generational differences are often informed by myth rather than research. Recently, there has been considerable discussion about the generation born between 1977 and 2000. This generation has been labeled Millennials, the Net Generation, Echo Boomers, iGeneration, and Generation Y. In light of the global economic crisis, some have been labeling them Recession Generation. For ease of discussion, we're going to label this group Millennials.

This special issue of the *Journal of Business and Psychology* will examine Millennials from multiple perspectives and lay out a research agenda. One section will include invited, nonempirical papers from scholars representing different disciplines in the social and behavioral sciences such as economics, demography, personality and social psychology, developmental psychology, business, public policy, and sociology. A second section, which is the focus of this call for empirical papers, will include empirical studies on Millennials. We are seeking submissions of empirical manuscripts from scholars who have empirical research on Millennials. We are more interested in manuscripts from large national or international datasets than we are in studies on small, narrowly defined samples. Up to three empirical papers will be included.

If you are interested in submitting a manuscript, send a one-page abstract or summary of the study to David Altman so that the editors can ensure that the proposed manuscript is suitable for the special issue. Manuscripts are due to the journal no later than **August 1, 2009**. The recommended length of manuscript is 3,000–6,000 words. The special issue is likely to be published in early 2010. Inquiries about the special issue should be directed to **David Altman, PhD, Editor Millennials Special Issue**, Altmand@ccl.org. 1-336-286-4463 (Eastern Time Zone).

Organizational Frontiers: Call for Book Prospectus

A new editorial board (Eduard Salas [Series Editor], Wally Borman, Adrienne Colella, Jose Cortina, Joan R. Rentsch, Tammy Allen, and Gary Johns) has recently been appointed to SIOP's Organizational Frontiers series, and the board is currently seeking submissions of book prospectus for future volumes.

The Organizational Frontiers series publishes books on cutting-edge theory, research, and theory-driven practice in industrial-organizational psychology with an objective to inform and stimulate research for SIOP members and others in I-O and related fields.

"It's a very prestigious, visible series for our members where different views about theories and research can be articulated in a coherent volume," Series Editor Eduardo Salas said. "So really it's an excellent way to promote or science and its relevance to organizations."

Forthcoming titles of the Organizational Frontiers series include *Learning, Training, and Development in Organizations* (2009), *Adverse Impact: Implications for Organizational Staffing and High Stakes* (2009), and *Error in Organizations* (2010).

Recent volumes of the series include *Commitment in Organizations: Accumulated Wisdom and New Directions* (2009), *Team Effectiveness in Complex Organizations: Cross-Disciplinary Perspectives and Approaches* (2008), *Work Motivation: Past, Present and Future* (2008), and *The Psychology of Conflict and Conflict Management in Organizations* (2007).

For more information on recent or upcoming volumes, visit the Organizational Frontiers Web site at www.psypress.com/siop-organizational-frontiers/ or purchase the books at SIOP's online store, Pub Hub, at www.siop.org/PubHub.

To submit your prospectus or volume ideas, contact **Series Editor Eduard Salas** at esalas@ist.ucf.edu or any member of the editorial board.

SIOP's New I-O Blog Launched: Submit Your Posts and Thoughts

Whether you want to keep up with the events at SIOP's events or stay up to date on news and issues in the I-O community, make sure you check out SIOP's new blog!

The SIOP Exchange: The official blog of I-O psychology is now available to the public and open for post submissions and comments from SIOP members and the I-O community.

Officially launching at this year's SIOP annual conference, The SIOP Exchange is a blog that facilitates communication and community within SIOP and the larger I-O field. The blog is open to the public as well as members, and anyone can comment on the various posts and editorials on the site.

Visit The Exchange now at www.sioexchange.typepad.com or by clicking the SIOP Exchange link on the SIOP homepage. Check back often for new posts and editorials from SIOP members on a variety of issues important to the I-O field, and be sure to keep the discussion going by posting your opinions through post comments.

Features include:

- Blogs posts: Timely and interesting posts from SIOP members about current news and events in the field of I-O psychology.
- Comments: Commenting capabilities, so SIOP members and the community can share their opinions and discuss blog posts.
- Events: An events calendar for SIOP and other I-O events.
- News: Up-to-the-minute Google news on the topic of I-O psychology.
- Polls and surveys: The capability to post polls and surveys for SIOP members as well as the general public.

You can also submit your own post ideas. If you have an idea for an editorial, news, or other post, submit them on The Exchange's "Submit a Topic Idea!" page. Questions can be sent to **Ted Hayes (Theodore.Hayes@opm.gov)**, **Zack Horn (zhorn@aptima.com)** or **Charles Handler (chandler@rocket-hire.com)** from the SIOP Electronic Communications Committee.

2009 MSU Symposium on Multicultural Psychology

Registrations are now being accepted for "Conducting Multinational Research Projects in Organizational Psychology: Challenges and Opportunities," a conference that is part of the biennial Symposium of Multicultural Psychology at Michigan State University. The conference is cosponsored by the Center for Multicultural Psychology Research, the International Business Center, and the Department of Management at Michigan State University. The conference will be held **October 11 and 12** at The Henry Center for Executive Development at Michigan State in Lansing Michigan. The goal of the symposium is to identify the best practices and methodological lessons learned from conducting large-scale multinational projects and will feature renowned researchers as invited speakers, breakout and discussion groups for interchange on one's own cross-cultural research, and a poster session. For further details, please visit http://psychology.msu.edu/CMPR/msu_symposium.aspx.

APA Division 47: Exercise and Sport Psychology Presents the 31st Annual Running Psychologists'

APA 5K Ray's Race and 3K Walk. The application is here: <http://www.apa.org/about/division/div47.html>.

***Journal of Organizational Behavior* Special Issue**
Call for Papers: Coping With Economic Stressors:
Job Insecurity, Job Loss, Unemployment, and Underemployment

Guest Editors: Ute-Christine Klehe and Annelies van Vianen, University of Amsterdam, and Jelena Zikic, York University

Deadline for submissions: **April 30, 2010**

This special issue aims to strengthen these cross-links and to stimulate interaction between the related yet distinct research on job insecurity and job loss, unemployment, and underemployment. Ideally, the issue will encourage researchers to share ideas with one another at both the conceptual and methodological levels and to foster a more positive outlook and a better integration of existing and emerging theoretical perspectives.

We invite theoretical and empirical papers that address the coping mechanisms and strategies used by individuals, families, employment agencies, and/or voluntary or governmental organizations to address economic stressors such as job insecurity, job loss, unemployment, and underemployment. Examples of potential topics for contributions:

- worker's deciding between economic stressors
- creative ways of coping
- the roles of leisure activities and volunteer work
- resiliency and the role of positive experiences related to economic stressors
- daily diary studies about the self-regulatory processes underlying coping
- the interplay of coping on an individual and a group level (e.g., among colleagues, within families)
- the influence of family and social networks on coping goals, strategies, and success
- changes in coping strategies and well-being over time; changes in perception and attractiveness of different jobs
- effects of different reemployment interventions (on KSAs and motivation)
- consequences of economic stressors on work–life balance, different life facets, career adaptability, countertheoretical consequences, consequences from a community perspective

The *Journal of Organizational Behavior*'s usual guidelines for special issues apply. A full version of this call for papers with further details about the submission and review process can be found at **<http://www.siop.org/Calls and Announcements/JOB.pdf>**.

Call for Papers
II International Congress on Organizational Psychology
“Crisis, Opportunity, and Change on Human Capital Management
and Their Effects on Health”

To be held on October 22, 23, and 24 of 2009 at the Auditorium “Dr. Roberto Mendiola Orta” of the Centro Universitario de Ciencias de la Salud of the Universidad de Guadalajara (Av. Sierra Nevada and Av. Cáucaso, Colonia Independencia, C.P. 44340, Guadalajara, Jalisco, México).

Proposals: Free work conferences or posters can be presented.

Concerning the conferences (free work), they have to be presented with a 300- to 500-word abstract, or one page and should include one complete version of the work with 8 to 20 pages. Additionally, if the original work is in English, author(s) should include the abstract in Spanish too.

All proposals should be sent by **September 2009** in electronic and printed versions.

The Organising Chair will answer the author(s) when the work is accepted by September 10, 2009.

Information, registration, submit proposals to:

Departamento de Psicología Aplicada. Avenida Sierra Nevada 950 Puerta 16 Edificio I planta baja. Colonia Independencia, código postal 44340. Guadalajara, Jalisco, México. Telephone (33)3617 4329 and (33)1058 5200 Ext. 3650. Raúl Flores Carrillo, Chief of the department.
Electronic addresses:

congreorganizacional@yahoo.com.mx

www.cucs.udg.mx/psicologiaaplicada

<http://es.geocities.com/congreorganizacion>