

BULLETIN

SECTION ON I/O PSYCHOLOGY

CANADIAN PSYCHOLOGICAL ASSOCIATION

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1. Update on I/O Section Activities by Steven Cronshaw, Section Chair

Many I/O Section members are thinking ahead to the Convention in Montreal to be held from June 8-11. The Convention promises to be one of the best in years as Mike McCarrey has been working very hard to promote I/O-related events and get these activities on the program. CPA has again been generous in their support of I/O activities as well. Convention highlights of the greatest interest to I/O Psychologists include Richard Hackman on group processes, Gary Johns et al. on absenteeism, Ralph Alexander on cutting scores in employment testing, and Senator Lorna Marsden on employment equity and labour market policies (see the last section in this Bulletin for brief biographies of Richard Hackman and Ralph Alexander). Gary Latham and Ken Grant will conduct the pre-convention Institute on performance appraisal and a lively Saturday Afternoon Program is scheduled on academic/practitioner interfaces. In addition, there will be a number of high-quality symposia and paper presentations across the field of I/O Psychology (e.g., personality testing in selection, women and work). Be sure to reserve on your calendars June 8th for the I/O Section Institute and June 9-11 for the regular CPA programme.

All of you have probably received your special January Canadian Psychology issues on Industrial/Organizational Psychology in Canada. This volume represents a milestone in the development of I/O Psychology in this country and we extend our gratitude to Vic Catano and John Tivendell for the many days of work that they have put in for the Section over the past three years to bring this project to fruition. We also extend our thanks to CPA for their generous support of the Special Issue. The success of this project augurs well for the future of I/O publishing in this country. If you have ideas for other publishing projects we might try, give one of the Executive a call and get something rolling.

As you all know, the Section has been monitoring CPA Reorganization closely and tried to influence the Reorganization process (see the next section of this bulletin for Steve Norman's report on this issue). In fact, many of you completed the Applied Division survey questionnaire on reorganization - a survey which was prompted, at least in part, by our concerns that reorganization would adversely affect scientist-practitioner groups like our section. The ad hoc Committee on Restructuring appointed by the CPA Board has considered this input over the past few months (along with input from other interested parties) and Paul Gendreau, the President of CPA, informs me that the committee's recommendations will be published in the next CPA Highlights. It appears likely that the CPA membership will be asked to vote on some, or even all, of these recommendations during the Montreal convention. As Steve Norman points out in the next section of this Bulletin, the major recommendations (despite our input) will not serve the needs of the I/O Section. It is therefore very important that I/O Section members read the Highlights and be ready to come together at short notice to affect whatever "damage control" we can. We will also need your help to plot a course for the Section in the post-Reorganization era that will ensure our continued viability and growth.

As reported in the Minutes of the Long-range Planning Meeting reported in section four of this bulletin, the Section Executive has selected an ad hoc committee to develop Canadian Principles on the validation and use of employee selection procedures. In fact, all of the seven individuals who

volunteered to serve on the committee have been invited to meet during the Montreal convention to start work on this important project. It is anticipated that a preliminary draft of the Principles will be published in the I/O Section Bulletin for general comment and discussion early in 1989. You will be keep informed on the progress of this project through the Bulletin.

In addition, it is reported in these same minutes that the I/O Section and the Section on Industrial/Organizational Psychology of the Ontario Psychological Association were collaborating to develop a brief to the Ontario government expressing our mutual concerns about the lamentable state of funding for I/O Psychology graduate programs in the province. That brief has been completed and was sent to Lyn McLeod, Minister of Colleges and Universities for Ontario. Copies of this brief are available to any Section member on request (address inquiries to me at the University of Guelph). We hope that this brief will spur the government to invest more resources in promoting graduate work in I/O Psychology across the province. If I/O psychologists in other provincial associations (e.g., Quebec) are interested in pursuing such lobbying work with us in their own jurisdictions, they are encouraged to contact a member of the I/O Section Executive to get that process going. Other suggestions about how we can cooperate with our provincial counterparts in advancing our common interests in I/O psychology are also welcome.

The I/O Section Survey of Member Interests has been published and copies sent to all those people who responded to the Survey. Others who did not respond to the Survey, but wish to obtain a copy, should contact Steve Norman at the address given on the second page of this bulletin. A special version of the Survey was prepared for use by external agencies (a few members wished to have their names withheld from this version). I have sent a copy of this version to the new Chief Commissioner of the Canadian Human Rights Commission, Max Yalden, as well as to his research staff, in order to facilitate information exchange between Commission researchers who may need expert assistance with I/O-related problems and those of our membership who wish to supply such help. A letter was sent to Mr. Yalden along with the survey results which introduces the I/O Section and seeks to extend the positive and mutually beneficial contacts we have maintained with the Commission over the past several years.

2. Report on CPA Reorganization by Steve Norman

It appears that CPA will go ahead with a "Functional" reorganization. This means that there will be a Professional Affairs Division and a Scientific Affairs Division. The I/O Section is lobbying for a structure that will not separate scientific and professional issues in the belief that neither of the two proposed divisions would properly represent our interests.

The structure and by-laws will be set up over the next few months, and it is important that we participate in the evolution of the new structure. If you have any opinions on how I/O Psychology should participate and relate to CPA and its new proposed structure, please make your opinions known to one of the members of the Section Executive listed in this Bulletin.

The Section executive will be seeking an active role for I/O psychologists in the discussions that will take place over the next few months. If you are able and willing to participate in these developments please contact Steve Cronshaw at the University of Guelph.

3. New I/O Section Executive for 1988-89 by Steven Cronshaw

Nominations for the 1988-89 Executive were solicited in the last Bulletin for the following three positions on the Executive for 1988-89: Chair-Elect, Programme Co-ordinator, and Secretary-Treasurer. One nomination was received for each of those positions; therefore, these individuals are elected by acclamation to the Executive. The 1988-89 Executive consists of the following individuals: Steve Norman, Chair; Marc Berwald, Chair-elect; Rick Hackett, Programme Co-ordinator; Suzanne Simpson, Secretary-Treasurer; and Steven Cronshaw, Past-Chair. The new Executive will assume its duties at the close of the Annual General Meeting of the I/O Section during the Montreal Convention. I will arrange such meetings at the Montreal conference as are necessary to ensure a smooth transition between the old and new Executives.

4. Minutes of Long-Range Planning Meeting of the I/O Section Executive held in Ottawa on January 26, 1988

Present:

M. Berwald
V. Catano
S. Cronshaw
M. McCarry
S. Norman

Business:

1. Kendall Award

The call for submissions for the Kendall Award was sent to Canadian universities. No submissions yet. M. Berwald will put together a selection committee for this year.

Action: Berwald

2. CPA Re-Organization

The section's option for a scientist/practitioner division received worthy attention and was included as a possible course of action in Applied Division survey on the issue. This item will be discussed at the CPA Board of Directors meeting in February. S. Cronshaw to follow-up with CPA board and S. Norman to speak to other sections to assess their positions on the different options.

Action: Cronshaw, Norman

3. Specialty Designation
V. Catano gave results of preliminary analysis of survey performed by the joint CPA-CPAP task force on specialty designation. Results to be published at a later date. V. Catano will continue activities in this area.
Action: Catano
4. Selection Principles
A task force is being set up by the I/O section to publish guidelines on employee selection principles. S. Cronshaw to set up task force, issue formal invitations, and chair first meeting of the task force. S. Cronshaw will also investigate whether there are any CPA funds available for expenses.
Action: Cronshaw
5. Joint Section & SIOP Brief on the State of I/O Education in Ontario
S. Cronshaw and Shelagh Emmot of the Section on Industrial and Organizational Psychology of the Ontario Psychological Association issued a brief on the state of I/O Education in Ontario to Lyn McLeod, Minister of Colleges and Universities. The Section will look into forming relevant contacts in other provinces to issue similar briefs.
Action: Cronshaw
6. I/O Education Guidelines
The survey on I/O Education guidelines was performed this fall. Results will be published in Convention Bulletin. First draft of guidelines will be available by the time of the Convention in Montreal.
Action: Berwald
7. Treasurer's Report
As of January 1, the Section had a surplus of \$2,907.74. This surplus is entirely due to the fact that we have not paid any reproduction or mailing expenses for the Bulletin. The subsidy by private enterprise, however, cannot be counted on indefinitely.
8. Section Fees
As planned in the long term budget issued last year, section dues will be increased to \$10.00 for the 1989 year. Dues have not been changed since 1980. The raise is important to being able to continue section activities.
Action: Board
9. Associate Membership
CPA has agreed to let the Section sell the Bulletin as a way of broadening our membership base. An ad will be placed in the Administrative Sciences Association of Canada (ASAC) newspaper.
Action: Cronshaw

10. Survey of Interest

S. Norman has compiled the directory of members and their interests and sent it to those who replying to the survey.

Action: Cronshaw

General Information

The 1989 convention will be in Halifax, Nova Scotia.

5. I/O Section Institute at the 1988 CPA Conference in Montreal

June Fukushima has put together a terrific Institute for us in Montreal entitled "Performance appraisals: Putting theory into practice" (with assistance from Judy Lazar in Montreal). The Institute will be held at the Meridien Hotel on Wednesday, June 8, 1988, which is the day before the regular CPA program begins. The Institute consists of a full-day workshop on performance appraisal which will take place from 9:00AM to 4:30PM. There are two presenters. Gary Latham, Ford Research Professor at the Department of Psychology, University of Washington, consults widely in the state of Washington and in British Columbia. He serves on editorial boards of 3 major professional journals. Ken Grant is an industrial psychologist with the Personnel Psychology Centre of the Public Service Commission in Ottawa. Both Gary and Ken are long-standing members of the Section.

The workshop is designed to address: (i) purposes of performance appraisal; (ii) human rights and performance appraisal; (iii) the appraisal instrument; (iv) sources of appraisal; (v) ways of increasing appraiser objectivity; and (vi) coaching/counselling techniques. The cost is \$140.00 for I/O Section members; \$150.00 for non-Section members of CPA; \$75.00 for students; and \$200.00 for non-CPA members. Lunch will be provided. See your Convention mailout from CPA head office (due out very shortly) for registration materials. Be sure to pencil this Institute (the I/O Section's first) into your Convention schedules.

6. Announcement of Graduate Student Research Competition at the Montreal Conference. (Note that this announcement was sent to psychology departments across Canada earlier this year).

The I/O Section will award its annual prize of \$100 in honour of Lorne Kendall for the best paper, or poster, in the area of industrial and organizational psychology presented during CPA Conference in Montreal. To be eligible for consideration the paper (1) must be presented as part of the regular program of the 1988 Convention of the Canadian Psychological Association in Montreal on June 9, 10, and 11, and (2) must have a graduate student as sole or senior author. During the convention a panel of judges will attend the presentation or poster of each entrant. The award will be made as part of the Section's Saturday afternoon program. To enter the competition, the graduate student should send (1) a copy of the abstract that has been submitted for inclusion in the official CPA program, (2) a statement from the student's Chairperson or Graduate Program Director

verifying that the entrant is currently registered as a graduate student, and (3) a stamped, self-addressed envelope to: Dr. Mike McCarrey, Department of Psychology, University of Ottawa, Ottawa, Ontario K1N 6N5.

7. Topics and biographies of two presenters at the CPA Conference in Montreal: J. Richard Hackman and Ralph A. Alexander

J. Richard Hackman (Harvard University)

CPA Convention topic: "Studying in organizational context:
Some lessons learned for small group theory and research"

Abstract

The experimental tradition in small group research typically involves careful control of contextual variables- such as authority, task, basic norms of conduct, reward practices, material resources, physical space and so on. To let such variables vary freely would be to place at great risk our ability to tease out whatever group phenomena we are studying.

Yet contextual variables do vary widely for teams that do work in organizations, and existing evidence suggests that these variables may control substantial variance in how, and how well, teams perform. This presentation will examine that evidence, especially findings obtained by the presenter and his colleagues in a multi-year, multi-organization study of team behavior and effectiveness.

That study, which examined a wide variety of work groups (ranging from a professional string quartet to a team of prison guards to a top management executive committee, among many others) taught their researchers a number of hard lessons about theory and method for groups that operate in on-going social systems. These lessons will be reviewed, and a number of alterations in existing conceptual and methodological paradigms for small group research will be suggested.

J. Richard Hackman

Biographical Sketch

J. Richard Hackman is Cahners-Rabb Professor of Social and Organizational Psychology at Harvard University. He received his undergraduate degree in mathematics from MacMurray College in 1962, and his doctorate in social psychology from the University of Illinois in 1966. He taught at Yale until 1986, when he moved to Harvard.

Professor Hackman conducts research on a variety of topics in social psychology and organizational behavior, including the performance of work teams, social influences on individual behavior, and the design and leadership of self-managing units in organizations. He is on the editorial

board of several professional journals, and has consulted with a number of organizations on work and organizational design issues.

He is the author or editor of five books, and over 50 chapters and articles. Professor Hackman was winner of the Sixth Annual AIR Creative Talent Award in the field of "Measurement and Evaluation: Individual and Group Behavior," and co-winner of the 1972 Cattell Award of the American Psychological Association. He is a Fellow of that association in the Division of Industrial and Organizational Psychology, and in the Division of Personality and Social Psychology.

Ralph A. Alexander (University of Akron)

CPA Convention topic: "Psychometric issues in cutting scores for personnel tests: A review and proposed directions"

Abstract

The problems, both technical and practical, of setting cutting scores on tests in personnel (selection) settings are among the most common and perplexing faced by personnel psychologists. While the educational measurement literature contains extensive research and discussion of the issues, very little has yet been done in personnel psychology. This session reviews the various methods for setting cutting scores with a particular emphasis on evaluating both existing and potential methods in the personnel context.

8. Kudos.

Once again, we extend our thanks to the folks at Bell Canada for printing and mailing this issue of the Bulletin.