



# Minnesota Professionals for Psychology Applied to Work

## Upcoming Speaker

By Bob Lewis, VP Programs

### THURSDAY, FEBRUARY 16: I/O PSYCHOLOGY'S GREATEST HITS AND MISSES

**Kevin R. Murphy, PhD**  
Pennsylvania State University



I/O psychology is a fertile field with a lively scientist-practitioner exchange and an exceedingly bright future. Yet, like all disciplines, we have run down our share of unproductive paths and have opportunities to improve what we do and expand our understanding of the domain we work in. Our Distinguished Speaker for 2005-2006, Kevin Murphy, will highlight the successes of the field of I/O psychology as well as some of our biggest misses. Kevin is a widely published and well-respected

researcher known not only for the quality of his research but also the breadth of topics he has covered. Thus, he is uniquely suited to give us this perspective on the "state of the field."

Kevin Murphy is a Professor and Head of the Department of Psychology at Pennsylvania State University. He earned his PhD from Penn State in 1979, has served on the faculties of Rice University, New York University, and Colorado State University, and has had visiting appointments at the University of California, Berkeley and the University of Limerick. He has also been a Fulbright Scholar at the University of Stockholm, and is a Fellow of the American Psychological Association, the Society for Industrial and Organizational Psychology and the American Psychological Society. He is the recipient of the Society for Industrial and Organizational Psychology's 2004 Distinguished Scientific Contribution Award.

He served as President of the Society for Industrial and Organizational Psychology (1997-98), and as Associate Editor, then Editor of *Journal of Applied Psychology* (1991-2002), as well as a member of the editorial boards of *Human Performance*, *Personnel Psychology*, *Human Resource Management Review*, *International Journal of Management Reviews*, *Journal of Industrial Psychology* and *International Journal of Selection and Assessment*. He served as a Member and Chair of the Department of Defense Advisory Committee on Military Personnel Testing, and has also served on four National Academy of Sciences committees, most recently the Committee to Review the Scientific Evidence on the Polygraph. He has worked extensively with the Navy Personnel Research and

Development Center and with the United States Marine Corps, including two visiting appointments at NPRDC, and has served as a consultant to private and public-sector organizations in the areas of personnel selection and the assessment of job performance.

He is the author of over one hundred and fifteen articles and book chapters, and author or editor of ten books, in areas ranging from psychometrics and statistical analysis to individual differences, performance assessment, gender, and honesty in the workplace. Dr. Murphy's main areas of research include personnel selection and placement, performance appraisal, and psychological measurement. His current work focuses on methods of validating inferences from psychological tests and assessments.



## MPPAW Update

by Craig King, President

It was nice to see the strong attendance at the January meeting. John Budd's presentation on engaging employees from an economist's perspective provided a foray into more interdisciplinary topics and gave us food for thought. We are also now back at the McNamara Center, where we will hold our meetings for the next couple years at least. We've received some anecdotal comments about the location, food, and beverages. Please weigh in with your opinions.

This month we will administer the online member survey. We realize that it has been a long time since we systematically checked in to see what our members like and do not like about MPPAW. We value your thoughts on what is working and what we might want to change or add to make MPPAW even more valuable to you. Please take a few minutes to complete the survey. We'll review results at an upcoming meeting and in a future newsletter.

Kevin Murphy, our featured speaker this year, will present on February 16. See you then!

## Directories Are Here!

The 2006 MPPAW directory will be distributed to all members at the February meeting.



## January Presentation Recap

Summary prepared by Josh Kuehler, Co-Secretary

### THURSDAY, JANUARY 19: EMPLOYMENT WITH A HUMAN FACE: BALANCING EFFICIENCY, EQUITY AND VOICE

**Dr. John W. Budd**, Professor, Carlson School of Management at the University of Minnesota

Taken directly from Dr. John Budd's slide, "Economic prosperity demands that employment be productive." Productive employment is attained through recruitment, selection, training, and performance management. The current global market focuses on efficiency as the sole metric of competition. However, this creates a vacuum in which policies and concepts of work are excluded.

When asked about work, the most common responses from employees include: benefits, self-worth, accomplishment, and being treated with respect. Employers want high-quality work, productivity, and loyalty. To make the connection between employers and employees, industrial relations should be committed to the objectives of the employment relationship.

Efficiency in its basic definition is the effective use of scarce resources. This enhances economic performance and competitiveness and is the basis for consumption and investment. Efficiency can be defined from three conceptual standpoints. From the academic arena, efficiency is a matter of economics: work is a transaction in which an income is earned. From the Human Resource Management field, efficiency is creating productive employees through the use of policies. The corporate perspective on efficiency views employees as costly factors of production.

Efficiency is not the only objective. Equity is necessary for fair employment and treatment. The Industrial Relations field focuses on setting standards and protecting against exploitation and abuse. The Human Resource field ensures fairness and organizational justice. Equity in employment increases employee loyalty, acknowledges human dignity, sanctifies human life, and generates free and equal citizens. However, it is important to note that equity is not always distinguished from "voice." Equity provides the means towards greater ends whereas voice is an end itself for rational human beings in society.

Voice in employment is meaningful input into decisions. The voice of employment creates and assures industrial democracy. The role of the voice creates a culture of participation. It also includes employee involvement, self-development, and self-determination that ultimately results in efficiency. Employee decision-making is essential for human dignity and fulfills basic human needs. Employees have a legitimate stake in their work and therefore should be entitled to participate in decision-making.

The employment relationship objectives should include efficiency, equity, and voice. The industrial relations and human resources fields ultimately are about the objectives of the employment relationship. The objectives of employment provide a basis for evaluating if processes are working and therefore should be explicitly considered. Efficiency alone is not enough; one must include equity and voice. Employment research should be rooted in the objectives and analyze how policies, practices, laws contribute to efficiency, equity, and voice. The use of representation and participation balances the objectives in workplace governance. Understanding the processes, practices, and institutions is embedded in the broader framework of how the employment relationship works. Strict capitalism leads to absolutism whereas strict labor

relation leads to anarchy, once again identifying the need for balance between the two.

To achieve the balance, labor must be considered more than a commodity or factor of production. The inequality of bargaining power between employers and employees is imperfect in labor markets. The inherent conflict between the interests of employers and employees will occur but employee voice is important in a democratic society. The balance between employers and employees results in healthy competition, individual freedom and optimal outcomes. To reconstruct the practice in industrial relations- human resource one should create norms and design policies, and laws to balance efficiency, equity, and voice.

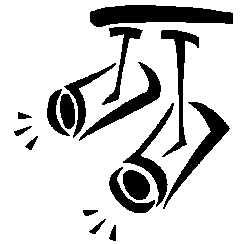
The workforce and labor market needs to move beyond efficiency to improve the employment relationship. This can achieve metrics for evaluation, models for analysis, and goals for reform. This employment with a human face requires that we not only embrace the analytical aspects of employees as human beings but also the socio-political aspect. Human beings are entitled to certain rights or standards in a democratic society and the question to be answered is, "What purpose does employment serve"?

## Member Profiles

By Julie Moran, Co-Secretary

*The Spotlight is on...*

**Pam Congemi**, Consultant on the Professional Services team with PreVisor



A three-time, all-campus, women's flag football champion at Central Michigan University, Pam Congemi began her interest in psychology as an undergraduate in Mount Pleasant, Michigan. She became immersed in several I/O psychology projects at her undergraduate institution, which had a number of staff members dedicated to I/O research. This early exposure allowed her to quickly gain an understanding of the field. Her knowledge of the I/O arena grew when she entered the Minnesota State University, Mankato, I/O Master's program in 2002. During the next two years Pam was enlightened by the flexibility this degree offered as well as the numerous paths and options available.

One such path led her to an internship with PreVisor (formed by the recent merger of ePredix and Qwiz) during the fall term of her second year of graduate school. Her internship encompassed a large amount of consulting work in the realm of selection. After completing her master's degree she decided to stay on at PreVisor, where the merger has allowed the organization to capitalize on personality and skills based testing.

Currently a consultant on the Professional Services team, Pam takes pride in having presented at several conferences (including SIOP), especially since she considers herself to be rather young in the I/O field. She has also worked with several great faculty members at both her undergraduate and graduate institutions, most notably Dr. Kim O'Farrell, her thesis advisor at MSU. Kim was instrumental in helping Pam apply her research ideas not only in an I/O context, but also a larger societal context. Pam has also grown professionally, working for a consulting organization that values I/O psychology and has been able to extract her "selection best practices" from the numerous people she has worked with.

A typical day primarily involves working with clients to analyze jobs and set up online selection systems. She facilitates focus groups, scrutinizes job analysis questionnaire data, and presents results

and recommendations to clients. Most of her time is focused around consulting with clients to help them understand and implement fair selection procedures within their organization.

Originally from Michigan, this Detroit Pistons and Red Wings fan stays closely knit with her family and friends that still reside there, and tries to visit as often as possible. She presently lives in Minnesota with her husband, also an MSU I/O alum, and their English bulldog, Newman, who always provides fun entertainment for the two.

## Announcements



### Continuing Education Credits.

For Licensed Psychologists needing to meet the CEU requirements of the Minnesota Board of Psychology, attendance at each MPPAW event counts as 1.5 hours of CEU credit. And only \$10 added to your membership dues covers all the expenses for

the MPPAW year, up to 10.5 CEU credits!

### A reminder to return your MPPAW survey by February 28!!

By now you should have received your MPPAW Member Survey via email. Please take a few minutes to complete it and return it to us. The combined input from all MPPAW members will be used to help plan programs and events for the upcoming year.



Surveys need to be returned by the last day of February. A summary of the results will be presented at a future meeting.

This survey was made possible with the gracious help of Ed Siegel. If you did not receive a survey or if you accidentally deleted the email, contact him at [ecs@mm.com](mailto:ecs@mm.com). If you have questions about the survey itself, feel free to contact Janis Houston or Kraig King using the phone/email information on the back page.

**Hogan Certification Workshop.** Hogan Assessment Systems will be having a two day workshop for executive coaches, HR directors or generalists, organizational development or training professionals, and industrial/organizational psychologists that are looking to become certified in the administration, interpretation, and implementation of Hogan assessments. It will be on March 7 & 8 at the Marquette Hotel, 710 Marquette Avenue, in Minneapolis.

Participants will learn how to use tests that identify personality characteristics that determine job fit; risk factors that can impede management fit; and values that determine a person's organizational fit.

For more information and to register, visit [www.hoganassessments.com](http://www.hoganassessments.com) (click on Events), or contact the company by e-mail at [wimmer@hoganassessments.com](mailto:wimmer@hoganassessments.com), or at 1-800-756-0632, Ext 398.

## Want to make a Difference?



MPPAW still needs a few individuals to fill some key positions. We're looking for people who want to provide leadership, make a difference in our organization, and help keep MPPAW a success.

The positions we need to fill are the VP-elect of Membership and Treasurer-elect. For both positions, you would be in "learning mode" for the 2005-2006 year, assisting the current VP and at-

tending Board meetings. You would then take over the position next year.

If you are interested in serving or know of someone who might be a great candidate, please contact any Board member (names are listed on the back page of the newsletter).

## Format of Meetings

Meetings begin at 5:30 p.m. with a social hour, followed by the presentation at 6:20 p.m. The meeting will conclude at 8:00 p.m.

A fee of \$10.00 per MPPAW member and \$20.00 per non-member (\$5.00 and \$15.00 for students) covers food at the social hour, as well as the costs associated with the presentation that evening.

Our location is the McNamara Alumni Center on the east bank of the University of Minnesota. To find the meeting, check the small signs outside of each room, or ask at the registration desk.

**Our room for the February meeting is the Ski U Mah Room.**

See map and driving directions on the next page.



## DIRECTIONS to McNAMARA ALUMNI CENTER

Directions below are to the University Avenue Ramp. Once inside the ramp, take elevator to tunnel or street level. Follow signs to the alumni center – the copper building adjacent to the ramp.

### From the north, heading south on 35W

Take Exit #18, 4th St-University Ave exit. Cross Fourth Street SE; turn left on University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

### From the south, heading north on 35W

Take Exit #18, 4th St-University Ave exit. Keep right at fork in ramp and merge onto University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

### From the east or west on I94

Take U of M/Huron Boulevard Exit #235B. Follow Huron Boulevard two blocks to Washington Avenue and turn left. Turn right at Oak Street (second light). Turn left on 4th Street (one-way). Turn left on 18th Avenue. Turn left on University (one-way). Drive 1-1/2 blocks to University Avenue Parking Ramp on right.

### From downtown Minneapolis

Take 4th Street east – 4th Street becomes Washington Avenue. Follow directions from Washington Avenue above.



## PARKING

- An underground tunnel connects the Center to the adjacent University Avenue Parking Ramp. The ramp is located northwest of the Center. The ramp charges \$2.50 per hour.
- A second tunnel connects the Center to the Radisson Hotel that is adjacent to the Washington Avenue Parking Ramp. The ramp charges \$2.50 per hour.
- Metered street parking is available along Oak and Walnut Streets.
- Two handicapped parking spaces are available at the Center's entrance on Oak Street.

## MPPAW Officers and Key Committee Members

		Phone	e-mail
<i>President</i>	Kraig King – Personnel Decisions Intl.	612-337-3606	<a href="mailto:Kraig.King@personneldecisions.com">Kraig.King@personneldecisions.com</a>
<i>President-Elect</i>	Janice Houston – PDRI	612-331-3680	<a href="mailto:janis.houston@pdri.com">janis.houston@pdri.com</a>
<i>VP, Communication</i>	Sally Blecha – Questar Data Systems	651-688-1907	<a href="mailto:sblecha@questarweb.com">sblecha@questarweb.com</a>
<i>VP-Elect, Communication</i>	Jenny Merriam – CPP	763-913-4878	<a href="mailto:jmerriam@cpp.com">jmerriam@cpp.com</a>
<i>VP, Programs</i>	Bob Lewis – Personnel Decisions Intl.	612-337-8281	<a href="mailto:blewis@personneldecisions.com">blewis@personneldecisions.com</a>
<i>VP-Elect, Programs</i>	Lisa Perez – MN State U., Mankato	507-389-5696	<a href="mailto:lisa.perez@mnsu.edu">lisa.perez@mnsu.edu</a>
<i>VP, Membership</i>	Nikki Moore Miller – 3M	651-733-1436	<a href="mailto:membership@mppaw.org">membership@mppaw.org</a>
<i>VP-Elect, Membership</i>	OPEN		
<i>Co-Secretaries</i>	Julie Moran – MN State U., Mankato		<a href="mailto:juliane.moran@mnsu.edu">juliane.moran@mnsu.edu</a>
	Josh Kuehler – St. Cloud State University	320-309-0285	<a href="mailto:joshua.kuehler@hotmail.com">joshua.kuehler@hotmail.com</a>
<i>Treasurer</i>	Sheryl Moinat – Olson Consulting Group	952-830-1190	<a href="mailto:smoinat@olsonconsultinggroup.com">smoinat@olsonconsultinggroup.com</a>
<i>Treasurer-Elect</i>	OPEN		
<i>CEU Coordinator</i>	Bill Kirkpatrick – SKS Consulting Psychologists	952-926-9852	<a href="mailto:kirkpatrick@sksonline.org">kirkpatrick@sksonline.org</a>
<i>Website</i>	Adam Speck – MN State U., Mankato	507-304-2069	<a href="mailto:webmaster@mppaw.org">webmaster@mppaw.org</a>

MPPAW Website: [www.mppaw.org](http://www.mppaw.org)