



Minnesota Professionals for Psychology Applied to Work

Upcoming Speaker

By Bob Lewis, VP Programs

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



Economic prosperity demands that employment be productive. Recruitment, selection, training, coaching, performance management, and other activities are rooted in the quest for ever-greater worker and organizational performance. More generally, in today's competitive global world, efficiency is widely viewed as the only yardstick for judging the 21st century employment relationship. Such a focus, however, significantly restricts

how we conceptualize work, how corporate and public policies are evaluated, how workers are treated, and how we approach research on work. As a result, this presentation discusses the need – both analytically and normatively – for giving employment a human face, that is, for seeing work as an economic and social activity, with material and psychological rewards, undertaken by human beings in a democratic society.

John W. Budd is a professor in the Industrial Relations Center at the University of Minnesota's Carlson School of Management, where he holds an Industrial Relations Landgrant Professorship. He has published numerous articles on a variety of work-related topics and is the author of the award-winning "Employment with a Human Face: Balancing Efficiency, Equity, and Voice" (Cornell University Press) and the award-winning "Labor Relations: Striking a Balance" (McGraw-Hill/Irwin). Most recently, he co-edited a volume for the Labor and Employment Relations Association entitled "The Ethics of Human Resources and Industrial Relations" and taught a freshman seminar on "Work, Work, Work – What is Work?" He has a Ph.D. in economics from Princeton University and is on the editorial boards of *Industrial and Labor Relations Review* and *WorkingUSA*.



MPPAW Update

by Craig King, President

Welcome to the new year! This month—and for at least the next few years—we are back at the McNamara Center at the University of Minnesota east bank campus. If you have not attended a meeting at this new site, you will be impressed. It's a very comfortable and appealing setting for us to learn and mingle. This month we will be experimenting with a cash bar in addition to our normal appetizers. Let us know what you think.

We are continuing our diverse slate of speakers on January 19 with John Budd, Economics Professor at the Carlson School. You may have heard John recently on NPR discussing the Northwest Airlines mechanics strike. He will present an economist's view of employee retention. Sure to get us thinking.

Thanks to Jeff Johnson for his interesting and delightfully practical talk on applying relative weights in regression analysis. For those of you who were not able to make it to St. Paul in November, his slides are now available online at the MPPAW website.

We decided to delay the MPPAW member survey until after the holidays. At the November meeting, we solicited input on topics members would like to have covered in the survey. Here's your last chance to get your ideas included. Send any topics to janis.houston@pdri.com

See you on January 19!

November Presentation Recap

Summary prepared by Josh Kuehler, Co-Secretary

THURSDAY, NOVEMBER 17: PAY ATTENTION, THIS IS IMPORTANT! APPLYING RELATIVE WEIGHT ANALYSIS TO ORGANIZATIONAL RESEARCH

Jeff W. Johnson, Ph.D., Senior Staff Scientist,
Personnel Decisions Research Institutes

Dr. Johnson discussed the use of relative weight analysis in determining importance in organizational research. There are many definitions of importance when predicting a dependent variable (DV) using any number of independent variables: how significantly each variable adds to the prediction of the DV; incremental validity; and whether a variable has a direct or indirect effect on the DV. When using relative weight analysis, importance refers to explanation rather than prediction. The relative importance of variables can be of interest in areas such as decision-maker policy-capturing, understanding the determinants of academic performance, and understanding how job characteristics influence wages.

Direct ratings of importance are easy to explain and allow importance to be measured at the individual level. However, direct ratings can be influenced by external considerations that make them less likely to reflect reality. Another limitation of direct ratings is that people have trouble actually rating how important they think something is in contributing to an overall judgment. Correlations and standardized regression weights are other common methods of determining importance. These statistical procedures identify the proportion of variance in the DV associated with each independent variable. But this works best when independent variables are *not* correlated with each other, which is rarely achieved in practice. Other methods of measuring importance include: increase in R^2 , semipartial correlation, product measure ($\beta_{x_i/y}$), maximally related orthogonal counterparts, and dominance analysis.



Relative weight analysis (RWA) is based on the observation that almost all statistical measures of predictor importance yield the same results when predictors are uncorrelated. The first step in RWA is to transform the predictors to a set of uncorrelated variables that are maximally related to the original predictors (similar to a

principal components analysis). Then regress the DV on the new uncorrelated variables. This represents the relative importance of the new variables to the DV. Third, regress the original predictors on the uncorrelated variables, which represents the relative importance of each uncorrelated variable to each original predictor. Lastly, combine the indices of each regression to compute an index representing the relative importance of the original predictors to the DV. The output of RWA is a weight for each predictor that represents its relative contribution to the DV. Larger weights indicate a stronger association with the outcome.

Dominance analysis and RWA produce similar results even though the process for each procedure is quite different. Relative weights can be computed much more quickly in terms of computer processing and researcher time regardless of the number of predictors. Therefore RWA results in considerable cost and time savings.

Like any statistic, relative weights are influenced to some extent by error. Calculating confidence intervals for relative weights can be

done using a bootstrap approach. This is accomplished using 100-1000 subsamples and finding relative weights within each subsample and then calculating the standard error of the relative weights.

When making comparisons across different populations, one needs to remember that the question is "Is this variable's importance relative to the other variables in the model different in one population than in another?" The question is not "Is this variable more important in one population than in the other?" Because of differences in R^2 across samples, equal relative weights don't mean the same thing.

In most cases, RWA assumes a causal relationship between the independent variables and the DV. A common use of RWA is to see how respondents' opinions about specific issues influence some overall evaluation. Any type of variable used in RWA should be measured at the ordinal level or higher. Some examples of DVs are: overall satisfaction with company, job satisfaction, customer loyalty, turnover and overall customer satisfaction. The independent variables should also be measured at the ordinal level or higher but unlike the DVs, it is acceptable to use dichotomous variables as predictors. It is also recommended to use dimensions and not individual items as predictors, as this is more manageable and more reliable.

Member Profiles

By Julie Moran, Co-Secretary

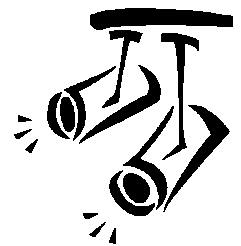
The Spotlight is on...

Teresa Brown, second year I/O Masters student at Minnesota State University, Mankato and Recruiter with Weis Builders

Having relocated to southern Minnesota for the last six years during her undergraduate and graduate education, Teresa (called Tera) will be returning to her familiar childhood surroundings of the Twin Cities while assuming new responsibilities as a Recruiter for Weis Builders Inc. Graduating from Gustavus Adolphus College in St. Peter, MN in 2000, Tera moved no more than 15 miles down the road to Minnesota State University, Mankato to acquire a Master of Arts degree in Industrial/ Organizational Psychology.

While working on her psychology major and English minor, it was Miriam Kragness, a visiting assistant professor at Gustavus, who first introduced Tera to I/O psychology. Initially interested in the human resources field, Tera met Miriam, an I/O psychologist at the college, who began a private management consulting firm and provided Tera with useful information about the field of I/O psychology and how it can be applied in the work setting. Beyond the basic foundation of I/O knowledge, Miriam also provided Tera with a description of the type of lifestyle an I/O career would offer.

Expanding on the I/O field, Tera discovered Weis Builders, a premier construction organization whose focus is on "delighting clients," and became an intern with their organization during her undergraduate education. She went on to spend three summers interning with Weis Builders as a human resources representative. During this time she primarily recruited for entry level positions, analyzed employee performance reviews and sought to discover trends within this data. Throughout her summer internships with Weis Builders, Bob Mayer, the Vice President of Human Resources, showed her the different paths offered by the I/O field, which helped Tera to realize her fit in the human resources de-



partment and the company overall, and eventually led to the start of her career.

Tera's final year at Gustavus comprised a J-term internship with 3M under the direction of Doug Molitor, who illustrated the importance of networking with other I/O psychologists and business contacts, which can be a crucial component in one's business career.

Tera has stayed busy managing her new career, organizing the Organizational Effectiveness Research Group in the I/O department, completing her masters' thesis, and handling a full course load. She has found guidance and compassion from Professor Andi Lassiter, who provides Tera with a source of patience and support, and acts as her thesis advisor. Tera has recently completed the data collection for her thesis, which is on examining the relationship between cultural intelligence and collective efficacy in multinational dispersed teams. Beyond the demanding lifestyle of an I/O psychology graduate student, she also has affection for anything chocolate, the Vikings, swimming, and running... but especially movies, with *Tommy Boy*, *Love Actually* and *Oceans 11* leading the pack.

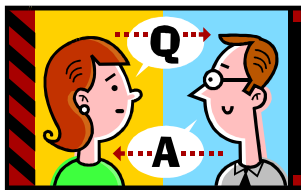
Announcements



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!



Tell Us What You Think!

MPPAW can only be as successful as its membership makes it. YOU are MPPAW – and your ideas are important. That's why your Board of Directors is asking for your input via a membership survey. The survey will ask

questions about several issues – programs, venues, food – as well as some demographic items so we can build a better understanding of our membership, allowing us to better meet your needs.

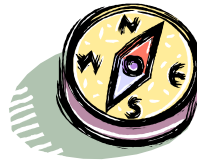
When the survey arrives in your email, please take a few minutes to fill it out. We really need to hear from you so we know how things are going. And if you have suggestions for topics that you would like to see included in the survey, send them to Janice Houston at janis.houston@pdri.com.

New at MPPAW! This month we will be introducing a new feature at MPPAW meetings – a cash bar! Several members have suggested this “perk” so we are giving it a try! Wine, beer, and cocktails will be available. Please be sure to have an ID with you when you order.



Don't Get Lost!

The new directories will be handed out at the February meeting. Changed jobs? New e-mail address?



Remember to tell us if your contact information changes so we can keep you in touch with MPPAW – and vice versa! Contact membership@mppaw.org with any changes.

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 attending 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 January meeting is the Johnson Great 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

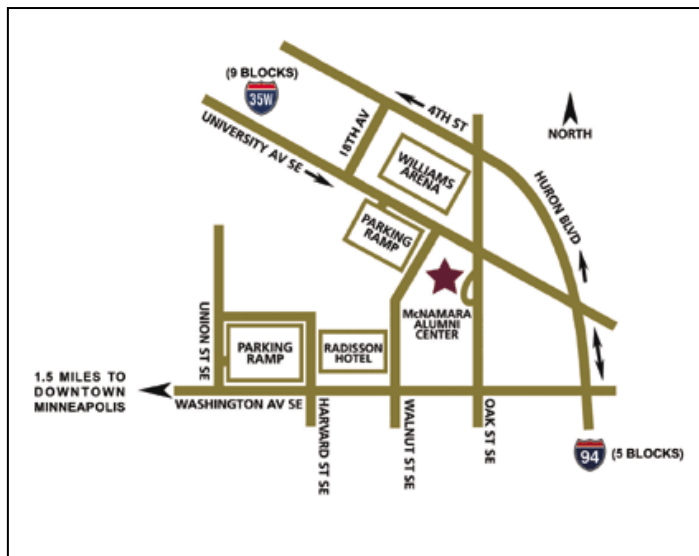
Take Exit #18, 4th St-University Ave exit. Keep right at fork in ramp and merge onto University Ave SE. Drive 9 blocks to the University Avenue Parking Ramp on right side of street.

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

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MPPAW Website: www.mppaw.org