TOP The Organisational Psychologist
December 2006
The official Quarterly Newsletter for the College of Organisational Psychologists

Chairperson's Address

Gina McCredie, Nov 2006

Merry Christmass 2006 to all members and readers. The APS/NZPS Conference held in Auckland in late September was a valuable experience for all org psychs who attended, with three days of IO papers and a IO dinner that was attended by 30 or so organisational psychologists. Our colleagues from the NZ I/O Division of the NZPS were fantastic hosts, and we look forward to a closer working relationship with them in the months to come. Expect to see some of them at our IO Conference in Adelaide next June!

I would like to inform College members about the IO Net Virtual Discussion Group. IO Net is hosted by Massey University for the promotion of exchange of views on theory and practice of psychology in organisations. While advertising vacancies is encouraged, it is wise to ask whether other forms of commercial activity are wanted before posting. The discussion group has about 300 subscribers at present and is easy on your email-box, with an annual average of less than one posting per day. When a topic gets going, there might be a dozen postings in one day. As a subscriber, you can post messages and small attachments to ionet@massey.ac.nz. Subscribing to the chat group is as simple as emailing majordomo@massey.ac.nz; In the message write; "subscribe ionet" followed by "end" on the next line. Do not write anything else and have no subject.

At the ASP Annual General Meeting in Auckland, nine new APS Fellows were announced, including two COP members, Geoffrey Payne and Dr Robert Pryor. A fitting recognition of the contributions that Geoff and Robert have made to psychology in Australia.

Also in September, I met with Amanda Gordon (APS President) and Lyn Littlefield (APS Executive Director) to explore what views and ideas the APS had for our College and the promotion of organisational psychology. They are very interested in working with us to

- build the profile of org psychs within the APS
- find ways to promote psychology in the workplace, and
- educate more people as to what organisational psychology skills are.

Some of their initial ideas for achieving this:

- COP could provide PD for other sorts of psychologists in topics like management, teamwork, etc
- COP could provide guidance through a series of Tip Sheets or Workshops on things like personality testing interpretation by HR managers, selection principles, etc
- The APS is interested in a US initiative called "the psychologically healthy workplace", which includes an awards framework under which workplaces are assessed and recognised in terms of policies and practices, eg OH&S. The APS see the merits of such an initiative in Australia, and feel our College could contribute to this, along with the College of Health Psychologists.
- COP can raise the profile of organisational psychologists in the media through closer

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working with the APS Communications team.

- More cross-unit activity, eg with the Coaching Interest Group and DIPP.

You may have your own ideas about what the APS can do to support us and we can do to support the APS. Please have your say in our upcoming survey...

In November/December the College of Organisational Psychologists will be surveying members and non-members for their impressions and suggestions about what the College can do to improve its membership value proposition. The survey is the culmination of several months of research into similar associations and their attraction and retention strategies. I encourage you to take part in it. Survey details will be available on our website shortly, at www.groups.psychology.org.au/cop/ Members will be emailed an invitation to participate.

And finally, a big thanks to all those on our COP committees across Australia. In putting on PD events, sharing membership information and promoting organisational psychology you have made a difference. I hope more org psychs become active in COP in 2007.

Submission Guidelines

The Chief Editor and Editor welcome all constructive input, articles, letters and ideas from Organisational Psychology College Members. We would just like you to help us out by abiding by some simple house keeping rules:

- **Please ensure that any articles are formatted properly, spell checked and proofed prior to being submitted for publication. (while we reserve the right to fix your copy or modify the formatting, we may not do so!)**
- **Obtain the Chief Editor's (Gina McCredie) approval prior to any articles being written on commercial sponsors.**
- **Please do not submit material that is defamatory, libellous, racist or discriminatory in nature. We will not publish it.**
- **All images, artwork and fonts to be submitted as separate files! Do NOT include Artwork or photos as a part of a Word file without submitting separately. Prefered format for photos are TIFF or high quality JPG.**
- **Please submit all TOP content to Martha Knox-Haly at marthaknox@bigpond.com**
- **Our next issues will have these themes:**

Leadership - Submission date: 28th February 2007 & publication date: 25th March 2007

Training & Capability Development: May 31st 2007 & publication date: 24th June 2007

Organisational Change: Submission date: August 31st 2007 & publication date: 23rd September 2007

Online Testing: Submission date: October 31st 2007 & publication date: 2nd December 2007

View from a Managing Editor

This is a quick note to all our readers to advise of the exciting new content in this edition of TOP. Firstly I would like to thank our National Chair Gina McCredie for organising so many contributions for this edition of TOP!

The Editorial Team is experimenting with the idea of themes for each edition of TOP. The theme for this quarter is "Occupational Stress". The theme for our next edition will be Leadership, and the submission deadline for the March quarter will be 28th February 2007. I welcome any copy (including journal articles, news items and professional development events) that specifically touches upon the issue of leadership. Contributions of a more general nature are also welcome, as are compliments or suggestions on changes for future editions.

This issue brings news of the 7th Industrial and Organisational Psychology (IOP) and 1st Asia Pacific Congress on Work and Organisational Psychology (APCWOP). IOP will be held in the Adelaide Convention Centre, South Australia 28th June to 1st July 2007. IOP Organiser, Associate Professor Maureen Dollard provides information on keynote speakers, conference themes and how to submit abstracts.

Lauren Krause's article on the results of the salary survey for organisational psychologists is another hot item. It shows what the majority of us are earning as Organisational Psychologists. More importantly it demonstrates the lofty salary bands that we could all potentially aspire to!

In line with our theme of Occupational Stress, there are three articles focusing on work overload. Doctor Simon Moss presents a stimulating article on the relationship between work overload and the planning fallacy (the tendency to underestimate the amount of time a task will require). Doctor Moss presents his arguments within the context of modern management practices such

as management by objectives and strategic planning.

Daisuke Fujiwara and Doctor Richard Hicks write authoritatively on the measurement of stress among secondary school teachers. This study compares teacher perceptions of occupational stress against general population norms obtained for the Occupational Stress Inventory (Revised). The authors conclude that "work overload" is the Achilles heel for Queensland Teachers.

Martha Knox Haly presents a paper which covers legal trends in the area of occupational stress. Ms Knox-Haly describes a recent court case involving work overload and the implications of this for Australian workplaces and Organisational Psychologists. The article also refers to other case law decisions in the area of occupational mental health.

Our final page is dedicated to listing all the Professional Development Events for each state and territory. Please feel free to send us relevant details of your local PD Events.

Where Will You Be Celebrating End of Financial Year 2007?

by Kathryn McEwen, Gina McCredie & Lisa Interli

Come to South Australia, home of Grange Hermitage and breeding ground for great Australian talent including Sir Andy Thomas (NASA Astronaut), Anthony LaPaglia (actor), Lleyton Hewitt (tennis player), Sir Douglas Mawson (Antarctic Explorer), Sir Donald Bradman (cricketer), Sir Hans Heysen (artist), Rupert Murdoch (media mogul), and Elton Mayo (notorious IO psychologist).

The 7th Industrial and Organisational Psychology (IOP) and 1st Asia Pacific Congress on Work and Organisational Psychology (APCWOP) will be held at the Adelaide Convention Centre, South Australia from 28 June to 1st July 2007. The theme of the conference is Better Work. Better Organisations. Better World. Through International Cooperation in Research, Education and Practice.

Convened under the auspices of the Australian Psychological Society (APS), the conference will for the first time offer a broader Asia Pacific regional perspective on work and organisational psychology. According to Gina McCredie, National Chair of the APS College of Organisational Psychologists, this decision is highly relevant in the context of trends such as off-shoring and increasing globalisation.

"This is a very exciting opportunity to expand the footprint of work and organisational psychology into much broader areas of mutual interest in the Asia-Pacific Region", said the Conference Chair, Assoc Prof Maureen Dollard.

"Cooperation in research, education and practice could lead to some extremely interesting and worthwhile developments in work and organisational psychology internationally. An international scientific committee has been assembled,," she said.

ternational Scientific Program Committee members for 7th Industrial and Organisational Psychology Conference / 1st Asia Pacific Congress on Work and Organisational Psychology are:

- Assoc Prof Maureen Dollard, University of South Australia
- Prof Tony Winefield, University of South Australia
- Assoc Prof Prashant Bordia, University of South Australia
- Assoc Prof Kurt Lushington, University of South Australia
- Prof John Cordery, The University of Western Australia
- Dr Nerina Jimmieson, University of Queensland
- Assoc Prof David Morrison, University of Western Australia
- Prof Tom Cox, Nottingham University, UK
- Prof Sharon Parker, University of Sheffield, UK
- Prof Amold Bakker, Erasmus University, Rotterdam
- Prof Dieter Zapf, Goethe University, Frankfurt
- Prof Saswata Biswas, Institute for Rural Management, India
- Prof Michael O'Driscoll, University of Waikato, New Zealand
- Assoc Prof Winton Au, The Chinese University of Hong Kong, and
- Prof Kan Shi, Institute of Psychology, The Chinese Academy of Sciences, China.

An aim of the conference is to expand the footprint of work psychology. In addition to the mainstream interest areas of work and organizational psychologists (such as work motivation, leadership, selection, recruitment, coaching, and so on) the Committee members encourage submissions on diverse topics of interest: globalisation of work; governance; capacity building; cooperatives and other organisational structures; creative methodology; intervention research; rural work psychology; rural enterprise development; rural management; international development; and international volunteer / aid work.

"We invite discussion on challenges for Work Psychology in the Asia-Pacific. Discussion topics may include:

- How can we establish better work arrangements, better organizations and a better world?
- How can we cooperate with indigenous organisations in achieving their objectives?
- What role can we play in international aid organizations, and work (e.g. workplace trauma, isolation, risk management,

cross cultural issues)?

- What role can we play in capacity building enterprise in emerging economies?
- What is rural work psychology and how can we assist rural enterprise development and service delivery and sustainability of both?
- What role can we play in putting an end to poverty?
- What are the needs of work psychologists in the Asia Pacific region?
- What are the potential areas of work/education for the work psychologist?
- What are the challenges and needs of small business enterprise?" Maureen said.

The conference is firstly about networking, but also about resolutions and actions. If you would like to convene a Roundtable to develop an agenda, resolution or action plan on a topic of interest please let us know.

The full conference program will be available in April 2007. Keynote speakers include:

- Professor Arnold Bakker, Professor at the Department of Work and Organizational Psychology, Erasmus University Rotterdam, The Netherlands. His research focuses on burnout and its opposite – work engagement.
- Professor Bobby Banerjee, Professor of Strategic Management at the International Graduate School of Business, University of South Australia. He will discuss the impacts of globalisation on work, and indigenous enterprise.
- Professor Paula Caligiuri, Professor of Human Resource Management in the School of Management and Labor Relations at Rutgers University, where she is the Director of the Center for Human Resource Strategy. She researches, publishes, and consults in three primary areas: strategic human resource management in multinational organizations, global leadership development, and global assignee management.
- Professor David Chan, Professor of Psychology and Associate Dean at the School of Economics and Social Sciences, Singapore Management University. His research includes areas in personnel selection, longitudinal modeling, and adaptation to changes at work.
- Professor Belle Rose Ragins, professor of Human Resource Management, University of Wisconsin – Milwaukee. She teaches, consults, and conducts research on diversity, mentoring, and gender issues in organizations. Her current research examines the development of mentoring relationships and explores how gender and diversity affect mentoring.

As well as keynote presentations, there will be a range of different sessions in the program:

- "how to" sessions covering methods/tips for conducting a particular type or research or practice area (45 mins each)
- practice forums on topics of interest to practitioners or emerging topics (practitioner-led sessions with audience participation expected, 1.5 hours)
- rapid communication posters (5 min pres plus 2 min Q&A)
- symposia (4 x 20 min presentations, then 30 mins discussion)
- individual research presentations (15 min pres plus Q&A)

COP members and affiliated colleagues are encouraged to submit papers and proposals for the conference. An abstract only is required for submission. Note that a symposium or forum requires only one submission on behalf of the team. Further information about submissions can be obtained from www.iopconference.com.au . Select papers will be published and will attract DEST points.

A range of special events showcasing Adelaide's premier wine-making industry, and providing social and networking opportunities will complement what promises to be an outstanding program. So put the IOP conference/ APCWOP into your diaries now . Its an event not to be missed. Above all you will have fun!

For more information email iopconference@psychology.org.au or go to the conference website www.iopconference.com.au

Make this conference your conference

The best conferences are typically those that address your own critical issues. They give you fresh insights. You meet new faces and reunite with old ones. You socialise as well as network. And you walk away having gained something practical, something tangible.

The 2007 IOP Conference aims to deliver these, with your help. So to start, here's your opportunity to help shape the conference program. Please have your say.

Q. What are the challenges for organisational psychology in the Asia Pacific?

Q. What are the burning issues that organisational psychologists face in their work?

Q. What do organisational psychologists need to master to be successful in 2007?

Send your ideas to Kathryn McEwen at kmcewen@senet.com.au

If you have suggestions for particular program sessions or topics, either that you would be interested in running or perhaps contributing to, please let us know. We may be able to connect you up with others who would like to cover the same topics in a joint session with you.

Better Work. Better Organisations. Better World.

Through international cooperation in research, education and practice

www.iopconference.com.au

7th Industrial and Organisational Psychology Conference (IOP) /

1st Asia Pacific Congress on Work and Organisational Psychology (APCWOP)

28th June – 1st July 2007

Adelaide, South Australia, Australia

The 2007 IOP/APCWOP Conference will bring together prominent researchers from the Asia Pacific region and beyond, exploring new and challenging themes while expanding the footprint of work and organisational psychology in the Asia Pacific.

Keynote speakers

- Professor Arnold Bakker, Institute of Psychology, Erasmus University Rotterdam
- Professor Bobby Banerjee, International Graduate School of Business, University of South Australia
- Professor Paula Caligiuri, Centre for HR Strategy, Rutgers University
- Professor David Chan, School of Economics and Social Sciences, Singapore Management University
- Professor Belle Rose Ragins, Professor of Human Resource Management, University of Wisconsin – Milwaukee
- The APS Elton Mayo Award Winner

The Australian Psychological Society Ltd

For further details please visit the conference website:
www.iopconference.com.au

or contact the
IOP Conference Secretariat at:
Australian Psychological Society
ABN 23 000 543 788
PO Box 38, Flinders Lane PO
Melbourne Vic Australia 8009

Tel:
+61 3 8662 3300

Fax:
+61 3 9663 6177

Email:
iopconference@psychology.org.au

Submissions deadline: 5th February 2007

Visit **www.iopconference.com.au** to access the online 'Call for Submissions' form and for program and registration details.

SALARY SURVEY FOR ORGANISATIONAL PSYCHOLOGISTS

by Lauren Krause (Postgraduate Student, Macquarie University)

Recently an online salary survey was conducted for Organisational Psychologists. This was the first wide-scale salary survey to be conducted for Organisational Psychologists in Australia. The survey was distributed to members of the College of Organisational Psychologists (COP) but non-members working in the field were also encouraged to participate.

A total of 231 participants completed the survey; 60% were females, the average age was 35.77 years (SD=10.95), and 64% had a masters degree or higher. Approximately two thirds (68%) were members of the Australian Psychological Society (APS), 48% were COP members, and 89% were registered or conditionally registered psychologists.

The majority of participants worked in consulting (53%), while others worked in commercial organisations (21%), government establishments (17%), academic arena (7%) or non-profit organisations (2%). The largest number of participants is currently working in NSW (44%). There was also representation from QLD (23%), VIC (18%), SA (8%), WA (4%), ACT (2%) and NT (1%). Most participants worked in the professional services industry (43%). Others worked in government (14%), finance and insurance (8%) and education (8%). The remaining participants worked in a range of industries including health and community services, mining, transport, construction and manufacturing.

RESULTS

Current Salary

The median salary was reported as $88,465 for all full time employees surveyed.

Table 1: Salary for current full time employees

	N	MEAN	STD DEV	MIN VALUE	25th %ile	MEDIAN	75th %ile	MAXIMUM VALUE
Full time employee salary ($)	148	106530	57944	22000	70000	88465	130000	400000

Gender

A significant difference was found between male ($129,554) and female ($89,027) current salary ($t(144)=4.38$, $p<.05$).

Table 4: Salary for male and female current full time employees

Gender	N	Median ($)	Mean ($)	Std Dev ($)	Minimum ($)	Maximum ($)
Male	63	110,000	129,240	65,554	45,000	400,000
Female	83	75,000	89,027	45,392	22,000	300,000

Number of years of Organisational Psychology experience

There was a strong positive correlation between years of experience as an organisational psychologist and current full time salary ($r=.669$, $p=.01$).

Table 6: Salary and number of years of organisational experience

Organisational Psychology experience	N	Median ($)	Mean ($)	Std Dev ($)	Minimum ($)	Maximum ($)
21-25 years	7	213,000	189,386	86,663	77,700	300,000
> 25 years	6	170,000	201,667	106,286	100,000	400,000
16-20 years	11	165,000	174,455	68,886	90,000	300,000
9-10 years	16	132,500	132,500	43,488	70,000	220,000
7-8 years	12	100,000	104,034	33,596	60,000	180,000

Job level

There was a strong positive correlation between job level and current salary for full time employees ($r=.600$, $p=.01$).

Table 11: Salary and job level

Job level	N	Median ($)	Mean ($)	Std Dev ($)	Minimum ($)	Maximum ($)
CEO	13	150,000	169,385	99,645	22,000	400,000
Senior manager	26	140,000	157,962	62,427	75,000	300,000
Middle manager	21	110,000	113,810	34,651	70,000	200,000
Team leader	6	101,500	95,717	25,634	55,000	120,000
Senior professional	46	85,000	93,203	29,936	54,000	213,000
Junior professional	33	60,000	61,698	12,923	45,000	100,000
First line employee	3	55,300	56,577	6,411	50,900	63,530

DISCUSSION

The median salary for current full time employees working in the organisational psychology field was $AU89,465. This result is similar to recent research in the UK, that found that the average salary for an organisational psychologist working in London was $AU 84,157 (Salary Expert, 2006). The Australian result was also on par with the American median salary of $AU 87,246 for Masters and $117,724 for Doctorate qualification (SIOP 2003).

These results can also be compared to related professions such as human resources and consulting. Salary analysis in these areas indicate that a HR consultant or advisor could expect a salary of $AU80,000 with a range of $AU60,000-$AU100,000 (Hays Personnel Services, 2004). A HR Manager median salary was reported as $AU100,000 with a range of $AU80,000-$AU140,000 (Hays Personnel Services, 2004). Therefore despite organisational psychologists having an average educational level of Masters and scientific expertise they do not appear to be paid significantly more than individuals trained in human resources who work in a similar arena. Organisational psychologists may need to better market their skills in order to be recognised (and rewarded) for their unique talent and abilities.

Future research may like to compare salaries of Organisational Psychologists with salaries in different areas of psychology such as Clinical, Counselling, Neuro-psychology, Sports and Forensic. Similarly it would be interesting to compare results to other consulting roles.

Acknowledgement

I would like to acknowledge the efforts of my supervisor Allan Bull, Gina McCredie, Denise Jepsen, Peter Langford, Ben Searle, Lee D'Hoedt, Sanaz Bassiri and everyone who participated in the study.

Please address correspondence to Lauren Krause

lauren.krause@psy.mq.edu.au

Management practices that increase workload not workplaces
by Doctor Simon Moss (Senior Lecturer, Monash University)

An excessive level of workload is not merely an inconvenience for employees but can, in some instances, become an insidious, destructive force that compromises the physical and psychological wellbeing of employees as well as undermine loyalty, innovation, and productivity (e.g., Iverson & Maguire, 2000; e.g., Taylor, Repetti, & Seeman, 1997). The recognition of these adverse consequences has, somewhat ironically, coincided with a rise, not a decline, in the extent to which employees feel their workload is excessive. Interestingly, many of the workplace initiatives that consultants and managers regard as promising, even essential, have been shown to increase workload. In other words, the very policies and programs that experts often champion to improve workplace operations merely exacerbate the problem.

To illustrate, many organizations encourage managers to tolerate, and indeed embrace, diverse values, perspectives, qualifications, and demographics. Diversity is regarded as both a moral imperative as well as a source of originality and flexibility. Despite these undeniable benefits, some employees feel threatened by diversity. Individuals like to assume their values, beliefs, and principles are universal and undeniable, and this desire is especially powerful in cooperative, cohesive work environments. Diversity challenges the core of this assumption, provoking a powerful sense of insecurity. In response to this sense of threat, they strive to inflate their self esteem or pride (see Greenberg, Solomon, & Pyszczynski, 1997).

As individuals attempt to inflate their self esteem, workload tends to escalate dramatically. In particular, to inflate their self esteem, individuals tend to exaggerate the importance or centrality of their role or department. They perceive the tasks they undertake, the activities they complete, and the employees they manage as pivotal to the success of their organization (e.g., Jetten, Spears, & Manstead, 1997). And thus, they fulfill their role diligently, vigorously, even obsessively, unwilling to delegate their tasks to other individuals. They work tirelessly to bolster their productivity, improve their efficiency, and ultimately enhance their reputation and expertise.

Furthermore, to inflate their self esteem, they ascribe their failures, error, and shortfalls to obstacles they could not have prevented (e.g., Mezulis, Abramson, Hyde, & Hankin, 2004)—to excessive job demands, unreasonable expectations, and limited time. They perceive their workload as unjust and unfair, regardless of the number of tasks or the breadth of responsibilities they are actually assigned.

The need to inflate self esteem is not the only source of workload in modern organizations. Indeed, perhaps one of the most pervasive, and certainly one of the most insidious, sources of this problem is the planning fallacy (Koole & Spijker, 2000). The planning fallacy is the tendency of employees and managers to underestimate the time that is needed to complete most tasks. Scientists have shown the duration that is needed to complete any activity, from writing reports to mending machines, usually exceeds the duration that was predicted. Because of this tendency, individuals plan to achieve more goals, reach more targets, and fulfill more responsibilities than anyone can possibly achieve in a day. They therefore need to work during the evenings, lunchtimes, weekends, and holidays to realize these unrealistic goals.

Many of the recent trends in management practices have been shown to exacerbate this planning fallacy. For example, according to recent fashions, the consummate leader is a person who encourages employees to challenge traditional practices and question conventional wisdom. Employees are invited to propose creative suggestions, embrace novel perspectives, and introduce original solutions. They are compelled to focus upon the possibilities they could achieve, the hopes they could fulfill, and the aspirations and they could realize rather than the costs that could ensue or the problems that could arise.

This emphasis on opportunities, not expenses, benefits, not drawbacks, amplifies the planning fallacy and magnifies workload. Nevertheless, the issue is more complex than many psychologists recognize. In a recent, illuminating study by Sanna and Schwarz (2004), individuals were asked to estimate the time that will be needed to complete some task. Half of the participants were asked to stipulate three obstacles that could obstruct their performance. The other participants were asked to stipulate twelve obstacles that could obstruct their performance. Intriguingly, individuals were more likely to underestimate the time that is needed to complete the activity if they had attempted to specify twelve, rather than two, obstacles. Individuals who had been instructed to identify twelve impediments had not been able to satisfy this goal readily. They need to devote significant effort to specify these obstacles and, therefore, had unconsciously assumed that few other impediments could hinder their performance—an assumption that magnified the planning fallacy.

The inclination of modern leaders to promulgate an inspiring vision of the future, emphasizing the remarkable feats and important goals they feel their workgroup could reach, reinforces this neglect of obstacles and drawbacks. Recent studies show that managers become less aware of the problems, difficulties, and disadvantages of the initiatives they propose if they focus on future goals and distant hopes. They overlook the complications and neglect the shortcomings of future plans. And so, this admirable pursuit of future objectives rather than immediate needs can augment the oblivion towards obstacles and impediments, aggravating the planning fallacy and escalating their workload.

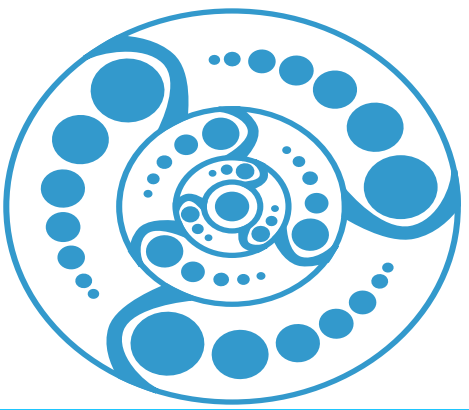
In addition to the trend of managers to focus upon opportunities, not drawbacks, other recent leadership practices could also heighten the planning fallacy. Visionary leaders also champion broad objectives rather than concern themselves with specific details and concrete targets. They do not consider every minute task or every insignificant issue. This focus on broad goals, not specific tasks, has also been shown to amplify the planning fallacy. Individuals who do not contemplate the specific constituents of a task—or differentiate the various phases of an activity—are more inclined to underestimate the duration they need to fulfill their goals (Kruger & Evans, 2004).

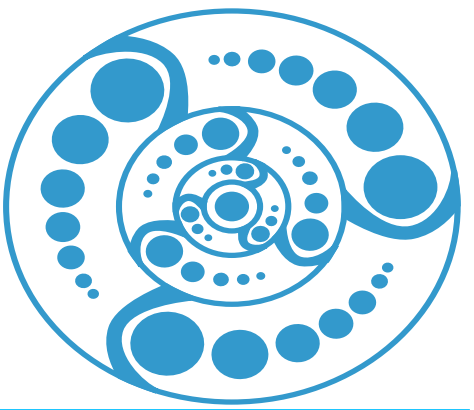
Workload, however, does not depend solely on the need to inflate self esteem or the tendency to underestimate the duration of tasks. The recent fixation on talent management, in which organizations strive

to unearth, attract, and retain the best employees, also increases the workload of employees. This paradigm reinforces the pernicious assumption that individuals can be arranged hierarchically from inferior applicants to prized employees. Rather than assume that everyone demonstrates a unique profile of strengths and limitations, managers now presuppose that some individuals are inherently and wholly superior. This assumption has been shown to provoke an unwelcome sequence of events. Individuals strive obsessively to ascertain their place on this hierarchy. Some individuals become more likely to demonstrate the imposter syndrome (Harvey & Katz, 1985). These individuals feel like a phony, sensing that all the respect they receive and all the admiration they attract is unfounded. They work increasingly longer hours, striving desperately to overcome these doubts.

Even the concept of job enrichment, advocated by consultants, substantiated by academics, introduced by managers, and even embraced by employees (see Marchese & Delprino, 1998), nevertheless can amplify workload. Employees are often assigned a more extensive range of responsibilities or allocated a greater variety of roles. Nevertheless, as the variety of tasks rises, employees feel a powerful drive to complete more tasks and fulfill more goals. Individuals perceive variety as an unconscious signal that many activities need to be undertaken. A sense of pressure rises and workload soars.

In short, modern tactics and fashionable initiatives are likely to escalate, not abate, the workload of employees. As this workload rises, the benefits of these management initiatives will gradually, but inexorable, decline. This untenable issue warrants more than lip service.





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Stress among secondary school teachers: teacher-perceptions and questionnaire assessments of occupational stress

by: Daisuke Fujiwara and Richard Hicks

The teaching profession has been identified as among the most stressful of professions, and teacher stress seems to be a universal phenomenon across many countries (e.g., Brown, Ralph & Bember, 2002; Calvert, 2003; Hui & Chan, 1996; Jacobsson, Pousette & Thylefors, 2001; O'Brien, 2003; Rudow, 1999). Few studies of teacher stress using standardised comparative measures have, however, been conducted in Australia or elsewhere and even fewer among secondary school teachers. The aims of the current study reported here were to ascertain perceived stress levels among Queensland secondary school teachers and to compare the perceptions of the teachers to norms available on a broad-based standardised occupational stress questionnaire.

This study examined occupational stress in an Australian teacher sample by using:

(1) a general questionnaire designed especially for the study to tap teachers' experiences and perceptions of stress associated with their jobs (this is similar in emphasis to what has been done in much previous research on teacher-stress from the 1970s onwards; e.g., Kyriacou et al., 1977; Kyriacou, 2001; Borg & Riding, 1991) and by using

(2) the Occupational Stress Inventory- Revised (OSI-R, Osipow, 1998), a psychometrically validated stress questionnaire built on a broad theoretical base and with available normative data (enabling comparisons with other professional groups).

METHOD

The survey respondents consisted of 141 secondary public school teachers in rural and suburban areas of south-east Queensland, who returned the personal or demographic questionnaire and the Occupational Stress Inventory-Revised (OSI-R)- a response rate of 53% from the 240 teachers sampled.

The personal questionnaire asked for open ended responses as to what the teaching experience was like for the teachers. This was similar to previous studies in gaining attention for the areas most likely to be stressful or empowering, but also different from many previous studies which simply listed likely areas and had teachers tick the areas of concern. In our sample the teachers needed to generate their own responses.

The OSI-R was used because of its extensive base and the direct comparisons that could be made with responses on the same dimensions and scales as in other studies of professional, technical and general work groups. The OSI-R assesses three inter-related overall dimensions each important in the experiencing of occupational adjustment—these three dimensions are occupational roles, psychological strain and coping resources. These dimensions and their related sub-scales (totalling 14) are shown in Figure 1. The reported internal and test-retest reliabilities of the OSI-R are sound. For example the 14 sub-scales have reported Cronbach Alpha reliability coefficients ranging from 0.70 to 0.89.

The OSI-R theoretical model of stress (the OSI model) hypothesises that stressors originating in the work environment influence how individuals perceive their work roles; that when work stressors interact with stress-inducing work roles, strain results; and finally that the variety, strength and level of coping resources an individual possesses influences both the presence and level of strain. The OSI theoretical model appears more complex and inclusive than many of the earlier stress-research models which emphasized environmental demands or sources of stress (cf; Kyriacou & Sutcliffe, 1977; Borg & Riding, 1991) but did not examine the more extensive interaction involved, as in the three dimension OSI-R model.

Some of the results outlined in this paper were presented (Fujiwara & Hicks, 2005) at the BPS Division of Occupational Psychology Annual Conference, held in 2005 in Warwick, but have not previously been published.

Enquiries about this article can be addressed to Doctor Richard Hicks, Bond University
Email: rhicks@staff.bond.edu.au

Scale	What Each Scale Measures
Occupational Roles Questionnaire (ORQ)	
Role Overload	Job demands, resources, and ability to complete tasks
Role Insufficiency	Fit between skills and job, needs for recognition, boredom
Role Ambiguity	Awareness of one's work expectations
Role Boundary	Level of conflict in loyalties and priorities in workplace
Role Responsibility	Feeling of responsibility of welfare and performance of others
Physical Environment	Exposure to stressful work environment (e.g., heat, noise)
Personal Strain Questionnaire (PSQ)	
Vocational Strain	Attitudes towards work, problems in work quantity/quality
Psychological Strain	Whether employees are experiencing psychological problems
Interpersonal Strain	Degree of disruptions in interpersonal relationships
Physical Strain	Symptoms of physical illness and worries about their health
Personal Resources Questionnaire (PRQ)	
Recreation	Level of recreational and leisure activities engaged
Self-Care	Participation in stress-reducing habits (e.g., adequate sleep)
Social Support	Feeling of having support and help from others
Rational/Cognitive Coping	Knowledge and use of cognitive techniques to deal with stress

FIGURE 1: *Scale Descriptions of the OSI-R*

RESULTS and DISCUSSION

The Tables of results 1A and 1B show the tabulations (percentages) of teachers who identified without prompting the areas of concern to them and what they did to cope.

Table of results- 1A

Stress Sources Reported By Teachers: open-ended responses

Stress Source	Percentage of Teachers who mentioned the issue
Excessive Workload and Lack of Time	37.6
Lack of Support from Administration (Management)	21.3
Lack of Communication and Poor Relationships	18.4
Student Misbehaviour and Amotivation	17
Bureaucratic Changes from Education Queensland	15.6
Large Class Size	10.6
Lack of Resources and Poor Physical Environment	7.1

Table 1A reports the perhaps not unexpected findings: of concern to more than one-third of the teachers was excessive workload and lack of time to carry out responsibilities, but it is also clear that managerial and government/bureaucratic issues are issues of concern to a considerable proportion of the teachers. Classroom issues are important (student misbehaviour or lack of motivation is mentioned by 17% of the teachers) but so are the work demands, people relationships and management aspects.

These results are in fact consistent in most respects with previous research using the listed possibilities as to where difficulties lay. This is confirmation that teachers do indeed find themselves under pressure, and the areas of most importance as cited by the teachers themselves in the current study stand out clearly in the Table. What do teachers do to cope with such pressures? Table 1B gives the results of the open-ended responses given by the teachers to this aspect.

Table 1B shows that almost 80% of the teachers cited exercise in one form or another (including walking, jogging, sport participation, aerobics, gym activities) as a means of coping with the stresses and demands of the job. Hobbies were chosen by another 25% or more as a way of dealing with pressures. These appear to be highly adaptive and healthy reactions to stress and of course may have been used as part of life-style functioning in any case. However, perhaps of some cause for concern is the proportion of teachers (one in eight) who cite "alcohol use" as a means of coping. Certainly the health effects (including physical, psychological and social negative effects of stress) have been well-documented in many studies: social implications alone include declining job satisfaction and teacher-withdrawal-resignation intentions, teacher-reduction in ability to assess and meet the needs of students, increase in days absent, and deterioration in work performance and interpersonal relationships both within and outside the school environment (cf., Borg, 1990; Borg & Riding,

1991; Dunham, 1980; Kinman, 2001; Naylor, 2001). Perhaps some of the interpersonal and communication problems cited by the teachers (in Table 1) are also outcomes of the stress experienced.

The results are consistent with tabulated responses also to other open-ended questions in the personal-demographics questionnaire- those asking about stress leave and medical help sought: approximately a quarter of the teachers stated they had taken some stress leave, and one-third had sought professional assistance to deal with stress.

Table of results- 1B

Description of Stress Reduction Activities Used By Teachers: open responses

Type of Stress Reduction Activity	Percentage of Teachers
Exercise	78.6
Hobbies	26.8
Alcohol	12.5
Other Activities	14.3
Spending Time on Their Own	5.4

In general the findings cited from the open-ended responses from the secondary school teachers are consistent with earlier studies. For more than 25 years, from the earlier studies of Kyriacou and Sutcliffe (1977), research has been indicating that teachers experience stress in their work. Certainly some studies though not all have suggested that teachers as a group have lower psychological health than members of other professional groups such as nurses, doctors, and tax officers, or of the general population (cf., Kinman, 2001; Schonfeld, 1990; Travers & Cooper, 1998). Farber (1991) did not find any differences in the proportions of stressed teachers vis-à-vis other professions in his reported study.

So, what might be said about such studies? Is the well-documented evidence that teachers, like people in other professions and in employment, experience high levels of stress, also evidence that teachers are more stressed than other, comparison groups? One thing we were concerned to address in our study was "how would teachers compare with other groups" if they completed a questionnaire that examined broad areas related to stress. The OSI-R enabled overall comparisons to be made.

RESULTS 2-

Table 2 sets out one way of measuring the comparisons between teacher scores and the scores of other (norm) groups such as professional groups: the percentage of teachers reporting scores on the individual scales that placed them above the T scale score of 70 (beyond two deviations above the means given in the OSI-R Manual). "Normally" under 2.5% of a population will fall beyond the T-70 cut-off. Using a stringent comparison rule (of 12.5%) to yield significance (because of the number of comparisons) it can be seen in Table 2 that Role Overload and to a lesser extent Vocational Strain and Psychological Strain are areas where there are more individuals stressed than in either the general or the professional population groups.

However, overall, it may be concluded that teachers are no more stressed in general than are other professional groups or the general population - except especially in relation to Role Overload. This finding is consistent with some earlier research, including research using the OSI, the forerunner to the OSI-R (see next paragraph).

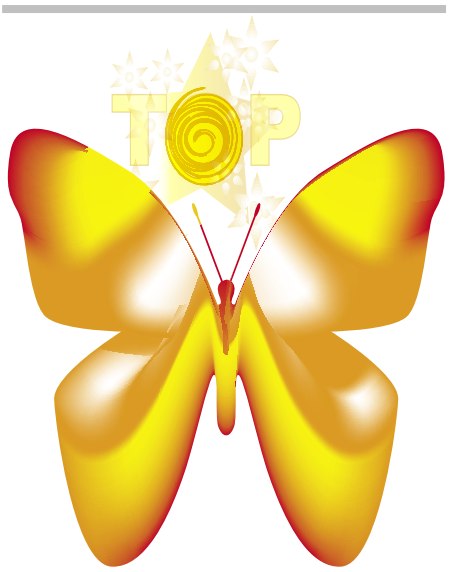

Table 2 Percent of Teachers scoring beyond T score of 70, on ORQ and PSQ Scales

Scale	% of T >70 Against Population	% of T > 70 Against Professionals
Role Overload	18.44 **	28.36 **
Role Insufficiency	7.09	0
Role Ambiguity	2.83	2.84
Role Boundary	9.93	9.99
Responsibility	9.93	9.99
Physical Environment	9.93	0
Vocational Strain	20.57 **	12.77 *
Psychological Strain	16.31 *	10.64
Interpersonal Strain	9.93	7.8
Physical Strain	12.06	7.8

Studies that have used psychometrically validated tests (e.g., Capel, 1987; Dolan, 1997) and the OSI (e.g., Pithers & Fogarty, 1995; Pithers & Soden, 1998) have found that, on average, teachers do not experience significantly higher levels of stress when compared to the general population. In addition, Lindquist (2001), using the OSI-R in the United States, found for 124 principals, similar stress levels as in the general population.

While teachers may be in general not more stressed than other professionals, their Archilles' heal is Role Overload. This is indeed the main element often identified when teachers are asked about the stresses in their jobs (as evidenced also in this study).

This area has nevertheless been identified for more than 25 years as being a source of stress among teachers. Personal coping training may be useful for teachers in learning how to handle the stress better but clearly, overload is also a "structural" aspect that could be changed by policies within schools that address the issue of overload and where and why it occurs.

With respect to coping, the teachers in the current study showed no differences from the general population or other professional groups on use of recreation, self-care, social support or rational coping. Some of these areas may be worthy of further study.

This study has reported on the experience of stress among secondary school teachers in an Australian sample, and has also indicated how the OSI-R can be used to provide a basis for comparison with the experience of stress in other professions.

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Occupational Stress, the Law and emerging roles for Organisational Psychology

by: Martha Knox Haly, Principal of MKA Risk Mitigation

The Industrial Relations Amendment (Workplace Choices) Bill 2005 seeks to slowly bring Australian workplaces outside of the scope of the award system. This process has been speeded up by the High Court Decision on the 14th November 2006.

However employers are beginning to have an increasing appreciation of the fact that anti-discimination and occupational health and safety provisions are still in operation within Australian workplaces. As noted Industrial Lawyer, Brian Williamson has said "workplace choices means the collapsing of traditional silos between discrimination, occupational health and safety, personnel and industrial relations issues" (Williamson, 2006).

Decentralisation and the introduction of flexibility in industrial relations is also associated with increasing flexibility in terms of what can be litigated. For this reason, it is contended that occupational stress will become an increasing focal point for OHS prosecutions, constructive dismissal cases and civil suits around the issue of bullying at work.

It is an interesting time for organisational psychologists specialising in the area of human resources risk mitigation. Human resources risk mitigation represents an opportunity to significantly contribute to the legal debate around the treatment of occupational stress and bullying within the workplace. This article describes some of the key case law decisions involving occupational stress as it relates to work overload, termination of employment, and awarding of damages for psychiatric injury

Occupational Stress and Provision of a Psychologically Safe Workplace

Cases such as Koehler v Cerebos (Aust) Ltd highlight the law's views on the matter of work overload and providing a psychologically safe workplace. In this case a respected and very competent sales representative moved to a contracted position in a part time merchandising role. Whilst stipulating working hours, the broad nature of her work, and her hourly rate, the contract did not list the number of shops to be covered nor the detail of her duties. On staring the new work, these latter were revealed when she told the employer she could not do this in the allocated time; but she agreed to try.

Over the next five months, the appellant repeatedly told these latter reservations to the employer as well as suggesting reallocation of territory, recruitment of additional staff and other changes, but without avail. She had a physical health assessment but was regarded as well with no physical signs of distress or injury or personality change; but only later was a psychiatric assessment to diagnose complex fibromyalgia with major depression attributed to her work.

The High Court, which dismissed the Appeal, felt that such remedies as she sought might have been tried to avoid and industrial dispute; but also that warning signs of illness including psychiatric, which must be consistent with a diagnosed condition, were required before the employer had a duty to foresee and hence ameliorate the psychiatric illness. Not only were there no such signs but to the contrary there was testimony that she was unchanged, regarded as competent and healthy by her peers, and never mentioned that she regarded herself as adversely affected.

Establishment of a psychiatric injury, and its employer foreseeability requires behavioural, relational and interpersonal indicators that an individual is not coping. A psychiatric injury must be subject to the same evidentiary requirements as a physical injury. In other words, assertion of a mental injury, needs to be accompanied by observable behavioural evidence. However legal opinion has indicated that this means that there is still room for employers to be found negligent for psychiat-

ric injury if an employee suggests at any time that the employer's conduct is in danger of causing an employee psychological/psychiatric injury. This places an onus on employers to accommodate or respond to employee requests around manageable workloads.

Another key issue raised by this case is whether an employer can be prosecuted under the occupational health and safety act for failure to provide both a psychologically and physically safe environment, when the prosecution concerns a physical injury which has psychological sequelae. This most recent ruling implies that this is not the case, (although this is a matter for the legal profession to conclusively determine). In other words, this ruling may be very applicable to chronic pain cases. Specifically, chronic pain cases represent a substantial proportion of long tailed claims for physical injury.

There are many organisational psychologists in the field of rehabilitation and adjustment to injury who can assist employers and workers in ensuring an effective return to work. Organisational Psychologists can also provide employers with valuable education about the workplace management of mental health and management of chronic pain cases within the workplace.

Occupational stress as a sequelae of Bullying

Victorian Worksafe has defined bullying as repeated unreasonable behaviour which results in an risk to an employees safety.

The case of ***Inspector Gregory Maddaford v Graham Gerard Coleman & Anor [2004] NSWIR Comm 317***, is an interesting illustration of how the courts expect employers to prevent bullying. The Company was charged with failing to ensure the health, safety and welfare at work of its employees, in particular that of a young apprentice, Mr Doyle. Mr Doyle had been covered in glue, then saw dust and was "strung up" on the ceiling of a workshop by his workmates. In this case the appalling treatment meted out to Mr Doyle resulted in him developing post traumatic stress disorder.

It was asserted that the company:

(1) failed to adequately supervise its employees to ensure they took reasonable care for the health and safety of people at the premises;

(2) failed to adequately train its employees to ensure they took reasonable care for the health and safety of people at the premises;

(3) failed to prevent an act of premeditated violence by employees to Dwayne Doyle at the premises; and

(4) failed to implement adequate policies or procedures governing violence in the workplace.

The courts were particularly critical of a perceived culture which condoned workplace bullying, as there was evidence of pranks having occurred before. The court also concluded that because the employer had knowledge of previous pranks having occurred, that it was therefore foreeable that a young employee could be bullied. The court also noted that the employer had only implemented an anti-bullying policy and other preventative policies after Workcover had visited the workplace. The employer was castigated for failing to adopt a proactive view on workplace safety. It is a very short stretch between this case and a prosecutory framework for failure to provide a psychologically safe workplace. Organisational psychologists specialising in this area can and already do provide valuable guidance to employers around the development of safety conscious workplace cultures. As a profession we already make a very strong contribution to workplace cultures based on mutual respect between employees and management.

Bullying does not necessarily have to include a form of physical assault for the courts to recognise a nexus between abusive behaviour and psychological injury. However there are additional issues of complexity that are bought into consideration. The rather sad case of Midwest Radio v Arnold (1999) illustrates this point. The employer Midwest Radio was sued for a breach of common law and failure to ensure that employees were not exposed to unnecessary risk of injury. Both the lower Court and Queensland Court of Appeal accepted that the supervisor, Williams had frequently engaged in conduct that was aggressive, abusive, belittling and sarcastic.

Both courts accepted that an average person of normal fortitude would have suffered from anxiety

disorder for six to twelve months. However the plaintiff had never worked again in the eight years after her unpleasent experiences at Midwest Radio. The plaintiff had an appallingly difficult life even prior to working for Midwest Radio. Her father was a violent alcoholic who had sexually abused her, and she had worked as a prostitute in Western Australia before moving to Queensland.

Although the plaintiff had never sought psychiatric treatment prior to working for Midwest Radio, the plaintiff's treating psychiatrist gave evidence to the effect that the plaintiff had a vulnerable personality structure. The court of appeal therefore concluded that the plaintiff was not suffering from a "pure psychiatric injury" and was not entitled to full costs.

This type of case with complex entanglements of occupational and personal features may become increasingly common in safety prosecutions. Further these cases have a need for organisational psychologists (with both a clinical and functional understanding of occupational stress) to provide rigorous and appropriate expert advice to Australian Industrial Tribunals.

Occupational Stress and Constructive Dismissal

The case of TWU v Orica PTY Ltd [2001] NSW IRComm 156 involved termination of an employee (Mr Jurd) with 18.5 years of service. The problem essentially began with the management of unrostered overtime as specified in an unregistered EBA. Operators were expected to work their share of unrostered overtime, as this obligation was factored into the rate of pay. A supervisor Shayne Moffitt became aware that some operators were not doing their share of overtime, and this was causing conflict within the team. Mr Moffitt displayed the hours of overtime worked by each employee in the crib room.

Due to personal circumstances, an employee, Mr Jurd indicated that he was unprepared to work unrostered overtime. Another operator Frank Nemeth told Mr Jurd that he should leave if he was not prepared to work to the EBA. Mr Jurd responded by giving Mr Nemeth (who was a sizeable man) a push on the arm, and then leaving the site. Mr Jurd later told Mr Moffitt that he was resigning. Mr Jurd met with management the next day, and requested a transfer. He also claimed that he was suffering from high blood pressure. Management indicated that they could not provide a transfer and Mr Jurd claimed he had no option but to resign. The management team indicated that this was not necessary. Shortly after this meeting, Mr Jurd consulted with his doctor who diagnosed severe anxiety and he would be off work for a month.

Management decided to leave the matter for several weeks, before having further discussions with Mr Jurd. In this discussion, Management tried to separate the performance issues (inappropriately pushing Mr Nemeth) from the medical matters (Mr Jurd's stress claim). Management later decided to accept Mr Jurd's verbal utterance that he was going to resign. It should be noted that Mr Jurd had at no time submitted a written letter of resignation.

The Court held that Mr Jurd's circumstances amounted to constructive dismissal. There was reference to Cherry v Allied Express Transport (1997), where "a resignation uttered in a heated exchange in ambiguous terms – runs the risk of a contrary finding being made." The court also referred to the intellectual make-up of an employee being relevant. The idea was that a reasonable amount of time needed to have lapsed after an utterance, and then the topic of whether someone really meant to resign needed to be revisited. Words of resignation uttered in the heat of the moment were held to be ineffective, if they were immediately withdrawn once the heat has died down. The court held that Mr Jurd's resignation was ineffective given his mental health and the "provocative manner" in which the overtime disparity was discussed. The court was referring to the lack of private discussion about the overtime disparity. It was also concluded

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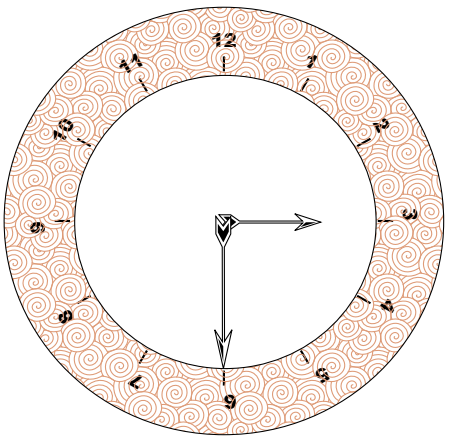
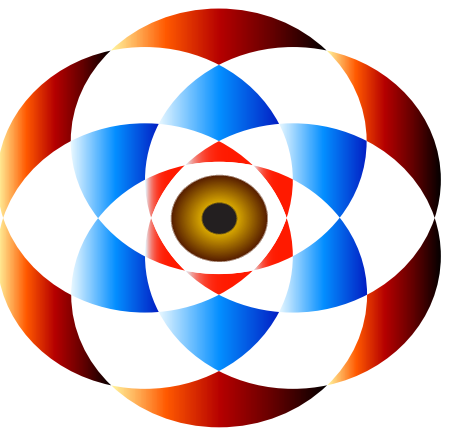
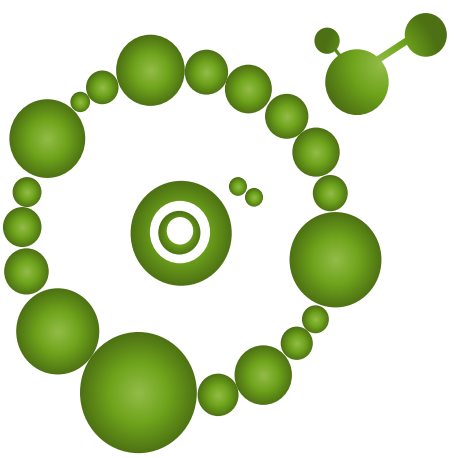
Author

Martha Knox-Haly is the Principal of MKA Risk Mitigation. Further enquiries may be addressed to Martha Knox-Haly at marthaknox@bigpond.com.

Event and Contact Details	Date and Venue
National Events	
7th IOP and 1st APCWOP Congress For more information email iopconference@psychology.org.au	Adelaide Convention Centre 28th June to 1st July 2007
NSW COP	
NSW COP Christmas Party Contact: Sanaz Bassiri sanaz_bassiri@hotmail.com	Art House- Attic Bar 275 Pitt Street Sydney, Sydney December 5th 2006, 6.30 pm onwards
Creating Active Engagement for Clients in Career Transition Contact: Bright and Associates Ph: 61 2 9929 4766 Fax: 61 2 9929 4768	Presenters: Norman Amundson, Robert Pryor and Jim Bright. Mercure Hotel, Broadway, Sydney 1 day Workshop, March 5th 2007
How Managers Encourage, but Can Deter Employee Theft. Contact: Dr Ben Searle Ph: 9850 8066	Presenter: Professor Jerald Greenberg Mason Theatre (E7BT1) Macquarie University 14th December 2006, 6.00 – 6.30 pm start for presentation. 8.00 pm start for Dinner.
Victorian COP	
COP Committee Planning Meeting and Christmas Dinner Contact: Bill Moore Mobile: 0419 397 647 or billmoore@equus.biz WA COP (COPWA)	For Venue Details contact Victorian COP
COPWA Committee Meeting Contact: Paul Syme Chairperson COPWA Ph: 08 9323 8888	Beilby, 2 Brook Street East Perth 13th December 2006, 5.00 pm – 5.30 pm







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