The Practice of Industrial/ Organisational Psychology in New Zealand Donald A.J. Cable, The University of Waikato Michael P. O'Driscoll, The University of Waikato A survey of 75 industrial and organizational (I/O) psychology practitioners in New Zealand was conducted to determine the actual work practices of those in the field.From the comparison of the three studies referred to above, participation rates in the traditional fields of work, deemed by industry as areas that I/O psychology practitioners can contribute (Hansson & O'Driscoll, 1993; Hines, 1972), remain major activities engaged in by practitioners. Some activities have emerged more strongly, for example leadership development, change management, and quality of work life, whilst others, for example interpersonal relations, labour/industrial relations, and work motivation, are areas of work that possibly remain underdeveloped, providing opportunities for practitioners to widen their scope of practice. Contributions and Limitations The results of this survey provide information not only to current practitioners but also to students considering I/O psychology as an occupational choice and how they may maximize their career opportunities through that choice. Current practitioners may also consider realigning the services they provide to capture work opportunities within areas of I/O psychology that may be perceived as under-supplied or untapped. This survey may also have implications for the on-going training and development of I/O psychology practitioners. As well as providing direction to current practitioners seeking to pursue their own New Zealand Journal of Psychology Vol. 39, No. 3, 2010 o 17 o Donald A.J. Cable & Michael P. O'Driscoll development, this information may also be useful to universities in New Zealand seeking to align their I/O psychology programs with current work practices. We must, however, record one limitation to the survey. Given that only 56% of participants were New Zealand registered psychologists, we cannot necessarily claim that the sample is fully representative of I/O psychologists in New Zealand. Nevertheless, as a diverse range of work settings was included our findings could be considered indicative of the work practices of I/O psychologists in New Zealand. Conclusion At a higher level of analysis, the more popular fields of work of I/O psychology practitioners may be seen as differing little from those engaged in by other practitioners. This may be a reflection of available work opportunities. However, at a more detailed level of analysis, the work activities of I/O psychology practitioners may be seen as more reflective of the application of the principles of the behavioural sciences, embracing the humanistic model of organizational functioning. It is at this level of analysis that I/O psychology practitioners may best differentiate themselves from other practitioners by extending their scope of practice into what may be perceived as opportunities for the further application of the behavioural sciences. Industrial and organisational training in Australia and New Zealand. Research in industrial and organizational psychology from 1963 to 2007: changes, choices, and trends. Industrial–Organizational psychology in New Zealand: Who are we and where we are going? The Australian and New Zealand Journal of Organisational Psychology, 1, 12–21. Human Resource Selection (6th ed.).39, No. 3, 2010 The Practice of Industrial/ Organisational Psychology in New Zealand summary report for I/O psychologists (O*Net code 19-3032.00), proffers another answer to that question: "Apply principles of psychology to personnel, administration, management, sales, and marketing problems. Activities may include policy planning, employee screening, training and development, and organizational development and analysis. May work with management to reorganize the work setting to improve worker

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productivity."Hansson and O'Driscoll (1993) surveyed 116 managers from 15 organizations, seeking their views on the potential engagement of I/O psychologists, and concluded that "there has been little diminution of the "gap" between the profession and its consumers" (p. 16).the COP considered the following to best answer that question: "Organizational Psychology is the science of people at work. Organizational psychologists specialise in analysing organizations and their people, and devising strategies to recruit, motivate, develop, change and inspire."Participants who responded affirmative were then asked "Which of the following activities do you engage in, in this field of work?" Space was provided for participants to add fields of work and/or activities not listed. Finally, participants were asked to indicate "Typically, and on average, what percentage of your working time would you spend in this field of work?"Finally, to assess the extent to which I/O psychology has made progress in establishing a place in industry, the findings of the present study were compared to the findings from three previous studies (Cooper–Thomas & Wright, 2008; Hansson & O'Driscoll, 1993; Hines, 1972) (Table 3).Extending the work of other researchers on the role of I/O psychology practitioners, the present study investigated the extent to which participants engaged in nine areas of work, and assessed the current role of the I/O psychology practitioner.The challenge, as explained by Drury, was for responses to the question to be within the scope of what was termed an 'elevator pitch', that is, a response that someone, confronted with the question while travelling in an elevator, would have sufficient time to deliver in a concise, consistent, and coherent manner.Cooper–Thomas and Wright (2008) highlighted the struggle that I/O psychology has, both nationally and internationally, in establishing an identity and noted that a lack of clarity of what I/O psychology can offer is one of the factors hindering its public image. Other fields of work, not specifically included in the survey but mentioned by participants, included program evaluation (although this could be seen as a work activity within a specific field), employee engagement, issues related to cultural and ethnic diversity, and competency development and measurement.Under both human factors and ergonomics, and consumer psychology, the rate that activities were engaged in reflected the low participation in these fields.Over the years various studies have explored the practice of industrial and organizational (I/O) psychology in New Zealand.Hines (1972) surveyed 167 personnel managers asking them in what areas they believed I/O psychologists could contribute to their organizations.O*Net (USA Department of Labour online network of job information), in the occupational o 12 o New Zealand Journal of Psychology Vol.The work activities of policy d e v e l o p m e n t / i m p l e m e n t a t i o n and system/program development/ implementation were listed under all fields of work, with participants indicating that they engaged in these activities at similar levels to other activities in those fields.Program evaluation, not listed as an activity in the survey questionnaire, emerged as a recurring work activity across many of the nine fields of work.Roles for industrial/organizational psychologists: A survey of New Zealand managerial personnel.Corresponding Author: Donald A J Cable School of Psychology The University of Waikato Private Bag 3105 Hamilton New Zealand.This is basically the question we sought to answer by taking these definitions of the practice of I/O psychology, and the fields of work they cover, to a more detailed task and/ or activity level.Results and Discussion The analysis of the responses (Table 1) confirmed that practitioners work primarily in the fields of training and development, change management and organization development, and recruitment and

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selection.The two least frequently cited fields were human factors and consumer psychology.Consumer behaviour, which could be seen as an activity open to the input of I/O psychology practitioners, was only engaged in by 31% of the participants who practiced consumer psychology.What did become apparent in the analysis of work activities were differences in terminology and the ways in which work activities were described.Many of the 'other' work activities listed by participants could be covered by those included in the survey, or were covered by activities listed under other fields of work.Training and development emerged as the most frequently specified area of work, followed by change management and organizational development, and recruitment and selection.Hopefully by clarifying what practitioners of I/O psychology actually do, what they can offer becomes clearer and the public image of I/O psychology will be enhanced. Within training and development the most common work activities included leadership development (also included in change management and organization development), coaching and mentoring, and team development. Given that the outputs of job analysis (position description, person specification) strongly support personnel selection, as well as other fields of work, this result may not be particularly surprising.Human factors and consumer psychology were reported the least often.Implications of the findings for the development of the practice of I/O psychology in New Zealand are discussed.As would be expected, the more common work activities (Table 2) of I/O psychology practitioners fell within the more common fields of work.Organization culture and climate emerged as the most common activity within change management and organization development, and job analysis emerged as the most common work activity in recruitment and selection.Some less obvious activities included budgeting, within the field of change management and organization development, advice to management, within the field of career development and management, and critical incident response, within the field of quality of work life and occupational safety and health.Note that Cooper-Thomas and Wright ordered their responses based on frequency of citation.In their study, work areas scored 1 were those cited most frequently, while work areas scored 3 were those cited least frequently.Management attitudes toward industrial psychologists: A cross- cultural study.Belmont, CA: Wadsworth/Thomson.Organisational Psychology in Australia and New Zealand.Organisation Development & Change (3rd Asia Pacific ed.).dcable@waikato.ac.nzThe majority of participants were employees (72%), and worked in consultancy (49%).These fields were closely followed by performance management and appraisal, and career development and management.Gatewood, R. D., Feild, H. S., & Barrick, M. (2008).New York; NY: McGraw-Hill Irwin.O'Driscoll, M. P., Carr, S., & Forsyth, S. (2007).The .(Industrial-Organizational Psychologist, 45(2), 59-64.Australian Psychologist, 41(2), 120-129.(2003

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