

Welcome to the Society for Occupational Health Psychology Newsletter!



Society for Occupational Health Psychology

Volume 8, June 2010
Editor's Welcome



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brief update on OHP in *Wikipedia*, a subject first covered in our last issue. I am also happy to report that the *Newsletter* has four book announcements.

The *Newsletter* continues its Research Resources column. Associate editor, Jennifer Bunk writes about the Organizational Psychology Information Exchange.

This issue includes a number of other features. Peter Warr contributed an essay on the importance of emphasizing workers' cognitions in OHP research. Carlos Comperatore and Pik Kwan Rivera wrote a piece on a systems approach to human endurance in work environments from the perspective of the U.S. Coast Guard. Wes Baker covered the most recent APA/NIOSH/SOHP Work, Stress, and Health Conference.

Robert Sinclair, our Past President, reflects on his term as president of our organization. Because I have an interest in publishing articles that bear on the history of OHP, I thought Bob's article would be an important document. Also in view of that interest in history, I asked Robert Feldman to write about the origin of the term "occupational health psychology," a term Leslie Hammer and I traced back to 1986 (see <http://sohp.psy.uconn.edu/SOHPNewsletter11.pdf>). Apparently the term dates back to 1985. In connection to my interest in history, I wrote piece on the history of the *Newsletter*, and some of the things I learned while running it.

I am happy to make two announcements. First, Lori Francis of St. Mary's University in Halifax joins us as an associate editor. Second, Tim Bauerle, a graduate student at the University of Connecticut, joins us as a production editor.

Finally, I encourage our readers to consider writing an article for a future issue. If you have an idea for an article, please start by emailing a proposal to me at ischonfeld@ccny.cuny.edu. Also, please let me know if you would like to announce a book you recently had published. We publish book announcements as a member benefit.

Irvin Sam Schonfeld, Editor

Guidelines Regarding the Submission of Articles

If you would like to submit an article to the *Newsletter of the Society for Occupational Health Psychology*, please consider these guidelines. We welcome variety in the articles we publish. Articles you submit can bear on practice, research, policy, or teaching. If you are a newcomer to the field of occupational health psychology, a student, or a veteran researcher or practitioner, we encourage you to submit an article. Our aim is to publish two newsletters per year.

Please email your proposals and submissions to: The Editor, Irvin Sam Schonfeld, ischonfeld@ccny.cuny.edu

Short reports: You can submit a short report (1300 words or fewer) on research findings, practice, or policy issues. You can also submit a brief literature review. When you write a report for the newsletter, please consider that our readership is diverse, and ensure that the report will be accessible to readers outside your specialty area.

Reports about education and organizations: The newsletter staff welcomes articles about teaching OHP at the undergraduate or graduate level. We also welcome articles about your organization's OHP-related activities. If you are engaged in an OHP-related activity as part of a solo practice, and you think the newsletter's readership would be interested, consider writing an article about the activity.

Other reports: The newsletter also publishes conference announcements, continuing education announcements in OHP or related areas (e.g., epidemiology, statistics, etc.), or reports on national or international news that pertain to OHP.

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Occupational Health Psychology in Latin-America: *The Networking Efforts*



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Current situation

Globalization and technological developments have led to rapid changes in the organization of the workplace and the work-health relationship. As a result, worker health outcomes affected by these changes have given rise to new approaches to occupational health, approaches that look beyond those that focus solely on physical, chemical, and biological risk factors.

Psychosocial factors in the workplace play a fundamental role in the physical and mental health and well-being of people who work. These factors are widely recognized by international organizations such as the ILO and WHO (ILO/WHO, 1984). An extensive body of research bearing on the impact of psychosocial factors at work has developed. Theoretical models clarify bio-psychosocial mechanisms that underlie the health-disease process. Occupational health psychology (OHP) has evolved into a recognized discipline (NIOSH, 1990). OHP researchers and practitioners have coalesced to create professional organizations, for example the Society of Occupational Health Psychology (SOHP) and the European Academy of Occupational Health Psychology (EA-OHP). OHP researchers in North America and Europe have begun to document the magnitude of the association between psychosocial factors and health, and examine the nature of the link in specific populations (NIOSH, 1999; Leka, 2010).

By contrast, OHP research has hardly evolved in developing countries. Despite the very difficult working conditions existing in these countries (Gutiérrez, 2000), training, practice, and research in OHP are relatively scarce. In a 1980's WHO publication, El-Batawi (1988) declared that systematic studies of work and health in developing countries are "urgently needed." Unfortunately, international reviews and handbooks published so far do not include sufficient coverage of developing countries.

Although the WHO has made progress in monitoring psychosocial workplace factors in developing countries (Houtman, Jettinghoff & Cedillo, 2007; Kortum, 2007), specific data on the prevalence of psychosocial factors and their impact on health are still not widely available. Furthermore, international dissemination of research generated in developing countries is still limited. We list several obstacles that help explain why this is the case in Latin America:

- (1) Latin-American political and economic contexts give rise to education problems.
- (2) The dominance of traditional approaches translates occupational health into physical or chemical hazards; organizational psychology is reduced to human resources management.
- (3) Government institutions lack interest on the topic.
- (4) Budget limitations reduce opportunities for specialized research.
- (5) Few dissemination alternatives exist.

- (6) Publishing in a language other than Spanish (i.e., English) is an obstacle to dissemination in Latin America.
- (7) Different research standards exist in Latin America than in other developing countries.
- (8) In Latin America guidelines in training, research, and intervention in accordance with the socio-cultural contexts do not exist.
- (9) Latin American researchers have tended to be isolated from each other.

We believe that, at least in Latin America, the last obstacle, namely the isolation of researchers, represents a key barrier to the development of OHP in the region. Many researchers have tried to "reinvent the wheel" and have ignored the possibility of constructing and generating knowledge based on the conceptual framework Latin American colleagues have *already* built. As a consequence, we envision networking as a core strategy for discussing, standardizing, and understanding OHP approaches and terms used by Latin American researchers. We need to ensure a permanent means of interchange for the analysis, discussion, and dissemination of OHP knowledge and its application in Latin America.

Origins of OHP Research in Latin America

Although it is undeniable that OHP research in Latin America is at a nascent stage, it would be mistaken to conclude that it is non-existent. In addition to the few published English-language articles written by Latin Americans, international reviews reflect little on research published in the Spanish-language literature (or the Portuguese-language literature in the case of Brazil). OHP and related research became more evident in Latin America in the 80's although such research has been conducted by Latin Americans as far back as the 60's. For example, under the theoretical framework of human resources management, there were studies on "occupational interests" (Arias, 1964); later, from a psychoanalytic standpoint, concepts such as "subjectivity and work," "occupational mental health," "psycho-disruption," and "mental suffering"¹ were developed (Matrajt, 1974; Caraveo, Catalayud & López, 1985; Berman, 1991; Gómez, 1993; Codo, Sampaio & Itomi, 1993); social medicine addressed the concepts of "worker wear and tear" (Laurell & Marquez, 1983). In industrial sociology, research on concepts such as "work organization" and "job demands" was conducted (Tecla, 1982; Neffa, 1988; de la Garza, 1993; Novick & Catalano, 1995; Noriega, 1993; Wittke, 1998). Research on "psychosocial factors," "mental effort," and "stress" (Almirall, 1982; Legaspi, Martínez y Morales; 1986; Lipp, 1986; Páez, 1986; Gutiérrez, 1994; Roman, 1998) constitutes noteworthy contributions made by Latin Americans. Investigators from Argentina, Mexico, Chile, Cuba, Uruguay and Brazil contributed to the research effort over the past few decades. At this juncture, because we cannot name everyone, we apologize for naming only a small number of Latin American investigators who conducted fruitful research in those times.

(Continued on page 3.)



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¹The concepts were translated by the authors of this article but we cannot assure they reflect the original ideas of the authors.



Occupational Health Psychology in Latin America (cont'd.)

(Continued from page 2.)

Research conducted since the 1980's showed the negative impact of certain psychosocial aspects of work on the health of Latin American workers. The 1990's were distinguished by a large number of publications on the topic by Spanish colleagues (e.g. Gil Monte and Peiró, 1997), which, by consequence of commonality of language, exerted a natural influence on Latin American investigators. That influence, however, did not mitigate the isolation of efforts among Latin American OHP researchers themselves.

RIFAPT - a Latin American network

Initiatives under the sponsorship of the Autonomous University of the State of Morelos, Mexico and the UCLA/Fogarty program led to improved collegial relations among Mexican, Chilean, Colombian, Argentinian, Spanish, and US universities. In October 2006 the first Latin American conference on OHP was held in the city of Cuernavaca, Morelos, Mexico. During that meeting, RIFAPT - **Red de Investigadores Sobre Factores Psicosociales (NORPF - Network of Researchers in Psychosocial Factors)** was founded under the leadership of Arturo Juárez-García, PhD. The organization's central objective was: "... to network researchers, students, workers and any other parties interested in the study of psychosocial factors..."; additional goals included the promotion of theoretical-methodological exchange, research, training, the implementation of models of prevention, and the promotion of the application of OHP in the workplace (Juárez-García & Schnall, 2007; Juárez-García, 2010). The strategic means to achieve these objectives have been framed in the creation of real and virtual spaces of permanent contact: forums, academic events, courses, academic exchanges, joint projects, and our bilingual website, www.factorpsicosociales.com, which was created, and has been maintained, with support from the UCLA/Fogarty program.

Achievements and Future Challenges

The achievements built on the establishment of the RIFAPT are both quantitative and qualitative. We enumerate some of them below.

Our website contains information generated by Latin American research on psychosocial factors. The products of this research include: articles, books, dissertations, bulletins, proceedings, research projects, and so forth. The site also includes training and academic activities as well as OHP-related events: courses, conferences, workshops, etc. We have made efforts to ensure international accessibility, including the translation of valuable material such as the NIOSH Working with Stress Video (<http://factorespsicosociales.com/video/2009/08/11/trabajando-con-el-estres/>). The website has become the main source of information on the subject of OHP in Latin America.

- Along with the establishment of our permanent bi-annual forum, sharing and joint collaborations in various initiatives and projects among Latin American colleagues has been notable.
- Between 2006 and 2010, the number of publications (books, articles and proceedings) in Latin America has increased significantly. We believe that in the past four years more has been published specifically on OHP than in previous decades. In this regard, it is important to note

the cooperation between the network (RIFAPT) and the FUCYT - Fundación Científica y Tecnológica de Chile (Scientific and Technological Foundation of Chile), which has promoted the research journal *Ciencia & Trabajo* published by a foundation with the same name (www.cienciaytrabajo.cl). The journal has contributed to the development of OHP research and the dissemination of that research in Latin America.

- Our organization is part of a new international exchange involving key national and international organizations in the field of occupational health: Secretaría del Trabajo (Secretary of Labor, Mexico), Instituto Mexicano del Seguro Social (Social Security Institute), FENASTAC (National Federation of Occupational Health, Mexico), the Senate of the Republic of Chile, the Science and Technology Foundation (Chile), the World Health Organization, and the International Labor Organization.

As for international participation, in 2008 at the conference organized by EA-OHP in Valencia, Spain, Latin American researchers participated in significant numbers. The network (RIFAPT) organized several symposia; a considerable number of papers by Latin Americans were presented for the first time at this event. More recently, Latin American researchers significantly contributed to the APA/NIOSH/SOHP Work, Stress, and Health Conference in San Juan, Puerto Rico in November 2009. The record for Latin American attendance at the WSH Conference was broken at this event. We thank Steve Sauter, Bob Sinclair, and every organizer for their support and interest. We appreciate the warm welcome offered by our Puerto Rican colleagues, who were also conference organizers.²

Nevertheless, these steps represent just a small contribution given the immensity of the needs at issue in Latin America. We face great challenges ahead. So far, based on our experience at the last international meeting in Puerto Rico, we can underline the following future priorities:

- (1) Maintain and strengthen the exchange we have achieved so far and take full advantage of the available web page as a space to obtain and provide information bearing on OHP throughout Latin America and the rest of the world.
- (2) Consolidate our bi-annual conference to have a more international reach and ensure exchanges with researchers from developed countries. The 3rd Latin American Conference of our Network is to be held in Mexico City in October (see <http://www.factorpsicosociales.com/foro/>).
- (3) Generate, as far as possible, systematic and higher quality research on the prevalence of adverse psychosocial workplace factors in Latin America and rigorously study their impact on health, costs, and other outcomes. Given budget limitations, we must capitalize on knowledge generated by research conducted by investigators from Latin America and the developed countries to make better use of resources. However, in many cases it will be necessary to investigate cultural differences and the role of other "particularities" in the health-disease process in workers and entrepreneurs in Latin America.

(Continued on page 4.)

"We believe that, at least in Latin America, the last obstacle, namely the isolation of researchers, represents a key barrier to the development of OHP in the region."

²It should be noted that up until the meeting carried out in this event, our network is formed with contributions from Mexico, Chile, Colombia, Brazil, Peru, Argentina, Puerto Rico & Bolivia in Latin America, but also with colleagues from Spain and USA



Occupational Health Psychology in Latin America (cont'd.)

(Continued from page 3.)

- (4) Develop OHP graduate programs, take advantage of technological development, and promote distance or virtual training on the topic. We must prioritize the scientific training of the members of the network.
- (5) Encourage exchange with governmental organizations, labor unions, enterprises, and stakeholders to ensure the surveillance of factors affecting worker health and well-being and develop sound applications of the knowledge generated in order to improve the quality of life in the Latin American workforce.

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Occupational Health Psychology at Clemson University

Kyle Stanyar & Crystal Burnette
Clemson University



Background and Overview

Clemson University, located in Clemson, South Carolina, is among several American and international universities that offer graduate training in occupational health psychology (OHP). OHP is a specialization option for students in Clemson's Ph.D. program in industrial-organizational psychology and human factors psychology. Formal training in OHP began in 2000 as a concentration within the existing I-O and Applied Psychology programs. The program currently consists of 6 full-time faculty and several graduate students. Clemson was one of the first six programs nationwide to receive funding from the American Psychological Association (APA) and the National Institute of Occupational Safety and Health (NIOSH) to develop graduate-level training in OHP.

OHP efforts at Clemson University are concerned with understanding factors that contribute to employee well-being, ameliorating work-related stress, and improving patient care. There are several faculty members who teach OHP-related courses and conduct OHP research from the health psychology model, a unique perspective within OHP (for a better understanding of this model, please refer to an article Dr. James McCubbin published in 2008 in this newsletter; <http://sohp.psy.uconn.edu/SOHPNewsletterV2January2008.pdf>). Clemson also has a strong history of military-related research and close ties to the Walter Reed Army Institute of Research. Other unique features of the program include the Human Stress and Motion Science Lab and the Driving Simulator Lab. The Human Stress and Motion Science Lab is equipped with instruments to measure human physiological responses to stress, gastrointestinal psychophysiology instruments, and body size and composition assessment instruments. The Driving Simulator Lab is equipped with a driving simulator with full automobile function controls and high resolution graphics used to measure the physiological aspects of driving.

Faculty

Clemson University's OHP department has two faculty who are SOHP founding members (Drs. James McCubbin and Robert Sinclair), two faculty who are

charter members (Drs. June Pilcher and Tom Britt), and two other faculty members (Drs. Eric Muth and Cindy Pury) who also conduct OHP-related research. Clemson Ph.D. alumni include Drs. Bill Attenweiler and Jean Whingter, who are Charter members of SOHP. Dr. Attenweiler has begun a graduate OHP certificate program at Northern Kentucky University.

Dr. James McCubbin was the principal investigator on the original NIOSH/ APA training grant that began the OHP concentration at Clemson in 1999. Dr. McCubbin designed the first OHP course at Clemson, *Survey of Occupational Health Psychology*. This was the first graduate OHP course in the nation to be entirely based on problem-focused learning. Dr. McCubbin was also the principal investigator on a large research grant from the Department of Defense; the grant supported Clemson's Residential Sustained Operations Research Laboratory. Also of note is that Dr. McCubbin was the first to recommend that the new OHP association be named the *Society for Occupational Health Psychology* at the organizational meeting in Portland in 2003. He also regularly reviews graduate training programs in OHP around the nation for NIOSH.

Dr. Robert R. Sinclair is an associate professor of I/O psychology at Clemson. Dr. Sinclair is a founding member and past president of the Society and is a core planning group member for the biennial Work, Stress, and Health conference series. He serves on the editorial boards of the *Journal of Occupational Health Psychology*, the *Journal of Organizational Behavior*, and the *Journal of Management*. He also serves on the Safety and Occupational Health Study Section of the National Institute for Occupational Safety and Health. He investigates occupational health problems faced by military personnel, retail workers, and nurses.

Dr. Thomas W. Britt's research focuses on organizational stress and resiliency. His research program examines demands associated with high-stress jobs such as foreign language analysts and military personnel, as well as factors that support health and performance under difficult operational conditions. He is currently investigating how positive psychological states and stressors

combine to predict health and performance among employees. Dr. Britt received a grant to examine barriers to mental health treatment for combat veterans returning from operations in Afghanistan and Iraq who are members of the Reserves and National Guard.

Dr. June J. Pilcher's research focuses on the effects of stress and fatigue on performance, health, and well-being. Her research efforts specifically examine the effects of sleep deprivation on a wide range of performance measures. Dr. Pilcher also uses subjective measures to assess how sleep deprivation and stress affect mental states. In addition, she examines sleep habits in college students and how to better educate college students and others about the importance of maintaining good sleep habits. Dr. Eric Muth investigates the mind-body interaction during the experience of stress. Dr. Muth's examines the effects of stress on performance in high workload environments (e.g., combat) and the role of stress in gastrointestinal (GI) disease, obesity, and eating disorders. He uses non-invasive psychophysiological techniques to study the responses of the GI tract and the autonomic nervous system to stress in the laboratory.

Dr. Cindy Pury's research concerns the positive psychology of courage. She examines courage as a multi-faceted construct, and is currently working on developing and testing a model of courageous action. In other words, in a given situation, what will help someone behave more courageously? What factors contribute (after the fact) to our labeling an action as courageous? These questions have applications in a variety of applied settings, including schools, the workplace, therapy and coaching settings, and society at large.

OHP Coursework

To receive a Ph.D. in I-O psychology or human factors psychology with a concentration in OHP, students complete several courses that build expertise in OHP. Approximately half of the graduate students in the Applied Psychology program are enrolled in or have taken the courses for the OHP concentration. Such courses include Ergonomics, Survey of Occupational Health Psychology, Organizational Stress, Organizational Psychology, ... (continued on page 6)



Kyle Stanyar
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OHP at Clemson University (cont'd)

(continued from page 5) ... and Work, Motivation, and Satisfaction. Students must also complete their dissertation on an OHP-related topic and are encouraged to gain applied experience through internships related to OHP.

Graduate Students

Graduate students at Clemson University actively conduct and publish research, attend conferences, and work in applied internships within OHP. Several Clemson students presented research at the 2009 Work, Stress, and Health Conference in Puerto Rico.

Melissa Waitsman recently completed her thesis, which focused on gender and interpersonal prejudicial and discriminatory responses to performance feedback. She also wrote a technical report for the Oregon Nurse Retention Project (www.onrp.webnode.com), a final report to the Northwest Health Foundation, and a literature review of top nursing turnover and retention articles. Her other OHP research interests include resilience--specifically hardiness--and Internet-based burnout reduction interventions.

Lindsay Sears's thesis focused on the impact of financial stress on employee well-being. Her other OHP research interests include stress and performance, job attitudes and retention, and stress among nurses. She recently completed a 6-month internship with Procter and Gamble in which she worked on projects related to employee health and well-being.

Amber Schroeder and Gary Giurnetti are engaged in research on the antecedents and consequences of online incivility in the workplace. Online incivility is the experience of rude or discourteous behavior through e-mediated formats (such as email, chat, or text messages). Amber and Gary found online incivility to be related to high workload, organizational constraints, turnover intentions, and decreased job satisfaction.

Eric McKibben conducted research examining how receipt and rated adequacy of stress management training are related to PTSD and other outcomes among Operation Iraqi Freedom veterans. His research will be published in *Military Psychology*. Using undergraduates engaged in playing the role of bank teller and research assistants playing the role of customers, Eric's master's thesis examined the effects of emotional labor on ego depletion and how those effects differed for

"tellers" interacting with angry and non-angry "customers." His dissertation extends a line of research bearing on how the mood of customer service representatives relates to emotional-labor demands, ego depletion, and customer satisfaction over time.

Phillip Lipka's dissertation research examines the negative effects of workplace heterosexism for sexual minorities and individual differences that potentially affect responses to such discrimination. More specifically, self-monitoring, neuroticism, and locus of control are examined as moderators of the relation between workplace heterosexism and numerous outcomes, such as disclosure of one's sexual orientation at work, the use of identity management strategies, psychological distress, and organizational withdrawal.

Christie Kelley's master's thesis investigated perceived organizational support (POS), the stigma associated with seeking treatment for psychological problems, and PTSD. She found that higher levels of POS were related to lower levels of perceived stigma for treatment-seeking and lower levels of PTSD symptoms. She also found that levels of stigma partially mediated the relation of POS to PTSD symptoms. As part of Christie's internship at Kronos, Inc.'s talent Management Division, she is examining how self-scheduling empowers employees in the health care and retail sectors.

Meline Schaffer recently proposed a master's thesis the aim of which is to examine mentoring in nurses. Specifically she plans to evaluate the hypothesis that positive mentoring buffers the impact of work stressors on burnout. Her thesis also concerns generativity, i.e., the desire to pass useful information on to others, as well as perceived organizational support for mentoring.

Sarah Dubose recently proposed her master's thesis, which involves investigating factors that attract older nurses to organizations. She will also examine psychological moderators of the impact of flexible scheduling and mentoring opportunities.

Brett Smith completed an internship at the U.S. Department of Labor, working in the Office of Occupational Health Nursing (OOHN). While in the OOHN, he was able to conduct an in-depth analysis bearing on policies designed to protect young workers. Also, he was able to observe on-site worker behav-

iors and help alleviate the problem of hazards at a construction site.

Kyle Stanyar's research interests include occupational stress and health behaviors. Kyle is currently conducting research on work-schedule design (workload and hours worked), and how these factors affect health outcomes. Kyle is currently Clemson's representative to the Graduate Student Issues Committee of SOHP. He volunteers to help plan events for the Committee.

Crystal Burnette is currently examining how leadership, particularly supportive leadership, affects mental health, stress, and other health outcomes. She is also engaged in research the relation of blood pressure to the perception of affect. Skye Gillispie is conducting research examining how sleep deprivation and stress affect various types of performance. She will be presenting her research at the 2010 meeting of the Association of Professional Sleep Societies. Poster presentations will include "Effects of Sleep Deprivation on Critical Thinking in First and Second Language Speakers," "Sex Differences in Visuospatial Abilities under Sleep Deprivation Conditions," and "The Relationship between Performance and Sleep Quality in Sleep Deprived Persons."

The Clemson Experience

Clemson's OHP faculty and graduate students are committed to the field of occupational health psychology and promoting the well-being of employees. Their dedication to the field is part of the culture of the I-O and Human Factors programs in the Psychology Department, and the enthusiasm towards this burgeoning field of psychology is contagious. Faculty and students are free to pursue their unique OHP research interests in a collaborative and energetic atmosphere.

To learn more about the OHP opportunities at Clemson University, please visit the psychology department's website. Below you will find a link to the section of the website devoted to the OHP graduate program.



Tillman Hall
Clemson University

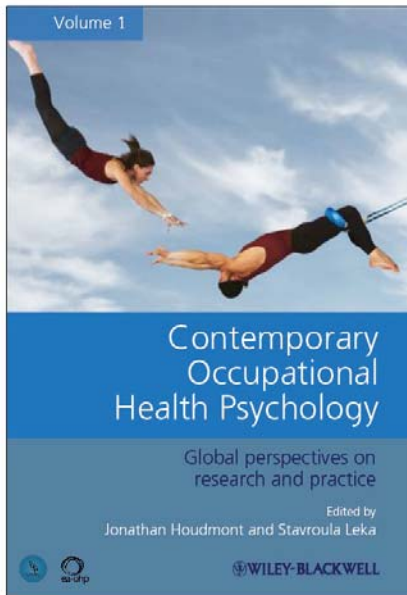
OHP Website at Clemson:

[http://www.clemson.edu/
psych/graduate/](http://www.clemson.edu/psych/graduate/)





Landmark OHP Book Series Launched



April sees the publication of the first volume in an important new book series that is designed specifically for the occupational health psychology community. *Contemporary occupational health psychology: Global perspectives on research and practice* is a biennial series published by Wiley-Blackwell on behalf of the Society for Occupational Health Psychology and the European Academy of Occupational Health Psychology. Both organizations are delighted to participate in this collaborative venture that aims to (1) publish authoritative, stand-alone, reviews in the field of occupational health psychology, (2) publish new empirical research, where it is appropriate to do so, to enable contributors to advance the field in ways that are not typically possible within the confines of the traditional journal article, (3) attract contributions from an international constituency of experts that, in time, are likely to become citation classics, and (4) include topics of contemporary relevance to the interests and activities of OHP researchers, practitioners, educators, and students. In sum, the series aspires to nothing less than emerge as *the* major reference work of choice for those with an active interest in OHP. As the series grows, it will address a wide range of contemporary topics that concern the application of psychological principles and practices to occupational health challenges and opportunities.

The book is available for purchase on the Amazon and Wiley-Blackwell websites.

Volume 1 (2010-2011) contains the following chapters:

- A multilevel model of economic stress and employee well-being** Robert R. Sinclair, Lindsay E. Sears, Tahira Probst, and Mark Zajack
- Developing new ways of evaluating organizational-level interventions** Karina Nielsen, Raymond Randall, and Karl Bang Christensen
- Leadership and employee health: A challenge in the contemporary workplace** Töres Theorell, Peggy Bernin, Anna Nyberg, Gabriel Oxenstierna, Julia Romanowska, and Hugo Westerlund
- Employee burnout and health: Current knowledge and future research paths** Arie Shirom
- Large-scale job stress interventions: The Dutch experience** Toon W. Taris, Ingrid van der Wal, and Michiel A.J. Kompier
- The neglected employees: Work-life balance and a stress management intervention program for low-qualified workers** Christine Busch, Henning Staar, Carl Åborg, Susanne Roscher, and Antje Ducki
- Personal resources and work engagement in the face of change** Machteld van den Heuvel, Evangelia Demerouti, Wilmar B. Schaufeli, and Arnold B. Bakker
- Work and health: Curvilinearity matters** Maria Karanika-Murray
- Peer assistance programs in the workplace: Social support theory and the provision of effective assistance to employees in need** Maya Golan, Yael Bacharach, and Peter Bamberger
- Individual adaptation to the changing Workplace: A model of causes, consequences, and outcomes** Jane D. Parent
- Building psychosocial safety climate: Evaluation of a socially coordinated PAR risk management stress prevention study** Maureen F. Dollard and Robert A. Karasek
- Internet addiction and the workplace** Noreen Tehrani
- Organizational culture and knowledge management systems for promoting organizational health and safety** Dolores Díaz-Cabrera, Estefanía Hernández-Fernaud, Yeray Ramos-Sapena, and Sara Casenave
- Work-family positive spillover: Where have we been and what lies ahead?** Kristi L. Zimmerman and Leslie B. Hammer
- The impact of psychological flexibility on health and productivity at work** Frank W. Bond, Paul E. Flaxman, Marc van Veldhoven, and Michal Biron
- Corporate social responsibility and psychosocial risk management** Stavroula Leka, Gerard Zwetsloot, and Aditya Jain
- Risk factors, consequences, and management of aggression in healthcare environments** Benjamin Brooks, Alice Staniford, Maureen Dollard, and Richard J. Wiseman

Work has already begun to secure contributions to the second volume in the series that will be published in 2012. Authors interested in contributing are encouraged to discuss their ideas with Jonathan Houdmont (jonathan.houdmont@nottingham.ac.uk).



What about the Workers?

Peter Warr, Institute of Work Psychology, University of Sheffield

When you think about the direction in which you would like to see occupational health psychology (OHP) move over the next ten years, what do you picture? For your consideration, I offer my answer to this question in this article.

Writing as an academic specializing in mental rather than physical health, I am often troubled by what I see as the one-sided nature of our discipline. As I see it, in my specialty area, emphasis is excessively placed on the environment; almost never on the individual. The individual is studied as the recipient of inputs from the environment, and we devote a lot of attention to his or her reactions to that environment, examining strain, burnout and occasionally happiness. However, despite the frequency with which these variables are studied as reactions, our investigations rarely explore the *mental processes* that contribute to them. My view is that placing mental processes, as opposed to job content, at the heart of our research and practice is an important goal for OHP over the next ten years.

Person-Centered and Environment-Centered Models

Wait - you might say - OHP's core values already emphasize the individual as well as the environment. For example, according to the NIOSH website (<http://www.cdc.gov/niosh/topics/stress/ohp/ohp.html>), "OHP concerns the application of psychology to improving the quality of work life, and to protecting and promoting the safety, health and well-being of workers." Both "intervention in the work environment" and "individual-level interventions to equip workers with knowledge and resources" are envisaged. However, NIOSH also tells us that its "proposed definition places priority on health protection," which "refers to intervention in the work environment to reduce worker exposures to workplace hazards." It appears to me that it is the environment that receives most of our attention.

The Society for Occupational Health Psychology (<http://sohp.psy.uconn.edu/Field.htm>) also acknowledges "individual psychological attributes." However, this acknowledgement seems to refer to traits and abilities rather than real-time processes; more prominent in the Society's account are environmental features such as "job content and work organization, organizational policies and practices, and the economic and political environments in which organizations function." Generally, the OHP research literature overwhelmingly examines features of jobs and organizations; workers' mental processes (rather than their reactions) are rarely mentioned.

In that way, the relevant Wikipedia entry about OHP (http://en.wikipedia.org/wiki/Occupational_health_psychology) indicates that the field "is concerned with the psychosocial characteristics of workplaces that contribute to the development of health-related problems in people who work." Fair enough, but what about the workers?

We Need to Change the One-Sidedness

Perhaps you agree with me that, despite some formal mentions, research in OHP is excessively directed at job content and organizational features at the expense of considering processes within the worker. Perhaps you don't. Either way, this is an important issue for OHP, and I ask you to consider it further.

The broader discipline of industrial-organizational psychology developed through interaction with organizational managers who provide funds and research access with the goal of improving organizational effectiveness. To that end, managers largely wish to adjust job conditions. Apart from person-centered procedures in staff selection and training, psychologists working in organizations are usually required to examine job content and not to "psychoanalyze" employees. Managers and workers alike consider thoughts and emotions as people's own business and not open to external enquiry. On the other hand, reviewing and changing job content can be a relatively easy and sometimes effective way of "doing something" to help organizations.

In contrast to studying job content, it is very difficult to study mental processes; philosophical, methodological, and conceptual uncertainties abound. However, let's recognize the major limiting or enhancing importance of social norms - perhaps describable as "fashions." The shift toward behaviorism, for instance, came and went partly as a result of changes in wider academic trends. Academic psychologists' "fashions" at present excessively favor looking at situations rather than at people. Some change is surely desirable.

The academic emphasis on environmental features reflects a wider societal outlook in recent decades. Commentators often object to any hint that a person in difficulty is being "blamed," preferring instead to consider person a "victim" of circumstances. This "don't blame the victim" culture has often been associated with socially approved views that negative feelings arise because of the world rather than from something in the person. Accordingly, much more attention is paid to what is wrong in the environment than to the possibility that happiness, unhappiness, and mental health derive from the joint operation of personal and environmental processes. "Joint operation" is of course generally recognized by the OHP profession; my point is that it is rarely examined. In other words, the "espoused theory" and the "theory in use" do not coincide.

Thoughts that Matter

How can researchers and practitioners in OHP find ways to combine environment- and person-centered perspectives, research methods, and interventions? For studying the environment itself, several theories and empirical studies have been published. For example, my own "vitamin model" specifies the 12 primary environmental features and their modes of operation - like chemical vitamins that are beneficial for health only up to a point but sometimes harmful in large doses. For progress in person-centered theorizing, we need to define and investigate the main ways that thought processes contribute to the interpretation of incoming stimuli, incorporating those themes into our environment-centered models.

I've long appreciated the lines of English poet William Cowper, written in 1782:

Happiness depends, as Nature shows,

Less on exterior things than most suppose.

Psychological health is undoubtedly rooted in environmental features, but also crucial are ... (continued on page 9)



Peter Warr

Institute of Work Psychology,
University of Sheffield

"Much more attention is paid to what is wrong in the environment than to the possibility that happiness, unhappiness, and mental health derive from the joint operation of personal and environmental processes."



What about the Workers? (cont'd.)

(continued from page 8) ... mental comparisons and thoughts. In particular we need to consider thoughts about

- what other people have got
- what else might have happened
- what you expected
- how effective you think you've been
- your direction of progress
- what you are used to
- how important something is to you.

In recent years, I've developed an initial framework of those thought processes and the way they operate, particularly in job settings. Here is an outline:

Thoughts affecting your feelings	Questions you might ask yourself
1. Comparisons with other people	"Are others better-off or worse-off?"
2. Comparisons with alternative situations	"How else could things have developed?"
3. Comparisons with what you expected	"Has this turned out as I thought it would?"
4. Assessments of your own effectiveness	"Am I handling this well?"
5. Comparisons with a desirable trend	"How are things going? Getting better, worse, or
6. Assessments of novelty or familiarity	"Is the situation unusual or is it familiar?"
7. Importance of an environmental feature	"How personally important are these parts of (e.g.) my

Academic research, mainly outside organizations, has addressed several of those judgments, but more research is needed. We might start by developing self-report measures of the seven themes in particular kinds of job settings, and routinely incorporate them into job stress research. Observed correlations between environmental features and mental health indicators are often only moderate, and it seems clear from personal observation and initial research findings that variations in interpretative processes affect the magnitude of those correlations; job features can have different meanings for different people.

We need to learn about the prevalence of each type of judgment in different settings, their correlates (e.g., local norms, personality traits, age, and gender), and their consequences in terms of mental and physical health. This framework of judgments also offers much scope for interventions along the lines of experiments carried out by cognitive behavior therapists and positive psychologists. Different forms of mental exercise to block specific negative thoughts are effective in non-work settings, but organizational applications remain rare.

The seventh within-person feature, which reflects personal values, is perhaps the one most investigated in job settings to date. Evidence is accumulating that, for instance, job-content preferences strongly determine reactions to particular job features. To understand jobs and mental health, we surely need, at the very least, to incorporate job-related value measurement into our investigations.

What Now?

If some of these themes interest you, a few comments (negative, positive, or both) could generate discussion on the OHP Listserv (<http://sohp.psy.uconn.edu/OHPListserv.htm>). Or a longer presentation might be possible in the *Newsletter*. In particular, however, you might like to try doing something along the lines suggested; actions speak louder than words!

If you would like to look at more detailed accounts along the present lines, three publications are particularly relevant. *The joy of work? Jobs, happiness, and you* (Warr & Clapperton, 2010, <http://www.psyppress.com/joyofwork>), is an informally-written paperback, primarily directed at practitioners, students, and workers in general. A more extensive academic treatment of research and theorizing is in *Work, happiness, and unhappiness* (Warr, 2007, <http://www.routledge.com/books/details/9780805857115/>). Both books seek to combine environment-centered and person-centered perspectives. A briefer consideration of some person-centered ideas is offered in the journal article cited below.



References

- Warr, P. (2006). Differential activation of judgments in employee well-being. *Journal of Occupational and Organizational Psychology*, 79, 225-244.
- Warr, P. (2007). *Work, happiness, and unhappiness*. Mahwah, NJ: Erlbaum.
- Warr, P. & Clapperton, G. (2010). *The joy of work? Jobs, happiness, and you*. New York and London: Routledge.

"To understand jobs and mental health, we surely need, at the very least, to incorporate job-related value measurement into our investigations."

SOHP Treasurer's Report for 2009

Christopher J. L. Cunningham
The University of Tennessee at Chattanooga



This report is an update to an interim financial summary that I provided in the fall 2009 SOHP *Newsletter*. Moving forward, it is the SOHP Executive Board's goal to provide a year-end financial report in the first newsletter of each year. In keeping with my previous report, I have summarized SOHP's recurring expenditures using the following categories:

Administrative expenses include recurring costs for SOHP website management, support for joint SOHP-EA-OHP meetings, minor recurring costs for mailings/printing, and bank-related charges

JOHP subscriptions pay for print-versions of the *Journal of Occupational Health Psychology*, a central benefit of SOHP membership

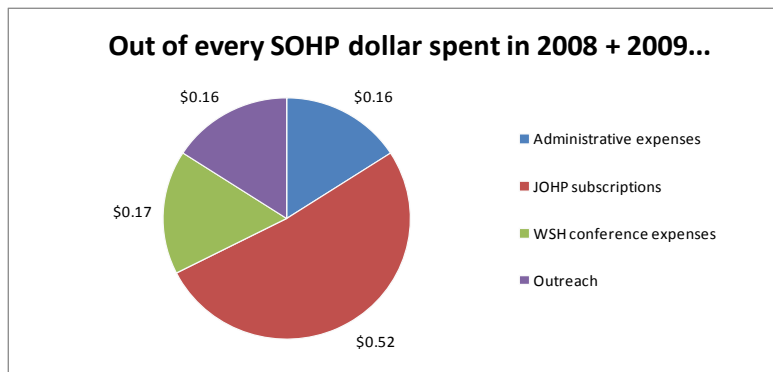
WSH conference expenses include SOHP's costs associated with helping to support the bi-annual Work, Stress, and Health conference program planning process, special conference events, and SOHP awards.

Outreach includes all expenses associated with our co-sponsorship of the joint Division 5 and 14 social networking event at the annual APA conference, the SOHP social networking event at the annual SIOP conference and other outreach activities.

It is important to remember that SOHP's annual costs fluctuate from year to year, due primarily to the timing of the bi-annual APA-NIOSH-SOHP conference. For this reason, the most accurate representation of how membership dues are spent to support the functioning of SOHP comes from a consideration of a two-year cycle of operations. This being the case, over the 24 months from January 2008 to December 2009, SOHP membership dues totaled \$11,845 while SOHP expenditures totaled \$7,369. Any remaining funds are held in the SOHP reserve fund, which is used to support an increasing number of member benefits. The following figure summarizes these SOHP expenditures per dollar spent on the categories outlined above:



Christopher Cunningham
University of Tennessee
at Chattanooga



It is important to realize that SOHP's mission is to support the growing profession of occupational health psychology through the provision of the *Journal of Occupational Health Psychology* and the sponsorship of conference-based networking and awards programs. To ensure the continued success of this professional society, please make sure to renew your dues when you are contacted by the SOHP Membership Committee. Please also make an effort to let your colleagues and students know about SOHP and its objectives (you can start by pointing them to www.sohp-online.org).

If you have any questions about this financial update report please feel free to contact me directly at cjlcunningham@gmail.com.

Safe-in-Sound™ Award for Excellence and Innovation in Hearing Loss Prevention

Ryan Johnson
National Institute for Occupational Safety and Health

The National Institute for Occupational Safety and Health (NIOSH), in partnership with the National Hearing Conservation Association (NHCA), is pleased to announce the recipients of the 2010 Safe-in-Sound Excellence in Hearing Loss Prevention Awards™, honoring those who have shown their dedication to the prevention of noise-induced hearing loss through innovative or excellent hearing loss prevention practices in the work environment. The awards were presented at the 35th Annual Hearing Conservation Conference on February 26, 2010 in Orlando, Florida. The 2010 recipients were: Etymotic Research, Inc.; the New York City Department of Environmental Protection (NYC DEP) and Parsons Brinckerhoff, Inc. (PB); and Dr. Kris Chesky and the College of Music, University of North Texas. Nominations for the next awards will be accepted until September 1st, 2010. For further information please visit www.safeinsound.us.





Managing Human Endurance in 21st Century Work Environments: A Systems Approach

Carlos A. Comperatore, US Coast Guard Office of Safety and Environmental Health

Pik Kwan Rivera, US Coast Guard Human Element and Ship Design Division

DISCLAIMER: This article solely represents the independent views of the authors and it does not reflect in any form the official position of the United States Guard

Although we live in era marked by technological advances, these advances do not cure the problem of workplace stress. It is rare to find employers who apply resources to identify workplace stressors and strive to reduce their impact on workers. Safety managers actively seek to mitigate hazards that may affect operational, environmental, and public safety, although high costs often delay implementation of hazard mitigation plans. It is, therefore, not uncommon to find workers left to their own devices to mitigate the impact of endemic workplace stressors.

In this article, we focus on the need to identify and mitigate workplace hazards such as chronic fatigue induced by lack of sleep. We advance the view that mitigating endemic hazards requires a systemic process that considers the synergy among organizational doctrine, industry economics, worker behaviors, and specific workplace conditions.

But, we do more than just identify the problem. Today, the United States Coast Guard's Crew Endurance Management program identifies and mitigates hazards that affect the physical and mental endurance of our personnel. We showcase this program in order to provide an example of the organizational commitment necessary to protect worker endurance.

Rotating Reporting Times, Long Work Hours, Naps, and Caffeine Dependence

An example of stressors that tax workers' energy levels can be found in work environments requiring long hours (e.g., 12-hour workdays) and the rotation of starting times. These work schedules restrict individuals to less than 7-8 hours of uninterrupted sleep per day as workers balance social and family life with a work schedule that demands that they retire in the early evening. For instance, if one is to sleep 7-8 hours per day, reporting times at 4:30 AM require sleep to begin at approximately 7:00 PM, and end at 3:00 AM. This leaves time to, dress, eat breakfast, and travel to work

(provided a short-duration commute). An early bedtime is difficult to accomplish for personnel who have young families. In their case, they often use time in the evening to interact within a day-oriented family living in a day-oriented world. Upon return from work, particularly after a 12-hour workday, some people may choose to nap for a short period of time, sometimes beyond 2 hours. This is a good practice, but it may delay bedtime. In other words, it is difficult to retire at 7:00 PM if one naps for more than 30 minutes during the afternoon. Thus, workers on the early morning shift who nap in the afternoon may not retire earlier than 9:00 or 10:00 PM, restricting nightly sleep period to about 5-6 hours. While one may obtain 8 or more hours of cumulative sleep per day, each period is too short to supply sufficient restorative sleep. Napping can help reduce the experience of fatigue after work; however, if not managed properly it will not help reduce fatigue during the work period.

In addition to daily sleep debt, workers will also experience the desynchronization of physiological energy cycles in their work-rest cycle. This is evident in personnel who work during the night in dimly lit environments. Bright light, whether artificial or natural, is required to synchronize peak energy availability with work periods. The light that workers see throughout the day becomes a crucial element that, if not managed properly, can cause numerous symptoms including daytime sleepiness, disruption of normal gastrointestinal function, insomnia, and chronic fatigue. During the night as the biological clock is set to restore energy (attempting to sleep), workers try to carry out complex cognitive tasks. Combining this physiological confusion with increasing daily sleep debt results in well-documented performance degradation until the vicious cycle is broken, and only after the mounting nocturnal sleep debt is settled. Recovery requires several nights of uninterrupted 8-hour sleep periods.

Daytime sleepiness sets in within a few days of exposure to these work schedules. In many cases, workers may habitually consume stimulants such as caffeine, available in soft drinks, coffee, and over-the-counter for-

mulations to combat daytime sleepiness during work periods. Adverse health effects of caffeine addiction range from cardiovascular disorders to, paradoxically, chronic fatigue.

Caffeine dependence has been shown to disrupt the architecture of sleep, degrading its daily restorative value, particularly when caffeine consumption occurs within 4 hours of bedtime. Thus, the coping strategy used to maintain alertness during work periods sabotages the daily restoration of alertness, increasing the experience of fatigue, even with 8 hours of sleep. The experience of daytime sleepiness forces personnel into a vicious recurrent behavioral pattern.

Stressors Form Endemic Complexes in the Work Environment

No matter where people work (e.g., airports, command centers, refineries, commercial and military airplanes, commercial and military afloat platforms, offices, nuclear power plants), they are embedded in a complex of stressors that chronically tax their physical and mental resources (Comperatore et al., 2005). In this context, we employ the term stressor as a workplace condition that prevents the restoration of both physical and mental resources. Stressors often occur concurrently in work environments (e.g., high work tempo, frequent exposure to customers, long work hours, etc.), affecting workers' physiology and psychological well-being. In general, workplace stressors organize into a complex system of interacting elements.

Reducing the incidence of workplace stressors requires a systems approach because of the need to identify not only workload, work schedules, and work environments, but also industry traditions (e.g., commercial maritime, military), employee behaviors, safety culture, and organizational management culture and attitudes that contribute to the formation of the complex of stressors (Comperatore & Rivera, 2005).

Currently, the U.S. Coast Guard (USCG) employs the Crew Endurance Management (CEM) program to control workplace hazards that can influence health and performance in all USCG operational environments. Using a systems ... (continued on page 12)



Carlos A. Comperatore
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Managing Human Endurance in 21st Century Work Environments: A Systems Approach (cont'd.)

(continued from page 11) ... approach, USCG safety personnel decompose the workplace stressor complex into several domains including individual behaviors, organizational practices, regulations, industry culture, and environmental conditions. Officers and crew members use a systems analysis software tool to identify the incidence of hazards and to develop mitigation strategies. The tool is the product of many years of effort to manage crew endurance in actual operational environments, including shipboard, aviation, and onshore work environments (Comperatore, 1996; Comperatore, Carvalhais, & Della Rocco, 1998; Comperatore, Bloch, & Ferry, 1999; Comperatore & Rivera, 2003).

In support of the CEM program, the Coast Guard requires field units to regularly identify and mitigate the incidence of workplace hazards. We review evidence bearing on the impact of the CEM program on the impact of modern 24-hour operations and its potential to protect worker health and performance.

Systems Analysis Requirements

Managing worker endurance requires a thorough understanding the ensemble of workplace stressors (Comperatore & Rivera, 2005). Endemic stressors are often tied to tradition and local culture. For any change to have an impact on individual behavior or an organization's philosophy, there is a need for a well-established set of practices ensuring that changes remain in effect long enough to be measured. Any behavioral or policy change will eventually be rejected due to cultural and practical pressures if the change does not improve workplace health and provide value to the organization.

The CEM program is based on a systems model that helps management understand the complex of workplace stressors in order to systematically reduce their effect and improve health and performance. The CEM model consists of multiple domains arranged hierarchically: Mission, Personnel, Organizational, and Environmental (see Figure 1). Elements critical to the survival of the organization lie at the center of the system and affect elements in other levels directly.

The foundation of the model is the Mission domain which includes doctrine that is not easily subject to change because it is critical to the survival and growth of the organization ... (continued on page 24)

"No matter where people work... they are embedded in a complex of stressors that chronically tax their physical and mental resources."

BOOK ANNOUNCEMENT

Christopher J. L. Cunningham
The University of Tennessee at Chattanooga

Research Methods for the Behavioral and Social Sciences

Bart L. Weathington, Christopher J. L. Cunningham, and David J. Pittenger
John Wiley & Sons, Inc., Hoboken, NJ, 2010

The continued vitality of social science research and science-inspired practice depends on our passion to always learn more about human behavior. Because of this, it is our belief that a course in social scientific research methods is one of the most important courses that any student can take. With the help of publishers John Wiley & Sons, we have recently completed a textbook that conveys our enthusiasm for behavioral and social science research. Throughout this text, we have adopted an active narrator style that is inviting and easily accessible for the reader. While doing this, we have also maintained the rigor required for this type of text. To help students connect to the material, we have integrated many familiar and contemporary examples of research. We have also integrated a discussion of statistical considerations where appropriate, to help students connect what they typically learn in separate statistics courses with the research process. This book is ideal for students who have had at least a general introduction to statistics, but because many students do not retain such information the first time it is presented, we find this text to be a solid reminder and "booster" of statistics knowledge and application. This text and its author-developed ancillaries have been repeatedly course-tested, consistently yielding very positive student reviews. We are confident in its utility as an introductory or refresher methods course book for undergraduate and graduate students. We hope you will consider adopting this textbook for your own research methods courses in psychology, sociology, and business.

For additional details about this text, please check out the following publisher website (shortened for your convenience): <http://bit.ly/cleUAh>. In addition, here is a reduced Table of Contents for this text:

Part I Overview of the Research Process

Chapter 1: Research and the Social Sciences

Chapter 2: Ethics and Research

Chapter 3: The Foundations of Research

Chapter 4: An Overview of Empirical Methods

Part II Nuts and Bolts of Research

Chapter 5: Writing the Research Report

Chapter 6: Reviewing the Literature and Forming Hypotheses

Chapter 7: Sampling - The First Steps in Research

Chapter 8: Creating and Using Assessments, Surveys, and Objective Measures

Chapter 9: A Model for Research Design

Part III Common Research Designs

Chapter 10: Correlational Research

Chapter 11: Between-Subjects Designs

Chapter 12: Single-Variable Between-Subjects Research

Chapter 13: Between-Subjects Factorial Designs

Chapter 14: Correlated-Groups Designs

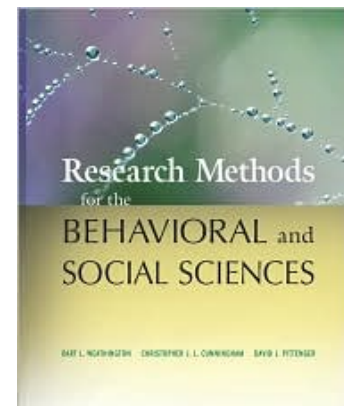
Part IV Special Research Designs

Chapter 15: Single-Participant Experiments, Longitudinal Studies, and Quasi-Experimental Designs

Chapter 16: Research with Categorical Data

Chapter 17: Qualitative and Mixed-Methods Research

Appendix A: Statistics behind the Research or, "What Was I Supposed to Remember from My Statistics Class Anyway?"



Parting Comments

Robert R. Sinclair
Clemson University
Past-President SOHP

In January 2006 I was elected President-elect of SOHP. After serving on past SOHP President Peter Chen's executive committee from January 2006 to December 2008, I assumed the role of President in January 2008 and served in that role until my term ended in December 2009. Irvin Schonfeld, the Editor of the *Newsletter*, offered me this column as an opportunity to reflect on my time as SOHP President and to offer some thoughts about the future of SOHP.

The day I decided to run for SOHP President is still fresh in my mind. In the fall of 2005, I was at lunch with my Portland State University colleague Leslie Hammer at a little Vietnamese restaurant frequented by PSU faculty. We were sitting at an outdoor table waiting for our food. Leslie was talking on her cell phone with Lois Tetrick about all things SOHP. One of them (I don't remember which) suggested that I run for office. How could I say no? Then and there I agreed to run. What's the life lesson? Don't have lunch with Leslie! What's the solution? Move from Portland, Oregon, to Piedmont, South Carolina, which I did in June 2008. That didn't work though. Leslie and Lois keep finding ways to get me involved and I have been grateful for their mentoring and support over the years. As I write this reminiscence, my family just returned from a spring-break visit to our many friends in Portland. I spent a day of my vacation at Portland State (I know, I need an intervention!) and had lunch at that same little restaurant with another former colleague. During my visit I was definitely listening for Leslie to use the word "officer" or "committee" in any sentence having to do with me and planning to be on the next flight out of town!

Flash-forward about four years from that day at the restaurant to the SOHP reception in Puerto Rico in November. I was honored to oversee that event as our organization's president. It was a thrill to see Steve Sauter, Gwen Keita, and Heather Roberts Fox receive SOHP awards for their long-time leadership in OHP. That night I felt we had completed the process of SOHP developing into a mature professional organization.

One of the best parts of the evening was a short conversation I had with Joe Hurrell during the reception. In the final weeks of my presidency, I had been feeling regretful about things we hadn't accomplished that seemed within reach. I said something about that to Joe, who replied, "How do you think I feel?" Like me, Joe felt that while we should be proud of what we've done, we still face many unfinished tasks, unresolved issues, and critical challenges. And he had been thinking that way for longer than I had. Joe is a great example of our members stepping forward to play a role in SOHP. Rather than shrink away from a challenge, in January he had stepped up in to take the reigns as editor of the *Journal of Occupational Health Psychology*.

The events of that night illustrate three thoughts I've had as I reflect on my service as SOHP President. We should feel incredibly proud of our accomplishments; we have many challenges still to face; and, our ability to deal with them successfully depends on the continued efforts of our members, both in our activities as OHP professionals and in our service to the organization.

By any measure, we are growing. We started with 29 founding members in 2005 and had over 170 dues paying members in November 2009. I expect our membership will exceed 200 soon and continue to rise from there. We apparently have a lot to talk about. Under Irvin Schonfeld's watchful editorial eye, the first four issues of the SOHP newsletter averaged 11.5 pages; the last two averaged 20.5 pages and I know this issue will be similarly large! In our election in 2007, we had two candidates for member-at-large. In the last election in 2009, we had eight. I remember one of our first SOHP student social events attracted just 10 graduate students and Leslie Hammer, Lois Tetrick, Paul Spector, and me. At one of our most recent events, we packed a bar in New Orleans with dozens people interested in our field. All of this suggests our great potential for sustained growth, and hint at an exciting future for SOHP.

Another way to think about our growth as a field is in terms of graduate training. When I started graduate school in 1990 there were no OHP training programs. In 2000, when I moved to Portland State, the first few programs were beginning to offer coursework in OHP. Now, in 2010, several programs offer OHP minors, certificates, and courses. With each successive year, I have seen steadily increasing interest in OHP from prospective graduate students. At the same time, graduate programs around the country are starting to produce a steady stream of bright young professionals with OHP training and interests, and they're starting to take academic jobs and put their OHP expertise to use in industry. Imagine where we will be in 2020 as the current generation of students spreads the good word about OHP!

I certainly cannot take credit for all of these developments but I want to brag about some of the exciting events in OHP that took place over the last couple of years. When I wrote my first column for the *Newsletter*, I had just returned from my first meeting to help plan the Work Stress and Health conference. Today, the SOHP logo is on the conference program, an SOHP officer co-chairs the conference, and many of you play active roles in the conference planning process.

SOHP members have worked hard to promote the field in other ways as well. A number of SOHP members have represented OHP on the NIOSH study section and others have hosted professional workshops to spread the word about OHP research and graduate education. We have participated in the editorial selection process for the *Journal of Occupational Health Psychology*, lobbied NIOSH to keep our field on the radar screen in national conversations about future occupations in OHP, worked with the Association for Psychological Science to get OHP included as an occupational category in their job listings, and helped the American Industrial Hygiene Association radically reshape the way its primary industrial hygiene textbook covers occupational health psychology. Visibility is a critical concern. But there is no doubt we have made incredible progress in the last few years. We have many reasons to feel proud.

(Continued on page 14.)



Robert R. Sinclair
Clemson University

"We should feel incredibly proud of our accomplishments; we have many challenges still to face; and, our ability to deal with them successfully depends on the continued efforts of our members."



Parting Comments (cont'd)

Continued from page 13.)

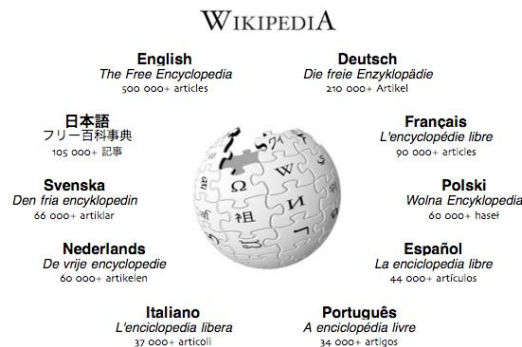
There are also many promising signs for OHP at the international level. While we have been doing everything we can to "raise our game," the European Academy for Occupational Health Psychology (EA-OHP) has been doing the same. Our organizations, EA-OHP and SOHP, have started to see our combined efforts pay dividends. Together, we have revitalized the concept of the International Coordinating Group for Occupational Health Psychology (ICG-OHP). There are promising signs that other OHP groups will spring up in the near future to become active ICG-OHP members.

We also have begun to collaborate with EA-OHP on specific initiatives. Three examples include our joint EA-OHP-SOHP member benefit agreement; SOHP sponsorship, and participation by SOHP members, in a forthcoming EA-OHP book that we hope will evolve into a joint book series; and continued collaborative efforts to develop empirically supported guidelines for OHP training programs (the most recent issue of the EA-OHP newsletter describes some of the progress to date in this area). Finally, we have been working on an agreement to bring Latin American scholars with OHP interests into SOHP. And we have several similar conversations going on with other OHP people and organizations around the world.

Machievelli said that leaders should get others to do the work, but should take all the credit. In my case, I am simply proud that my name has been on the front door when many of these programs were initiated or came to fruition. It is of course true that the President and the Executive Committee play an important role in identifying issues and translating effort into results. But, ultimately, we grow and are successful because the issues we focus on matter and because many of you have been willing to back up your concern about OHP with concrete action.

As researchers, teachers, and practitioners, the benefits of our efforts often emerge several years after we do the work. In contrast, I am gratified to be able to highlight the many accomplishments of my Executive Committee's efforts. I truly appreciate the work it has done. Serving as President of SOHP has been a great honor, and it has also provided me with an exciting vantage point from which to see the field develop. As proud as I feel about the last few years, I am even more excited about what the future will bring under the leadership of our new President Janet Barnes Farrell, who took office in January, and our President-Elect Vicki Magley. Thank you all for your support and I look forward to seeing you at SOHP's next conference in Orlando in May 2011.

"Ultimately, we grow and are successful because the issues we focus on matter and because many of you have been willing to back up your concern about OHP with concrete action."



A Note on Wikipedia

Irvin Sam Schonfeld

The City College of the City University of New York

In the last issue of the *SOHP Newsletter* (<http://sohp.psy.uconn.edu/SOHPNewsletterV7October2009.pdf>) I described my efforts to create an entry in *Wikipedia* that covers occupational health psychology (http://en.wikipedia.org/wiki/Occupational_health_psychology), as well as entries that cover related topics (http://en.wikipedia.org/wiki/Society_for_Occupational_Health_Psychology). In the *Newsletter* article, I mentioned that I knew from my son that high school students and undergraduates often turn to *Wikipedia* when looking for information, particularly for a starting point when setting out to write papers. I thought we could expose OHP to more students as well as to the general public if OHP had a *Wikipedia* entry. I had great satisfaction in creating and elaborating that OHP entry.

In the *Newsletter* article, I also mentioned that I was blocked by *Wikipedia* editors from one particularly important domain, namely the "psychology sidebar." A narrow, approximately 6-inch-long strip, the sidebar starts at the top and

runs down the right side of almost every psychology-related page in *Wikipedia*. The sidebar contains links internal to *Wikipedia* that, with a mouse-click, take the reader to the major divisions within psychology (e.g., abnormal psychology, clinical psychology, educational psychology, etc.). I had wanted "occupational health psychology" to be included among those links.

After I published the *Newsletter* article in October, I continued my efforts to press *Wikipedia* editors to include OHP in the sidebar. When I returned from the Work, Stress, and Health conference in Puerto Rico in November, I was infected with the enthusiasm that was so palpable at the conference. I redoubled my efforts to convince the *Wikipedia* editors to include OHP in the sidebar. In December, the editors finally agreed.

I like to think my powers of persuasion were decisive. Actually, I had a little bit of luck. I prevailed on some editors who said they could "go either way." But luckily the editor implacably opposed to including OHP in the sidebar had, by then, dropped out of *Wikipedia* owing to unrelated conflicts with other Wikipedians.

SOHP Membership Committee

Russell A. Matthews
Louisiana State University

Lisa Kath
San Diego State University

As the new SOHP membership co-chairs, we take this opportunity to introduce ourselves. Lisa Kath is an assistant professor in the Psychology Department at San Diego State University. She conducts research on workplace stress, safety, sexual harassment, and gender- and race-based discrimination. Russell Matthews is an assistant professor in the Psychology Department at Louisiana State University. His academic interests include the work-family interface and research methods.

We thank Mo Wang for his efforts as the outgoing Membership Chair. Mo has been a great asset to SOHP. He has also helped us make the transition into our new roles as seamlessly as possible.

As we begin a new year, and a new decade, we would like to update readers on where the Society stands in terms of membership. Since its beginning in 2005 with 31 Founding Members, SOHP has seen a 5-fold increase in its membership; we now stand at 168 members paid through 2010. Approximately 89% of our members are full/professional members; 10%, student members; and 1%, international affiliate members.

If you haven't already joined SOHP, or you have not had a chance to pay your 2010 SOHP renewal dues, please consider doing so. Currently only 46% of those on our membership list

have paid their 2010 dues. Full and professional membership costs \$55 a year. Student affiliates pay only \$25. More information about paying membership dues can be found at <http://sohp.psy.uconn.edu/MembershipRenewal.htm>. In order to further strengthen our organization we ask you to please encourage your colleagues, collaborators, and students to consider joining SOHP.

Current membership benefits include a subscription to the *Journal of Occupational Health Psychology*, membership in our exclusive LinkedIn.com networking group (now at 83 members), discounted membership in the EA-OHP, the opportunity to place book announcements in the *Newsletter*, and discounted conference fees for the National Institute for Occupational Safety and Health/American Psychological Association/SOHP biennial conference on Work, Stress, and Health. The next NIOSH/APA/SOHP Work, Stress, and Health conference will be in Orlando, FL in May 2011.

A primary undertaking for the Membership Committee this year will be the development of a Membership Directory. We will be soliciting information to be included in the Membership Directory, via an online survey to be conducted in the near future. When you receive your invitation to participate, please take 3 to 4 minutes to complete the survey to ensure that we include the most up-to-date and accurate information about our members in the Directory.

If you have any questions, comments, or suggestions for the Membership Committee, please feel free to contact either Lisa Kath (lkath@sciences.sdsu.edu) or Russell Matthews (Matthews@lsu.edu) at any time.



Russell A. Matthews
Louisiana State University



Lisa Kath
San Diego State University

ANNOUNCEMENT:

New Developments in Theoretical, Conceptual, and Methodological Approaches to Job Stress



The 8th (2010) volume of *Research in Occupational Stress and Well Being* extends current theoretical, conceptual, and methodological approaches to the study of job stress. This volume includes a number of preeminent organizational scientists who have come together to examine extensions to existing theory and unique approaches to stress in organizations. Our lead chapter is an exhaustive review and critical analysis of occupational stress and job performance research. Chapters include extensions and updates to popular approaches to studying work stress such as the job demands-control model. Further, we have chapters that develop entirely new approaches to the study of occupational stress, such as the success resource model. Finally, we have chapters that tackle methodological issues that are critical for the advancement of job stress research. For more information, please visit: <http://books.emeraldinsight.com>

Overview (Pamela L. Perrewé and Daniel C. Ganster)

Occupational Stressors and Job Performance: An Updated Review and Recommendations (Christopher C. Rosen, Chu-Hsiang Chang, Emilija Djurdjevic, and Erin Eatough)

The Success Resource Model of Job Stress (Simone Grebner, Achim Elfering, and Norbert K. Semmer)

Loving One's Job: Construct Development and Implications for Individual Well-being (E. Kevin Kelloway, Michelle Inness, Julian Barling, Lori Francis, and Nick Turner)

Qualitative Methods Can Enrich Quantitative Research on Occupational Stress: An Example from One Occupational Group (Irvin Sam Schonfeld and Edwin Farrell)

Facing the Limitations to Self-Reported Well-Being: Integrating the Facial Expression and Well-Being Literatures (Kevin J. Eschleman and Nathan A. Bowling)

Karasek's (1979) Job Demands-Control Model: A Summary of Current Issues and Recommendations for Future Research (Jason Kain and Steve Jex)

Engagement with Information and Communication Technology and Psychological Well-Being (Michael P. O'Driscoll, Paula Brough, Carolyn Timms, and Sukanlaya Sawang)

Information and Communication Technology: Implications for Job Stress & Employee Well-Being (Arla Day, Natasha Scott, E., and Kevin Kelloway)



The Newsletter of the Society for Occupational Health Psychology: A History and One or Two Things I've Learned

Irvin Sam Schonfeld, The City College of the City University of New York

The weather in Miami was beautiful. The temperature was in the low 80s, and the humidity, unusually low. It was March 2006 and I was at the "Work, Stress, and Health" meeting. During a break between sessions, I walked outside to enjoy a cup of coffee with Larry Murphy of NIOSH. Peter Chen, who had just begun his term as president of the Society for Occupational Health Psychology, was, during a break, passing around a sheet of paper asking people to volunteer for a variety of organizational roles. I looked at the sheet while enjoying my coffee with Larry. One organizational role was that of editor of SOHP's yet-to-be-created newsletter. A little later in the day I told Peter that I would volunteer. Peter and I soon had a follow-up discussion that had an element of the Judy Garland-Mickey Rooney "Let's put on a show" shtick. Except our "show" was directed toward producing a newsletter.

I had several motives to volunteer. First was my wish to advance the field of occupational health psychology and our one-year-old society. I also had a selfish motive: I wanted to get to know the members of the organization better. I saw myself as an outsider, having completed my doctorate in developmental psychology. The modal member of the society comes from I/O psychology and attends SIOP meetings. I'm more likely to attend meetings of the American Educational Research Association. Finally, I thought that editing the newsletter could be as personally satisfying as conducting research and teaching.

In a follow-up discussion, Peter and I talked about the function of newsletters in organizations and scientific societies. In the next few months, I discussed plans for the newsletter with various members of SOHP and spent time reading newsletters published by several organizations including the Brunswik Society and Divisions 7 and 15 of APA. I also knew that I would need help. I needed associate editors. My first recruit was Joe Hurrell, a scientist at NIOSH whom I have known from past Work, Stress, and Health meetings, and who in January 2010 became editor of the *Journal of Occupational Health Psychology*,

I also recruited Kizzy Parks, a graduate student at the time and the incom-

ing editor of a student journal. I met Kizzy in 2006, when I was preparing to present at the annual meeting of the Association for Psychological Science (APS) in New York City over the Memorial Day weekend. As it happened, I was part of a group screening proposals for SOHP flyers designed to recruit new members. I wanted to distribute the flyers among the APS conference attendees. I got in touch with several SOHP members to learn who else would attend. One of my contacts mentioned that Kizzy was going. I emailed her to ask for her help with the flyers. She agreed and we met for the first time at the APS conference. We coordinated our efforts in getting out the flyers. I thought we worked well together. That summer, I asked her to be an associate editor. In fact, for the first issue of the newsletter I asked her to write an article with me on our experience attempting to recruit new SOHP members at the conference.

I knew Janet Barnes-Farrell from past WSH conferences, and I had learned that she knew more about publication software than I did. In the fall of 2006, I asked her to serve as production editor. She in turn asked University of Connecticut graduate student Kim Davies-Schriels to also serve as production editor. Our first issue was published in May 2007. Its name, the *Newsletter of the Society for Occupational Health Psychology*, may not be sparkling but it's to the point.

Like a baseball club, the composition of the team changed as time wore on. University of Connecticut graduate student Leslie Golay joined the *Newsletter* staff as production editor in time for our second issue in January 2008. Kim Davies-Schriels left after that issue to devote more time to other projects. Joe Hurrell retired from NIOSH, and wanted to retire from the *Newsletter*. I asked him to stay on for one more issue and he was good enough to stay on for our third, which we published in May 2008. Meanwhile, I canvassed members of the SOHP executive committee to recommend someone to replace Joe as associate editor. Jennifer Bunk of West Chester University was mentioned. Fortunately, she joined us and helped prepare our fourth issue, which we published in October 2008.

Because we are all volunteers, our newsletter workload competes with our main employment. After the fourth issue, I asked my two associate editors if they would mind if I brought a third associate editor on board. They responded that they would be pleased. I happened to know Alfred Rosenblatt, managing editor of *IEEE Spectrum*, the magazine published by the Institute of Electrical and Electronics Engineers, and an engineer himself. Recently retired, he had a reputation for being an excellent editor. He was interested in doing volunteer work, and had volunteered some of his time to help disadvantaged high school students learn about adult careers. I had talked to him informally about one or two editorial matters and was impressed with his judgment. With the approval of the SOHP Board, I invited him to become an associate editor. Al joined the staff, bringing the number of associate editors to three, and helped with our fifth (January 2009) issue. Lori Francis, of St. Mary's University in Halifax, Nova Scotia, agreed to become an associate editor, starting with the current issue. Tim Bauerle, a graduate student at the University of Connecticut, volunteered to become our third production editor, beginning this issue.

The essential ingredient of a newsletter—or any publication—is content. My main efforts are directed at getting individuals in our field to contribute articles. I soon learned, however, that it is not enough just to ask. I learned to use email and telephone diplomacy to follow up, remind, and, yes, even cajole.

Actually, more than diplomacy is involved. There is editing, and there is grappling with a difficulty without flinching. One of the first difficult editorial decisions I had to make was to tell SOHP president Peter Chen that I was unhappy with the column he wrote for our inaugural issue. I consider Peter a friend; we met at the first WSH conference in Washington in 1990. A misprint in the program had indicated that someone named Peter Cohen was presenting an interesting paper on negative affectivity. I was also working on the subject and wanted to learn more about this Cohen fellow's work. I soon discovered that Peter Cohen was really Peter ... (continued on page 17)

"The essential ingredient of a newsletter—or any publication—is content. My main efforts are directed at getting individuals in our field to contribute articles."

The Newsletter of the SOHP (cont'd.)



(continued from page 16) ... Chen. Over drinks we had a good laugh about the misprint in the program, and became friends. It is difficult to tell a friend something bad about what he or she has written. In fact, in publishing, there is a saying that goes something like "Never get a friend to read your manuscript. Always get an enemy."

I knew I had to put sentiment aside when it came to editorial matters. I felt I had an obligation to the *Newsletter* to tell Peter that his original article was too formal, too stiff. I asked him to rewrite it and make it more personal. Peter rewrote the brief article, and hit a home run with the bases loaded. His piece was superb, one of my favorites. It concerned Peter's work at a company that had just retrenched and dismissed a number of employees (<http://sohp.psy.uconn.edu/SOHPNewsletter11.pdf>).

While Peter was walking through the parking lot with a colleague laid off that very day, the colleague gave voice to the emotions he was feeling. After half an hour, the colleague developed a severe stomachache. Peter described the piercing experience of looking into his colleague's eyes and for the first time seeing the pain that was often embedded in data that are so carefully organized in the SPSS system files that Peter analyzed. Peter felt embarrassed at having missed the true meaning behind the data on work and stress. The experience led Peter to resolve, as he wrote in his column, to "do a better job to protect and promote the safety, health, and well-being of workers."

We hardly ever send back articles to be rewritten. I simply tell the associate editors not to be awed by a contributor's curriculum vita. Read the manuscript, I say, and edit like heck to make it work better. Make whatever changes are needed to improve the article. If the writer winds up looking good, we have done our job well.

How do I find contributors? One thing I do is look in the mirror and say, okay, you're a contributor, write an article. Or I call an associate editor. But I can't do that very often. Recruiting the editorial staff to be standby writers is not an efficient way to get content because we are all busy just editing. Rather, I follow the motto, "You won't get it if you don't ask."

Accordingly, I started two series of

articles for which I personally recruit contributors. One series is devoted to NIOSH research projects relevant to OHP; I chose such a series because I want to showcase the efforts of NIOSH. The series began in our first issue and appears in alternate issues. The other series I initiated began in the third issue; each article covers a different OHP graduate program. I thought it was important to spotlight such programs, particularly for undergraduate readers thinking about applying to a graduate program. I ask faculty in leadership positions to recruit graduate students to write the articles.

I also want the *Newsletter* be concerned with the history of OHP itself. Because we are now archived in *PsycEXTRA*, that history will be available to future occupational health psychologists. I have commissioned articles on the history of both SOHP (<http://sohp.psy.uconn.edu/SOHPNewsletter2007.htm>) and EA-OHP (<http://sohp.psy.uconn.edu/SOHPNewsletterV7October2009.pdf>). In the current issue Robert Feldman writes about the beginnings of our discipline, and the origin of the term *occupational health psychologist*. In a future issue, I plan to publish a history of the *Journal of Occupational Health Psychology*.

I have other sources of articles, as well. For example, Bob Sinclair, who just stepped down as president of SOHP, suggested creating an Across-the-Pond series in which a member of the European Academy of Occupational Health Psychology writes for our newsletter and an SOHP member writes for the EA-OHP newsletter. In that way we get intercontinental coverage. Periodically, I ask SOHP committee members to report on committee activities. I also get inspiration from news stories in *The New York Times* and *The Wall Street Journal*. The news stories led me to recruit individuals to write about the mental health of 9/11 responders (see Craig Katz's article in our fourth issue, <http://sohp.psy.uconn.edu/SOHPNewsletterV4October2008.pdf>), the impact of the recent economic downturn (see Tahira Probst and Lindsay Sears's article in our fifth issue, <http://sohp.psy.uconn.edu/SOHPNewsletterV5January2009.pdf>), and suicide in the military (see the article by Margo Genderson, Mark Kaplan, Michael Lyons, and me in our sixth issue, <http://sohp.psy.uconn.edu/>

[SOHPNewsletterV6May2009.pdf](http://sohp.psy.uconn.edu/SOHPNewsletterV6May2009.pdf)).

Once I recruited a contributor by virtue of an accidental meeting. I asked Jeanne Stellman to cover the September 2008 Québec conference organized by the International Commission on Occupational Health - Work Organization and Psychosocial Factors (ICOH-WOPS). Unfortunately, she got sick at the last minute, and could not attend. I only learned of her absence after I arrived in Québec. I wanted the *Newsletter* to cover the ICOH-WOPS conference. Luckily, just before the conference started, I had lunch with Alan Jeffrey, an organizational consultant from Kitchener, Ontario. Based on our lunchtime conversation, I recognized that he knew a good deal about work, stress, and health. At the end of lunch—for dessert, you might say—I asked him to write a piece about the conference and he agreed.

Paul Landsbergis, was also at the conference, but was tied up with multiple obligations. I asked Paul to act as a fact checker for Alan. I also pitched in by doing the photography for the conference coverage—I'm an amateur photographer and occasionally I take photos for the newsletter. The article was written and to this day I appreciate Alan Jeffrey's spot reporting.

While reading the fifth issue of the *Newsletter* (January 2009), I received a request from Pamela Perrewé to include a book announcement. We had never published one and I felt a degree of conflict of interest because I had written a chapter that would be published in a book in the same series. I brought my dilemma to the attention of the SOHP Executive Committee. The committee decided the *Newsletter* could publish book announcements if the book is edited or written by a member of SOHP. In the *Note from the Editor* I wrote for the fifth issue, I treated book announcements as a new member benefit and that book announcements would be a regular feature.

I also canvass SOHP committee chairs for membership-related stories and Society members who I think could write about, say, research-related resources the membership may want to use. When I do the canvassing, I like to say to a potential contributor that it is okay if he or she does not have anything to report now, but to keep me and the *Newsletter* in mind in the future. Every one of our ... (continued on page 18)

"Make whatever changes are needed to improve the article. If the writer winds up looking good, we have done our job well."

The Newsletter of the SOHP (cont'd.)

(continued from page 17) ... contributors feels pressure at work to publish and to mark student papers. I don't want to add to the pressure. I want to create enough good will so that the individual might contribute an article at a later date if he or she cannot oblige me for the next issue. I'm not only shepherding the upcoming issue. I also have to keep in mind that I need material for future issues as well.

There is one place where I have not succeeded and would like to do better. I have had only limited success in soliciting articles from our readership. I have ended each of my *Editor's Welcomes* with a request for articles from our readers, as well as a set of *Guide-*

lines for the Submission of Articles. The *Guidelines* spell out the kinds of articles we would like to publish. I have also requested articles through the OHP Listserv. I've gotten one article through these appeals.

In closing, I'll summarize some points I have found helpful in publishing the *Newsletter*.

1. Look widely for contributors. A newsletter demands content.
2. Edit each and every article. Don't let a contributor's prominence interfere with your editorial goals and sensibilities.
3. Read quality publications and daily newspapers. News stories can inspire relevant articles.
4. Get plenty of support because you can't do it all yourself. A newsletter needs associate editors and production editor to keep running.
5. Include photographs.
6. Create good will by not overdoing the pressure on contributors. Pursue them if they're late but be diplomatic.
7. People make mistakes, including the contributors, the writers, and me; be forgiving.

I thank Jennifer Bunk and Al Rosenblatt for their suggestions regarding this article.



"Edit each and every article. Don't let a contributor's prominence interfere with your editorial goals and sensibilities."

Occupational Health Psychology

Stavroula Leka & Jonathan Houdmont (Eds.)

Wiley-Blackwell, 9th April 2010

In view of the rapid international expansion of OHP education and training provision it is surprising that no textbooks have been written for the purpose of introducing students to the specialty. This book is the first to address the need for such a volume. Written specifically for a student audience, the book comprises eleven chapters that, in sum, provide an overview of the discipline through an examination of key theoretical perspectives, issues of interest to researchers and practitioners, and drivers of OHP activities that have shaped and defined the specialty since its emergence. Each chapter is written by internationally-recognized experts who are united by a belief that psychological science can make a valuable contribution to the protection and promotion of workers' health.

Contents:

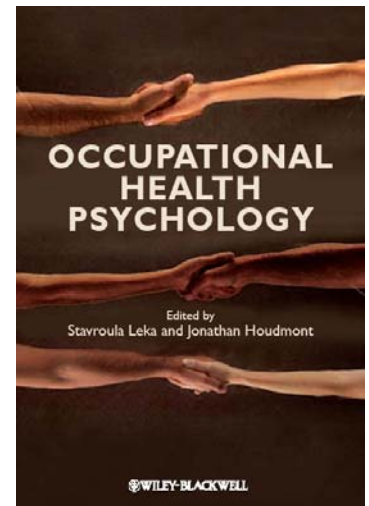
- An Introduction to Occupational Health Psychology** Jonathan Houdmont & Stavroula Leka
- Work-Related Stress: A Theoretical Perspective** Tom Cox & Amanda Griffiths
- Work Organization and Health** Mike P. O'Driscoll & Paula Brough
- Interventions to Promote Well-Being at Work** Raymond Randall & Karina Nielsen
- Psychosocial Risk Management at the Workplace Level** Stavroula Leka & Tom Cox
- Workplace Health Promotion** Andrew J. Noblet & John J. Rodwell
- Positive Occupational Health Psychology** Arnold B. Bakker & Daantje Derks
- The Physical Workspace: An Occupational Health Psychology Perspective** Phil Leather, Tony Zarola, & Angeli Santos
- Corporate Culture, Health and Well-Being** Gerard Zwetsloot & Stavroula Leka
- Research Methods in Occupational Health Psychology** Toon Taris, Annet de Lange & Michiel Kompier
- Future Directions in Occupational Health Psychology** Jonathan Houdmont & Stavroula Leka

'Occupational Health Psychology is a much needed textbook for this rapidly developing field. It provides a thorough and up-to-date introduction to this topic. The contributors include some of the most eminent scholars working in this area. I strongly recommend it as a text for any introductory course on Occupational Health Psychology. It belongs on the bookshelf of anyone with an interest in this area. It is the current authority on this topic.'

— Victor Catano, Saint Mary's University

'Occupational Health Psychology brings together the world's finest minds in a thorough, accessible overview of the discipline complete with its advances and challenges. Guaranteed fuel for the imagination - what would it take, in theory and practice, to improve occupational health, safety, and well-being worldwide? A "go to" book, and a touchstone for future work.'

— Maureen Dollard, University of South Australia



Occupational Health Psychology — Beginnings

Robert H. Feldman

Professor of Health Behavior and Environmental Health, University of Maryland

In this autobiographical piece I will trace some of the developments that furthered my interest in psychological perspectives in occupational health and describe the events that lead up to my using the term "occupational health psychology" to describe this field of work.

After receiving a Ph.D. in social psychology from Syracuse University in 1974, I taught psychology for a few years then decided to pursue an NIH funded post-doc in health psychology at the University of Connecticut Medical-Dental School with S. Stephen Kegeles, one of the original developers of the Health Belief Model. This position, where I stayed from January 1977 to June 1978, allowed me to pursue my growing interest in health issues. With the encouragement of Steve Kegeles, in 1978 I applied for and accepted a position as an occupational health educator at the Johns Hopkins University School of Public Health. During the interview for this job I remarked that my background was in neither occupational health nor health education. This was clearly not perceived as a barrier given that Dr. Lawrence Green, Head of the Division of Health Education, replied that "no one has the combined background." In fact, Johns Hopkins had just received funding from NIOSH to develop a NIOSH Educational Resource Center (ERC) which included the new discipline of Occupational Health Education, the only such center at the time having this focus.

Part of my role at Johns Hopkins was to help develop this new discipline. With a primary appointment in the Division of Health Education and a secondary appointment in the Division of Occupational Medicine, I had extensive interaction with the occupational medicine faculty. I collaborated with anthropologist Dr. Paul White, Chair of the Department of Behavioral Sciences to co-teach a course called "Social and Psychological Aspects of Occupational Health and Safety" in the Department of Behavioral Sciences in the spring of 1979. This was probably one of the first courses in OHP. One of the topics we covered was industrial decision-making with respect to types and levels of worker risks.

Following up on a study at Johns Hopkins that found needle-sticks were the most common injury among nurses, I conducted a social psychological study of nurses' perceptions of needle-stick injuries. Using the Multidimensional Health Locus of Control Scale, which I expanded to include an environmental scale specific to needle-stick injuries (e.g., "the workplace environment plays a big part in whether I

have a needle injury or not"), I found that the nurses perceived that they were mainly responsible for needle-stick injuries, an internally-oriented explanation. I also gave the nurses randomly listed personal and environmental solutions to reduce needle injuries. Though the nurses believed that they were personally responsible for the needle injuries, they perceived that environmental efforts to reduce such injuries would be more effective than the personal ones (Feldman, 1986).

After a year at Johns Hopkins I joined the faculty at the University of Maryland's Department of Health Education to develop a program in health behavior/health psychology. In 1979, I introduced a new course, "Perspectives in Occupational Health and Safety," which later became "Health Education in the Workplace." In the early 1980's there were few textbooks on health education in the workplace, with the first published in 1982 (Parkinson and Associates). To help fill this gap, I joined with my colleague, Dr. George Everly, to write "Occupational Health Promotion: Health Behavior in the Workplace" in 1985. Our book, with chapters on occupational stress management, time management training, and psychological assessment, had a stronger psychological perspective than previous books. We also included a chapter on promoting occupational safety and health (which I wrote), which other available texts did not do. In that chapter I made what I believe to be the very first printed reference to occupational health psychology. In the chapter summary I wrote:

In conclusion, occupational safety and health involves a team-work approach to be truly effective. Industrial hygienists, occupational physicians, occupational health psychologists, and occupational health educators all have a role to play to reduce and eliminate injuries and illnesses (Feldman, p. 201, 1985).

I also made reference to occupational health psychology in a table that followed this summary (Table 11.1: A Comprehensive Occupational Health Program), where one section heading is: *Increasing knowledge and changing behavior (occupational health education and occupational health psychology)* (Everly & Feldman, p.202, 1985).

Over the ensuing years I have used the textbook in my course and have presented the occupational health psychology perspective to my students. In those same years, occupational health psychology has gained strength and recognition as a discipline.

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Robert H. Feldman
University of Maryland

"Occupational safety and health involves a team-work approach to be truly effective."



If I Build It, Will They Come? The Organizational Psychology Information Exchange



Having the right tool to do the job can make a world of difference. Case in point: Have you ever tried to shovel a path through two feet of snow? It's difficult. If my husband and I decided to buy a snow blower, we would have been spared this time-consuming, back-breaking labor. But a snow blower never seemed necessary in southeastern PA - that is until two epic snowstorms dumped several feet of the white stuff on our driveway and sidewalk.

Here is another example that is more relevant to the thesis of the current article: Have you ever tried to follow a listserv? A listserv is essentially an email community. (There is an OHP listserv and you can obtain information about it here: <http://sohp.psy.uconn.edu/OHPListserv.htm>). If an individual in the community has a question, he or she emails that question to the listserv and every subscriber receives that message. If you don't know the answer or just couldn't be bothered, you can delete the email. If you know the answer and are brave enough to share your knowledge, you can either email the whole listserv or that individual privately. It is generally good listserv etiquette for the original question-asker to provide a summary of all answers he or she has received. You will occasionally get listserv emails of the "Hi! How are you doing? How are the kids?" variety when someone inadvertently emails the whole list instead of an individual. In response, you will often see "Please remove me from this list" requests. These requests are a testament to how annoying it can be to follow a listserv and also how arcane the process of unsubscribing is.

There are certainly advantages to listservs and the most obvious one is that you have at your fingertips access to a community of individuals who care about the same stuff that you do. Listservs are also very useful if you have an announcement to make. Allow me, however, to summarize the disadvantages:

1. Listservs can easily clog up your inbox with several irrelevant emails
2. They are usually not moderated, which means that anyone can say anything.
3. If you ask a question, there is no way of gauging what the "best" answer is.

There is no user-friendly way to view

the archives.

There is a better way and here is where I am going to engage in a bit of shameless self-promotion. Please check out OPIEWeb (www.opieweb.com) and experience this better way. OPIEWeb - The Organizational Psychology Information Exchange - is a website that I have launched with the help of my husband, Rob Allen, who just happens to be an IT consultant and self-professed web geek. OPIEWeb runs with an ingenious, constantly evolving piece of web programming developed by Fog Creek Software called the Stack Exchange Engine. The vision for OPIEWeb is quite simple: It is a community moderated question and answer site that I hope will become the central repository for all knowledge that falls under the very large umbrella of Organizational Psychology, which includes OHP. Several enterprising individuals have also developed websites that run on the Stack Exchange engine and include moms4mom.com (parenting), brewadvice.com (beer), and mathoverflow.com (mathematics).

What is so ingenious about the Stack Exchange model? In short, these web sites give us a better tool for asking and answering questions that make up for the previously stated disadvantages of listservs. Specifically, OPIEWeb is better than listservs because:

OPIEWeb is a website, so it won't clog up your email. (You can, however, use RSS (Really Simple Syndication) feeds to stay up to date without having to go to opieweb.com. Like the name implies, subscribing to RSS feeds is pretty easy to do and convenient too. I created an OPIEWeb RSS tutorial that is located here: howto.opieweb.com).

1. It is community moderated and edited so anyone with enough reputation can remove inappropriate and/or inaccurate material. This brings me to...
2. There is a reputation system, so users have a gauge for deciding who is an "expert" and who is a "newbie." Users gain (or lose) reputation when other users vote their questions and answers up (or down). So, there is also a gauge for what the "best" answer to a given question is - the one with the most up-votes.

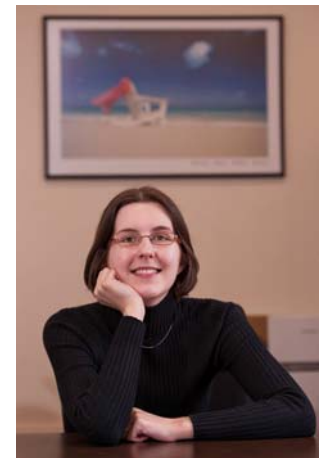
All questions and answers are archived with tags attached, so they are

easily searchable. Before asking a question, users are encouraged to search the archives first to be sure that their question has not been asked already.

These are some of the basic components of the OPIEWeb community. I (again) encourage you to go to opieweb.com and experience it for yourself.

OPIEWeb is, in a lot of ways, an online social experiment because the quality and quantity of questions and answers depends entirely on the community of users. There is evidence that such a community can work and I would be remiss to not mention the granddaddy of all Stack Exchange sites, StackOverflow (www.stackoverflow.com), a Q & A site for computer programmers. StackOverflow was launched in 2008 and currently has over 100,000 users and more than 400,000 questions. As a testament to its success, IT professionals have been known to impress potential employers by telling them how much "stack exchange rep" they have. Jon Skeet, with 144,000 reputation points, is the current StackOverflow reputation leader. He is a venerated developer for Google, author, and prominent blogger. (He also apparently knows a lot about parenting. He is in the #6 position on moms4mom.com, with 4312 reputation points. To give you a sense of how elite these numbers of reputation points are, users gain 10 reputation points each time one of their questions or answers is voted up.)

My pie-in-the-sky fantasy is that OPIEWeb will one day approach Stack Overflow in its popularity and esteem. We have a long (long!) way to get there and lots of promotion to do. "If you build it, they will come" does not apply here. In the vast, tangled web universe, just because you have a website doesn't mean that people will visit it. I am not the most extroverted person that you'll meet, so it's not surprising to find out that I am slightly uncomfortable putting on my Shameless Self-Promotion hat. It makes me feel slightly creepy, a little like a used-car salesman. However, I am not asking you to buy a used car. I am asking you to devote a little bit of your time to sharing your thoughts and quandaries to collectively advance our field. That's something I can hang my hat on.



Jennifer Bunk
West Chester University
of Pennsylvania

"In short, these web sites give us a better tool for asking and answering questions that make up for the disadvantages of listservs."



Work, Stress, and Health 2009: Global Concerns and Approaches A Conference Report

Wesley Baker

American Psychological Association

The American Psychological Association (APA), along with the National Institute for Occupational Safety and Health (NIOSH), the Society for Occupational Health Psychology (SOHP), and the University of Puerto Rico convened the eighth international conference on occupational stress and health, *Work, Stress, and Health 2009: Global Concerns And Approaches*, in San Juan, Puerto Rico at the Caribe Hilton Hotel on November 5-8, 2009. Over 780 people from 43 countries were present at the conference. Participants included professionals from academia, government, business, industry, and labor, and marked a continued growth in the number of stakeholders gathered together to address the issue of occupational stress and health.

San Juan, Puerto Rico was the perfect venue to hold the **Work, Stress, and Health 2009** conference. The conference hotel overlooked a sunny beach and pool. Many conferees lunched and networked outdoors at umbrella shaded tables. Unique to this year's conference, shuttle bus service was provided to transport attendees between the conference hotel and Old San Juan, a picturesque and historic part of the city.

Papers presented at the conference covered a great variety topics relevant to work, stress and health. Topics included recovery from job stress, the impact of leadership on workplace health and safety, organizational strategies and interventions to improve worker health, work-life balance, work-related risk factors for cardiovascular disease, the problem of workplace bullying, global economic factors and health, and the strengths and limitations of various research methods, to name a few.

The conference featured five pre-conference workshops that took place on November 5,

46 paper panel sessions, 47 symposia and roundtable discussions, 7 special luncheon tutorials, and 218 poster presentations. The opening session on the evening of November 5 featured an address by Steven Greenhouse, author of *The Big Squeeze: Tough Times for the American Worker*, and the closing session on the afternoon of November 8 was highlighted by commentary from Rudy Fenwick and Mark Tausig of the University of Akron and Regina Pana-Cryan of NIOSH on well-being and the economic environment, which will be the focus of the next conference in 2011.

As in past WSH conferences, several categories of awards were presented. Two lifetime achievement awards were presented to Töres Theorell, MD, PhD, of the Karolinska Institute in Sweden, and David LeGrande, MA, of the Communications Workers of America in Washington, DC. Awards recognizing distinguishing contribution to occupational health psychology were given to Steven Sauter, PhD, of NIOSH, Gwendolyn Puryear Keita, PhD, of APA, and Heather Roberts-Fox, PhD. Early career achievement awards were presented to Karina Nielsen, PhD, of the National Research Centre for the Working Environment in Copenhagen, Denmark; and Mo Wang, PhD, of the University of Maryland. Other awards are listed below.

Other conference awards:

JOHP editor Lois Tetrick announced the winner of the JOHP Best Paper Award for a paper published in the *Journal of Occupational Health Psychology* in 2008-2009:

- Richardson, K., & Rothstein, H. (2008). Effects of Occupational Management Intervention Programs: A Meta-analysis. *Journal of Occupational Health Psychology*, 13, 69-93.

SOHP Student Award committee chair Vicki Magley announced the finalists and winner of the Best Student Research Award. The award winner was:

- Yujie Zhan, MS, University of Maryland, College Park, MD — Daily Negative Mood and Emotional Labor: Moderating Roles of Emotional Intelligence and Perceived Emotional Demand

The other finalists for the award are:

- Larissa Barber, MS, Saint Louis University, St. Louis, MO — Less Resources or Poor Resource Management? A Self-Regulatory Approach to Sleep Irregularity and Psychological Strain
- Barbara K. Zimmermann, PhD Cand., University of Mainz, Mainz, Germany — When Customers Do Good - A Dyadic Multilevel Approach on Interpersonal Affect Regulation and in Service Interactions and Supportive Customer Behavior
- Sabrina D. Volpone, BA, University of Houston, Houston, TX — Exploring the Relationship between Sex and Burnout: A Mediated Moderation Model
- Joanne E. Wilson, BSc, Queen's University, Belfast, Northern Ireland, United Kingdom — Towards An Integrative Psycho-Social Model of Employee Well-Being
- Jennifer P. Barbour, BA, Griffith University, Brisbane, Queensland, Australia — Strains as Mediators between Stressors and Organizational Outcomes in Police Officers

The winning paper in the Best Practices Evaluation Competition was:

- Ryan Olson, PhD, W. Kent Anger, PhD, Diane L. Elliot, MD, Bradley Wipfli, PhD, Sara Schmidt, BS, and Mary Gray, BS, Oregon Health & Science University and Portland State University, Portland, Oregon — A new health promotion model for truck drivers: Results of the SHIFT pilot study

Plans are underway for the next conference, *Work, Stress, and Health 2011: Work and Well-Being In An Economic Context*, May 19-22, 2011 in Orlando, Florida. Conference details will be available soon at <http://www.apa.org/wsh/>.



Photo by Irvin Sam Schonfeld



Photo by Irvin Sam Schonfeld



Photo by Irvin Sam Schonfeld



The Education and Training Committee

Guillermo Wated, Barry University

Following on the footsteps of our former Chair, Carrie Bulger, the new group of members has organized the Education and Training Committee into four subcommittees. Each subcommittee is in charge of a particular goal and a set of activities associated with reaching that goal. Each subcommittee has appointed a chair to facilitate efforts to achieve the subcommittee's goal. The members of the first subcommittee, Lisa Baranik, Jessica McKenzie, and I, are in charge of monitoring and making available information about OHP graduate education. Jessica has agreed to serve as subcommittee chair. The subcommittee looks forward to updating the information available at the SOHP website regarding graduate training as well as developing a guide for undergraduate students on how to choose a graduate program in OHP. If you would like to share any information regarding your graduate program, please contact Jessica at jmckenzie@apa.org.

Our second subcommittee is in charge of the training needs of OHP graduate students. The members of this subcommittee are Carrie Bulger, Kristin Charles, Jessica McKenzie, Kristi Zimmerman, and Anisa Zvonkovic. Anisa is the subcommittee chair. The subcommittee is organizing a graduate student mini-conference during the 2011 WSH Conference in Orlando. It is also seeking information regarding job competencies that will help guide internship opportunities for graduate students. The graduate student "mini-conference" represents SOHP's first attempt at establishing a consortium of doctoral programs. We ask the readers of the *Newsletter* to send us ideas, volunteer to speak, and, if you are a graduate student, tell us what you would like to get out of such an event.

Jennifer Bunk is the chair of the third subcommittee.

This subcommittee's goal is to foster collaboration and discussion among teachers of OHP. Lisa Baranik and I are also members of this subcommittee. Jennifer created a blog-site for sharing teaching-related resources such as syllabi. Please visit the OHP Educator's Blog at <http://ohped.blogspot.com/>. Jennifer has contacted the authors of several syllabi to request their permission to post the syllabi at the SOHP website. She is also working on organizing teaching material into meaningful categories. Is your syllabus (or other teaching resources) posted at the SOHP website? Please contact Jen (jbunk@wcupa.edu) or me (gwated@mail.barry.edu). We would like to include your teaching materials. We encourage all of you to use this resource and tell your colleagues about it.

The members of the fourth subcommittee, Kristin Charles, Jessica McKenzie, Kristi Zimmerman, and Anisa Zvonkovic, are in charge of identifying grant opportunities, continuing education opportunities, and ways to improve the job listings section of the SOHP website. Kristi chairs this subcommittee. In order to increase continuing education opportunities currently available, Jessica has proposed a collaboration with the organizers of the Psychologically Healthy Workplace Conference (PHWC). The PHWC is an annual event held in Washington, DC. Jessica's long-term plan includes generating interest and awareness about the conference among SOHP members, broadcasting a call for presenters, and informing students about volunteer opportunities and participation on panels. Students can also submit reports for inclusion in PHWC's e-newsletter. Students would volunteer in exchange for free registration and take advantage of networking opportunities.



Guillermo Wated
Barry University



Work, Stress, and Health 2011: Work and Well Being in an Economic Context

Thinking about joining us in Orlando? The call for proposals has already been sent requesting research submissions for the 2011 Work, Stress, and Health conference. Join us for the Ninth International Conference on Occupational Stress and Health, held at the Double Tree Hotel in Orlando, Florida on May 19-22, 2011. This year, the conference will give special attention to economic aspects of job stress — which is especially appropriate given the recent worldwide economic turmoil. We invite researchers, business and organizational representatives, labor leaders, and medical and social science professionals with interests in occupational safety and health to submit proposals for poster presentations, papers, and symposia that address any of the conference topics. For more information regarding conference topics, call for proposals, what to submit, additional instructions, special events, conference awards, registration fees, and continuing education, please see our "Call for Proposals" PDF on the American Psychological Association website (<http://www.apa.org/wsh/call-for-proposals.pdf>). We hope to see you there!

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Managing Human Endurance in 21st Century Work Environments: A Systems Approach (cont'd.)

(continued from page 12) ... The second level includes elements that characterize personnel behaviors and activities. The third level includes artifacts such as technology, work schedules, policies, and business processes that personnel use to discharge their duties. A fourth level includes workplace environmental concerns (e.g., noise and ambient temperature in the engineering department near turbines) that affect worker health and performance.

Elements listed in the Mission domain affect elements in other levels directly, but receive little or no modulating feedback from other levels. Doctrine reflects the major purpose of the organization's very existence and it is most difficult to change. Personnel actions to maintain endurance and mitigate the impact of workplace stressors constitute the second or Personnel level of the endurance system. Personnel actions help

manage human endurance limits, specifically physiological limits. Examples of second-level personnel system elements include ensuring proper diet; reducing caffeine intake; ensuring 7-8 hours of sleep; avoiding heavy meals before bedtime.

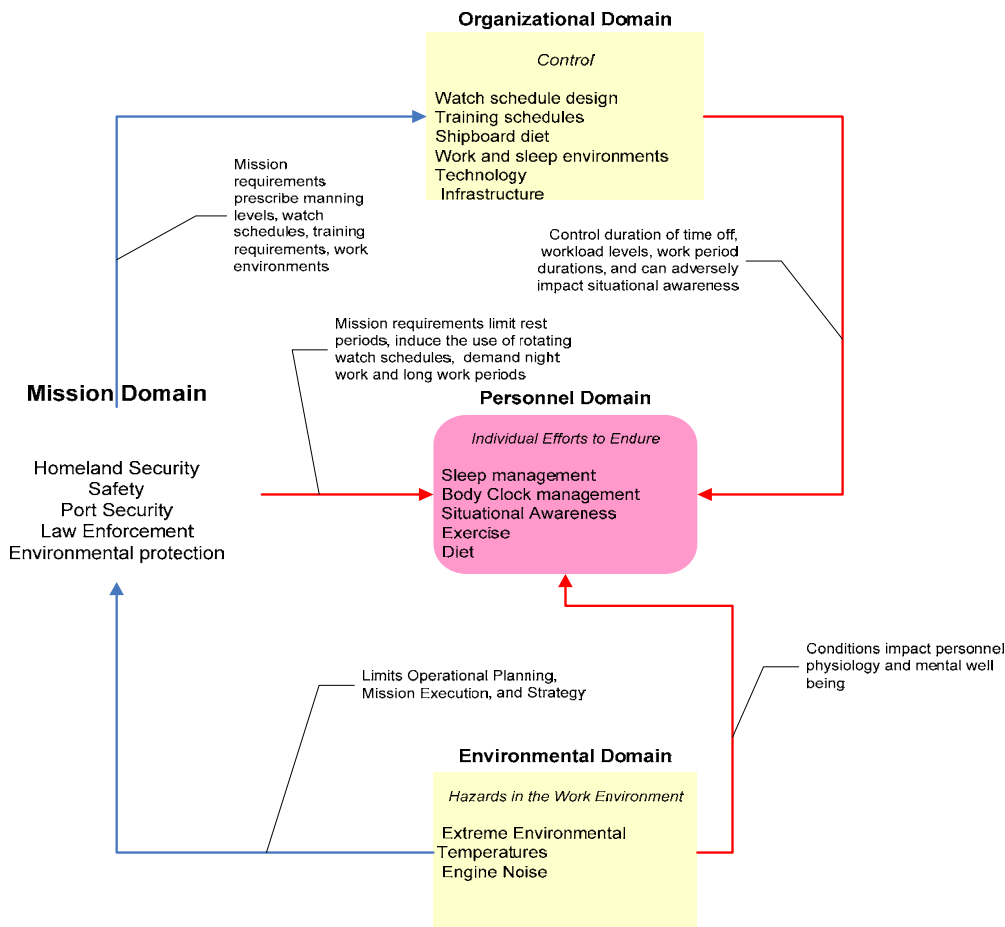
Personnel modify behavior in response to guidance originating from the Mission domain, and use Organizational artifacts to discharge job-related duties. Organizational actions and technology artifacts that facilitate workers' efforts to carry out job-related activities could, if well guided, mitigate the effects of workplace stressors. The Organizational domain constitutes the third level of the model. Examples of Organizational artifacts include: policies supporting the use of watch schedules that ensure sleep and schedule stability; improvements in workplace meal choices; habitability improvements to work and sleep environments; modifi-

cations of policies that disrupt sleep such as 12- hour rotating shifts.

A High Leverage System Pivot

Following from the CEM model, the first organizational action requires the formation of a local working group. The composition of this team should include experienced personnel who are respected by both peers and supervisors. Members must be personnel with administrative responsibilities who are able to train workers. The working group's goals are to identify potential changes in the execution of duties and implement environmental improvements, policies, and workplace practices that may protect and improve personnel health and performance. The objective is to identify the influence of doctrine, organizational practices, regulations, beliefs, worker choices, and attitudes that together increase the incidence of stressors that result in adverse health effects. (continued on page 25)

"No matter where people work...they are embedded in a complex of stressors that chronically tax their physical and mental resources."





Managing Human Endurance in 21st Century Work Environments: A Systems Approach (cont'd.)

(continued from page 24) ...

Worker Endurance Education

In addition to the formation of a local working group, the successful implementation of CEM requires the employment of an aggressive education program to provide managers and personnel with a clear understanding of their contribution to the management of workplace stressors. Local working group members, management, and personnel at large must share information on human physiology and endurance limits. Through participation in the education program, each individual learns his or her role in the process of developing and implementing practices that prevent the unnecessary disruption of personnel's efforts to obtain sufficient rest and exercise, eat a proper diet, and engage in sufficient daily leisure activities. Coordination and execution of workplace management practices that support and maintain good endurance requires the participation of all management levels of an organization.

The best example of an education program that supports personnel endurance management is provided by the USCG at the Leadership Development Center in New London, CT. The USCG trains prospective commanding and executive officers, as well as operations officers, on good crew endurance (CE) management practices. In addition, the USCG Office of Health and Environmental Safety trains safety and health specialists on endurance management science. The specialists are trained to design work schedules that support crew readiness and appropriate rest during time-off periods and to use of practices that prevent the desynchronization of workers' biological clocks during shift work rotations. In addition, personnel learn specifics of caffeine intake management, hydration practices, diet, and workplace stressors. USCG Safety and Health specialists receive training on the use of CE educational software to help train workplace personnel.

General Observations

The CEM program calls for an organization's management and leadership to develop a thorough understanding of the debilitating effects of workplace stressors relevant to the organization's specific operations and work environments. Safety managers can provide key contributions to the CEM program if they understand what specific environmental improvements (e.g., temperature regulation, lighting, etc.) personnel require to mitigate the adverse effects of the complex of workplace stressors on performance. Just as important is the need for personnel to obtain proven training on how to cope with job-related stressors and to be able to trust that leaders, managers, and supervisors will support their daily efforts to maintain a healthy lifestyle.

The success of the CEM program lies on its emphasis that organizations support the implementation of a set of practices that protect workers' recovery during time off. These practices include not only modification of watch schedules, implementing workplace policies, or designing work and rest environments, but also the development and implementation of enterprise-wide policies. Without clear and tangible support from management throughout the organization, any significant disparity between managers' practices and worker training will quickly result in reduced credibility among personnel, spreading skepticism as to the intent of the program. In this case personnel often withdraw their commitment to making changes in their daily practices. Widespread cynicism leaves personnel feeling

alienated from the very entity that intends to support their efforts to cope with the daily impact of the workplace stressor complex.

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"No matter where people work...they are embedded in a complex of stressors that chronically tax their physical and mental resources."



Thank you for reading this issue of the Society for Occupational Health Psychology Newsletter!

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ABOUT SOHP

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The Society for Occupational Health Psychology is a non-profit organization with the purpose of engaging in activities to instruct the public on subjects useful to the individual and beneficial to the community. These efforts are achieved (1) by obtaining, and disseminating to the public factual information regarding occupational health psychology through the promotion and encouragement of psychological research on significant theoretical and practical questions relating to occupational health and (2) by promoting and encouraging the application of the findings of such psychological research to the problems of the workplace.

If you are interested in becoming a member of SOHP please visit our website at <http://www.sohp-online.org>.
