

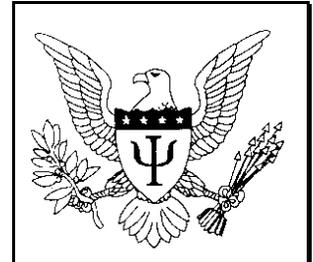
# ***THE MILITARY PSYCHOLOGIST***



**AMERICAN  
PSYCHOLOGICAL  
ASSOCIATION**

**The Official Newsletter of  
Division 19 of the APA**

<http://www.apa.org/divisions/div19/>



**Volume 20 Number 2  
Summer/Fall 2004**  
*(Printed in the U.S.A.)*

---

## ***IN THIS ISSUE***

---

President's Message.....	1
Division 19 Midyear Executive Committee Meeting—March 2004.....	2
Task Force on Sexual Orientation and Military Service.....	7
Division 19 Gives Best Paper Award at 40 <sup>th</sup> IAMPS in Oslo .....	8
The Challenge of Systematic Leadership Development in the Singapore Armed Forces.....	9
Dividing Organization and Unit: Measurement of Work Factors, Well-Being, and Withdrawal Behaviors with the New Project PICTURE.....	10
Understanding Prisoner Abuse at Abu Ghraib: Psychological Considerations and Leadership Implications .....	12
Treasurer's Report.....	16
2004 Division 19 Convention Program .....	17
Division 19 Hospitality Suite Program.....	20
From Washington to Santiago Atitlan: Putting it Together.....	21
Membership Committee Report.....	23
Division 19 Membership Application Form .....	24

---

**DIVISION 19 OFFICERS**  
AUGUST 2003 - AUGUST 2004

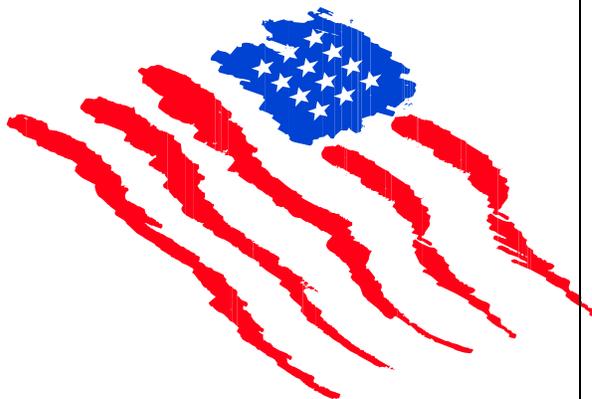
**EXECUTIVE COMMITTEE**

President	Paul Bartone National Defense University Industrial College of the Armed Forces 408 Fourth Avenue Washington, DC 20319	O/202-685-4215 F/202-685-4175 E/bartonep@ndu.edu
President-Elect	W. Brad Johnson Department of Leadership, Ethics, & Law U.S. Naval Academy, Luce Hall, Stop 7B Annapolis, MD 21402	O/410-293-6545 F/410-293-2738 E/johnsonb@usna.edu
Past President	Henry L. Taylor 18 Eden Rock Lane Black Mountain, NC 28711	H/O/828-686-1010 H/O/F/828-686-7067 E/henryltaylor@bellsouth.net
Secretary	Michael G. Rumsey Selection and Assignments Research Unit U.S. Army Research Institute Alexandria, VA 22304-4841	O/703-617-8275 F/703-617-5461 E/rumsey@ari.army.mil
Treasurer	Winston Bennett, Jr. 6030 South Kent Rd., Building 561 Air Force Research Laboratory (HEA) Mesa, AZ 85212-0904	O/602-988-6561 ext. 297 H/602-883-1630 F/602-988-6285 E/ Winston.Bennett@williams.af.mil
Representative to APA Council	Steve Sellman Director for Public Policy Issues HumRRO Alexandria, VA 22314-1591	O/703-706-5606 F/703-548-5574 E/ssellman@humrro.org
Members-At- Large	Marty Wiskoff Northrop Grumman Mission Systems 99 Pacific Street, Suite 455E Monterey, CA 93940	O/831-657-3017 F/831-657-0157 E/wiskofmf@osd.pentagon.mil
	Debra L. Dunivin 1411 Belcastle Court Reston, VA 20194-1245	O/202-782-0065 F/202-782-6175 E/debra.dunivin@na.amedd.army. mil
	Dana H. Born Dept. of Behavioral Sciences & Leadership U.S. Air Force Academy 2354 Fairchild Drive, Suite 6L101 USAF A, CO 80840-6228	O/719-333-2514/4370 F/719-333-6711 E/Dana.Born@USAF A.af.mil

**PRESIDENT'S MESSAGE**  
**PAUL T. BARTONE**

Events involving the abuse of prisoners by U.S. soldiers in Iraq have shocked and dismayed all of us. Some have asked me, what is Division 19's official position on this issue? While it's not the purpose or purview of Division 19 to make policy/position statements of this nature, I can say that Division 19 supports only positive applications of psychology, and we abhor human rights abuses in any form. As a psychologist who has worked in the military context for 20 years, I do have some personal views on the prisoner abuse situation (found later in this edition). What I'd like to do here is provide some brief clarifications regarding what the Division of Military Psychology is all about.

The Division of Military Psychology is one of the original 19 charter divisions established under the American Psychological Association's major reorganization of 1945. Today, we are a growing network of psychologists and social scientists from all specialties interested in applying psychological knowledge and science to address a broad range of issues related to global security, peace and stability, and to improving the lives and well-being of millions of men and women who serve.

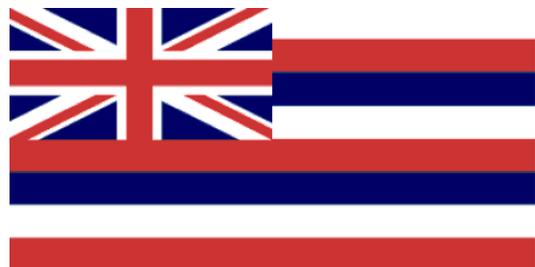


We have a diverse membership of psychologists working in clinical, research and academic settings, government and private sector, all united by the desire to see psychology used to make a positive difference in the world. We also have an excellent journal, *Military Psychology*, which publishes some of the best research and scholarship in the field. Everything we do in Division 19 is completely open to public scrutiny, and in full accord with all of the ethical standards of conduct of the psychology profession.

In keeping with the goals of Division 19 to advance the positive application of psychological science to military organizations and people, a short paper included in this edition of *The Military Psychologist* examines events at Abu Ghraib in the light of several threads of relevant psychological research.

Military psychologists have much to contribute to issues like this. Through the science of psychology, we can better understand how such events might occur, and also help to prevent their future occurrence.

Paul T. Bartone, Ph.D.  
Lieutenant Colonel, U.S. Army  
President, 2003-04



**DIVISION 19 MIDYEAR EXECUTIVE COMMITTEE MEETING – MARCH 2004**  
**MIKE RUMSEY**

**Attendees: in alphabetical order:** Clinton Anderson, Jane Arabian, Paul Bartone, Dana Born, Robin Buhrke, Debra Dunivin, Armando Estrada, Paul Gade, Jared Jobe, Brad Johnson, Heather Kelly, Deirdre Knapp, Janice Laurence, Kathryn T. Lindsey, Mike Matthews, Bob Nichols, Joe Psocketka, Bob Roland, Mike Rumsey, Steve Sellman, Melba Stetz, Bill Strickland, Matthew Swiergosz, and Hank Taylor.

**Welcome.** Paul Bartone called the meeting to order at 9:15 a.m. He thanked attendees for coming and welcomed Robin Buhrke from Division 44. Paul also thanked the Human Resources Research Organization (HumRRO) for once again providing such a conducive venue for the Division 19 Mid-Year Executive Committee Meeting.

Paul noted that this year APA had required a 5-year Division Review. Division 19's input was submitted to the APA group known as CODAPAR (Committee on Division and APA Relations) and approved. A feature article on Division 19 is forthcoming. Paul also completed a one-year report for APA.

A February issue of the APA Monitor has an excellent article on Military Psychology. Ernie Lenz will be featured in a later issue for his post-retirement work in the Peace Corps.

Paul summarized appointments and nominations of Division 19 members to various APA boards and committees. Bill Strickland will continue to serve as Division 19's liaison to APA's Board of Scientific Affairs, and Bob Nichols will continue as liaison to the APA Board of Professional Affairs. Also, Paul submitted the following names to APA as nominees for possible election to major APA committees: Hank Taylor and Bill Strickland for the Board of Scientific Affairs, Janice Laurence for the Board of Convention Affairs, Bob Roland for the Committee on International Relations in Psychology (CIRP), and Jane Arabian for CODAPAR. Hank was also nominated (and

is now on the ballot) for APA's Board of Education Affairs. Results of these elections will be announced as they become available.

**Secretary's Report.** Mike Rumsey noted that the Incoming and Outgoing Executive Committee Meeting Minutes from 2003 APA had been prepared, circulated and reviewed. These minutes were approved.

**Treasurer's Report.** Division 19 is financially in good shape, with \$47K in the bank. Wink Bennett, Treasurer, was not able to attend the Mid-Year Meeting but did send a report. Additional budget information is needed for long-term planning regarding future activities.

**Council Representative's Report.** Steve Sellman and Hank Taylor reported on the annual Council meeting. At this meeting, Diane Halpern presented her presidential initiatives. A theme of her initiatives: "Make Psychology Happen in the Best Possible Way." Diane broke meeting participants into working groups. One focused on the relationship between work and family, and examined the question, "What happens to psychologists when they retire?" Diane also addressed psychologically sound procedures to reduce prejudice.

Diane also organized a series of seven break-out sessions. Divisions were asked for their top three issues. Four themes emerged:

- 1) APA and psychologists must put psychology in the forefront
- 2) Use scientific data.
- 3) Gainfully employ all psychologists in their appropriate roles
- 4) Respect the different training and viewpoints of all psychologists

The breakout sessions were useful to give people a better understanding of what their colleagues were doing, and to forge a sense of identification with psychologists across divisions.

Also at the Council meeting, Norm Anderson reported that APA is financially back in the black. The APA staff has not received a raise in the last three or four years, but did receive a \$750 bonus in 2003. Norm announced an initiative to make APA the "best place to work." He is developing an APA Strategic Plan. Steven Breckler is the new APA Executive Director for Science. The March APA Monitor noted awards received by Steven Breckler and **Ed Johnson**.

Some discussion at Council was given to the financial package awarded to outgoing Executive Director and CEO Ray Fowler. Jack McKay explained that much of this compensation was in terms of deferred compensation and a leave buy-out.

Jack McKay also reported on APA's budget for 2004. Revenues of \$89.7M exceeded expenses of \$89.1M. This represents a turn-around that began in 2001 when APA had a \$5M deficit. The situation has improved every year since then. Consolidated meetings, which were eliminated to save money in prior years, have been reinstated.

APA membership remains steady at about 90,000. A major effort to bring on new members has been initiated.

**Hank Taylor** then reported on the Council's discussion of the Task Force on Sexual Orientation and Military Service. Divisions 19 and 44 reached agreement on an approach which essentially shifts the emphasis away from the ban on military advertising in APA publications and focuses instead on strategies for improving life for those in the military with different sexual orientations. The proposal has gone to the Board of for the Advancement of Psychology in the Public Interest. Consolidated meetings of APA groups will be held March 26-28. **Steve Sellman** has been invited to appear to answer questions regarding the Task Force. **Deirdre Knapp** will also be in attendance, as will representatives from Division 44. The issue will go to the Board of Directors and the Council for the July meeting on a fast track. If the proposal is approved, the ad ban will be repealed.

**Members at Large.** **Dana Born** discussed initiatives to enhance division identity. She had explored costs and alternative designs for a Division 19 coin. Insignia for military psychology, APA, and the U.S. flag were discussed as possibilities. It was pointed out that use of the U.S. flag was inconsistent with the desire to bring in members from other countries, so the military psychology and APA logos were favored, one to appear on each side of each coin. A motion was passed to approve an original run of 1,000 coins with these favored logos. A fixed cost of \$300 would be required for setting the die, and each run of 500 coins would cost \$1,400 in addition. **Dana** was asked to develop proposals for determining who might receive these coins outside of Division 19.

**Dana** also displayed t-shirts with different emblems for the Executive Committee's consideration.

**Task Force on Sexual Orientation and Military Service.** Members were reminded that there was a new business item before APA Council to revoke the ad ban on advertising for jobs in the military services. Subsequent to that item being introduced, a joint task force joining Divisions 19 and 44 had been formed, with excellent support from a number of individuals in the APA leadership structure. The Task Force met in January, with each division represented by three members, as well as two members from APA staff, **Heather Kelly** and **Clinton Anderson**. Division 19 was represented by **Hank Taylor**, **Bob Nichols**, and **Debra Dunivin**. The Division 19 representatives, as well as **Heather Kelly** and **Clinton Anderson** and **Robin Buhrke** from Division 44, all spoke in highly positive terms about the January meeting. The informal interaction at the beginning of the meeting was credited with setting a friendly and constructive tone. The very helpful role of the APA representatives was also noted.

A key element in achieving success in this meeting was getting beyond the impasse on the ad ban itself and focusing on what the real interests of each division were. To Division 44, the ad ban was not the important issue. Rather, the ad ban was the only symbolic bow to Division 44's interests

that could currently be cited. A deeper concern was what could be done to improve the lives of those with different sexual orientations. Once discussion focused on that issue, real headway was possible. Both divisions agreed to pursue this objective.

**Clinton** noted the need to follow up on the initiatives generated during the meeting. A number of actions are needed to ensure that the momentum gained is not lost.

Several members commended the Task Force members for their efforts, discussed this accomplishment in the context of previous history, and reinforced the need for continuing effort. At the end of this discussion, all members of the Executive Committee agreed on an endorsement of the Task Force, its report, and its good work.

**Journal of Military Psychology.** **Janice Laurence** reported that the Journal is in good shape. She noted a number of changes: **Tom Williams** and **Mike Matthews** have been designated as new Associate Editors, and **Mike Rumsey** and **Tom Kolditz** have been added to the Editorial Board. **Janice** asked for additional suggestions for changes to the Editorial Board. The circulation of the journal is fairly constant, and there is a good backlog of manuscripts. The real need is for more reviewers in certain areas to reduce the length of review from the present 4 to 5 months. **Paul Bartone** asked if the table of contents could be listed on the web; **Janice** said she would check with Erlbaum on that.

**Student Affairs Committee.** **Kathryn T. Lindsey** discussed the potential number of student awards. Last year there were three; up to four can be approved. There was also some discussion of whether a "best non-human factors paper" award should be given, but no consensus was reached on this issue. Some clarification was provided on how the dollars for research and travel awards are to be allocated. There was some concern regarding the criteria for allocating travel awards. It was determined that students attending the APA convention would be identified and sent applications for travel awards.

**Armando Estrada** asked if any students were involved in the evaluation process for the previous awards, and was informed they were not. It was decided that the previous year's winner of the student award could be an evaluator the following year.

**Kathryn** passed out proposed brochures describing Division 19. She asked for approval to produce 500 copies. The proposal was discussed and approved.

**Military Psychology Awards Committee.**

**Hank Taylor** reviewed the four awards monitored by this committee (Yerkes, Flanagan, Gersoni, and Melton). He noted the need for more nominations. The deadline for nominations is 1 April.

**President-Elect Report.** **Brad Johnson**

reported on the Division Leadership Conference, which provides training to the Division presidents-elect. Division 19 approved continuing support to send its presidents-elect to this conference.

**Nominations and Elections Committee.**

**Brad Johnson** presented the committee report. The nominations for open positions on the Division 19 Executive Committee are as follows:

President-Elect: **Dana Born, Michael Rumsey**

Treasurer: **Armando Estrada, Tonia Heffner, Hendrick Ruck**

Member-at-Large: **Carrie Kennedy, Thomas Kolditz, Melba Stetz**

The need for two candidates per office, as specified in the by-laws, was discussed. As shown above, this need was met this year.

**Parliamentarian.** Members were asked by **Paul Bartone** to study the current by-laws and send recommendations for change to **Jared Jobe** by 1 April. Members were asked to particularly study by-laws related to their office. If a committee member had no recommendation for change, a negative response was requested.

**History of Military Psychology.** **Paul Gade** presented a report which pulled together information on past presidents, officers, and award winners. He will need to add information on student awards to

complete this report. **Paul** will work with APA to archive information on the Division 19 history.

**Membership Committee. Armando Estrada** reported that Division 19 membership numbers are up. A new member survey, to be conducted both electronically and through the mail, was proposed. **Armando** requested feedback on survey questions by 1 April. Distribution of the survey and payment for same was authorized by the Executive Committee.

The membership committee also proposed an introductory welcome packet for every new member. They will develop and propose options for such a packet.

**Division 44 Representative. Robin Buhrke** noted that she was pleased about recent Task Force activities. She discussed the Council on Women in Psychology. APA Council is considering the issue of same-sex marriage. It is assembling a working group to pull together research and policy on same-sex families and relationships. Nominations for this council were sought by 17 March.

**Program Committee. Joe Psozka** noted that all Division 19 proposals for the 2004 APA Convention had been favorably reviewed, and all were on the program agenda. Some individual papers were converted into posters. The program will be the largest for Division 19 in many years, with 19 symposia and over 100 poster presentations. Although a joint session with Division 44 did not materialize, Division 19 and Division 44 will co-sponsor an APA presentation. **Paul Bartone** asked if we had considered sponsoring APA workshops. **Bob Nichols** proposed looking into a clinical practice workshop for 2005. A hospitality suite was being pursued. A number of special events are planned to take place there. It was proposed that APA president-elect Ron Levant be invited to appear. An advance of \$2,500 for hospitality suite expenses was approved by the Executive Committee.

**International Committee. Bob Roland** spoke briefly about the International Committee. **Hank Taylor** suggested that

Division 19 consider sponsoring a best paper award at an international conference. The award need not have a monetary amount, or it could have a modest honorarium (one or two hundred dollars); the symbolic value is most important. **Paul Bartone** suggested that a Division 19 "Best Paper" award be presented at the May 2004 meeting of the **International Applied Military Psychology Seminar**, in Oslo, Norway. The idea of an award was supported, with details to be worked out.

**Program Committee, Mid-Year Meeting. Mike Matthews** reported that over 30 papers and 20 posters of very high quality were to be presented. Once again this year, the Division 19 Mid-Year Meeting is combined with that of Division 21 (Applied Experimental and Engineering Psychology), and will be held over two days at Fort Belvoir Officer Club, Virginia (March 4-5, 2004). A general discussion followed, covering these main issues: This arrangement has been followed for three years, and has allowed Division 19 to offer (for the first time in its history) a Mid-Year scientific meeting. For this year's meeting, Division 19 had its own Program Committee Co-Chair (Mike Matthews), allowing us to be much more actively involved in shaping and broadening the program. In future years, Division 19 may wish to sponsor its own independent mid-year meeting. Some APA divisions have done this with great success (e.g., Division 14 – SIOP; Division 13 – Consulting), and the meeting can also be a significant source of income for the Division. For now at least, our cooperative arrangement with Division 21 is effective and efficient. Next year's meeting is tentatively planned for March 2005, at George Mason University.

Division 19 also continues to utilize the Mid-Year Meeting as an opportunity to support and advance the work of both graduate and undergraduate students in military psychology. We deliberately solicit paper submissions from students, and offer several "Best Paper" awards for students. This year's student award committee consists of **Kathryn T. Lindsey, Hank Taylor, Paul Bartone, and Brad Johnson.**

**Fellows Committee.** It was reported that three new fellows and three to four fellows from other divisions had been nominated.

**Practice Committee.** **Bob Nichols** noted that several issues from the Joint Task Force have clinical practice implications that need to be addressed.

**Web Site.** **Melba Stetz** noted that the new web site had been launched and sought suggestions and feedback. The Division 19 web site continues to improve, but can be better. The web site is an increasingly important tool for communicating to a wider audience the important work and contributions of military psychologists.

**List Serv.** **Paul Bartone** addressed Division 19 List Serv policies, and passed the discussion over to **Bill Strickland** who had volunteered to develop some guidelines for advertising on the listserv. Bill considered the question: do we have a policy on posting commercial information on the list serve? Bill also distributed a handout containing some draft guidelines. The simple answer: job announcements are OK, but commercials for organizations are not. **Paul** noted that Division 19 policies were that on the Executive Committee List Serve ("unmoderated"), anyone listed as a member could post a message. On the Members and Friends List Serve ("moderated"), the message had to be approved by a monitor. Some other uses of list serves described on the APA website are not currently being used by Division 19. Guidance will also be needed on how to handle requests for job postings. **Paul** will address these at the next meeting. **Bill Strickland** proposed that these issues could be addressed electronically and that we could work towards resolution at the 2004 APA summer meeting. The same kinds of issues and policies apply with respect to the Division 19 web site.

**Liaison to APA Board of Scientific Affairs.** **Bill Strickland** reported that he will continue to perform in this capacity,

including attending upcoming meeting of APA BSA.

**Newsletter, Public Relations and Outreach.** **Peter Ramsberger** distributed copies of the Winter/Spring 2004 Division 19 Newsletter to members of the Executive Committee.

The issue of changing the name of Division 19, Military Psychology, to the Society for Military Psychology was discussed. At an earlier meeting, a proposal had been made to have members vote on this proposal at the Business Meeting at APA. The proposed change would be announced and circulated one month prior to APA. **Jane Arabian** noted that there would be limited representation at the APA business meeting, and proposed an "absentee ballot". This ballot would go out with a set of pro/con statements. Member-at-Large **Marty Wiskoff** agreed to take responsibility for conducting an electronic ballot of the membership on this issue. Results will be reported at the August 2004 meeting.

**Communicating Military Psychology to APA and Society.** **Mike Rumsey** reminded members of the opportunity to contribute to the Phil Zimbardo initiative, "Psychology Makes a Significant Difference."

**Liaison for Reserve and National Guard Affairs.** **Paul Bartone** reported that **James Griffith** and **Jim Picano** have both agreed to serve as liaisons for these purposes.

**Liaison to Inter-University Seminar for Armed Forces and Society.** **David Segal** of the University of Maryland has graciously agreed to serve in this capacity.

**New Business and Adjournment.** A number of Executive Committee members praised the outstanding work done by the members of the Task Force. Task Force members also expressed their positive assessment of the experience. Finally, **Paul** adjourned the meeting late in the afternoon.

**TASK FORCE ON SEXUAL ORIENTATION AND MILITARY SERVICE**  
**STEVE SELLMAN**

In the Winter/Spring 2004 issue of this newsletter, Hank Taylor provided a status report on the Joint Division 19/44 Task Force on Sexual Orientation and Military Service. The Task Force met in January 2004 with Barry Anton, a member of the APA Board of Directors, as chair. Hank Taylor, Bob Nichols, and Debra Dunivin represented Division 19 on the Task Force. As a result of its deliberations, the Task Force drafted a new policy resolution to replace the 1991 resolution that had established the original ban on DoD advertising in APA publications. The new resolution (which was also included in the newsletter) reaffirms existing APA policy on lesbian, gay, and bisexual issues; updates, elaborates, and strengthens the APA policy on sexual orientation and military service; and eliminates APA's prohibition on DoD advertisements.

In February 2004, the Board of Directors received the Task Force report and forwarded to APA boards and committees the policy resolution that the Task Force had proposed. During the March 2004 APA Consolidated Meetings, the resolution as drafted by the Task Force was discussed by the various boards and committees and also was the subject of a conference committee. Conferees agreed to several revisions that were incorporated into the proposed resolution. Several Division 19 members attended the Consolidated Meetings to answer questions about the Task Force and

the resulting resolution (Bill Strickland - Board of Scientific Affairs; Bob Nichols - Board of Professional Affairs, and Steve Sellman - Board for the Advancement of Psychology in the Public Interest, and Committee on Legal Issues). None of the edits approved by the conference committee affected Division 19 or 44 positions, so the respective presidents signed off on the new version of the resolution before it was returned to the Board of Directors.

In June 2004, the Board of Directors endorsed the revised resolution and forwarded it to the APA Council of Representatives with a recommendation for approval. Council will take action on the resolution during its July 2004 convention meeting. Since the resolution will rescind the APA ban on DoD advertising, there is no longer a need for the Division 19 business item (submitted to Council in January 2003) as a separate action. Consequently, Division 19 has withdrawn its business item to repeal the advertising ban from Council consideration. Given the support for the resolution by the Board of Directors and the APA Governance structure, there is every reason to believe that Council will approve the resolution as APA policy. This would mean that DoD and the Services would again be allowed to advertise positions for military psychologists in APA publications. Paul Bartone, Division 19 President, has promised that should the resolution pass, champagne will flow in the Division 19 hospitality suite in Honolulu. Keep your fingers crossed.

**Division 19 President-Elect Selected to be Dean at U.S. Air Force Academy**

The President has nominated Colonel Dana H. Born for appointment to the grade of Brigadier General with assignment as Dean of the Faculty at the U.S. Air Force Academy. Dana is Division 19 President-Elect for 2004-2005.

**DIVISION 19 GIVES BEST PAPER AWARD AT 40<sup>TH</sup> IAMPS IN OSLO**  
**PAUL BARTONE**

As part of our efforts to better represent military psychology worldwide, Division 19 presented a new "Best Paper" award at the recent meeting of the International Applied Military Psychology Seminar (IAMPS) held in Oslo, Norway in May 2004. This was the 40<sup>th</sup> meeting of the IAMPS group, and was graciously hosted by the Norwegian Defense Leadership Center. Over 30 papers and 5 keynote addresses were presented by scholars from 23 different countries. IAMPS is the oldest international professional association of military psychologists, and sponsors an excellent scientific meeting in the spring of each year.

Following approval of the Division 19 Executive Committee at its March, 2004 meeting, the IAMPS Military Psychology Best Paper Award was suggested to Dr. Jon Christian Laberg, this year's IAMPS conference organizer. Dr. Laberg eagerly agreed, and at the meeting arranged for a panel of four IAMPS fellows to judge the papers. On the last day of the meeting, all attendees had the opportunity to choose the top paper, from a short-list of five superlative papers as determined by the judging panel.

The winning paper was that of Kim-Yin Chan & Psalm Lew of the Singapore Armed Forces Leadership Institute. A very close first runner-up in the voting was another excellent paper given by Ilona E. de Hooge of the Dutch Behavioral Science Unit, Royal Netherlands Army. Both authors kindly agreed to provide brief summaries for this newsletter, which are presented below.

The IAMPS Military Psychology Best Paper Award for this year, presented by the current President of Division 19 Paul T. Bartone, includes a framed certificate and an honorarium of 1,000 Norwegian Kroner.

For more information about IAMPS and the Oslo meeting, please visit their web site at [www.iamps.org](http://www.iamps.org)



**THE CHALLENGE OF SYSTEMATIC LEADERSHIP DEVELOPMENT  
IN THE SINGAPORE ARMED FORCES  
KIM-YIN CHAN AND PSALM LEW**

**Abstract**

The spectrum of missions that the Singapore Armed Forces (SAF) has had to deal with has expanded in recent years. At the same time, the SAF is transforming itself to exploit the rapidly emerging possibilities presented by networked new technologies. In 2001, the SAF initiated a major effort to review and enhance its system for leadership development. An important assumption underlying this effort was that the SAF could no longer leave the development of our leaders to chance processes such as passive role modelling, or common-sense notions of "leadership" and "leadership development."

The paper described the SAF's review of its leadership development system and the development of a new doctrinal framework for leadership and a model of the components of a leadership development system. The doctrinal framework and model of leadership development were starting

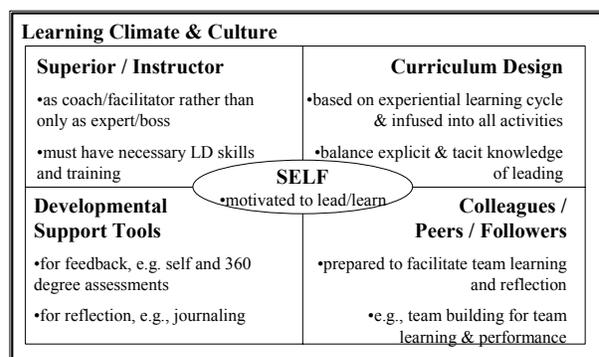
points for a systematic effort to enhance leadership development in the SAF. The doctrinal framework for *leadership* identifies four areas of focus in leadership development represented by a triangle (see Figure 1). These are: values, behavioural competencies, leadership styles, and the "self." The doctrinal framework also recognizes the importance of educating leaders to understand the leadership context. This is represented by a circle in Figure 1 and includes the "Mission and Purpose of the SAF", the "operating environment," and the "desired outcomes of leadership."

The model for leadership *development* (see Figure 2) identifies six different system components that need to be addressed in any effort to enhance leadership development. These are: the "self," "superiors and instructors," "curriculum," "developmental tools," "peers," and a "climate of learning" in the organization.

Figure 1. The SAF Leadership Framework  
© Centre of Leadership Development,  
SAFTI Military Institute



Figure 2. Components of a Leadership Development System  
© Centre of Leadership Development,  
SAFTI Military Institute



DIVIDING ORGANIZATION AND UNIT: MEASUREMENT OF WORK FACTORS, WELL-BEING, AND WITHDRAWAL BEHAVIORS WITH THE NEW PROJECT PICTURE

ILONA E. DE HOOGHE

**Background**

Within the Royal Netherlands Army, work situation and well-being of employees are repeatedly measured by psychologists to improve the work situation. Traditionally this was done using samples of employees and generalizing findings to the whole army. However, commanders of specific units felt the 'broad' results were difficult to translate to their own units and therefore didn't help them in improving matters. A new system of unit climate measurement was developed and introduced.

The new system was called PICTURE, Periodic Information for Commanders Through Unit-Specific Reports. This implies questioning all personnel of a unit and consequently generating unit specific reports. The questionnaire used in the project is based on numerous studies performed in the Royal Netherlands Army (RNLA) and civil companies in the past decades.

The PICTURE project is based on a theoretical model. In this model, work factors influence satisfaction, commitment and motivation, which in turn influence turnover and absenteeism. There is a clear distinction between organization and unit: organizational work factors (conditions of employment, career opportunities, Perceived Organizational Support—or POS—and job perceptions) determine organizational satisfaction and organizational commitment, while unit work factors (leadership, work climate,

performance reviews and job perceptions) influence unit satisfaction and unit commitment. Motivation is determined by both kinds of work factors, namely POS, leadership and job perceptions.

Even though this model is based on past research, the model as a whole has never been empirically confirmed. This was the purpose of the present study.

**Method**

*Participants.* The sample used in this study consisted of 1,404 employees, military as well as civilian personnel of the Royal Netherlands Army who filled in the questionnaire between September 2003 and January 2004.

*Measures.* Factor Analysis with Varimax rotation on all items within the questionnaire confirmed the assumed factors of the model. However, the distinction between satisfaction and commitment was not found. Instead, a clear distinction between organizational satisfaction and commitment on the one hand (called organizational bond), and unit satisfaction and commitment on the other hand (called unit bond) was found. All factors were reliably measured, with Cronbach's  $\alpha$  ranging from .69 to .92.

*Data analysis.* To test the theoretical model and all of the hypotheses simultaneously, structural equation modelling within AMOS 4.1 was used. In order to test and cross-validate the model, the sample was randomly divided in two groups of approximately 700 participants.

**Results**

After testing the model on the first sample, modification indices and standardized residual covariances indicated the model had to be adjusted by adding a path between POS and unit bond and a path between organizational bond and unit bond.

Results of the test on the second sample suggested that this model fits the data well,  $\chi^2 (27, N = 795) = 102.655, p < .001, GFI = .979, AGFI = .939, CFI = .977, TLI = .943, RMSEA = .059$ . The chi-square value was large, but because the sample was large and the other fit indices were very good, the model was accepted. The relationships and standardized regression coefficients are shown in Figure 1.

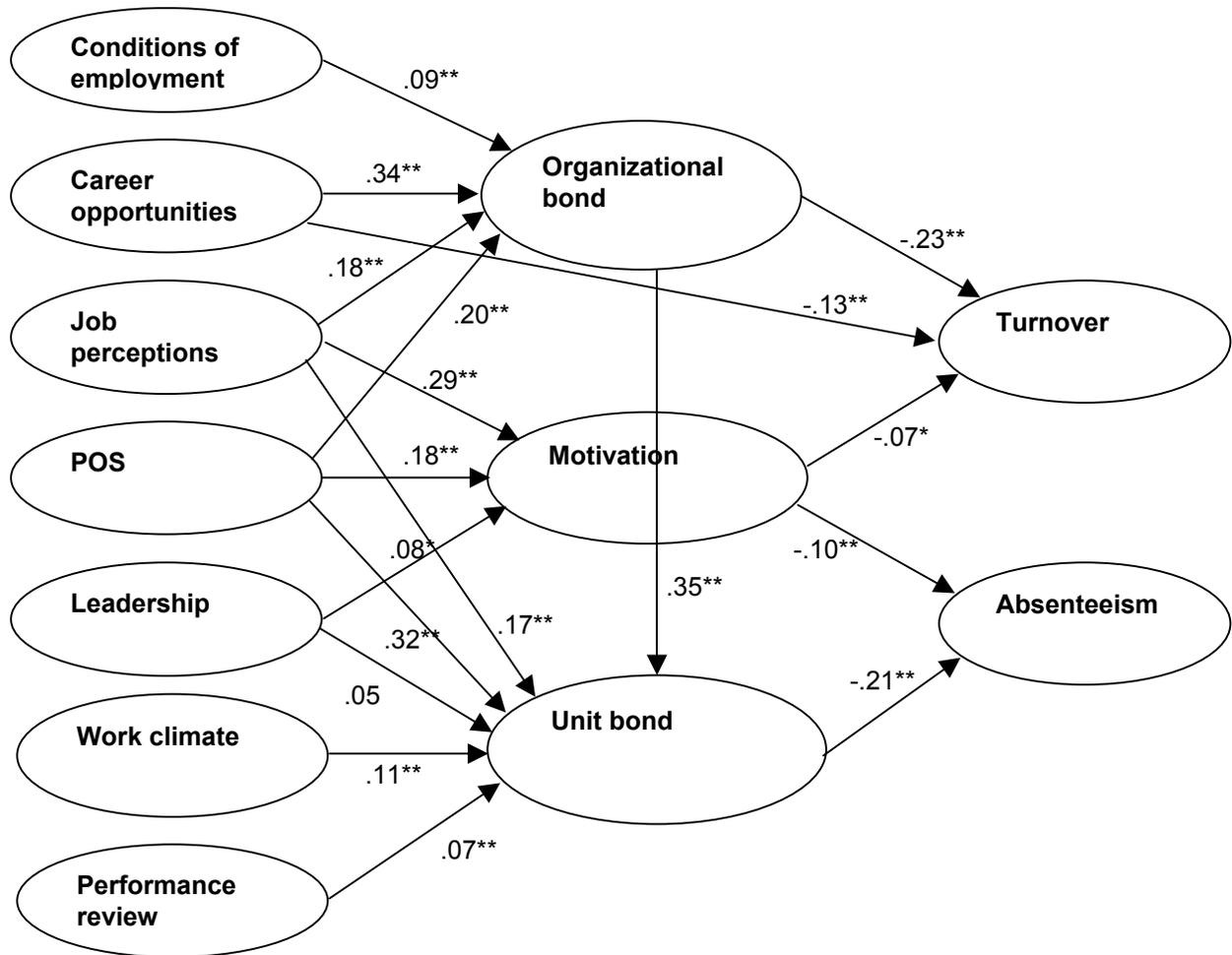
**Discussion**

The results of this study support PICTURE as measurement of work situation, well-being and withdrawal behaviors and confirm the underlying model. Results also clearly show that low scores on a work factor do have implications. With that, a distinction between organization and unit is very important. Organizational work factors influence organizational bond, which in turn

determines turnover. Unit work factors, instead, influence unit bond, which in turn influences absenteeism. This also has consequences for the actions undertaken to lower withdrawal behaviours. When trying to lower absenteeism, specific actions in the unit are necessary. Lowering turnover rates, instead, asks for actions on organizational level.

**Figure 1. Relationships Between Model Elements**

Note: Adjusted Model with Standardized Regression Coefficients (\*\* p < .01, \* p < .05)



**UNDERSTANDING PRISONER ABUSE AT ABU GHRAIB: PSYCHOLOGICAL  
CONSIDERATIONS AND LEADERSHIP IMPLICATIONS**  
PAUL T. BARTONE

Note: Views and opinions expressed here are those of the author, and do not represent an official position of the National Defense University, Department of Defense, the American Psychological Association, or the Federal Government. Portions of this paper were presented at the 40<sup>th</sup> International Applied Military Psychology Symposium, Oslo, Norway, May 2004.

In trying to understand the abuse of Iraqi prisoners by U.S. soldiers at Abu Ghraib prison in Baghdad, it's important to consider two different kinds of influences: (1) Contextual/Situational, and (2) Individual/Personality. The findings and recommendations contained in the report of investigation by Major General A. Taguba (Taguba, 2004) lead to the following inferences regarding both situational and individual factors that were likely of some importance for the military units involved.

**Situational/Contextual Factors**

Ambiguity, uncertainty in the chain of command, and about who is in charge. The most notable example from the Taguba report is the conflict between BG Janis Karpinski, CDR of the 800<sup>th</sup> MP Brigade, and COL Thomas Pappas, CDR of the 205<sup>th</sup> Military Intelligence Brigade. Soldiers were unclear about who was in charge (cf. FRAGO 19 NOV 03, placing CDR 205 MI BDE in TACON of all units, including MPs, at Abu Ghraib). Similar ambiguities existed at subordinate command levels.

Laissez-faire leadership.... leaders not visible or actively involved in mission activities, not communicating standards, policies, plans with soldiers, possibly conveying a sense of complicity or tacit approval of abusive behaviors toward prisoners. •

Lack of training. The Taguba report indicates a lack of training and preparation throughout the 800<sup>th</sup> MP BDE, particularly with respect to prisoner-handling procedures

and techniques, and including familiarity with Geneva Conventions.

Lack of discipline. Uniform wear and standards of behavior (including saluting) not established or enforced.

Psychological stressors associated with the OIF mission are not recognized/appreciated by key leaders. The Taguba report indicates these factors included "difference in culture, Soldiers' quality of life, and the real presence of mortal danger over an extended time period, and the failure of commanders to recognize these pressures contributed to the pervasive atmosphere that existed at Abu Ghraib Detention Facility..." So, the Taguba report points both to the direct impact of psychological stressors on soldiers, as well as failure of leaders to recognize and address these stressors in some way. Previous research into psychological stressors during military operations has identified the following five key factors: (1) Ambiguity, (2) Isolation, (3) Powerlessness, (4) Boredom, and (5) Danger (Bartone, Adler & Vaitkus, 1998). It would appear that all of these psychological factors are salient ones for U.S. soldiers presently in Iraq. Ambiguity also includes uncertainty regarding who is the enemy, and who is a friend, and Boredom can extend to deep questions about the importance or significance of one's activities. Today, I would add to this list another factor, workload or operations-tempo stress, reflecting long work hours, frequent and longer deployment cycles, and inadequate staffing that can result from limited resources and/or failure to replace individual losses over the course of a deployment. The Taguba report indicates that U.S. forces at the Abu Ghraib facility were "undermanned and under resourced," and that as a Reserve Component unit, the 800<sup>th</sup> MP BDE had no system for replacing individuals who were lost for reasons such as medical or having completed the required term of active duty service.

### **Individual / personality factors**

While contextual factors such as those listed above can be powerful influencers of human behavior, an extensive body of research demonstrates that not all individuals respond alike to the same contextual factors. Even Milgram's (1983) and Zimbardo's (Haney, Banks & Zimbardo, 1973) classic studies in obedience, conformity and social influence found that while many people conform to a surprising degree in inflicting pain and abuse on others, some individuals will resist social pressure and act in accordance with their own values and convictions about what is right. As the Taguba report points out, in the Abu Ghraib situation the majority of units and individuals, including leaders and soldiers, did not succumb to the psychological stressors or any of the other contextual factors or command failings observed. Clearly then, contextual factors alone are not enough to explain why some individuals engaged in, and/or tolerated prisoner abuse. To understand how the prisoner abuse occurred, one also has to consider the psychological – personality factors that can influence individual vulnerability, resilience and performance under highly stressful conditions. These include: •

Personality "Hardiness" (Kobasa, 1979; Maddi & Kobasa, 1982). Hardiness is a personality style or trait that includes a strong sense of commitment in life, belief in one's own ability to exercise control, and a perspective on change as challenging and fun. While most early studies focused on the peculiar ability of high-hardy persons to remain physically healthy despite major life stress, more recent work shows that hardiness also influences short- and long-term healthy mental adjustment to major stressors, including war-related stressors (Bartone, 1998; Bartone, 1999; Waysman, Schwarzwald & Solomon, 2001). In addition, some studies have suggested that leaders who themselves are high in hardiness help to generate a more positive social climate and increase cohesion within their units, which in principle would facilitate more healthy adaptation for all members of the unit (Bartone, Johnsen, Eid, Brun and Laberg, 2002).

Big-Five Personality Traits (Costa & McCrae, 1990). Studies applying the Five Factor Model of personality have identified personality factors related to leadership potential and effectiveness in various groups, including military officers and cadets (Bartone, Snook and Tremble, 2002; Costa, Bartone, Herbst, Brazil, Kelly, Friedman and McCrae, submitted; McCormack and Mellor, 2002). Evidence suggests that Conscientiousness, Agreeableness, and Openness all contribute to more effective leadership. Multiple studies also suggest that Agreeableness is related to "Transformational Leadership" style (Judge & Bono, 2000), itself shown to predict greater leader effectiveness in various groups (Bass & Avolio, 1994). More studies are clearly needed to specify the Big Five personality factors and facets associated with better performance of both individual soldiers and leaders in military operations. Resulting knowledge may lead to more refined selection and assignment strategies. For example, it may be that persons high in Agreeableness (including Trust and Altruism) make more compassionate and effective prison guards, less likely to engage in prisoner abuse (Paul T. Costa, Jr., personal communication, May 2004).<sup>1</sup> Similarly, openness may also be an important personality dimension facilitating greater awareness and appreciation for other cultures and practices different from one's own.

Psychological Development – "maturity." In addition to "trait" conceptions of personality, a developmental perspective may also help to shed some light on how individual soldiers in the Abu Ghraib situation could have tolerated and participated in prisoner abuse. Kegan (1994) has developed a comprehensive theory of psychological development that incorporates cognitive, moral and social domains of experience, and describes how individuals construct their world views over the lifespan. In Kegan's framework, which is supported by multiple studies, most young adults define themselves largely based upon the people and organizations/programs/policies around

---

<sup>1</sup> However, in other circumstances (e.g. open combat), too much Agreeableness may be a liability.

them (what Kegan calls third-order consciousness, or stage 3). If this model is correct, this implies that most soldiers, like other young adults, are functioning at the third-order of consciousness, making them rather more susceptible to group influences for good or ill. In fact, recent studies on Army officers and cadets suggest this developmental framework applies quite well within the military (Forsythe, Snook, Lewis, and Bartone, 2002). An additional implication here is that a stage four perspective – one that recognizes the value and legitimacy of different approaches to understanding the world – is the minimum essential vantage if one is to truly appreciate and respect cultural differences.

While contextual and individual factors are considered as distinct categories in the above comments, it should be understood that in many cases these influence factors will overlap and interact.

In addition to what has already been suggested, some broad conclusions can be drawn from the psychological research and theory reviewed above. One is that military leaders at all levels have a profound responsibility to establish unit social climate and conditions that support positive and ethical behaviors and interpretations of experience, as well as to quickly and effectively address any negative or unethical practices. Furthermore, as military operations and circumstances become more ambiguous, confusing and unstructured, there is an even greater need for military leaders who possess a mature self-structure, broad perspective, and strong “morale compass.” Especially in circumstances where the normal rules or standards don’t seem to apply, or where shared values come into conflict (e.g., loyalty vs. honesty), the “rules” must come from inside the self, not outside. Another way of saying this is that what those around you are doing is not always a reliable guide to correct behavior. Kegan’s conception of meaning-construction would suggest that at a Stage 3 level, where meaning and indeed self-concept reflects an external socially-defined perspective, individuals would have great difficulty behaving in ways that run counter to the immediate social surround. Kegan argues that over half of the world’s

adult population is functioning at a Stage 3 level. This may in part explain how human rights violations and prisoner abuse such as that at Abu Ghraib may persist in some circumstances. If Kegan’s position is correct, it once again implies that senior commanders and leaders must assure that external conditions and standards (including subordinate leadership levels) serve to reinforce appropriate perspectives and behaviors. For example, Taguba’s recommendation that all U.S. MP units prominently display the rules and standards for prisoner treatment, including the Geneva Conventions, is very appropriate and important. On international missions, leaders must further assure that agreed-upon standards and rules-of-engagement are effectively communicated (with translation as appropriate) across all contingents. This also underscores the critical importance of having a clear understanding and agreement in advance of an international operation by all participating nations/contingents as to the basic rules-of-engagement and standards of behavior, as well as the chain-of-command and lines of authority and how violations will be handled. Without such agreement, leaders on international missions may have a “mission impossible.”

While training and skills-development for soldiers is certainly important, the Kegan model implies that true development of the person to a level that permits a mature, confident, and autonomous world-view is a more fundamental psychological process, one that training programs alone are not likely to influence much. How to go about developing such leaders is a major challenge that needs to be addressed.<sup>2</sup> Psychological research also points to personality traits of high potential value to both soldiers and leaders in stressful conditions, notably hardiness and conscientiousness. The question of how to

---

<sup>2</sup> Under the leadership of Dr. Gerry Larsson of the Swedish Defense College, a study of officer development is currently underway that explores this question using qualitative techniques and interviews with officers from Sweden, U.S., Netherlands, Czech Republic, Canada, Israel, Italy, Norway and United Kingdom.

develop or increase these tendencies is also an important one that deserves attention.

The abuse of Iraqi prisoners at the hands of U.S. military forces was something abhorrent and disturbing. It should never have happened in a professional Army, but it did. It is a stain on the honor and integrity of all who wear the uniform.<sup>3</sup> The good news in the prisoner abuse scandal is that it does not characterize the vast majority of our soldiers and military leaders, and also that the U.S. military itself is actively seeking to uncover the truth and take corrective action. The bad news (or part of the bad news) in this incident is that all of those thousands who are serving honorably and well now have an additional burden of stress to carry, all the more so given the wide dissemination of disturbing digital photos and images. If the key to healthy psychological coping and adjustment involves **finding positive meaning** in stressful experiences (as I believe it does), then that psychological task just got harder for U.S. forces currently serving. And while the U.S. military is quite correctly under a critical spotlight right now for these incidents, it is well to remember that the underlying forces involved are universal human ones, social and psychological forces that it behooves us all to try to understand better. Military psychologists clearly have an important role to play in developing this knowledge, and in applying it effectively within military organizations.

#### References

Bartone, P.T. (1999). Hardiness protects against war-related stress in Army reserve forces. *Consulting Psychology Journal*, 51, 72-82.

Bartone, P.T. (1998). Stress in the military setting. In C. Cronin (Ed.), *Military Psychology: An Introduction*. Needham Heights, MA: Simon and Schuster.

Bartone, P.T., Adler, A.B., & Vaitkus, M.A. (1998). Dimensions of psychological stress

<sup>3</sup> It's also a reminder of the "dark side" that exists in human beings, what Freud termed the id, that instinctive side that requires control and management by society and by the individual conscience or superego.

in peacekeeping operations. *Military Medicine*, 163, 587-593.

Bartone, P.T., Johnsen, B.H., Eid, J., Brun, W. and Laberg, J.C. (2002), Factors influencing small unit cohesion in Norwegian Navy officer cadets. *Military Psychology*, 14, 1-22.

Bartone, P.T., Snook, S.A. and Tremble, T. (2002), Cognitive and personality predictors of leader performance in West Point cadets. *Military Psychology*, 14, 321-338.

Bass, B.M and Avolio, B.J. (1994). *Improving organizational effectiveness through transformational leadership*. Thousand Oaks, CA: Sage.

Costa, P.T. & McCrae, R.R. (1990) Personality disorders and the five-factor model of personality. *Journal of Personality Disorders*, 4, 362-371.

Costa, P.T., Bartone, P.T., Herbst, J.H., Brazil, D., Kelly, D., Friedman, S.B. and McCrae, R.R. (submitted). *Five-factor model of personality and leadership potential among United States Army officer cadets*.

Forsythe, G.B., Snook, S., Lewis, P. and Bartone, P.T. (2002). Making sense of officership: Developing a professional identity for 21<sup>st</sup> century Army officers. In D. Snider and L. Matthews (Eds.), *The future of the Army profession* (pp. 357-378). New York: McGraw-Hill.

Haney, C., Banks, W. C., & Zimbardo, P. G. (1973). Interpersonal dynamics in a simulated prison. *International Journal of Criminology and Penology*, 1, 69-97.

Judge, T.A. & Bono, J.E. (2000). Five-factor model of personality and transformational leadership. *Journal of Applied Psychology*, 85, 751-765.

Kegan, R. 1994. *In over our heads: The mental demands of modern life*. Cambridge, MA: Harvard University Press.

Kobasa, S.C. (1979). Stressful life events, personality and health: An inquiry into hardiness. *Journal of Personality and Social Psychology*, 37, 1-11.

Maddi, S.R. & Kobasa, S.C. (1984). *The hardy executive*. Homewood, IL: Dow Jones-Irwin.

McCormack, L. and Mellor, D. (2002), The role of personality in leadership: An application of the five-factor model in the Australian military. *Military Psychology, 14*, 179-197.

Milgram, S. (1983). *Obedience to Authority: An Experimental View*. New York: Harper/Collins.

Taguba, A.M. (2004). *Article 15-6 Investigation of the 800 th Military Police Brigade*. Report available online at [www.agonist.org/annex/taguba.htm](http://www.agonist.org/annex/taguba.htm) (retrieved 17 May, 2004).

Waysman, M., Schwarzwald, J., & Solomon, Z. (2001). Hardiness: An examination of its relationship with positive and negative long term changes following trauma. *Journal of Traumatic Stress, 14*, 531-548.

### TREASURER'S REPORT WINK BENNETT

As they say, all good things must come to an end - and so it is that my tenure as Division 19's treasurer ends with the 2004 Convention and EXCOM meetings. I am proud to report that the Division is in excellent shape financially, and we are in a position to use our growing resources in support of a number of initiatives and activities that further the cause of Military Psychology. I am proud to have been a part of the process to develop and implement such things as the mid-year and annual convention student research awards which recognize the substantial research contributions being made around the world in support of warfighters, complimentary memberships to supporting researchers from other communities becoming a part of our Division, and increased the visibility of the Division 19 membership by funding participation at many of the APA-sponsored meetings and conferences held throughout

the year. When I took over the job from Jane Arabian, she handed me a Division in very good health with a solid foundation to build on. Thanks to that foundation and with the incredible vision of the Executive Committees I served with the past few years, the financial health of the Division has improved steadily and substantially. I also was the Division's treasurer during the biggest financial program transition APA had undertaken and ensured that our financial programs and funds made the transition with as little interruption to the Division's business as possible. I am honored to have had the opportunity to serve the Division in this capacity and I look forward to handing the reins of the finances over to Dr. Henk Ruck for the next term. Thank you one and all for your support and your vision for the Division. I look forward to serving the membership again in the future. Warmest Regards to you all, Wink Bennett

**Aloha!**

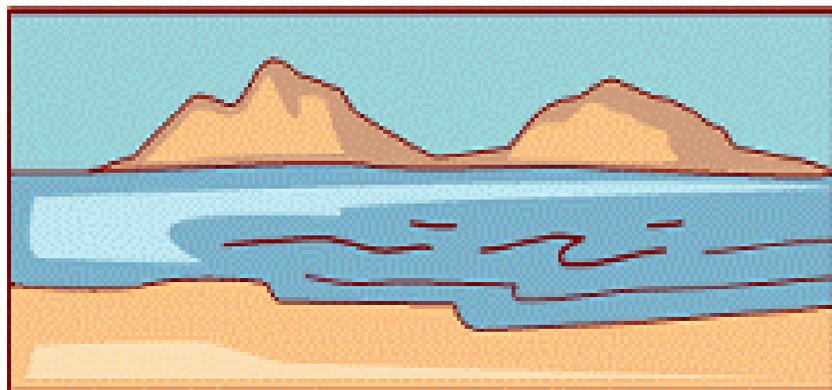
**Aloha!**

**2004 DIVISION 19 CONVENTION PROGRAM**  
**JOE PSOTKA**

<b>Wednesday July 28</b>		
<b>Event</b>	<b>Time</b>	<b>Place</b>
<b>Symposium:</b> Psychological Effects and Interventions for Families With a Deployed Parent <b>Chair:</b> Col. Michael J. Bridgewater, PhD, USAR 807 <sup>th</sup> Medical Command, Seagoville, TX	8:00-8:50 AM	Hawaii Convention Center Meeting Room 302B
<b>Symposium:</b> Supporting Resilience in Military Families <b>Chair:</b> Ingrid Lim Jurich, PhD, Brooke Army Medical Center, San Antonio, TX	9:00-9:50 AM	Hawaii Convention Center Meeting Room 308A
<b>Symposium:</b> Exploring the New Social Compact—Supporting the Military Family <b>Chair:</b> Michael J. Schwerin, PhD, RTI International, Research Triangle Park, NC	10:00-10:50 AM	Hawaii Convention Center Meeting Room 305A
<b>Symposium:</b> Quality of Life in the Military <b>Chair:</b> David R. McCone, PhD, United States Air Force Academy	11:00-11:50 AM	Hawaii Convention Center Meeting Room 303B
<b>Symposium:</b> Memory Functioning Under Acute Stress <b>Chair:</b> Elizabeth Loftus, PhD, University of California, Irvine	12:00-12:50 PM	Hawaii Convention Center Meeting Room 316A
<b>Poster Session</b>	1:00-1:50 PM	Hawaii Convention Center Kamehameha Exhibit Hall
<b>Symposium:</b> Military Work Life—Factors Affecting Quality of Life, Readiness, and Retention <b>Chair:</b> Michael J. Schwerin, PhD, RTI International, Research Triangle Park, NC	2:00-2:50 PM	Hilton Hawaiian Village Beach Resort and Spa South Pacific Ballroom II



Thursday July 29		
Event	Time	Place
<b>Executive Committee Meeting (Outgoing)</b> <b>Chair:</b> Paul Bartone, PhD	8:00-9:50	Hospitality Suite Sheraton Waikiki Hotel (Suite # available in lobby)
<b>Symposium:</b> Substance Abuse and Mental Health in the U.S. Military <b>Chair:</b> Robert M. Bray, PhD, RTI International, Research Triangle Park, NC	8:00-8:50 AM	Hawaii Convention Center Meeting Room 302B
<b>Symposium:</b> Obesity Treatment in the Military: LEAN, LEAN, Lite, LEAN Kids <b>Chair:</b> Kenneth A. Miles, PhD, Tripler Army Medical Center, TAMC, HI	9:00-9:50 AM	Hawaii Convention Center Meeting Room 301A
<b>Symposium:</b> Current Topics in Military Stress Research <b>Chair:</b> Megan M. Thompson, PhD Donald R. McCreary, PhD Defence R&D Canada, Toronto, ON, Canada	10:00-10:50 AM	Hawaii Convention Center Meeting Room 313B
<b>Symposium:</b> Character, Suitability, and National Security: Assessing Applicants and Employees <b>Chair:</b> Martin F. Wiskoff, PhD, Northrup Grumman Missile Systems, Monterey, CA	11:00-11:50 AM	Hawaii Convention Center Meeting Room 302B
<b>Symposium:</b> Development and Evaluation of New ASVAB Score Scale <b>Chair:</b> Daniel O. Segall, PhD, Defense Manpower Data Center Jane M. Arabian, PhD, Office of the Secretary of Defense, Washington, DC	1:00-1:50 PM	Hilton Hawaiian Village Beach Resort and Spa Nautilus Suite I
<b>Symposium:</b> Military Internships: Unique Training for Professional Psychologists <b>Chair:</b> Debra Dunivin, PhD, Walter Reed Army Medical Center, Washington, DC	2:00-2:50 PM	Hilton Hawaiian Village Beach Resort and Spa Nautilus Suite I
<b>Symposium:</b> Human Systems Integration: From Research and Development to Navy Transitions <b>Chair:</b> Gwendolyn E. Campbell, PhD, NAVAIR, Orlando, FL	3:00-3:50 PM	Hilton Hawaiian Village Beach Resort and Spa Nautilus Suite I



Friday July 30		
Event	Time	Place
<b>Symposium:</b> New Directions in Interest Measurement <b>Chair:</b> William L. Farmer, PhD, Navy Personnel Research, Studies, and Technology, Millington, TN Jane S. Styer, PhD, Defense Manpower Data Center—Monterey Bay Center, Seaside, CA	8:00-8:50 AM	Hawaii Convention Center Meeting Room 324
<b>Symposium:</b> Current Directions in Navy Selection and Classification Research <b>Chair:</b> William L. Farmer, PhD, Navy Personnel Research, Studies, and Technology, Millington, TN	12:00-12:50 PM	Hawaii Convention Center Meeting Room 306B
<b>Poster Session</b>	1:00-1:50 PM	Hawaii Convention Center Kamehameha Exhibit Hall
<b>Division 19 Business Meeting</b> <b>Chair,</b> Paul Bartone	2:00-2:50 PM	Hilton Hawaiian Village Beach Resort & Spa- Honolulu Suite I
<b>Presidential Address:</b> The Need for Positive Meaning in Military Operations: Reflections on Abu Ghraib. Paul Bartone, PhD	3:00-3:50 PM	Hilton Hawaiian Village Beach Resort & Spa- Honolulu Suite I
<b>Social Hour</b> (with Divisions 14 and 21)	4:00-5:50 PM	Hilton Hawaiian Village Beach Resort & Spa-Honolulu Suite II

Saturday July 31		
Event	Time	Place
<b>Symposium:</b> Military Leadership—Development and Applications <b>Chair:</b> A.D. Mangelsdorff, PhD, U.S. Army—Baylor University Graduate Program	9:00-9:50 AM	Hawaii Convention Center Meeting Room 302A
<b>Symposium:</b> Attrition and Retention Among First-Tour Service Members <b>Chair:</b> Michael G. Rumsey, PhD, U.S. Army Research Institute, Arlington, VA	12:00-12:50 PM	Hawaii Convention Center Meeting Room 325B
<b>Symposium:</b> Enhancing U.S. Army Recruiter Productivity <b>Chair:</b> Michael G. Rumsey, PhD, U.S. Army Research Institute, Arlington, VA	2:00-2:50 PM	Hilton Hawaiian Village Beach Resort and Spa Nautilus Suite II

Sunday August 1		
Event	Time	Place
<b>Executive Committee Meeting (Incoming)</b> <b>Chair:</b> Brad Johnson, PhD	8:00-9:50 AM	Hospitality Suite Sheraton Waikiki Hotel (Suite # available in lobby)
<b>Symposium:</b> Leadership in the Army—Novel Assessment Tools for Evaluation <b>Chair:</b> Sena Garven, PhD, U.S. Army Research Institute, Fort Leavenworth, KS Joseph Psootka, PhD, U.S. Army Research Institute, Arlington, VA	9:00-9:50 AM	Hawaii Convention Center Meeting Room 305A

## DIVISION 19 HOSPITALITY SUITE PROGRAM

Listed below are the events scheduled for the Division 19 hospitality suite during the convention. This list is likely to be augmented prior to the convention, so check for notices on the suite door. The hospitality suite will be in the Sheraton Waikiki Hotel, room number 2002.

### **Thursday 29 July**

8:00 - 10:00 am. Outgoing Executive Committee Meeting—Paul Bartone

2:00-3:00 pm: Ingrid Jurich: “Supporting Resilience in Military Families” discussion

4:00 – 5:00 pm Meet Ron Levant, APA President Elect.

6:00-9:00 pm: Division 19 open reception: Host: Paul Bartone, President Division 19

### **Friday 30 July**

10:00-1100 am: Megan Thompson: “Current Topics in Military Stress Research” discussion

11:00-1200 am: Heather Kelly: Psychological Science and Prisoners

6:00-9:00 pm: Division 19 Student & New Member Reception, Hosts: Kathryn Lindsey

### **Saturday 31 July**

11:00am – 1200 pm: Sena Garven: “Leadership in the Army: Novel Assessment Tools for Evaluation” discussion

12:00-1:30pm: Treasurer’s Report, Budget Meeting, Strategic Planning

6:00-9:00 pm: Division 19 open reception: Host: Brad Johnson, President-elect, Division 19

### **Sunday 1 August**

9:00-11:00:am: Hospitality suite closed: Incoming Exec Com meeting



**FROM WASHINGTON TO SANTIAGO ATITLAN: PUTTING IT TOGETHER**  
**ERNIE LENZ, PEACE CORPS VOLUNTEER, GUATEMALA**

*Colonel (Ret.) Ernest J. Lenz served a total of 37 years active duty in the U.S. Army. This included seven years enlisted service. His first three years of commissioned service were with the 3<sup>rd</sup> and 8<sup>th</sup> Special Forces Groups. In 1973 he received a Ph.D. in clinical psychology from Loyola University of Chicago, via the U.S. Army long-term civil school program. Significant assignments included: Psychology Consultant, Europe; Commander, 15<sup>th</sup> Evacuation Hospital; Chief Psychologist, the John F. Kennedy Special Warfare Center; Commander, U.S. Army Medical Training Team, El Salvador; and APA Congressional Fellow. He completed military service as Chief, Department of Psychology, Tripler AMC, Hawaii. He is a graduate of the Special Forces Officer course and the U.S. Army Ranger school. Prior to entering the Peace Corps, he completed a Master of Public Health degree at George Washington University.*

Last Saturday three other Peace Corps volunteers and I had the privilege of representing our fellow volunteers in briefing US Senator John Cornyn of Texas and his party on Peace Corps - Guatemala. Later Senator Richard Shelby of Alabama and his wife joined us, along with our US Ambassador, John Hamilton. This delightful occasion brought a lot of things together for me during these hard times for our country. First, looking at the Senators and the Ambassador, I got renewed inspiration to continue public service. The fact that we have a country where an ordinary citizen is able to interact with legislators and say what he or she thinks is a magnificent endorsement for our system. Not that we cannot improve it and modify it, which I think we can and should. There are still many places around the world where this can't be done. As Thomas L. Friedman reminds us: "Nations don't fail to develop, per se; they fail to develop good government." Hopefully some of the children we are working with today will some day be part of their government at all levels.

I have been using my off-duty time here in Guatemala to do a lot of reading, mainly history and political science. I have endeavored to read a wide spectrum of views, from Howard Zinn's *A People's History of the United States* to Robert Conquest's *Reflections on a Ravaged Century*. In addition, I have selected books that reflect and shape our world, such as Thomas L. Friedman's *The Lexus and the Olive Tree* and Samuel P. Huntington's *The Clash of Civilizations and the Remaking of World Order*. And, of course, I am reading everything I can get my hands on about Guatemala, especially the history of the tragic 36-year civil war. I highly recommend Robert S. Carlsen's *The War for the Heart & Soul of a Highland Maya Town*. The book is about Santiago Atitlan. Bob Carlsen, an anthropologist, lived in Santiago and did fifteen years of field research here.

Today I got another good shot in the arm. When I arrived at the larger (407 students) of my two schools, as usual, there was a lot of activity going on. Two of these activities caught my immediate attention. One of the kindergarten classes, which has the detail this week, was cleaning the bathrooms and the schoolyard. Thanks to a lot of hard work by a lot of good folks, we now have one of the cleanest schools in Guatemala. We even have toilet paper in our latrines, which most other schools do not. While this was going on, the teacher of one of the two first grade sections, was leading her entire class to the 16 new sinks an NGO (Non-government organization), Water for Health, just build for us. Everyone, including the teacher, had a toothbrush. This teacher led her students in brushing their teeth. Most of our students will never see a dentist in their lifetime, unless it is for extreme pain or if a church group comes down with a visiting dentist. It took a lot of work to get to this point, where the children are practicing healthy habits on a daily basis. Any psychologist, who has been involved in a mass behavior change effort, knows how difficult this can be. Thank you, B.F. Skinner and Albert Bandura.

In many ways, for a psychologist serving in the Peace Corps, an entire country becomes a dynamic, in vivo laboratory. We are coming along in our prevention efforts with communicable diseases. Right now Guatemala is in an epidemiological transition. We still have communicable diseases; especially diarrhea and upper respiratory diseases, while at the same time life-style caused diseases, such as cancer and heart disease, are rapidly increasing. Our program is aimed at both preventing and ameliorating communicable diseases and life-style caused diseases.

Working with the children, parents, teachers and others, we accomplish the two other goals of the Peace Corps, in addition to the grass-roots development. We get to know and appreciate the people and their culture and they, in turn, get to know about our culture. When it comes to a preemptive strike capability, the Peace Corps is the best thing the US has going. Preemptive strikes against disease and hunger, as John F. Kennedy has in mind when he founded the Peace Corps. May we volunteers honor his memory! Perhaps the understanding we help facilitate between countries can lead to better international relations and avoid the many mistakes of the past.

This coming weekend is the 4th of July. As is traditional down here, the Peace Corps gets all the staff and volunteers together for a big celebration. This year will find me back on the grill cooking again. Our Director has arranged a help desk to assist volunteers in getting their absentee ballots to cast their vote for their candidates of choice. It was indeed heartwarming to see that 74% of the Guatemalan people voted in their last presidential election. We could use this as a lesson at home. There are many lessons we learning from the Guatemalan people. I am especially grateful to be working with the T'zutuñil Mayan people. They are wonderful teachers, willing to share. Everyone in our village is a teacher. What do psychology; international development, national security and public health have in common? I am learning the answer to that question every day here in the Peace Corps in Guatemala.



**MEMBERSHIP COMMITTEE REPORT**  
**ARMANDO ESTRADA**

Greetings from the Chair of the Membership Committee! This has been an excellent year. Membership figures to date indicate that we will have a substantial increase in the membership by the end of the year. As of this writing, we have already surpassed last year's membership figures by an addition of 37 paid memberships. It is worth noting that we have seen an increase in the number of new memberships including 30 new members and 94 new student members!!!! It is likely that we will see another surge in numbers with APA around the corner.

Once again, let me encourage you to continue to seek out new members. In reviewing membership data from our division, I learned that 22.9% of our members are members in another division, 32.6% are members of 2 divisions, 19.8% are members of 3 divisions, 24.7% are members of 4 or more division and 26.5% belong to a state association. With figures like these we should have no problem getting the word out to fellow psychologists about the benefits of membership in our division. Make a difference by reaching out to one of your colleagues and encouraging them to join YOUR division.

Your membership committee has been pursuing two projects during this year. The Division 19 Membership Needs Assessment Survey for 2004 was sent out to the membership in the early part of June. We have received a modest number of surveys

(approximately 25%) and will be reporting tentative results at the convention based on the available data. The result will also be available at the division website (<http://www.apa.org/divisions/div19>). The committee is also working on a membership packet for new members. I have consulted with other division membership chairs to get additional input. If you have any suggestions feel free to pass them to me via email (Estradaa@ndu.edu), I value your input and time!!

In addition, the division directory will be revised and updated. You should have received a membership directory form to update your contact information. Please ensure that we have received your information no later than 15 August. The directory will be sent to the printer on 30 September and should be in the mail by 31 October.

Finally, let me invite you to come out and share ideas with me at APA. I will be hosting a discussion hour with the membership at the Division's Hospitality suite at APA. Take a moment to share ideas and suggestions for how to make your division work better for you! See you at the convention! Aloha!

<b>Membership Category</b>	<b>2001</b>	<b>2002</b>	<b>2003</b>	<b>2004****</b>
<b>DUES PAID</b>				
Fellows	23	26	26	33
Members*	233	256	242	251
Associates	10	11	6	5
Dues Exempt**	37	34	26	24
Affiliates***	35	32	47	56
Student	75	95	110	125
<b>Total Dues Paid</b>	<b>413</b>	<b>454</b>	<b>457</b>	<b>494</b>
<b>OTHER</b>				
Life Status/Dues Exempt	NA	51	57	61
<b>TOTAL MEMBERS</b>	<b>413</b>	<b>505</b>	<b>514</b>	<b>555</b>

Notes: NA=Not Available. \*Figure includes continuing and new memberships. \*\*Figure includes "Dues Exempt" members who paid journal subscription fee. \*\*\*Figure includes "Affiliates" and "International Affiliates." \*\*\*\*Preliminary 2004 figures based upon June 2004 APA Membership Status Reports.

**DIVISION 19 MEMBERSHIP APPLICATION FORM**

Application for the Division of Military Psychology (Division 19)  
of the American Psychological Association

Full Name \_\_\_\_\_ Date \_\_\_\_\_

Title (circle one):      Dr.      Ms.      Mr.      Mrs.      Other \_\_\_\_\_

Mailing Address \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Phone (w) \_\_\_\_\_ (h) \_\_\_\_\_ (Fax) \_\_\_\_\_ (E-mail) \_\_\_\_\_

Position Title \_\_\_\_\_

Organization \_\_\_\_\_

Division status you you are applying for:	Present APA status:	If you belong to APA, please list your APA member number
____ Member (\$25)	____ Member	_____
____ Student Affiliate (\$10)	____ Associate	_____
____ Affiliate (\$30)	____ Fellow	_____
____ Dues Exempt (\$19)	____ Student Affiliate	_____
	____ Non-member	_____
		_____

*Note: Only paid APA members/associates/fellows can be Division 19 "Members," and only full-time students are eligible to be student affiliates. All others can join as Affiliate Members.*

<u>College or University</u>	<u>Degree</u>	<u>Date</u>	<u>Field</u>
_____	_____	_____	_____
_____	_____	_____	_____
_____	_____	_____	_____

Please indicate your research or practice interests/specialties:

Return this form along with a check made payable to "Division 19" to our membership chair:

Armando Estrada  
National Defense University  
Industrial College of the Armed Forces  
408 Fourth Avenue  
Fort McNair  
Washington, DC 20319

Thank you...

**NOTES**

**DIVISION 19 COMMITTEES  
AUGUST 2003-AUGUST 2004**

<b>Fellows</b>	Steve Goldberg Bob Nichols Gerald Krueger Paul Gade		O/407-384-3980 F/407-384-3999 E/Stephen_Goldberg@peostri.army.mil
<b>Awards</b>	Henry Taylor, Paul Bartone, W. Brad Johnson	See Executive Committee	
<b>Membership</b>	Armando Estrada Michael Schwerin Christopher Cronin	NDU, ICAF 408 Fourth Avenue, Ft. McNair Washington DC 20319	O/202-685-4186 F/202-685-4175 E/estradaa@ndu.edu
<b>Nominations</b>	W. Brad Johnson, Debra Dunivin, Marty Wiskoff, Dana Born	See Executive Committee	
<b>Editor, Journal of Military Psychology</b>	Janice Laurence		O/ F/ E/jhlaurence@cox.net
<b>Newsletter Editor</b>	Peter Ramsberger	HumRRO 66 Canal Center Plaza, 400 Alexandria, VA 22314	O/703-706-5686 F/703-549-9025 E/pramsber@humrro.org
<b>2004 Convention Program</b>	Joe Psotka, W. Brad Johnson, Paul Bartone, Bob Bray, Armando Estrada, Karl Moe, Mike Matthews, Dave McCone	U.S. Army Research Institute ATTN: TAPC-ARI 2531 Jefferson Davis Highway Arlington, VA 22202-3926	O/703-602-7945 F/703-602-7737 E/psotka@ari.army.mil
<b>Practice</b>	Robert Nichols Bruce E. Crow Mark K. Davis	7124 Roslyn Ave. Rockville, MD 20855	O/301-926-2952 F/301-926-1015 E/DrRobtNich@aol.com
<b>Military Psychology History</b>	Paul Gade	1733 N. Danville Street Arlington, VA 22201	O/703-617-8866 F/703-617-8578 E/gade@ari.army.mil
<b>Women and Minorities in the Military</b>	Janice Laurence, Melba Stetz, Pat Thomas, Alma Steinberg, Ray Wood, Dana Born	See Journal Editor	
<b>Inter-University Seminar on Armed Forces and Society</b>	David R. Segal	University of Maryland Department of Sociology 2112 Art-Sociology Building College Park, MD 20742	O/301-405-6439 E/dsegal@socy.umd.edu
<b>International Military Psychology</b>	Robert Roland Jarle Eid Bjorn Helge Johnson	Box 27 Ft. Belvoir, VA 22060-0027	O/888-704-0702 H/703-704-0702 E/Robertr885@aol.com
<b>Web Page</b>	Melba C. Stetz	U.S. Army Medical Research and Materiel Command Building 722, Room 24. Fort Detrick, MD 21702	O/301-619-6632 F/301-619-6681 E/melba.stetz@us.army.mil
<b>Reserve &amp; National Guard Affairs</b>	James Griffith James Picano	Maryland Army National Guard 10956 Bellehaven Blvd. Damascus, MD 20872	O/202-502-7387 F/202-502-7460 E/james.Griffith@ed.gov
<b>Student Affairs</b>	Kathryn T. Lindsey	USUHS Dept. of Medical & Clinical Psychology (MPS) 4301 Jones Bridge Road Bethesda, MD 20814-4799	O/301-295-3522 F/301-295-3034 E/kt.lindsey@verizon.net