



The Professional Board for Psychology

Requirements in Respect of Internship Programmes in Industrial Psychology:

Guidelines for Universities, Internship Training Institutions and Intern Industrial Psychologists

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TABLE OF CONTENTS

| | | |
|---|---|----|
| 1 | PURPOSE | 3 |
| 2 | INTERNSHIP CONTENTS | 3 |
| | 2.1. <i>Purpose and Outcomes of Industrial Psychology Internship Programmes</i> | 3 |
| | 2.2. Duration, Domains and Activities | 4 |
| 3 | STRUCTURING PROGRAMMES FOR INDUSTRIAL PSYCHOLOGY INTERNSHIPS | 5 |
| | 3.1. <i>Domain Content Guidelines</i> | 5 |
| | 3.1.1. Organisational Psychology | 5 |
| | 3.1.2. Human Resource (Personnel) Psychology..... | 6 |
| | 3.1.3. Career Psychology and Employee Wellness and Wellbeing..... | 7 |
| | 3.1.4. Testing and Assessment Guidelines | 8 |
| | 3.1.5. Elective | 11 |
| | 3.1.6. Ethics | 11 |
| | 3.1.7. Professional Development Activities and Research..... | 12 |
| | 3.2. <i>General Guidelines for Industrial Psychology Internship Programmes</i> | 13 |
| 4 | SUPERVISION | 13 |
| 5 | REPORTING GUIDELINES | 14 |

1 PURPOSE

Industrial Psychologists plan, develop and apply paradigms, theories, models, constructs and principles of Psychology to issues related to the world of work in order to understand, modify and enhance individual, group and organisational behaviour well-being and effectiveness.

The purpose of this document is to provide general and specific guidelines for internship training in Industrial Psychology.

2 INTERNSHIP CONTENTS

2.1. Purpose and Outcomes of Industrial Psychology Internship Programmes

The purpose of an internship programme is to allow interns to convert previously acquired theoretical knowledge into activities related to professional practice, and to apply newly acquired practical knowledge and skills, under the supervision of a senior Industrial Psychologist.

Intern Industrial Psychologists need to be able to demonstrate an applied post-Master's degree competence and proficiency in the domain of Industrial Psychology. Such competencies are tangible and observable human behaviour-related diagnosis, design, assessment and intervention that are applied at the individual, group and organisational levels.

It should be noted that the Industrial Psychology internship is not an internship in human resource management or administration. Some, albeit of limited scope, activities related to human resource administration may, however, be included in the Human resource (personnel) psychology domain (*see Section 3.1.2 below*).

The human behaviour focus, as the premise of Industrial Psychology practice, needs to be embraced and specified. This requires interns to account for behavioural considerations and consequences of interventions in all internship activities.

The programme needs to reflect and the intern Industrial Psychologist needs to demonstrate that the acquisition of behavioural competence, rather than HR systems, constitutes the core of the programme. Interns need to demonstrate a thorough understanding of the behavioural implications of interventions. All internship reports need to reflect that the internship is indeed an Industrial Psychology internship.

A sound balance between assessments and interventions at individual, group and organisational levels should be maintained.

Intended outcomes of internship programmes should be aligned to the Practice Framework for Psychologists, Psychometrists and Registered Counsellors.

2.2. Duration, Domains and Activities

The programme duration is one year (50 weeks plus 2 weeks leave) internship in Industrial Psychology. The domains that need to be accounted for in the compilation of and participation in an internship programme in Industrial Psychology, and the percentage of time to be allocated to each domain, are depicted in the table below:

| | Domain | % Time (Min.) | Weeks (Approx.) |
|----|---|----------------------|------------------------|
| 1. | Organisational psychology | 15% | 8 |
| 2. | Human resource (personnel) psychology | 15% | 8 |
| 3. | Career psychology and employee wellness/wellbeing | 15% | 8 |
| 4. | Testing and assessment | 20% | 10 |
| 5. | Elective | 10% | 5 |
| 6. | Professional ethics | 10% | 5 |
| 7. | Professional development activities and research | 5% | 2 |
| - | Leave | 5% | 3 |

It should be noted that:

- (a) Domains are broad fields of practice
- (b) The percentages to be allocated to each domain, as illustrated in the third column, are guidelines on minimum percentages to be allocated to each domain. An intern may therefore increase any one of domains 1- 6 by 5% to bring the total percentage to 100. The number of weeks allocated are approximations
- (c) Each domain contains a number of activities that need to be described in detail
- (d) The Practice Framework should provide guidance for the broad descriptions of activities
- (e) 'Weeks' relate to a working week (Monday-Friday); and
- (f) Days allocated to each activity and the percentage of time allotted in relation to the total number of internship days need to be indicated; the guideline of 8 working hours per day should be followed
- (g) Within each domain, time needs to be allowed for topic research and preparation, e.g. reading activity.

3 STRUCTURING PROGRAMMES FOR INDUSTRIAL PSYCHOLOGY INTERNSHIPS

3.1. Domain Content Guidelines

3.1.1. Organisational Psychology

The design, implementation and evaluation of internship related organisational psychology interventions on the individual, group and organisational level, may include, but are not limited to:

- Organisation design and structure
- Managerial psychology
- Group functioning and effectiveness (at least one group development or team building/problem solving/conflict resolution intervention needs to be conducted/facilitated)
- Organisational culture and climate
- Organisational change
- Organisation development
- Organisational effectiveness.

3.1.2. *Human Resource (Personnel) Psychology*

Activities in this domain are usually focused on behaviour-related processes and interventions pertaining to:

- Human resource staffing (job analysis, recruitment and selection). In terms of job analysis and competency design it should be noted that the Employment Equity Act requires organisations to defend their selection decisions by showing the relevance of the assessment techniques to a specific job. Interns therefore need to demonstrate that exposure to competency based systems of job analysis and assessments have been included, as well as provisions to ensure job-person fit at every level of the organisation. At least five (5) competency-based employment/ selection interviews need to be conducted
- Performance management and appraisal
- Assessment of potential via assessment/development centre technology (include and explain involvement in assessment centre activities by ensuring active design, participation, scoring and report writing tasks)
- Alignment of assessment of potential to talent management strategies in the organisation, e.g. succession and career planning
- Employee compensation
- Human resource development (include at least one comprehensive training programme where the intern conducts a needs analysis, designs and facilitates/presents the programme and conducts programme evaluation)
- Employment relations (at least one disciplinary hearing should be attended and reported on; at least one visit to the CCMA for the purposes of attending, observing and reporting on hearings should be included; interns to focus on the psychology of employment relations, and not just on the interpretation of legislation and the mechanics of employment relations processes)
- Contemporary issues in human resource psychology.

The specific contextual challenges faced by organisations and their members that need to be addressed in this domain, are:

- The South African Constitution and Bill of Human Rights
- Relevant and recent South African employment-related legislation and the challenges that these pose for various stakeholders.

3.1.3. *Career Psychology and Employee Wellness and Wellbeing*

The following activities need to be included in this domain:

- The diagnosis of workplace related psychopathology (e.g. stress and burnout) and general psychopathology (e.g. depression, psychological trauma), pending the possibility that these will arise during internship activities.
- A sufficient component of basic counselling skills; the attendance of basic (e.g. trauma) counselling training programmes; at least three (3) basic counselling sessions should be conducted; such sessions could, for example be, crisis counselling, trauma debriefing, performance counselling; it is recommended that the intern liaises with an/the organisation's EAP/Wellness Programme to gain this exposure.
- Appropriate referral procedures for further diagnosis and treatment of workplace related and general psychopathology

Please note: Industrial Psychologists do not provide treatment, e.g. individual psychotherapy, but limit their scope of practice to:

- i. Diagnosis of workplace related psychopathology and the recognition of the need for further treatment and psychological intervention;
- ii. Exposure to short-term systemic and individual interventions; industrial psychologist interns should also demonstrate their involvement in interventions to attend to work-related dysfunctions such as patterns of over- or under- commitment, stress, anxiety and depression, as well as personality disorders that affect performance;
- iii. Referral to other specialised professionals; and
- iv. Collaboration with such professionals to ensure career and workplace related adjustment of affected individuals.

It is, however, expected that Industrial Psychologists should be able to structure and conduct basic counselling (e.g. trauma debriefing or stress). The focus here is on short-term counselling and helping skills, rather than longer-term interventions. Industrial Psychologists do not conduct psychotherapy.

To be included in this domain:

- Career management/development interventions aimed at career challenges in different career phases
- Assisting employees with the compilation of personal development plans
- Career guidance interventions to be conducted at individual (a minimum of three cases) and group level (a minimum of one)
- All psychometric tests that will be utilised in this domain need to be included and listed
- Career guidance assessments that will be utilised need to be specified
- The number of career guidance sessions using assessment results needs to be specified if possible
- Physical and psychological health challenges that impact on employee wellness/well-being (e.g. HIV-Aids; physical and emotional occupational diseases; the psychological impact of negative economic circumstances, e.g. organisational decisions relating to retrenchment and job loss; workplace ergonomics and safety).

3.1.4. *Testing and Assessment Guidelines*

Industrial Psychologists perform a range of psychometric and other assessments for determining the potential and/or suitability for training, development of human potential, employment, and individual, group and organisational effectiveness. They also design, develop, standardise and implement assessment tools and procedures related to the work environment.

The assessment value chain that intern Industrial Psychologists need to become *au fait* with is outlined as follows:

- i. Determine the purpose of assessment (selection versus development versus counselling)
- ii. Design assessment process based on the information obtained in 1. above (battery of instruments for maximum and typical performance and based on job analysis and competency profiling)
- iii. Assessment administration (e.g. in-depth interviews, simulations, paper and pencil and computer based/Internet-based and on-line assessments)

- iv. Scoring and interpretation of assessment results; where appropriate, the shortlisting and/or ranking of individuals based on identified cut-off scores (predictive validity or criterion-based approach); interns require exposure to in-depth construct and contextual interpretation of assessment results; utilising computer generated assessment reports alone is not sufficient for purposes of the internship training
- v. Preparation and clarification of results (explore behaviour traits and abilities suggested by instrument and their likely impact on individuals, on their work performance/adjustment and on organisational performance)
- vi. Determine deliverables of assessment processes. This includes, but is not limited to, detailed reports, development plans and/or ranking
- vii. Feedback and reporting to an individual and/or organisation (manager/ selection panel)
- viii. Evaluation and follow-up

3.1.4.1. Psychometric testing

The following psychometric testing activities need to be specified in the Industrial Psychology internship programme as comprehensively as possible:

- The extent to which international and national best practice guidelines for test users will be understood and accounted for
- The extent to which a broad spectrum of psychological tests within an individual and group context will be administered
- The extent to which best practice guidelines regarding large group test administration has been understood and accounted for.
- The extent to which the challenges of on-line/Internet-based assessment has been understood and accounted for
- Detailed information in respect of validity, reliability, bias, the Employment Equity Act and relevance within the South African context
- An indication of the intern's intention and effort to understand and be accountable for the psychometric properties of all tests and assessments utilised

- Research, meetings and workshops with regard to employment equity, tests validation in industry, e.g. cross cultural validation and predictive validation.
- Psychometric tests that will be used have to be listed in the internship programme and have to be aligned to the Professional Board for Psychology's List of Tests classified as being Psychological tests" (Form 207) and the "Policy on the Classification of psychometric measuring devices, instruments, methods and techniques" (Form 208).

The following information needs to be planned for at the outset of the Industrial Psychology internship programme design process and be clearly stipulated in the internship programme:

- The number of psychometric tests that will be administered, scored and interpreted
- The number of reports that will be compiled based on single test assessments for one candidate
- The number of integrated reports (based on multiple tests for one candidate)
- The number and nature of test related feedback sessions to candidates, clients and management.

Statistics related to these activities need to be comprehensively conveyed in the written Industrial Psychology internship progress reports.

3.1.4.2. Other assessments

Internship programmes need to clearly indicate quantitative and qualitative assessments to be utilised, for example:

- Assessment centre simulations, such as in-baskets activities, group exercises and role plays
- Organisational diagnostic tools and measures of organisational culture and climate
- Organisational surveys
- Impact studies

- The number and nature of assessment related feedback sessions to candidates, clients and management.

Programmes need to be specific in terms of the extent and nature of assessment related feedback sessions.

3.1.5. *Elective*

The elective domain in the Industrial Psychology internship programme affords the intern the opportunity to include one or two Industrial Psychology domains that are aligned to the interest and goals of the intern and/or the internship training institution where the programme is being conducted.

One or a maximum of two electives may be selected from the list below:

- i. Consumer psychology
- ii. Ergonomics
- iii. A diagnostic and intervention-based research project (different from that completed for the Master's dissertation)
- iv. The psychology of employment relations
- v. Coaching psychology
- vi. Consulting psychology
- vii. Occupational stress management
- viii. Deviant/counterproductive organisational behaviour

- ix. Organisational ethics (related to organisational codes of ethics and organisational ethical culture)
- x. Humanitarian psychology
- xi. Any other elective that is well-substantiated and described.

3.1.6. *Ethics*

Industrial Psychologists:

- Have a thorough knowledge of the code of professional ethics of the HPCSA and the Professional Board Psychology.

- Conduct psychological research and practice in accordance with guidelines for professional practice of the HPCSA and the Professional Board for Psychology.
- Have knowledge on and apply the principles of the relevant legislative framework which impact on psychological research and practice.
- Conduct research and practice in accordance within these ethical and legislative parameters.

Intern Industrial Psychologists need to demonstrate that they have mastered the contents and are able to apply these ethical and legislative guidelines in their internship programmes.

In addition to formalised and structured efforts at mastering a professional ethics orientation in Industrial Psychology, the intention to be ethically accountable (i.e. considering ethical dimensions, challenges and implications) in all domains of the internship needs to be clearly stated in the proposed programme, and be comprehensively described and accounted for in all written internship progress reports.

Although professional ethics should be prioritised during the Industrial Psychology internship programme, interns may also include exposure to business (organisational ethics) in their programmes. This may include codes of ethics design, ethics training, coaching for ethics and organisational ethical culture development.

3.1.7. *Professional Development Activities and Research*

Any other activities related to professional development (e.g. attendance of course, becoming certified ad users of certain psychometric tests) need to be included in the Industrial Psychology internship programme and captured in detail in the logbook, reports and PoE).

Examples of such activities are:

- Additional training activities and workshops attended
- Minutes of supervision, mentoring and coaching sessions
- Opportunities to acquire personal growth (e.g. conference attendance)
- Involvement in activities of professional associations.

3.2. General Guidelines for Industrial Psychology Internship Programmes

- a) Internship programmes need to be professionally designed and presented for evaluation to supervisors and the Education Committee of the Board for Psychology
- b) Programme domains and activities should be stated comprehensively and specifically
- c) Activities need to be described in terms of action verbs; examples of such words include 'design', 'present', 'facilitate', 'assess', 'evaluate', 'compile report', 'observe and report', 'plan, structure and provide feedback'; non-descriptive and vague terms such as 'read', 'will be involved in', 'will assist with' or 'will be exposed to' should be avoided
- d) Report writing and verbal feedback related to all internship activities need to be stipulated
- e) Where appropriate, contextual and developing country challenges need to be accounted for in activities (South African situation and challenges)
- f) Time for continuous reflection on learning in conjunction with supervisors should be accounted for in the internship programme
- g) It is recommended that programmes be submitted in tabulated form
- h) Guidelines as per the Checklist for Industrial Psychology Internship Programmes should be followed
- i) Both supervisors should sign the Checklist.

4 SUPERVISION

It is assumed that the general guidelines (see Form 160-INDS) pertaining to supervision of Industrial Psychology internships are planned and accounted for in the activities described in the internship programme. As such, the weekly one hour (or fortnightly, two-hour) one-to-one supervision session with the supervising Industrial Psychologist needs to be scheduled and conducted, as should the quarterly supervision session with the Industrial Psychologist from the collaborating University be scheduled, conducted and reported on.

Supervision sessions are aimed at:

- I. Mentoring and coaching of interns to assess the extent to which learning has occurred and outcomes have been achieved

- II. Reflection on critical cross-field outcomes such as professionalism, presentation skills, verbal communication skills, writing proficiency, etc.
- III. Accounting for the behavioural focus of industrial psychology
- IV. Reflection on behavioural competencies mastered
- V. The need for further learning and development
- VI. Ensuring scope of practice limits are adhered to
- VII. Reflection on ethical challenges encountered in each internship activity
- VIII. These activities need to be reported and include in the intern's Portfolio of Evidence (PoE)
- IX. The PoE needs to include a personal development plan.

5 REPORTING GUIDELINES

It is expected of intern Industrial Psychologists to compile and maintain a portfolio of evidence (PoE) in hardcopy and/or e-format (e.g. on a CD or memory stick) that contains:

- I. All relevant internship related documentation (e.g. reports, learning material of courses attended)
- II. Reflections on learning experiences in each activity
- III. Reflections on ethical challenges of each activity and how these were accounted for
- IV. Notes/minutes of discussions with supervisor(s)
- V. Three quarterly and one final integrated report need to be compiled for submission to internal and university-based supervisors
- VI. To work towards a standardised format of reporting – where activities attended to are listed, linked to time spend, whereafter the reflections on the behaviour implications of different activities are captured in the PoE.

All records need to be stored for five (5) years after completion of the internship programme.