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FROM THE DESK OF THE I-O PROGRAM DIRECTOR

Steve Zaccaro

Hi everyone! Happy Spring! We are beginning to wind down another academic year. This past fall, we returned to in-person classes. Those of you who have taken my classes know that it’s quite challenging for me to teach them without lots of pacing and movement. I made up for it in the zoom classes with lots of desk-pounding, but it wasn’t the same. Thus, I was delighted to be back in person to teach my leadership course.

This year is the 25th year of publishing the I-ON. In that time, it has been an essential part of our program. The I-ON connects our current students with our alumni and it provides an updated view of our program. I will occasionally stumble across an old issue of the I-ON (when it was in paper form), and I still get a kick out of reminiscing about the program through its lens. A big thank you, not only to the current staff, but to all of you who served as editors over the last 25 years.

This issue of the I-ON recognizes a number of achievements since last fall. Please check out the section on publications and achievements of our faculty and students. I know that achieving these accomplishments has been more difficult during the pandemic, so I congratulate all of you.

Spring means that SIOP is coming up. This year’s conference in Seattle is hybrid, with both virtual and in-person events. As always, Mason will be strongly represented at SIOP. Later in this newsletter you will find the list of presentations by our students and faculty. Please support them, if you can, by attending their sessions. Mason will not be holding a formal reception this year, but students who are attending the conference in-person have organized what was to be an informal get-together. However, the initial response was so strong that we are looking into arrangements for a larger gathering. You will receive more information on this through postcards on the listservs. Contact Steven Zhou (szhou9@gmu.edu) if you need more information about GMU’s SIOP Mixer.

This past fall, we conducted a search for a new faculty member to replace Lois Tetrick, who has retired. We are delighted to announce that we have hired Yijue Liang from the School of Labor and Employment Relations at the University of Illinois at Urbana-Champaign. She will be joining us this upcoming fall. Her research interests include workplace sexual harassment and bystander intervention, occupational well-being and health, and leadership and teams. She brings both depth and breadth to our collective faculty research interests and we are excited to have her join us!

Our programs continue to thrive, particularly the MPS program. We have now graduated 4 cohorts of students from that program and will soon graduate a fifth. I want to give a shout-out of thanks and congratulations to Drs. Afra Ahmad and Kevin Stagl for their excellent stewardship of this program. I am also proud of the MA and PhD students who are graduating this Spring. See elsewhere in this newsletter for more on these graduates.

I will end with a bit of great news that came in as we were ready to send the I-ON to press. The latest U.S. News and World ranking of I-O psychology programs was just published, and our program was ranked 5th! The link to the ranking is posted below. I also want to send out a big congratulations to our former colleague, Dr. Eden King, who is at Rice University. Rice moved into the #1 spot in the ranking!

https://www.usnews.com/best-graduate-schools/top-humanities-schools/industrial-organizational-psychology-rankings

That’s it for now!
Happy Spring semester, everyone! As we entered 2022, I could not help but reflect on the challenges we have faced over the past couple of years due to the unpredictability of the pandemic. Thankfully, we are taking steps in the right direction, with almost 21,000 vaccine doses administered daily in Virginia according to the Virginia Department of Health. Reflecting on this progress, during the Fall semester, we had the privilege of resuming in-person activities on campus. While this took a great deal of coordination, flexibility, and patience from staff, faculty, and students, I think I speak for many when I say that being face-to-face with classmates and faculty was well worth the effort! We continue to meet in person for classes this Spring, remaining masked and completing daily health checks to ensure we keep the spread of the recent Omicron variant to a minimum on our campus.

This Spring, we have several upcoming achievements and events that I am excited to highlight. Firstly, I want to congratulate all students, faculty, and other members in our Mason I-O community with acceptances to the annual SIOP conference in Seattle, WA. We are all so proud of your achievements! After two years of canceled or a virtual conference, we are looking forward to gathering with the wider I-O community once again. While we will not be hosting a GMU reception at the conference this year due to the uncertainty of the pandemic.

I would secondly like to extend a warm welcome to Dr. Yijue Liang to the I-O faculty, who will be joining us this Fall semester following the receipt of her Ph.D. from the University of Illinois at Urbana-Champaign. Many of you know that our department underwent an enormous effort in the recent faculty search. We could not be more thrilled to bring Dr. Liang on board, who has expertise in the areas of workplace sexual harassment and bystander intervention, occupational well-being and health, and leadership and teams. I am excited to see how Dr. Liang’s research interests will complement the already extensive areas of study amongst our faculty and how students will expand their research repertoire under her guidance.

Lastly, I want to thank our IOPSA board members, including JeongJin Kim, Julia Baines, Kevin Loo, Zihao Jia, Pete McEachern, Alan Soroka, Kristina Wright, Adrien McCulloch, Natalie Johnson, Katelyn Campbell, Chelsea Blocker, Emily Flynt, and Amanda Hiner for the outstanding work they do for the I-O community at Mason. Whether behind the scenes work, such as updating our department website, or visible efforts like leading our virtual Learning Series each week, our community would not be the same without you! Thank you also to our amazing faculty, who continue to navigate the ever-changing pandemic environment with resilience and adaptability, always keeping learning and research at the forefront of everything they do. We appreciate your commitment to the students of Mason!

While this is my last semester as IOPSA President, I want to emphasize that my virtual door remains open for any questions or recommendations you have regarding IOPSA, student life at Mason, or opportunities to partner with the department. It has been my pleasure to serve as President for the 2021-2022 academic year, and I look forward to all that the next IOPSA board has to offer. I conclude this address with a quote from John Steinbeck, “But I have a new love for that glittering instrument, the human soul. It is a lovely and unique thing in the universe. It is always attacked and never destroyed – because ‘Thou mayest’.”
The Summer 2022 term marks the third anniversary of the MPS program. Our program continues to grow and thrive. We are currently welcoming the 10th cohort of students in our program (to be featured in the Fall 2022 I-ON). As students learn more about the different types of I-O graduate programs, we strive to share the unique aspects of Mason’s MA and MPS programs by creating a comparison table. We have been busy building and enhancing courses, and our elective options have also expanded. We are now offering PSYC 618: Applied Leadership in the Workplace, PSYC 620: Motivation and Well-Being, PSYC 622: Applied Teamwork in the Workplace, PSYC 627: Performance Management, and PSYC 629: Workplace Training. The PSYC 626: Organizational Change & Development course is currently being developed and will be offered in the Fall of 2022. Our adjunct faculty expertise has also grown, and we have welcomed Drs. Dennis Doverspike, Nikki Strah, Katie Elder, Lakshmi Narayanan, and Katie Merlini for the Fall 2021 and Spring 2022 terms. Please extend your warm wishes to Dr. Dave Wallace and his family as he continues to fight his battle with a brain tumor.

This year, we have had the opportunity to host and attend in-person events. The 2021 academic year began with the GMU I-O Fall Picnic, which was attended by alumni, faculty as well as PhD, MA, and MPS students. It was amazing being able to deepen connections with students in-person. I was invited to attend a dinner with the President of George Mason University, Dr. Gregory Washington, and shared more about our relatively new MPS program during our meeting. The fourth cohort graduated in December of 2021 and had the opportunity to celebrate the occasion with a “normal” graduation ceremony. Our attendance at the SIOP Annual conference is also growing, with several students planning to attend the conference virtually and in-person in Seattle, Washington in April. MPS students, family and friends from all over the country are planning on flying into Fairfax, Virginia to attend the in-person graduation commencement ceremony in May.

I am incredibly proud of the accomplishments of all our students and alumni. To highlight a few, Jacob Johnson, Dina Abughannam, and Amanda Hiner were all accepted into PhD programs. Our students have won local consulting challenges, obtained SIOP and internal funding, participated in university-wide leadership seminars, are presenting at SIOP, and more! Please check out the good news corner for a complete list. The success of our students would not be possible without the support of the Mason faculty and community. A special shout-out to the folks who put in countless hours behind the scenes with me: our assistant director, Dr. Kevin Stagl, our admissions and retention team, tenured faculty members, internal board, Student Advisory Board, and adjunct faculty. If you are interested in learning, sharing, or supporting the MPS program, please reach out to me at aahmad14@gmu.edu.
Businesses should support and respect the protection of internationally proclaimed human rights; and
make sure that they are not complicit in human rights abuses.
Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;
the elimination of all forms of forced and compulsory labor;
the effective abolition of child labor; and
the elimination of discrimination in respect of employment and occupation.
Businesses should support a precautionary approach to environmental challenges;
undertake initiatives to promote greater environmental responsibility; and
encourage the development and diffusion of environmentally friendly technologies.
Businesses should work against corruption in all its forms, including extortion and bribery.

Additionally, the 10 Principles are meant to work in parallel with the broader United Nations Sustainable Development Goals (see https://www.unglobalcompact.org/sdgs).

As part of our participation in the Global Compact and commitment to the 10 Principles, we have recently published our most recent Communication on Engagement. This document outlines all the various ways our program activities align with the 10 Principles. It has been exhilarating to see the many avenues by which we are supporting these universal principles, through the courses we teach, the professional presentations we give, the research we publish, our relevant service and consulting work, and our hosting of outside speakers to our learning series colloquia. Here is just a brief snapshot of some of that work (see https://www.unglobalcompact.org/participation/report/cop/create-and-submit/detail/455075):

Coverage in our courses of topics pertaining to diversity & inclusion, organizational justice, fairness, discrimination, equal employment opportunity, gender, comparable worth, and pay fairness:

- **Ahmad, A.S., & Goldberg, C.** (2020, April). Improving the Measurement of Sexual Harassment Climate. In A. Shyamsunder & A.
- **Ahmad, A.S.** (Co-Chairs), Show and tell: Generating solutions in combating workplace sexual harassment. Society for Industrial Organizational Psychology, Austin, TX.

Is your employer, university, or I-O program a Global Compact participant (FYI, GMU as an entire university is a participant too, see https://www.unglobalcompact.org/what-is-gc/participants/16829-George-Mason-University#cop)? SIOP has put together excellent toolkits for joining (which we used in putting together our application). We encourage our alumni and friends to spread the word about the Global Compact and Sustainable Development Goals, and we are here to assist in aligning your practices with their principles and goals (https://www.siop.org/About-SIOP/Advocacy/SIOP-and-the-United-Nations/Global-Compact).
The I-ON was the brainchild of Dr. Rich Klimoski, who joined GMU’s I-O program in 1995. At this time, GMU’s I-O program was regionally respected, but not well-known. Rich’s goal as the I-O program director was to promote the program and recruit top students while also developing a unique program culture. He understood that the reputation of the program was a function of the visibility at the annual Society for Industrial and Organizational Psychology (SIOP) conference. Students and professors were encouraged to present at SIOP as much as possible and to wear Mason badges to indicate to others what program they were representing.

Around this time, Mason became the first I-O program to host a social hour event at SIOP. The creation of the I-ON resulted from this drive for brand management for the I-O program at Mason. It was designed to be a vehicle for outreach and a way to sell the Mason I-O story to a much wider audience. The I-ON was to be planned and created by students as well, which was just another testament to the developing collaborative student culture in Mason’s I-O program.

Over time, the I-ON has not only become an effort toward brand-building, but also an exercise in team-building for Mason students. Mason’s I-O program is built on camaraderie and the idea of collective engagement. The I-ON is a wonderful example of our program’s culture. The I-ON is about sharing with a purpose, keeping our alumni, students, and faculty informed and engaged, and documenting the vibrant history of Mason’s I-O program. Today, the I-ON is sent to over 1100 people and organizations. Take a look at our timeline of I-ON highlights throughout its 25 years! A special thank you goes out to all current and past editors, contributors, and faculty advisors for your hard work and dedication over the years.

**Timeline of the I-ON Highlights:**

- **Spring 1997** - The first issue of the I-ON is published.
- **Fall 2001** - Dr. Rob Ployhart joins the faculty at GMU.
  - GMU hosts its fourth annual SIOP Reception.
- **Fall 2002** - The I-ON shifts to primarily email distribution.
- **Winter 2002** - SIOP’s Publicity Committee was created to publicize and spread knowledge of I-O Psychology to the public.
- **Fall 2003** - Dr. Lois Tetrick joins GMU as the I-O Program Director.
- **Winter 2003** - Dr. Edwin Fleishman, Distinguished University Professor Emeritus, was the inaugural recipient of the IOOB Career Achievement Award for his outstanding contributions to the field of I-O.
- **Winter 2006** - The 27th Annual IOOB Conference is hosted at the Fairfax campus of GMU.
- **Spring 2006** - Dr. Lois Tetrick is elected President of the Society for Industrial and Organizational Psychology.
- **Fall 2006** - Dr. Seth Kaplan and Dr. Eden King join the I-O faculty at GMU.
- **Fall 2007** - Dr. Reeshad Dalal joins the I-O faculty at GMU.
- **Spring 2008** - Dr. Karin Orvis, GMU alumni, wins the American Society for Training and Development Dissertation Award.
- **Fall 2009** - Dr. Jose Cortina is selected as the new editor of Organizational Research Methods.
  - Dr. Steve Zaccaro is an associate editor of the Journal of Business and Psychology.
- **Spring 2012** - GMU’s IOPSA website is published.
- **Spring 2013** - Dr. Lou Buffardi retires, leaving behind a legacy of I-O excellence!
- **Spring 2014** - Mason’s I-O program is highlighted as a top 8 I-O program for research productivity in a January 2014 article of The Industrial-Organizational Psychologist (TIP).
- **Fall 2015** - Dr. Lauren Kuykendall joins the faculty of Mason’s I-O program.
- **Fall 2018** - Dr. Phil Lee joins Mason’s I-O faculty.
- **Fall 2019** - Dr. Deborah Rupp brings her talents to Mason and joins the I-O faculty.
  - Dr. Afra Ahmad is named Program Director of the online Master of Professional Studies in Applied I-O Psychology program.
- **Spring 2019** - GMU’s online MPS I-O program is launched.
- **Spring 2020** - We celebrate the well-deserved retirement and impressive career of Dr. Lois Tetrick.
  - First virtual IOPSA picnic, courtesy of COVID-19!
- **Fall 2020** - GMU’s I-O Brown-Bag series is renamed to I-O Learning Series due to the racist history of the term “brown bag”.
  - Dr. Kevin Stagl joins as Assistant Director of the online Master of Professional Studies in Applied I-O Psychology program.
  - The first MPS cohort graduated in December 2020.
- **Fall 2021** - Return to campus,
- **Spring 2022** - Celebrate 25 years of the I-ON.
PTCMW Supporting GMU Graduate Students
Quinn Keegan, Current MA Student, & Hina Ullah, Current MPS Student

Personnel Testing Council Metropolitan Washington (PTCMW) was established in 1977 as a nonprofit organization that aims to “advance the science and practice of I-O psychology and related fields through high-value professional growth and networking opportunities.” PTCMW connects I-Os in the DMV area and beyond by hosting a variety of events that promote the exchange of best practices, professional growth, and community and network building. This article will provide information about the various opportunities for George Mason students to be involved in PTCMW and highlight students’ experiences with their events.

Many students, faculty, and alumni of the I-O Psychology Program at Mason have participated in PTCMW programmings, such as the monthly calls with prominent speakers, networking opportunities, mentorship program, and annual Student Consulting Challenge. Throughout the pandemic, all of PTCMW’s events have been held virtually. Recent speakers have covered a variety of topics representing both academia and industry, such as the future of work, understanding and addressing burnout, and designing and administering situational judgment tests. Informal networking events often follow presentations, allowing students and early practitioners to expand their networks.

One of the major initiatives PTCMW hosts is their mentorship program, where mentors are matched with one or more mentees to engage in a series of regular ongoing mentoring sessions. Mentors are typically mid- to advanced-career I-O researchers or practitioners who advise and mentor students and early-career professionals. While mentees benefit from this program through advice and guidance of seasoned mentors, mentors can benefit by passing on the knowledge gained throughout their careers. Mentors and mentees are matched in the summer for a 6-month duration. PTCMW provides mentor program resources; however, the individuals can personalize the engagement. Some students/early practitioners use the monthly guide provided by PTCMW, while others utilize the meeting to help prepare for research, conference submissions, and/or interview preparation. One Mason student stated:

“PTCMW did a great job matching my mentor and me. The prep work that went into the mentorship was evident, with guidelines that helped us establish expectations during our first meeting and additional documents to facilitate meetings beyond that initial meeting.”

The Graduate Student Consulting Challenge was started by PTCMW in 2014 as an annual event that allows graduate students to “develop key professional skills, while expanding their professional networks.” Historically, the event was available solely to students in the DC Metro area; however, due to the Covid-19 pandemic, it has transitioned to virtual and is now open to students from across the country. The event takes place over three days in the Fall, and participants are placed in teams with other I-O students and practitioners of diverse levels and experiences. The challenge is sponsored by a different organization each year, who present the teams with a request for proposal that outlines a real organizational challenge; students are expected to collaborate and develop a written response and oral presentation that is evaluated by expert I-O judges. One Mason student’s testimonial stated:

“I have enjoyed participating in the consulting challenge and working with other individuals in different programs. The time spent together was very valuable and constructive. Each member had interesting perspectives that were included in our final product. It would have been great to get feedback not only written from the committee but to have 5-10 minutes of debriefing with them, to see how we could have improved our proposal, or what aspects were not very clear. I think that would have helped greatly in my personal growth.”

PTCMW provides a number of diverse opportunities for students in the DC metro area. As a result of the pandemic, these opportunities have expanded to students and early practitioners outside the immediate DC area, allowing for a greater networking platform.

(continued on page 8)
PTCMW Supporting GMU Graduate Students
(continued from page 7)

Students can participate in any or all programs available, and have shared the high value PTCMW offers its members.

Quinn Keegan is a current second-year I-O Master’s student and has been a member of PTCMW since her first semester in the Mason I-O program. Starting grad school in a completely virtual setting, she enjoyed being immediately connected to resources, events, and members of the I-O community outside of GMU’s program. Through PTCMW, she has participated in the Consulting Challenge and has partnered with two mentors. During the consulting challenge, she was able to experience the true application of I-O knowledge, working with other I-Os to develop creative solutions under a tight timeline and presenting the proposal to experienced I-Os with challenging questions. In the mentorship program, she has had monthly calls with two different mentors who walked her through I-O projects in action (competency modeling, assessment design), helped her navigate the job market, connected her to resources to improve her R abilities, and provided advice on what classes to take and how to leverage her skills.

Hina Ullah has been a student at GMU’s MPS program since Spring 2021. Since starting graduate school, Hina has participated in various programs and leveraged resources both within and outside of GMU. Hina has been a member of PTCMW since her first semester and has participated in the mentorship program as well as the Consulting Challenge. Through the mentorship program, Hina was connected to a GMU alumna who guided and provided coursework and career development tips. Her mentor was transformative in helping her prepare for her interview for her current job as a Human Capital Analyst. During the Consulting Challenge, Hina and her team worked through a request for proposal (RFP) for a fictional organization, outlining an assessment plan, conducting a gap analysis, and developing a five-year strategic plan. Through this experience, Hina was able to apply the knowledge, skills, and abilities she had acquired in graduate school and other extracurricular activities, gaining insight into client relationships and working through a tight timeline to develop a proposal and client presentation for a panel of experienced I-Os. Hina and her team successfully defended their proposal during their presentation and won the Consulting Challenge. The incredible opportunities provided through PTCMW have been extremely valuable to building her I-O competencies, skill set, and the foundation for her career goals.

Congratulations to the participants of the 2021-2022 PTCMW Student Consulting Challenge

Sofie Alexandrides*
Nicole Aranda*
Georgia Bizzell
Chelsea Blocker
Teresa Bui
Angela Charles
Tiancheng Chen
Elizabeth Chimento*
Menaka Gangwani
Ian Hamilton
Riho Ikeda
Natalie Johnson
Lin Lu
Adrien McCulloch
Ami Patel*
Alan Soroka
Aidan Suttlehan*
Ashley Taylor
Hina Ullah*
Silke Vrouletis
Julia Woods
Kristina Wright

*winners of the challenge
If there is anything that has frustrated me about I-O psychology during my time studying it in graduate school, it is that our perspective can be narrow at times. It often feels as if our scientific approach to the study of work can lead us to unnecessarily dismiss less scientific perspectives, even though such perspectives are still valid and meaningful.

SIOP Fellow Dr. George M. Alliger’s new book, Anti- Work: Psychological Investigations Into its Truths, Problems, and Solutions, highlights perhaps the most important yet overlooked of these perspectives. Anti-work is not just the name of a fast-growing internet community of disillusioned workers. Rather, it represents a broad set of political and philosophical perspectives–some more radical than others–on the dark side of work. With this book, Alliger shows that I-O psychology and anti-work have much to offer each other.

Anti-Work begins with a description of what Alliger sees as the 18 fundamental tenets of the perspective, gathered from an impressive variety of sources. The most important of these tenets is that work is fundamentally coercive. Everyone who works, even those who enjoy their job or are their own boss, do so because, to some degree, they are required to. Workers spend much of their time carrying out the wishes of people other than themselves. Even though (or perhaps because) this inescapable domination is normal to the point of being difficult to notice, its influence on our lives is monumental.

Stemming from this first tenet are others suggesting that most jobs are unnecessarily cruel and frequently meaningless, alienating, exploitative, and authoritarian. Even with these tenets, others suggest that work consumes so much of our time and energy that there is none left to be allocated towards recognizing these harmful effects. Others argue that we are deceived into believing we enjoy work by various entities, sometimes including our employers. Finally, many anti-work perspectives suggest that the inequality and suffering caused by these dynamics cannot be mitigated with the reformist but ultimately still pro-status quo solutions typically employed by I-Os. Rather, organized political resistance by workers–leading to a radical, systemic restructuring of how work is done and its ultimate role in society–is the solution.

Later chapters highlight the problems with at-will employment for workers’ dignity and autonomy, the especially coercive nature of precarious work (i.e., low-wage and gig economy jobs), and the often-overlooked problems with meritocracy and our field’s quest to perfect it. One chapter even describes parallels between today’s organizations and cults. There is also discussion on the potential outcomes of successful and/or unsuccessful worker resistance, (both utopian and more realistic visions are provided), and how I-O psychologists could be helpful to such efforts. Alliger recommends we consider embracing roles as advocates for workers, not simply as neutral arbiters between the needs of various stakeholders within the organization. In a few typical I-O work areas (e.g., job analysis), he outlines how we can put these more pro-worker values into practice.

The book closes with insights from religious and philosophical texts that can help workers to mitigate unnecessary suffering while not invalidating that suffering. Also in this section is a brief note urging I-O psychologists to attempt to repair our field’s strained relationship with organized labor. We are even encouraged to consider how we might serve democratically-run, employee-owned co-ops. The stark lack of this work presently should give any thoughtful I-O psychologist pause.

After following the anti-work subreddit for years and immersing myself in many of the sources Alliger would go on to cite in this thought-provoking book, I was thrilled to see it hit the shelves and devoured all 263 pages in about two days. I know many others in the I-O field might be more hesitant to pick the book up.
Regardless of your current thoughts on the validity of anti-work’s core tenets and the ideas that flow from them, I suspect Alliger’s book will lend some nuance to your perspective. Any I-O psychology scholar, practitioner, student, or enthusiast looking to understand alternative perspectives on work, novel explanations for its current problems, and ways we can be a part of the solution would be wise to read this book with an open mind.

Rest assured, however, that the most impressive aspect of Anti-Work is the balanced tone Alliger maintains throughout. Not only does he present these radical and often complex ideas in plain, unbiased language, but he also extracts kernels of truth and practical applications that I-Os can use in our scholarship and practice right now. Only an I-O psychologist, and perhaps only one like Alliger who has had careers in both academia and industry, could write a book like this. While not the first I-O to highlight that our field’s perspective on work can be just as limited and ideological as any other (see also Nathan Gerard, Joel Lefkowitz, Matthijs Bal, and Edina Dóczi), he is perhaps the first to present concrete, actionable solutions to the problems that arise from this.

GEORGE MASON UNIVERSITY
I-O PROGRAM

WINTER 2021
GRADUATES

MPS
Nashema Begum
Susan Elizabeth Page
Sarah L Webster
Amanda Jane Lark Hiner
Heather R Carter
Melissa Kay Rewis
Nichelle Hy Teal Harper
JoAnn Shomaker Armstrong
Fiorella Lopez
Lindsey Ann Reiland
Daija A’mae Goode

Michael Konopka
Jan B Grant
Melissa C Dunham
Jason Wilkins
Kayley L King
Rosa Hugo
Keisha Stevens
Kourtnee Smith

MA
Yasmeen Afsar
Po Sheng Lu

Please join us in wishing all our graduates the very best in all of their future endeavors!

CONGRATULATIONS
Data—big and small, qualitative and quantitative—is a vital part of industrial–organizational (I-O) psychology. Thus, it is no surprise that the Society for Industrial and Organizational Psychology (SIOP) recommends “Statistical Methods/Data Analysis” as a necessary skill set in an I-O psychologist’s repertoire (2016, p. 8). Although analytic skills are extremely important, they are highly sensitive to the quality and tidiness of one’s data (Keller et al., 2017). Given the significant influence of data quality on data analysis, we may assume I-O psychologists are well-versed in the management of data; however, some researchers question this assumption (Aiken & Hanges, 2015; Oswald et al., 2020).

Perfecting activities related to data management (e.g., data wrangling, data munging, and data cleaning) may not be as alluring as data analysis; however, they are certainly just as critical. In analytic heavy professions, such as data science, evidence suggests that at least 50% of one’s time is spent managing data (Lohr, 2014). Additionally, researchers claim that poor data management can lead to disastrous outcomes even if analyses are conducted correctly (e.g., Broman & Woo, 2021). For these reasons, we have decided to discuss the often overlooked (but nonetheless important) topic of data management.

In this article, we provide several practical recommendations for managing data. For readability, recommendations are structured into three areas of data management: general, file management, and dataset management. While these recommendations are not comprehensive they largely stem from the following principles:

- **Early, not late.** The best place to address issues in data quality is the moment at which the data is created.
- **Similar, not different.** Text data, datasets, computer code, webpages—everything to a computer is just a series of 1’s and 0’s. Thus, data that may seem very different to us has more in common than we think, so tools and workflows can be reused.
- **Ignorance, not intuition.** Data is meaningless to a computer. Human interpretation gives data meaning. A computer does not know that, by labeling a variable “percent,” it should store values between 0–100. Variable labels are meaningless to a computer.

- **Simple, not complex.** Combining different data into a single file for parsimony often makes things difficult to replicate and interpret. Stop creating 16-tab workbooks.
- **Clarity, not cleverness.** This is highly related to Occam’s Razor: “the simplest solution is almost always the best”—break things down if you have to.
- **Consistency, not customizability.** Regardless of your approach to data management, it has to be consistent; among you and those you work with.

**Recommendations**

**Avoid proprietary files (e.g., .xlsx, .sav) [General].** Plain text files, such as a comma (.csv) or tab separated files (.tsv) do not require special software and are easily used across computer operating systems.

**Create a style guide [General].** Come to a consensus regarding file-naming conventions, the file types and software to be used, permissions related to copying and modifying files, and a basic folder structure.

**Control your versions [General].** Several cloud-based software (e.g., Github, Google Drive, DropBox, One Drive) come with some form of version or revision control. This functionality tracks and manages changes without the creation of new files; thus, reducing the number of files copied.

**Work in a collaborative environment [General].** Even if you work alone, it is advantageous to work in a cloud- or web-based environment. Avoid saving non-personal files on your local computer.

**Name things well [General].** This may take time to perfect but focus on consistency. A key guideline is that names should be short and meaningful. Additionally, folder, file, and variable names should abide by these rules:

- **Avoid spaces.** Use “_” or “.” instead of spaces (e.g., ion-data-article-v01.docx)
Avoid special characters except hyphens and underscores (e.g., "!", ":", ";", ",", "/", ";", ":", ":", ":")
Use a consistent case (e.g., lowercase, CamelCase, snake_case)
When naming files include version number or date (date format ISO 8601: YYYYMMDD). If using a single-digit version number, always lead with a '0' (e.g., 01, 02, 03).

README files, the universal signpost [General]. README files are a universal way to better describe columns in a dataset (i.e., data dictionary), files in a directory, and even steps in an analysis. If file or variable names are getting too long and complex, create a README file, which can supplement simple more ideal names.

An ounce of validation is worth a pound of data curation [Data]. The simplest solution to most data management problems involves using validation during data entry. For example, if response data from a survey item is critical for analysis, a response to the item should be required before a user can advance. If something as simple as age is being requested, force numeric validation. If something like "industry" is being requested from respondents, use a fixed list of options with an additional "other" option.

Stop using aesthetics as a form of data [Data]. Highlighting cells, italicizing numbers, and changing the font color as a form of data make things confusing; in addition, these intuitions do not translate as data when moved to many different software. Cells that are bolded will be no different than other cell values when imported into environments like R or SPSS; thus, this information will be lost. Create boolean or logical (i.e., TRUE or FALSE) variables instead.

Keep raw data...raw [Data]. Raw data should remain as such—unedited. Restrict editing privileges. Cleaning, calculating, and editing should be performed using copies of the raw data.

“Tidy” your data [Data]. Datasets should be formatted in a tidy fashion (Wickham, 2014), or:
- Data is in the form of a rectangle with a single header row
- Each variable forms a column, and that column contains one "type" of data
- Each observation forms a row
- Just put one thing in one cell
- Each type of observational unit forms a table (i.e., data collected at different levels should be stored separately)

Use expressive file paths [File]. In other words, a path to a file should read like a sentence—telling users what is inside. Directories should also avoid redundancy with the file name (e.g., “client-a/visual/visual-1.jpg” is redundant because both the file name and sub-directory contain “visual”).

Create a file structure where similar file types (e.g., .txt, .csv, .jpg) share a directory [File]. A directory with several different file types generally indicates the need for sub-directories.

Conclusion
Ideally, you could implement all of these recommendations yesterday. Nonetheless, we end with possibly the most important recommendation of all—use some sort of system. We know situations change, data changes, and software environments change; however, having some sort of system (even if it is a personal preference) will save you an immense amount of time and effort.

Check it out!
Our I-O program is ranked 5th nationally!
https://www.usnews.com/best-graduate-schools/top-humanities-schools/industrial-organizational-psychology-rankings

A huge thank you to all the faculty, students, alumni & colleagues that made this possible!
Welcome to our incoming Spring MPS students

Shaakirah Asad
Amazon
EA/Program Manager

Julia Castle
Mystery Science
Director of Customer Success

Shana Gist
Educator
York County Schools

Jenn Hunter
Microsoft
Principal Program Manager

Jennifer Alamanteoff
Founding Farmers
Server

Megan Smith Branch
CertNexus
COO

Devika Bakshi
The Centers for Advanced ENT Care
Medical Billing Specialist

Alexandra Davis
George Mason University
MPS Student

Julia Castle
Mystery Science
Director of Customer Success

Morgan S. Cumbo
U.S Army Directorate of Family, Morale, Welfare, and Recreation (FMWR)
Management Analyst

Ashley Hunsberger
Blackboard (now part of Anthology)
Director of Developer Advocacy

Maggie Harrington
National Institutes of Health (NIH)
Human Resource Policy Specialist

Devika Bakshi
The Centers for Advanced ENT Care
Medical Billing Specialist

Morgan S. Cumbo
U.S Army Directorate of Family, Morale, Welfare, and Recreation (FMWR)
Management Analyst

Alexandra Davis
George Mason University
MPS Student

Julia Castle
Mystery Science
Director of Customer Success

Morgan S. Cumbo
U.S Army Directorate of Family, Morale, Welfare, and Recreation (FMWR)
Management Analyst

Ashley Hunsberger
Blackboard (now part of Anthology)
Director of Developer Advocacy

Maggie Harrington
National Institutes of Health (NIH)
Human Resource Policy Specialist

Vik Mittal
Career Coach
Strengths Symphony, LLC
continued from page 13

Welcome to the

GEORGE MASON
I–O COMMUNITY
Amanda Hiner (MPS, Cohort 4) was selected as the MPS Outstanding Student for the Winter 2021 graduation ceremony. She got engaged in October to Kyle Walton in Portland, Maine. Amanda is currently a Job Profile Designer for Heidrick & Struggles and has recently been accepted to University of Connecticut’s I-O PhD program!

John Aitken (PhD, 3rd year) recently got engaged, with plans to get married in May of 2023!

Dina Aburghannam (MPS, Cohort 2) began her Ph.D. program in Fall of 2021 at Liberty University. She is expected to receive her Ph.D in Industrial and Organizational Psychology in 2024.

Teresa Bui (MPS Cohort 5) launched the first I-O local group in South Florida (Miami Dade, Broward, and Palm Beach counties). If you’re in the area, please connect on LinkedIn: https://www.linkedin.com/groups/12584080/, IG: @sofloio, or email: sofloiogroup@gmail.com. Teresa Bui was also awarded the Family Care Grant from the Women Inclusion Network and the Graduate Student Travel Fund (GSTF) from GMU to attend the Annual Conference for Society for Industrial and Organizational Psychology in Seattle, Washington. She has also been selected as the College of Humanities and Social Sciences Outstanding Student Honoree for the Spring 2022 MPS graduating class.

Katelyn Campbell (MPS, Cohort 5) started a new position at AstraZeneca as their Talent Acquisition Project Analyst.

Heather Carter (MPS, 2021, cohort 4) and Practicum research partner, Jan Grant (MPS, 2021, Cohort 4), will have their white paper published in May's edition of Today’s Veterinary Nurse. This publication is an official peer-reviewed journal of the North American Veterinary Community. Jan and Heather conducted research on the role of servant leadership in turnover in the veterinary technician.

Jamal Cottman (MPS, Cohort 6) accepted a position as a Human Capital Consultant with FMP (Federal Management Partners) and also received a long awaited kidney transplant in November 2021.

Afra Ahmad (MPS Program Director), has been awarded the 2022 Online Teaching Excellence Award and the 2022 Career Connection Faculty Award from George Mason University.

Sabrina Cushing (MPS, Cohort 2) obtained a full-time position as Human Capital Consultant at FMP shortly after graduating in the Spring of 2021.

Megan Eik (MPS, Cohort 7) has a book expected to be published on March 22nd, 2022.

Maria Elena de La Flor Musso (MPS, Cohort 6) was selected for a fall internship opportunity with the team at the Office of Personnel Research and Assessment Division (PRAD), under the Office of HR Management of U.S. Customs and Border Protection.

Colleen Gavaghan, (MPS, Cohort 5) & family (Colleen, William, & dog Bear and three cats) are relocating to Florida, after almost 8 years in San Francisco! The West Coast will always have their heart but they are excited to be closer to family after being separated during the pandemic.

Ian Hamilton (MPS, Cohort 6) obtained a position as a Human Capital Intern at FMP.

Amanda Hiner (MPS, Cohort 4) was selected as the MPS Outstanding Student for the Winter 2021 graduation ceremony. She got engaged in October to Kyle Walton in Portland, Maine. Amanda is currently a Job Profile Designer for Heidrick & Struggles and has recently been accepted to University of Connecticut’s I-O PhD program!

Congratulations to you all!
Congratulations to you all!

**Good News Corner**

**Lisa Gulick** (PhD, 2011) welcomed her second child, Kane Michael Malden Smith, in December of 2021.

**Jordan Iverson** (MPS, Cohort 6) was promoted to Operations Manager and has been using I-O training to create the customer support department (developing selection, onboarding and performance management processes). Jordan is now developing the customer success team using tools (data analytics, R, hypothesis testing) to build a new element of the business.

**Jacob Henry Johnson** (MPS, Cohort 6) has been accepted to the PhD program in Management at UConn.

**Vinnie Jayara** (MPS, cohort 1) got a new puppy!

**Kristen Jones** (PhD, 2013) received tenure and promotion to Associate Professor of Management at the University of Memphis.

**Seth Kaplan** (Faculty) was elected as a Fellow of the American Psychological Association.

**Kelly Knox** (MPS, Cohort 6) began her internship as a Student trainee in HR at the Bureau of Reclamation (part of the Department of Interior).

**Kate LaPort** (PhD, 2012 and MPS Instructor) welcomed her first child, Sloane Noelle Lezinski on December 25th, 2021, with husband Steve.

**Ana Lowetz** (MPS Cohort 6) bought a new house and started a new Job as a Pathways Student Trainee at the US Secret Service HR Research Division.

**Kathryn McCarty** (MPS Cohort 8) recently accepted a new job as a Talent Associate at Bounteous!

**Justyce McGhee** (MPS Cohort 6) was recently selected for a new position for Capital One as a Senior Administrative Assistant, Card & Small Business Technology.

**Jamie Medeiro**, (MPS, Cohort 7) Started new job at Motif Foodworks in Boston, MA as Executive Assistant to Chief Supply Chain Officer.

**Nikki Milanesi (née Giacopelli)** (MA, 2013) and her husband, Mike, welcomed their second son on July 9, 2021! Graham Richard Milanesi was born weighing 7lbs 9oz and 19.75" long.

**Amber Myers**, SHRM-CP (MPS, Cohort 8) was recently sworn is as Co-President of Northern Virginia SHRM.

**Angel Palmieri**, (MPS cohort 7) got engaged!

**Melissa Paul** (MPS Cohort 8) was recently offered a position as a Human Resources Coordinator at a large company called Moxie Pest Control in the Dallas-Fort Worth area. Melissa and her boyfriend of almost four years, Noah, also recently got engaged in Gatlinburg, Tennessee.

**Layne Pawlik** (MPS, Cohort 1) started a New Position as an Organizational Development Specialist.

**Lisa Gulick** (PhD, 2011) welcomed her second child, Kane Michael Malden Smith, in December of 2021.

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Congratulations to you all!

**Good News Corner**

**Alexandru Popa** (MPS, Cohort 7) is assisting Aiva Gorab, one of Dr. Reeshad Dalal's PhD students, with her dissertation research. Aiva is interested in studying how supervisor empathic concern is related to negative feedback acceptance and supervisor-directed counterproductive work behavior intentions.

**Erin Ramirez** (MPS, Cohort 7) started a position in September as Change Management Consultant for The William Everett Group, a Chicago-based regional technology and management consulting company.

**Drs. Ariella Slovin & Daniel Shore** (PhD, 2020) welcomed Lior Zamir Shore into the world on December 14th, 2021. As a bonus (unintentional, Daniel swears), and possible sign of his career path to come, his first name has “I-O” in it!

**Melissa Stiksma** (PhD, 5th year) received the Dissertation Completion Grant for her dissertation titled, “Understanding the Antecedents of Supervisor Support for Recovery.”

**Dr. Nikki Strah** (current GMU postdoc) has accepted an academic position in Management at The University of North Carolina Charlotte to begin Fall 2022.

**Meredith Spencer** (MPS, Cohort 7) recently received a promotion to Senior Integrated HR Services Specialist at Nestlé.

**Melissa Stiksma** (PhD, 5th year) received the Dissertation Completion Grant for her dissertation titled, “Understanding the Antecedents of Supervisor Support for Recovery.”

**Elisa Torres** (PhD, 5th year) received the Dissertation Completion Grant for her dissertation titled, "Exploration of the Multilevel & Temporal Intricacies of Emergent States in Multiteam Systems".

**Jade Turner** (MPS, Cohort 8) recently accepted a position to be a Business Development Intern designing my company's HR department.

**Hina Ullah** (MPS, Cohort 6) was selected for the Presidential Leadership Seminar, which took place in the Fall of 2021 with Dr. & Mrs. Gregory Washington, and won first place in the 2021 PTCMW Student Consulting Challenge. Hina was also awarded the College of Humanities and Social Sciences Deans Challenge Scholarship and is selected to present at the SIOP's annual conference in April 2022. Hina obtained a full-time position with Federal Management Partners Consulting as a Human Capital Analyst.

**Dave Wallace** (Ph.D 2017) had a brush with brain cancer in 2020-2021 and the treatment regimen was completed. The tumor returned January of 2022 and was successfully removed. Chemo and radiation therapy is ongoing. Dave appreciates the warm wishes from his friends and family. Dave was recently named the Deputy Director of Leadership Education and Development (LEAD) at the US Naval Academy and was promoted to Associate Professor.

**Teresa Watkins** (MPS, Cohort 8) is now at the Center for Creative Leadership as an Executive Coaching Practice Manager in Client Solutions.

**Sarah Webster** (MPS, Cohort 4) began a new position as HR Business Partner at CACI International Inc.

**Megan Yin-ru Yang** (MPS, Cohort 8) started a new role as a Sourcing Analyst Senior Associate at Ernst & Young.

**Steven Zhou** (PhD, 3rd year) was selected to serve on the President's Leadership Cohort, the Strategic Steering Committee, and the Graduate Education Task Force in 2021-2022, as the President of the Graduate and Professional Student Association.

**Arusa Zama** (MPS, Cohort 6) accepted a position as a Senior Recruiter/I-O consultant at a small human capital consulting firm, AE Strategies.
Seattle: The Emerald City
Kelsey Wolfinger, Current MPS Student

Seattle is a place for everyone. It is known for its music, art, diversity, and of course, the beautiful, year-round greenery and picture-perfect landscapes, like Mount Rainier cascading in the distance. Although many think of rain and cloudy skies when they think of Seattle, I like to think of the beauty all that rain brings. Greenery, mountain landscapes, and crisp cool air are some of my favorite things about my hometown, and I am excited for all of you attending SIOP to experience it!

Another great spot to see is Pioneer Square. It is host to many exciting places to eat and architecture to view. One of my favorite activities is the historical walk-through of the Seattle Underground. It is quite literally underneath the streets of Seattle, and it will have you questioning what really lies beneath the roadways. Some have claimed to experience paranormal activity down there, but your tour guides will ensure you have an exciting time.

Of course, we can’t forget the Space Needle. The Space Needle is always great for pictures, but did you know you can go inside? At the top of this impressive architectural feat is not only a viewing space, but a restaurant that slowly spins around while you enjoy a delicious meal. They offer meal packages as well, but as a Seattlite, I recommend viewing at a distance as the inside, can be difficult to get tickets for.

Suppose you’re more into scenery and are not afraid of heights? In that case, the Columbia Center Tower is another opportunity to see Seattle from a bird’s eye view. This skyscraper is the tallest in the city and offers views that provide a captivating perspective of Seattle and the distant cascade mountain range, including Mount Rainier. It is a view you can only get from the Sky View Observatory at the Columbia Center Seattle.

If the arts are more your scene, the Chihuly Garden and Glass exhibit, the Seattle Art Museum (SAM), and the Museum of Pop Culture are all located in Seattle Center right next to the Space Needle. The Chihuly Garden and Glass exhibit features hand-blown glass art created by Washington state native, Dale Chihuly, that is integrated into the landscape around the building, and features breath-taking glass art throughout.

Pike Place Market is also home to the first ever Starbucks, so if you are a coffee connoisseur, this is the city for you. Another interesting tourist attraction hidden in the Pike Place area is the Gum wall. The Gum Wall features chewed gum that visitors have chewed and placed on the wall. Although I might not recommend adding to it, it is an interesting art piece to see.

Please keep in mind that due to King County mandates, most indoor activities in Seattle will require you to either show proof of COVID vaccination or a negative PCR COVID test to enter. As always, plan your trip and check websites to view the most up-to-date COVID restriction information.

I always tell my friends when they visit Seattle that if they can only go to one place, Pike Place Market should be it. It is one of the most famous spots in downtown Seattle, and there’s plenty of reasons why. Pike Place features local small businesses that sell anything from handmade gifts to flowers to fresh fruits and vegetables and everything in between, including the famous “flying” fish!

Pike Place Market is also home to the first ever Starbucks, so if you are a coffee connoisseur, this is the city for you. Another interesting tourist attraction hidden in the Pike Place area is the Gum wall. The Gum Wall features chewed gum that visitors have chewed and placed on the wall. Although I might not recommend adding to it, it is an interesting art piece to see.

Another great spot to see is Pioneer Square. It is host to many exciting places to eat and architecture to view. One of my favorite activities is the historical walk-through of the Seattle Underground. It is quite literally underneath the streets of Seattle, and it will have you questioning what really lies beneath the roadways. Some have claimed to experience paranormal activity down there, but your tour guides will ensure you have an exciting time.

I hope you all have a wonderful time in Seattle and I can’t wait to hear all your stories from your SIOP experience. I hope you love this city as much as I do!
Placing at SIOP’s Placement Center

Shea Fyffe, Current PhD Student

The fact that SIOP’s Annual Conference is returning to the physical world is likely to thrill many. I am sure there will be lots of new areas to explore (or if you’re me, get lost in). However, one of the conference’s most enduring spaces—the Career Center—deserves special mention.

The question of whether to participate in the Career Center first crossed my mind in 2015, as I was about to graduate with my master’s degree in I/O and had yet to find a job. While a former mentor of mine said, “[the Career Center] can be hit-or-miss, if you don’t have the money, don’t do it;” this response wasn’t enough to overcome the growing anxiety of not finding a job, so I decided to give it a shot. Though I knew little of what the process entailed, I was not alone; many of those in my master’s cohort decided to take the plunge, which further compelled me to dive in head first.

A journey that began in 2015, when I uploaded my resume to a virtual job board, continued into 2019. In retrospect, the Career Center provided me with opportunities that I could never have imagined: lifelong friendships, professional mentors, job offers with some of the largest companies in the world, and breakfast with a CEO. This article is meant to clarify some of the uncertainty that those eager to find a job might have about the Career Center.

What is SIOP’s Career Center?
The Career Center (formerly known as the Placement Center) is both a virtual job board (e.g., Indeed, ZipRecruiter) and a physical and virtual space for interested employers to recruit and interview job seekers. When registering for the conference, interested job seekers can add The Career Center registration for a small fee; for students, it’s around $50. When compared to other job boards, there are 3 notable benefits to the placement center:

1. *The job posters are familiar with I-O Psychology.* Given the specialized nature of The Career Center, self-selection tells you employers are looking for I-O Psychologists. This also means that you are not wasting your time sifting through irrelevant job postings.

2. *The job posting is active.* The fact that the job was posted for The Career Center means that people are currently looking at applicants. You don’t have to worry about applying to a posting that has been filled, or submitting a resume that may never be reviewed by a person. There is one caveat—some organizations may attempt to interview for jobs that are contingent upon a future contract. Thus, it may seem like they are just wasting your time; however, you may receive an opportunity several months after SIOP.

3. *There is a human element.* This is by far my personal favorite. No more emailing company@hr.com. You get the contact information of actual people. People that you can interface with and impress; people that you can “socially engineer” to better your chances.

How Does the Career Center Work?
For those that want to take the plunge, you must add The Career Center to your virtual or in-person Conference Registration. A virtual job board will activate sometime before the conference (i.e., 45 days before). The job board can be accessed through the annual conference website. Job seekers can submit their resumes or view job postings from interested employers. *You should note:* this tends to be a passive process, so after submitting your resume you may be contacted by an interested employer for an interview at the conference. Generally, you don’t formally apply for a position; they find you. At minimum, show your exotic plumage and wait (more on that later).

Do You Have Any Tips?
Of course, however, please note that these are based on my personal experience (both success and failure) with The Career Center.

Before the Conference
- Start polishing your resume now. Use SIOP’s year-round job board to review the types of jobs you might see posted.
- Start practicing the STAR method. Your interviewer will be familiar with best practices in selection. Don’t expect to get a question like “Tell me about your strengths.”
- Don’t expect to enjoy the conference sessions—this was the most notable thing for me. I’d attend sessions and sit by the door, just in case you get a call. Sometimes your whole day may be spent interviewing.
Placing at SIOP’s Placement Center
(continued from page 19)

- Don’t be passive! Draft a generic email template. If you see a posting you like before the conference, reach out to that person. Speak to your faculty about postings you like, they may know someone. I like the aphorism: “if you haven't met the person interviewing you before the interview, you're doing it wrong.”
- A handful of minimal business cards with your LinkedIn url/QR code will go a long way.

**During Conference**
- The earlier the better. I'd suggest the sooner the better for two reasons. (1) The conference is a small place, this will give you time to introduce yourself and see them again in a session or on a panel. (2) Interviewers check-out, so being the 40th interview may not reward you with the attention you deserve.
- Every event is an interview. I made this mistake. I was invited to a happy hour that (to me) seemed pretty open to the public. I asked a classmate to go with me. I quickly realized it was a closed-door event (and subsequently was removed from the short-list).
- Be patient. You will not get a job offer at the conference, it will come after the conference.

**After Conference**
- Send a Thank You email. You will see these people again.
- Keep in touch. Sometimes employers will interview strategically, so there may not be a position currently open. However, don't check them off the list because a position will likely open up given a new contract or grant. I received one job offer 2 months after my SIOP interview. Additionally, you now have an assortment of contacts at companies that are invested in I-O Psychologists!

Congratulations to the following students who received GMU I-O Program’s Research and Professional Development Fund!

Nicole Aranda, MA
Julia Baines, PhD
Georgia Bizzell, MA
Teresa Bui, MPS
Juliana Freire, MA
Zihao Jia, PhD
Gabrielle Kelim, MPS
Jeong Jin Kim, PhD
Lin Liu, MA
Ami Patel, MA
Mina Son, PhD
Ashley Taylor, MA
Elisa Torres, PhD
Kristina Wright, MA
Steven Zhou, PhD
## April 28, 2022

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<tr>
<td>Identity, Agency, and Employee Reactions to Management of Meaning</td>
<td>Poster</td>
<td>9:00 AM - 9:50 AM</td>
<td>Room Exhibit Hall 4B</td>
<td>Pete McEachern, Zion Howard, &amp; Lauren Kuykendall</td>
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<tr>
<td>Complexifying Calling: Exploring the Multifaceted Nature of Calling</td>
<td>Alternative Session - Research Incubator</td>
<td>12:00 PM - 12:50 PM</td>
<td>Room 606</td>
<td>Steven Zhou, John Aitken, and Lauren Kuykendall</td>
<td><a href="mailto:szhou9@gmu.edu">szhou9@gmu.edu</a>, <a href="mailto:jaitken4@gmu.edu">jaitken4@gmu.edu</a>, <a href="mailto:lkuykend@gmu.edu">lkuykend@gmu.edu</a></td>
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<tr>
<td>Multidisciplinary Approaches to Assessment Validity Arguments: What Can I-Os Learn?</td>
<td>Panel Discussion</td>
<td>1:00 PM - 1:50 PM</td>
<td>Room 609</td>
<td>Andrea Sinclair, Tia Fechter, Jen Klafeln (replaced by Rod McClay, Deirdre Knapp, and Reeshad Dalal</td>
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<td>1:150 PM PST</td>
<td>Zoom 3</td>
<td>Afra Ahmad, Hina Ullah &amp; Teresa Bui</td>
<td><a href="mailto:aahmad14@gmu.edu">aahmad14@gmu.edu</a>, <a href="mailto:hullah@gmu.edu">hullah@gmu.edu</a>, <a href="mailto:tbui32@gmu.edu">tbui32@gmu.edu</a></td>
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<td>Community of Interest: Cybersecurity and the Future of I-O</td>
<td>Community of Interest</td>
<td>4:00 PM - 4:50 PM</td>
<td>Room 615</td>
<td>Reeshad Dalal, Daniel Shore, and Michael Horvath</td>
<td><a href="mailto:rdalal@gmu.edu">rdalal@gmu.edu</a></td>
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## April 29, 2022

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<tr>
<td>On the Promise of Cultivating Alliances With Participants in Intensive Research</td>
<td>Panel Discussion</td>
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<td>Room 608 Session H</td>
<td>John Aitken and Julia Baines</td>
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<td>Leadership and Health Outcomes: Explorations of the Far-Reaching Impact of Leadership</td>
<td>Symposium</td>
<td>10:30AM - 11:150AM</td>
<td>Room 612</td>
<td>Alec Campbell, Seth Kaplan, and Olivia O’Neill</td>
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<tr>
<td>Understanding men’s utilization of paid parental leave: A competing identities perspective.</td>
<td>Symposium talk</td>
<td>12:00 PM - 12:50 PM</td>
<td>Room 606</td>
<td>Lydia Craig and Lauren Kuykendall</td>
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<td>Leadership in Healthcare: A Discussion Among Academics, Clinicians, and Practitioners</td>
<td>Panel Discussion</td>
<td>12:00 PM-12:50PM</td>
<td>Zoom 4</td>
<td>Steve Zaccaro</td>
<td><a href="mailto:szaccaro@gmu.edu">szaccaro@gmu.edu</a></td>
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<tr>
<td>Revolutionizing Our Syllabi: Dismantling and Reimagining I-O Curriculum</td>
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<td>1:00 PM-1:50PM</td>
<td>Zoom 4</td>
<td>Afra Ahmad</td>
<td><a href="mailto:aahmad14@gmu.edu">aahmad14@gmu.edu</a></td>
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<tr>
<td>Qualitative exploration of trust &amp; collective efficacy in internal multiteam systems.</td>
<td>Poster</td>
<td>2:30 PM - 3:20 PM</td>
<td>Exhibit Hall 4B</td>
<td>Elisa Torres, Lauren Campbell, Joanna Zakzewski, Trisha Obillo, Stephen Zaccaro</td>
<td><a href="mailto:etorre@gmu.edu">etorre@gmu.edu</a>, <a href="mailto:lpadget@gmu.edu">lpadget@gmu.edu</a>, <a href="mailto:jzakzews@gmu.edu">jzakzews@gmu.edu</a>, <a href="mailto:tobillo@gmu.edu">tobillo@gmu.edu</a>, <a href="mailto:szaccaro@gmu.edu">szaccaro@gmu.edu</a></td>
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<tr>
<td>To Thine Own Good and Bad Self Be True? Trait-State Voluntary Work Behavior (Mis)Fit</td>
<td>Poster</td>
<td>4:00 PM - 4:50 PM</td>
<td>Exhibit Hall 4B</td>
<td>John Aitken, Kathleen Keeber, Reeshad Dalal, and Sarah Kriz</td>
<td><a href="mailto:jaitken4@gmu.edu">jaitken4@gmu.edu</a>, <a href="mailto:rdalal@gmu.edu">rdalal@gmu.edu</a></td>
</tr>
<tr>
<td>Putting the O<em>NET to Good Use: A Critical Evaluation of the Use and Misuse of O</em>NET</td>
<td>Symposium</td>
<td>4:00 PM - 4:50 PM</td>
<td>Room 613-614</td>
<td>Steven Zhou, Pete McEachern, John Aitken, and Philseok Lee</td>
<td><a href="mailto:szhou9@gmu.edu">szhou9@gmu.edu</a>, <a href="mailto:pmceach@gmu.edu">pmceach@gmu.edu</a>, <a href="mailto:jaitken4@gmu.edu">jaitken4@gmu.edu</a>, <a href="mailto:plee27@gmu.edu">plee27@gmu.edu</a></td>
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</table>
SIOP 2022 Schedule

April 30, 2022

<table>
<thead>
<tr>
<th>Presentation Name</th>
<th>Presentation Type</th>
<th>Time</th>
<th>Location</th>
<th>Presenters</th>
<th>Email</th>
</tr>
</thead>
<tbody>
<tr>
<td>Examining the Job Relevance of Graduate-Level Statistical Training in I-O Psychology</td>
<td>Panel</td>
<td>8:00 AM - 9:20 AM</td>
<td>Room 612</td>
<td>Afra Ahmad and Steven Zhou</td>
<td><a href="mailto:aahmad14@gmu.edu">aahmad14@gmu.edu</a>, <a href="mailto:szhou9@gmu.edu">szhou9@gmu.edu</a></td>
</tr>
<tr>
<td>Preparing Leaders for Tomorrow: Future Directions of Leadership Development Research</td>
<td>Panel Discussion</td>
<td>9:30-10:50 AM PST</td>
<td>Zoom 4</td>
<td>Chairs: Joanna Zakzewski &amp; Commander David M. Wallace Panelists: Dr. David V. Dey, Dr. Susan E. Murphy, Dr. Gregory A. Ruark, Dr. Eric J. Weis, and Dr. Stephen J. Zaccaro</td>
<td><a href="mailto:jzakzews@gmu.edu">jzakzews@gmu.edu</a></td>
</tr>
<tr>
<td>The Relationship Between Work-to-Family Conflict and Climate for Sacrifice Over Time</td>
<td>Poster</td>
<td>8:00 AM - 9:20 AM</td>
<td>Exhibit Hall 4B</td>
<td>Tiancheng Chen, Philseok Lee, &amp; Lois Tetrick</td>
<td><a href="mailto:tchen22@gmu.edu">tchen22@gmu.edu</a>, <a href="mailto:plee27@gmu.edu">plee27@gmu.edu</a>, <a href="mailto:ltetrick@gmu.edu">ltetrick@gmu.edu</a></td>
</tr>
</tbody>
</table>

Congratulations & best of luck to all of our presenters!

SIOP Mixer

Hi everyone! We are so excited to see you at SIOP coming up! For those who haven't been before, it is the prime opportunity to meet others in the field, network, hear about amazing projects, and even do job interviews on site! For more info about the conference, check it out here: https://www.siop.org/annual-conference

Our program normally hosts a large reception for all GMU students, faculty, and alumni but has decided not to hold the reception this year. However, a large group of our students will still be attending SIOP in-person this year. We would love to host an unofficial mixer for all GMU affiliates – current students, alumni, faculty, etc. We encourage you to come out in-person to join us on Thursday, April 28 at 7:00PM, if you are able! It'll be an amazing opportunity to meet others in the field, do some casual networking, and get together for the first time in a long time.

For details and to RSVP click the link below if you are interested.
Hope to see you there!

RSVP: http://evite.me/sk23rQyjfT
Calling current PhD, MA, & MPS students!

The Volunteer Program Assessment (VPA) is looking for consultants to join our team for this upcoming year! As a VPA consultant you will work with nonprofit organizations in order to optimize their organizational effectiveness by measuring volunteers’ attitudes and providing tailored recommendations. If you are interested in becoming a VPA consultant, feel free to browse our website: [https://io.gmu.edu/vpa](https://io.gmu.edu/vpa). If you have any questions or would like to join please email our Client Outreach Coordinator for guidance on next steps and information on training!

Interested in VPA’s services?

Are you the volunteer coordinator at a nonprofit organization? If so, consider signing up for a free Volunteer Program Assessment (VPA), which enables your organization to assess the needs, concerns, and attitudes of its volunteers, thereby improving the volunteers’ experience with your organization. Please browse our website ([https://io.gmu.edu/vpa](https://io.gmu.edu/vpa)) and, to sign up for the assessment.

Congratulations to all of our VPA Consultants
(Fall 2021-Spring 2022)

Sofie Alexandrides, MA
Nicole Aranda, MA
Julia Baines, PhD
Sai Banala, Junior at Chantilly High School
Marcia Berndt, MPS
Georgia Bizzell, MA
Teresa Bui, MPS
Katelyn Campbell, MPS
Angela Charles, MPS
Elizabeth Chimento, MA
Rick Comisso, MPS
Jamal Cottman, MPS
Emily Flynt, MA
Juliana Freire, MA
Zion Howard, PhD
Riho Ikeda, MA
Natalie Johnson, MA
Quinn Keegan, MA
Ana Lowetz, MPS
Lin Lu, MA
Nikeeya Marshall, MPS
Adrien McCulloch, MA
Justyce McGhee, MPS
Theresa Navalta, MPS
Maggie North, MA
Annie Nottingham, PhD
Ami Patel, MA
Erin Ramirez, MPS
Alan Soroka, MA
Priya Sorot, MA
Aidan Suttlehan, MA
Emily Szabo, MPS
Ashley Taylor, MA
Julia Woods, MA
Kristina Wright, MA
Nianqi Wu, PhD
Joanna Zakzewski, PhD
Steven Zhou, PhD

Keep up the good work!
Recent Publications & Presentations


Recent Publications & Publications


McEachern, R. W., & McEachern, P. J. (2021). Should we teach students how to bullshit? Allowing students to fit into a speech community, engage in day-to-day interaction, and bolster their image and identity [Panel presentation]. Bridging the Gap between Workplace Writing and Professional Writing Instruction: New Directions in Business and Technical Writing Pedagogy (virtual).


About The I-ON
The I-ON is published by graduate students of George Mason University’s Industrial-Organizational Psychology program. This newsletter is intended to serve as an impartial forum for information pertinent to the students and faculty of the program, as well as the general I-O community. We would like to thank all student editors, faculty editors and writers for their contributions.

Previous Editors: Ivey McCartney & Yoori Koo
Current Editors: Katelyn Campbell & Natalie Johnson
Faculty Advisor: Afra Ahmad

Website and E-mail for The I-ON
Current and past issues can be viewed at https://io.gmu.edu/the-i-o-newsletter-ion . If you would like to be included or removed from the mailing list, or have questions/comments, please contact us at ionnewsletter@gmail.com

The deadline for contributions to the newsletter is four weeks before distribution, which occurs around mid-April and the end of August.

Current GMU Students & I-O Alumni
If you have any professional (e.g., new job, promotion, tenure, grant, publication, presentation, etc.) or personal (e.g., wedding, engagement, baby, moves, etc.) good news to share, let us know! If you are willing to be interviewed or wish to contribute to the newsletter in any way, please reach out to us at ionnewsletter@gmail.com