



2020

Congratulations to APTMetrics' Dr. John C. Scott

for his lifetime of professional achievement and being honored with
SIOP's 2020 Distinguished Professional Contributions Award!



"It has been my professional and personal pleasure to work with John for more than 30 years. Beyond his dedication to maintaining the highest standards for excellence in our profession, his focus on caring for people infuses how he relates to colleagues, clients and friends. I am proud to count him as a friend. Congratulations, John, for a consummate professional career!"

Dr. Kathleen K. Lundquist, President & CEO, APTMetrics

"I would be hard pressed to think of a better role model for our students and exemplar of success and positive impact on the discipline than John Scott. He is a visionary SIOP leader, a consummate scientist practitioner, a prolific scholar, all while being a model of kindness, grace, compassion, and servant leadership. I am just incredibly grateful for all that he has done for our field, but even more grateful to count him among my dearest friends."

*Dr. Steven G. Rogelberg, Chancellor's Professor,
Organizational Science, Psychology, and Management,
University of North Carolina, Charlotte*

"John has demonstrated time and again his dedication toward advancing our field and the way we practice. When he sees a gap, he fills it by devoting his infectiously bright attitude and sharp professional judgment to the cause. Even more, he invites his colleagues along for the mission as he advances our profession. We've all benefited from his leadership for our field. Congratulations on this fitting award, John!"

Dr. Doug Reynolds, EVP, Development Dimensions International

"John is an ideal I/O Psychologist who represents our field in a highly distinguished and professional manner. He has the trifecta of outstanding professional contributions, strong consulting business skills, and impressive interpersonal and leadership skills. Most notably he is a personable, collaborative and widely respected colleague and leader. John is the very model of a modern I/O Psychologist. Congratulations John!"

*Rob Silzer, PhD, Managing Director, HR Assessment
and Development Inc., Doctoral Faculty, Baruch,
Graduate Center, CUNY*



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Table of Contents

From the Membership Chair	2
Dunnette Prize	3
Distinguished Professional Contributions.....	3
Distinguished Scientific Contributions	3
Distinguished Service Contributions	3
Distinguished Early Career Contributions - Practice.....	3
Distinguished Early Career Contributions - Science	4
Distinguished Teaching Contributions	4
SIOP Humanitarian Award	5
S. Rains Wallace Dissertation Award.....	5
William A. Owens Scholarly Achievement Award	5
M. Scott Myers Award for Applied Research in the Workplace.....	6
Raymond A. Katzell Award in I-O Psychology.....	6
Joyce and Robert Hogan Award for Personality and Work Performance	6
Wiley Award for Excellence in Survey Research.....	6
Jeanneret Award for Excellence in the Study of Individual or Group Assessment.....	6
Schmidt-Hunter Meta-Analysis Award.....	6
Douglas W. Bray and Ann Howard Research Grant.....	7
SIOP Small Grant Program	7
SIOP International Research and Collaboration (IRC) Small Grant	7
James L. Outtz Grant for Student Research on Diversity	8
Hebl Grant for Reducing Gender Inequities in the Workplace.....	8
Zedeck-Jacobs Adverse Impact Reduction Research Grant	8
Leslie W. Joyce and Paul W. Thayer Graduate Fellowship	8
Lee Hakel Graduate Student Scholarship.....	8
Mary L. Tenopyr Scholarship	8
Graduate Student Scholarships.....	8
Irwin Goldstein Scholarship by Macey Fund	8
Best Lesbian/Gay/Bisexual/Transgender (LGBT) Research Award	9
SIOP Best International Paper Award.....	9
John C. Flanagan Award for Best Student Contribution at SIOP.....	9
SIOP Student Travel Award.....	9
Visionary Circle.....	11
HRM Impact Award	12
Fellows	15

For more information about the SIOP Foundation, please visit www.siop.org/foundation

From the Membership Chair

June Is Renewal Time at SIOP

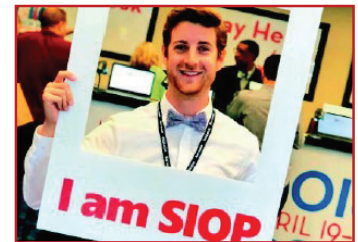
A Reminder From Tiffany Poppelman, Chair, SIOP Membership Committee



It's clear that our society fosters an amazing community, both at the annual conference and through social media and/or virtual events. SIOP also offers us networking with many professionals internationally, who value and drive the core research and practices that make up our field.

When many of us think about the SIOP membership, we quickly think about the annual conference and other events where we get discounted rates, but it's easy to forget the other benefits we have at our fingertips.

In fact, there are many sustained values that we derive from the society beyond the conference, including resources like our I-O professional subscriptions and publications (TIP, IOP, SIOP Newsbriefs), the fantastic Consultant Locator, key job resources like I-O Job Network, career info on average salaries, graduate school insights, and even book discounts!



Consider a **SIOP Research Access (SRA)** subscription to access journals and research publications. Not only is the fee very small but the subscription will allow you to stay current by regularly accessing research.

Explore the opportunity to **volunteer in a committee** to build a wider network in the field and develop core skills for your career. Join 1,500 dedicated member volunteers!



Explore the **available grants and awards** to help fuel your research efforts or post-degree work. Visit: siop.org/Foundation/Awards.

Recently received a doctoral degree in psychology? **Immediately apply to upgrade your membership status** so you can vote for our board officials, serve as a Chair, and more!



Earned a master's degree? Convert to Associate Member now so you can begin accumulating years of service toward full membership.

Renew your membership today at:

www.siop.org/Membership/Dues/Pay-Dues-Now

Distinguished Awards

DUNNETTE PRIZE

Paul R. Sackett, University of Minnesota



Dr. Paul Sackett is known for research that is as deep as it is broad. For more than 40 years he has contributed to the knowledge of individual differences in cognitive ability, job knowledge, integrity, personality, background characteristics, achievement, motivation, job performance, and counterproductive work behaviors, among others. His research expands beyond the I-O field and has impacted educational and work settings including military, public, and private organizations. With more than 300 papers to his credit—and an h-index of 73—Dr. Sackett continues to influence the national and international discussion on the use of individual differences constructs and measures. His role as a thought leader has led him to testify before the U.S. Congress, play a pivotal role in policy issues, and lead national discussions on psychological testing and assessment. Not only has he greatly contributed to the literature, he has also endeavored to make that research applicable to practice and has been critical in guiding the development of policy on assessment and individual differences.

DISTINGUISHED PROFESSIONAL CONTRIBUTIONS AWARD

John C. Scott, APTMetrics



Dr. John C. Scott has made a lasting impression on the practice of I-O psychology throughout his notable career. Through numerous books, presentations, and workshops, Dr. Scott has distinguished himself with seminal works on assessment, selection, and program evaluation. These efforts have widely contributed to the knowledge of professional colleagues, HR professionals, and the business community at large. As a founding partner of the highly respected firm APTMetrics, he has provided consulting services to a wide range of organizations with a focus on delivering innovative, evidence-based solutions for complex HR challenges. Through his service as the *IOP* journal editor and in numerous leadership roles, he has influenced how SIOP creates and disseminates professional knowledge. Dr. Scott was also key to establishing the SIOP—United Nations relationship, which has become a well-established partnership and allows SIOP to directly contribute to the UN's agenda.

DISTINGUISHED SCIENTIFIC CONTRIBUTIONS AWARD

Denise M. Rousseau, Carnegie Mellon University



Dr. Denise M. Rousseau's body of work, with well over 70,000 citations, is impressive. Even more impressive, her research has been in three distinct areas of I-O psychology: the psychological contract, idiosyncratic deals, and evidence-based management. She is one of the pioneering scholars in the area of multilevel research that is prevalent in current empirical research, and she developed the groundbreaking theoretical foundation for two of her major areas of research, writing books on each topic. Her impact on advancing I-O psychology is evident. During her 42-year career, she has published more than a dozen books and 220 articles and monographs in psychology and management journals. She also served as editor-in-chief of the *Journal of Organizational Behavior* from 1998 to 2007. To address the gap between I-O psychology research and organizational practice, in 2007 Dr. Rousseau founded the Evidence-Based Management Collaborative, a network of scholars, consultants, and practicing managers to promote evidence-informed organizational practices and decision making.

DISTINGUISHED SERVICE CONTRIBUTIONS AWARD

S. Morton McPhail



The list of Mort McPhail's contributions to I-O psychology and to SIOP is long and distinguished. As a scholar and practitioner, Dr. S. Morton McPhail has had a significant influence on the field. His service to SIOP includes the elected positions of president, and financial officer/secretary. His volunteer work on committees is impressive and includes service on the State Affairs, Workshop, Support, Planning, and Research Ad Hoc, Advocacy Review, and Fellowship Committees as well as serving on and chairing several task forces. Dr. McPhail has been involved in key activities that have lasting impact on SIOP. These include chairing the Assessment Praxis Symposium and creation of the Futures Scanning Task Force. Begun as a Presidential Task Force, this effort was so successful and impactful that it was transformed into an ad hoc committee. He has also represented I-O as an APA Committee member.

Distinguished Awards



DISTINGUISHED EARLY CAREER CONTRIBUTIONS AWARD—PRACTICE **Kristin N. Saboe, Boeing Corporation**

Dr. Kristin N. Saboe long ago decided that service to society was a driving force in her life. After completing her PhD in 2012, she joined the U.S. Army as a commissioned officer and research psychologist with the goal of driving positive societal impact. Dr. Saboe led applied research projects to change policy for soldiers deployed in combat zones, and she provided oversight to a multimillion dollar research portfolio for the Army's "Ready and Resilient" effort where she led policy, strategy, and research focused on the reduction of suicides and risk-taking behaviors, and increasing preventative approaches through resilience and performance management. In her current role with Boeing as the senior manager of employee listening and global talent strategy, Dr. Saboe continues to apply her passion for service as the HR leader for veteran's and military spouse's initiatives. As a nationally recognized leader on veteran and military family experiences and initiatives, she applies her expertise as an I-O volunteer within SIOP, Div. 19, APA, and nonprofit organizations.



DISTINGUISHED EARLY CAREER CONTRIBUTIONS AWARD—PRACTICE **Juliet Aiken, University of Maryland College Park**

In the short time since receiving her PhD in 2011, Dr. Juliet Aiken has leveraged I-O for transformative change in fields where I-Os are less prevalent. In her work, she is driven to improve diversity and inclusion not only in the organizations she serves but in the field of I-O itself, which she strives to do through community, research, practice, and graduate education. Dr. Aiken has worked directly with law firms and schools to conduct and use research and apply I-O best practices to hire, promote, and evaluate talent. She has served as an expert witness, and has worked hand in glove with local government to transform their human talent practices, including hiring. Given the depth, breadth, and impact of her consulting engagements, you wonder how she still finds time to create and direct a new program in Master's of Professional Studies in Organizational Psychology at UMCP.



DISTINGUISHED EARLY CAREER CONTRIBUTIONS—SCIENCE **Ning Li, The University of Iowa**

Focusing on the topics of individual differences, discretionary performance behaviors, and team dynamics, Dr. Ning Li already has 29 articles published or in press since completing his PhD in 2012. In addition to publishing in prominent journals such as *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Review*, *Academy of Management Journal*, and *Journal of Management*, he has published two *Harvard Business Review* articles online and has 35 conference presentations to his credit. The first author on 11 papers, he has worked with a broad set of coauthors from around the world demonstrating his ability to both lead and work collaboratively. Dr. Li's work has been cited more than 2,700 times, and he already has an h-index of 19, garnering attention in both the academic and popular press. His colleagues are quick to note an impressive work ethic and the quality of his work which has been recognized with a SHRM Foundation Research Grant.



DISTINGUISHED TEACHING CONTRIBUTIONS AWARD **Janet L. Kottke California State University, San Bernardino**

Mentor, inspiring, dedicated. These are just a few of the words used by students to describe Dr. Janet L. Kottke's teaching career. As the founder of the I-O master's program at California State University, San Bernardino, she has become a leader in master's level education through research, classroom innovation, and I-O curriculum development. She has conducted innovative research to enable faculty, as well as students, to have quality learning experiences, and is known for her commitment to teaching both graduate and undergraduate students. Dr. Kottke's connection to her students extends beyond the classroom and frequently continues after graduation. She has more than 160 combined publications, presentations, and reports coauthored with students and alumni. Her collaborative spirit extends to colleagues at CSUSB and other master's programs throughout the country, working with them on publications and presentations at numerous conferences. Dr. Kottke's admirable eagerness to share her excellent teaching practices has enriched graduate training at I-O master's programs across the country.

Distinguished Awards

SIOP HUMANITARIAN AWARD

Mahima Saxena, Illinois Institute of Technology



Dr. Mahima Saxena has an unwavering dedication to understanding the experiences of people living and working in poverty, and using I-O science to improve their lives, provide decent work, and enhance well-being. Using advanced I-O methods, her research focuses on those who work at the grassroots. She has a global focus and has used her research to impact the millions of workers who generally have minimal representation in traditional I-O psychology. Dr. Saxena has used her study of occupational hazards for poor agricultural workers to influence public health policies, and her research on highly skilled informal workers to present policy recommendations on decent work to the International Labor Organization. Her work has directly contributed to the United Nations Millennium Development Goals (MDGs) and the Sustainable Development Goals (SDGs) 2030. Through research publications and presentations, Dr. Saxena has raised the profile of humanitarian work psychology and enhanced the visibility of SIOP among international humanitarian organizations. She is a founding member and executive board member of the Global Organization for Humanitarian Work Psychology (GOHWP).

Achievement and Best Paper Awards



S. RAINS WALLACE DISSERTATION AWARD

Meghana Warren, Western Washington University

Exemplary Allyship: Raising the Bar for Inclusiveness in the Workplace

WILLIAM A. OWENS SCHOLARLY ACHIEVEMENT AWARD

Wendy J. Casper, University of Texas at Arlington; Hoda Vaziri, Purdue University; Julie Holliday Wayne, Wake Forest University; Sara DeHauw, Open University; and Jeffrey Greenhaus, Drexel University

The jingle-jangle of work-nonwork balance: A comprehensive and meta-analytic review of its meaning and measurement. *Journal of Applied Psychology*, 103(2), 182-214.



WILLIAM A. OWENS SCHOLARLY ACHIEVEMENT AWARD: HONORABLE MENTION

Katie L. Badura and Emily Grijalva, University at Buffalo; Daniel A. Newman, University of Illinois at Urbana- Champaign; Thomas Taiyi Yan, University of Maryland; and Gahyun Jeon, Northwestern University

Gender and leadership emergence: A meta-analysis and explanatory model, *Personnel Psychology*, 71(3), 335-367.



Achievement and Best Paper Awards

M. SCOTT MYERS AWARD FOR APPLIED RESEARCH IN THE WORKPLACE

Don Moretti and Rachel Reichman, US Foods;

Dawn Lambert, Bekah Regan, and Laurie Wasko, PSI Services LLC

Concurrent Validation of the Hiring Made Easy Sales Assessment for US Foods Seller Positions



RAYMOND A. KATZELL AWARD IN I-O PSYCHOLOGY

Michele Gelfand, University of Maryland College Park



Dr. Michele J. Gelfand's research has made a significant impact not only in I-O psychology but in global affairs and society overall. Her work in cultural science takes on the world's most urgent questions by using research grounded in I-O, social psychology, political science, computer science and neuroscience. She has created collaborative networks across the globe focused on conflict resolution and has been a leader in the study of cross-cultural organizational behavior. The author of more than 100 papers, as well as numerous articles, books and book chapters, Dr. Gelfand is known for erasing barriers between disciplines with her groundbreaking work. She is also known for her generosity in teaching and mentoring students. In addition to her work with graduate students, she has trained countless undergraduates and professionals in negotiation and conflict management. Dr. Gelfand's work in applying research to how people live embodies the spirit of this award.

JOYCE AND ROBERT HOGAN AWARD FOR PERSONALITY AND WORK PERFORMANCE

Filip Lievens, Singapore Management University; Jonas W. B. Lang, Filip De Fruyt, Jan Corstjens, and Myrjam Van de Vijver, Ghent University; and Ronald Bledow, Singapore Management University

The predictive power of people's intraindividual variability across situations:
Implementing whole trait theory in assessment. *Journal of Applied Psychology*, 103(7), 753-771.



JEANNERET AWARD FOR EXCELLENCE IN THE STUDY OF INDIVIDUAL OR GROUP ASSESSMENT

**Nicolas Roulin, Saint Mary's University, and
Julia Levashina, Kent State University**

LinkedIn as a new selection method: Psychometric properties and
assessment approach. *Personnel Psychology*, 72(2), 187-211



SCHMIDT-HUNTER META-ANALYSIS AWARD

**Connie R. Wanberg, University of Minnesota;
Ruth Kanfer, Georgia Institute of
Technology; Darla J. Hamann, University of
Texas at Arlington; and Zhen Zhang,
Arizona State University**

Age and reemployment success after job loss: An
integrative model and meta-analysis.

Psychological Bulletin, 142(4), 400-426.



Research Grants

DOUGLAS W. BRAY AND ANN HOWARD RESEARCH GRANT



Gonzalo J. Muñoz, Joaquín Gaete, Lorna Cortés Urrutia, and Roberto Aristegui, Universidad Adolfo Ibáñez; and Winfred Arthur, Jr., Texas A&M University

Examining a Relational Approach for Improving Leadership Competencies in a Developmental Assessment Center

SMALL GRANT PROGRAM

Christopher W. Wiese, Georgia Institute of Technology; Jeremy Greenwald, The Coca-Cola Company; and Michael D. Hunter, Georgia Institute of Technology
Commuting Quality and Job Performance:
Investigating the Moderating Role of Psychological Flexibility



Zhenyu Yuan, University of Illinois at Chicago; Laura M. Little, University of Georgia; and Tiffany O'Donnell, Women Lead Change

Looking Good in Both Worlds: Investigating the Nature, Antecedents, and Consequences of Work-Family Image Management Profiles



Vivian Zagarese, Virginia Tech; Sarah Parker, Virginia Tech Carilion; Thoralf Sundt, Massachusetts General Hospital; Roseanne Foti, Virginia Tech; Mark Joseph and Jacob Gillen, Carilion Clinic
Leadership During Early Action Team Formation:

The Influence of Shared Leadership Among Team Members During the Surgical Time-Out



SIOP INTERNATIONAL RESEARCH AND COLLABORATION (IRC) SMALL GRANT



Lixin Jiang, University of Auckland; Maike Debus, University of Zurich; Xiaowen Hu, Queensland University of Technology; Sergio Lopez-Bohle, Universidad de Santiago de Chile; Laura Petitta, Sapienza University of Rome; Lara Roll and Marius Stander, North-West University;



Haijiang Wang, Huazhong University of Science and Technology; and Xiaohong Xu, Old Dominion University

The Moderating Role of Culture in the Job Insecurity-Proactivity Relationships: A Cross-National and Cross-Level Examination

Research Grants



JAMES L. OUTTZ GRANT FOR STUDENT RESEARCH ON DIVERSITY

Laura Heron, Florida International University

Removing Employment Barriers for Individuals With Disabilities Through Leadership Development



HEBL GRANT FOR REDUCING GENDER INEQUITIES IN THE WORKPLACE

Nitya Chawla, University of Arizona

From Crude Jokes to Diminutive Terms: Exploring Experiences of Hostile and Benevolent Sexism During Job Search



ZEDECK-JACOBS ADVERSE IMPACT RESEARCH GRANT

Anjelica M. Mendoza and Winfred Arthur, Jr., Texas A&M University

An Examination of the Differential Effects of Item Writing Quality on the Exam Performance of White and Racial Minority Test Takers

Fellowship & Scholarships



LESLIE W. JOYCE AND PAUL W. THAYER GRADUATE FELLOWSHIP

Ketaki Sodhi

The University of Akron

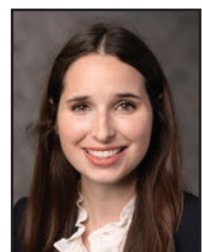
Can Deep Level Diversity Amplify the Effects of Surface Level Diversity? The Role of Political Skill in Developing Trust in Demographically Diverse Teams

IRWIN L. GOLDSTEIN SCHOLARSHIP

Catalina Flores

The University of Akron

Linking Diversity Climate and Feedback-Seeking Through Interpersonal Processes and Race Effects



LEE HAKEL GRADUATE STUDENT SCHOLARSHIP

Catherine E. Kleshinski

Purdue University

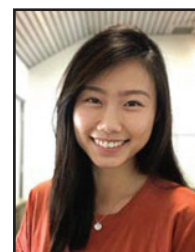
The Company We Keep: The Implications of Coworker Friendships for Employee Resources, Well-Being, and Work Outcomes

SIOP GRADUATE STUDENT SCHOLARSHIPS

Jane Chong

University of Western Australia

Newcomer Socialization Through a Self-Determination Theory Perspective: Engaging With Employees' Inner Motivational Resources



MARY L. TENOPYR GRADUATE STUDENT SCHOLARSHIP

Jeffrey D. Olenick

Michigan State University

Still Learning: Introducing the Learning Transfer Model, a Formal Model of Transfer

Virgil Fenters
Arizona State University
Identity Formation Outside the Vacuum: How and Why New and Existing Identities Shape Each Other During the Creation of a Cancer Surgery System



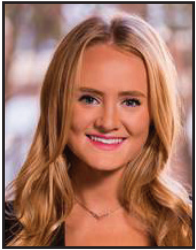
Conference Awards



**BEST LESBIAN/GAY/BISEXUAL/TRANSGENDER (LGBT)
RESEARCH AWARD**
**Nicholas A. Smith, Oregon Health & Science University, and
Kelly Hamilton, Portland State University**
Doing Gender and Undoing Stereotypes:
Persistent Issues in Gender Expression at Work



BEST INTERNATIONAL PAPER
**Vanessa Barros, Thomas Rockstuhl,
K. Yee Ng, and Soon Ang**
**Nanyang Technological University
Singapore**
How Global Leaders Resolve Intercultural
Conflicts? Evidence Using Intercultural SJTs



JOHN C. FLANAGAN AWARD FOR BEST STUDENT CONTRIBUTION AT SIOP
Emma L. Frank, University of Georgia
What Does It Cost You to Get There? Effects of Emotional Journeys on Daily Outcomes
Coauthors are Fadel K. Matta, Tyler Sabey, and Jessica Rodell, University of Georgia

Travel Awards

Sherif al-Qallawi, Florida Institute of Technology
Lauren Collier-Spruel, Michigan State University
Anna Godollei, University of Waterloo
Lucille Headrick, University of Illinois, Urbana-Champaign
Hun Whee Lee, Michigan State University
Mingqiao Luan, University of Nebraska at Omaha
Arturia Melson-Silimon, The University of Georgia
Melissa Pike, University of Guelph
Thomas Sasso, University of Guelph
Melanie Standish, Illinois Institute of Technology

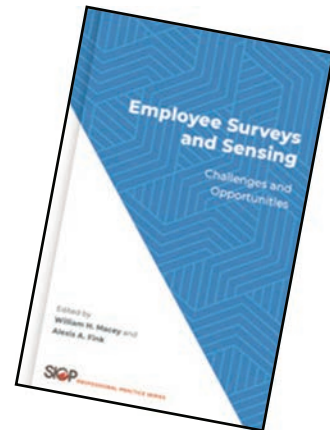
SIOP Professional Practice Book Series



Performance Management Transformation: Lessons Learned and Next Steps

Edited by Elaine Pulakos, PhD and Mariangela Battista, PhD

This volume integrates case studies of global marquee companies with theory and expert commentary.



Employee Surveys and Sensing: Challenges and Opportunities

Edited by William H. Macey and Alexis A. Fink

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Post/Find Internship Positions
Post Open Positions
Post Your Resume

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The Visionary Circle is a new means for supporting cutting-edge industrial-organizational psychology research. Its purpose is to serve as a dependable and renewable source of grant funding for I-O research and development. The 81 Visionaries for the 2020 Circle are donors who want to improve the world of work dramatically by collectively supporting significant I-O psychology research and practice projects that will have lasting impact in the workplace.

Thirty-three project managers submitted letters of intent, from which 10 semifinalists were chosen. These 10 then submitted complete proposals for review. From those, four finalists emerged. Information about these projects can be found in the April 2020 issue of *TIP* (<https://bit.ly/2YPetov>).

The winner was to be announced at the closing plenary of the annual conference in Austin, but the extenuating circumstances stemming from the coronavirus required the Foundation trustees to find another way. The SIOP Foundation Online Plenary was a live webinar broadcast on Wednesday, April 29, to friends and supporters of the SIOP Foundation. It was held to recognize and celebrate the generosity of the donors to the SIOP Foundation. However, the main attraction was the presentation of the first ever \$100,000 Visionary Grant. A recording of the SIOP Foundation Online Plenary will be available for viewing by registrants during the SIOP Virtual Conference, June 16–30.

Without further ado, the winner of the inaugural \$100,000 SIOP Foundation Visionary Award is:

Working Off the Grid: Building Resilience in the GIG Economy

Submitted by: Susan Ashford, University of Michigan; Brianna Barker Caza, University of Manitoba; and Brittany Lambert, University of Colorado, Boulder

To stay relevant in the 21st century, SIOP needs a broader vision, one that captures the particular needs of the estimated 40% of the workforce who will soon work outside of organizations, on their own. We need new theories to understand these workers, who operate with radical autonomy, direct market pressures, little structure, persistent uncertainty, and significant volatility. We will conduct an intervention-based, cross-disciplinary field experiment using experience sampling methodology comparing the experiences of workers in the gig economy to those in traditional organizations to better understand the specific resources and processes that contribute to resilience in each setting.

The Gig Worker Resilience project won in an extremely competitive field, edging out three other finalists, each of which garnered a substantial number of first place votes from the visionary donors.

The Trustees are investigating the feasibility of continuing this program. If pledges and contributions totaling \$100,000 are received by June 30, 2020, the next cycle will start in July and end at the 2021 SIOP Annual Conference in New Orleans; else it will start later, ending at the 2022 SIOP Annual Conference in Seattle.

- Now accepting pledges, at <https://www.siop.org/Foundation/Visionary-Circle/Make-a-Pledge>
- If you prefer to cut to the chase and contribute now, please log in with your username and password at <https://www.siop.org/Foundation/Visionary-Circle/Join-VC>



In 2013, the Society for Industrial and Organizational Psychology (SIOP) and the Society for Human Resource Management (SHRM), together with the SIOP and SHRM Foundations, launched the HRM Impact Award, the first international award to honor organizations with outstanding evidence-based HR management practices.

The award is designed to recognize winners based on HR practices and initiatives that have been measured and determined successful through evidence-based, data-driven analyses.

The joint award supports the goal of SIOP and SHRM and their foundations to promote the use of workforce analytics by I-O and HR professionals as a tool to drive organizational success.

Each year, a 3-month award application period opens in April to all interested for-profit, nonprofit, and government organizations located anywhere in the world. The applicants are invited to apply for award recognition for an evidence-based initiative or practice that the organization has used internally. Consulting firms are not permitted to submit an application. However, they are encouraged to have their client submit an application for such an initiative or practice.

The winner of an HRM Impact Award receives a plaque copresented by SIOP and SHRM at the SIOP Annual Conference, and is recognized in various media outlets highlighting the award and the innovative HRM practice or initiative.

2019-2020 WINNER VOICE OF WENDY'S (VOW)



The Voice of Wendy's (VOW) employee engagement program was implemented in 2016, and since then over 250,000 respondents, 5,000 restaurants, and 150 franchise organizations have participated. The survey is completed by both restaurant employees and people who work in roles supporting the restaurants. The survey asks respondents to provide ratings in multiple content areas including: employee engagement, job characteristics, work environment, organizational values, and employment value proposition. Each restaurant receives a customized report with item-level results and two areas of focus for action planning. The two areas of focus are generated based on the restaurant's aggregate response pattern to the items on the survey that were determined through analytics to be key drivers of employee engagement. The reports also contained comparative norms to the local division as well as a national quick service restaurant norm. The survey is administered in partnership with our vendor SMG.

Based on our research conducted in partnership with the University of South Carolina, restaurants with higher employee engagement scores had higher customer satisfaction scores in subsequent months. Highly engaged restaurants also had superior results on a wide variety of operational results including speed, sales, and transactions. Company restaurants with higher employee engagement levels also reported lower employee turnover. We provide a variety of resources for managers to utilize as part of action planning including sample discussion guides, action planning templates, and an online training video on how to interpret and take action on VOW results. Our research found that managers who took action on their two areas of focus saw significant increases in employee engagement in the following year. The VOW program also included a new hire onboarding survey. Restaurants with employees who reported higher onboarding survey satisfaction subsequently had lower turnover, higher employee engagement, and better customer service scores.



At Wendy's, we aspire to bring joy to every customer. However, we know that our customer satisfaction can never exceed our employee satisfaction. The Voice of Wendy's program provides us valuable insights into employee engagement. With record low unemployment, it is important that we create great restaurant cultures to attract and retain talent. We've found that the program's employee engagement results are highly valuable because they are predictive of both bottom-line restaurant results as well as employee turnover. The Voice of Wendy's program is a business tool that helps us measure and improve the engagement of our most critical resource—our people.

Coley O'Brien, Wendy's Chief People Officer



2019-2020 WINNER RETAIL ASSOCIATE ASSESSMENT (RAA)

Walmart is being awarded a 2019-2020 HRM Impact Award for its project, “Retail Associate Assessment (RAA).” The program was developed to be used as a selection tool to support the hiring process at each of the 4,7000+ Walmart stores. With millions of applicants each year, the program helps predict both performance and turnover while helping the store management select the best candidate for the role while they are meeting many competing demands.

At Walmart our goal is to get the best people in the right jobs—not only to find the best job fit for our associates but also so they can progress in their career with us.

Led by our team of industrial-organizational psychologists, we partnered with Modern Hire to leverage their enterprise hiring platform and developed a custom interactive, nondiscriminatory, mobile-friendly assessment tool called the Retail Associate Assessment (RAA) for hiring entry level associates in our U.S. Walmart stores. We piloted this technology first and rolled out an updated version across more than 4,700 U.S. stores in the summer of 2018.

The RAA combines several proven assessment methods, including situational judgment, problem solving, work history, and work style. It also includes some gamified job simulations, so applicants can learn about the job they are applying for in an engaging way.

The RAA takes about 20 minutes to complete, which is much quicker than our previous online assessment. Hiring managers are able to view results grouped corresponding to the applicants’ probability of success and the tool has allowed us to better predict performance and turnover.

Six months after hire, results showed that three-quarters of associates who scored as most likely to succeed were rated by their supervisors as “Above Average” in performance, compared to only a third of associates who scored in the lowest band.

The retention results were even more impressive. Associates who scored as most likely to succeed were twice as likely to still be employed 6 months after hire than associates who scored in the lowest band. This not only ensures that associates are in the right job, it also saves the company millions of dollars in rehiring and training costs.



We are honored to receive this recognition from the Society of Industrial Organizational Psychology. By getting the best people in the right jobs, our associates not only find the best fit for them but are able to thrive and grow in their careers with us. We are a people business, and we are delighted that this tool can better empower our managers to make informed hiring decisions that leads to better retention and performance.

Lorraine Stomski, SVP Enterprise Leadership and Learning



HONORABLE MENTION GRADUATE RECRUITMENT PRE-HIRE ASSESSMENT STRATEGY

In 2016, Goldman Sachs became the first major company to replace first-round, on-campus interviews with asynchronous, structured video interviews in which candidates submit video-recorded responses to predefined interview questions. They extended the structured interviewing approach to second-round, in-person interviews, which were previously unstructured. These first- and second-round structured interviews consist of standardized situational and behavioral questions designed to assess 13 core competencies identified by leadership as critical for long-term success in the firm. Questions are scored on a standardized 5-point anchored rating scale, and interviewers are given rubrics for each competency describing how to differentiate between responses. Their strategy includes an interviewer training program, a feedback system that requires interviewers to rate candidates, and an intensive annual review process to identify necessary iterations based on the interview data.

Complete information available at
<https://www.siop.org/Foundation/Awards/HRM-Impact-Award>
<https://www.siop.org/Foundation/Awards/HRM-Impact-Award/goldman-sachs>

Congratulations!

The 2020 Joyce & Robert Hogan Award for Personality & Work Performance Winners



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Filip De Fruyt
Ghent University



Jonas Lang
Ghent University

Myrjam Van de Vijver
Singapore Management University



Filip Lievens
Singapore Management University

Ronald Bledow
Singapore Management University



 **HOGAN**



NATHAN D. AINSPAN, DEPARTMENT OF DEFENSE

Dr. Nathan Ainspan has focused on impacting national policy and programs through research in the areas of employment for military veterans, military family members, wounded warriors, and individuals with disabilities. A creator of SIOP's highly regarded Military and Veterans Initiative, he is committed to advancing I-O research to better understand veterans' concerns. His advocacy has impacted millions of veterans and people with disabilities across the country and that reach has expanded to other nations through a project with the North Atlantic Treaty Organization. He has written more than 20 articles and book chapters, as well as edited four books. He is supervising the creation of white papers through SIOP's initiative on veterans' issues that will be shared across the country



JOSEPH A. ALLEN, UNIVERSITY OF UTAH

Dr. Joseph Allen's research is on workplace meetings, occupational safety and health, and community engagement, which includes applying his knowledge of I-O psychology to how volunteers work with nonprofit organizations. He has published more than 100 articles, books, and book chapters, as well as 300 technical reports and has participated in more than 200 conference presentations. He has been cited more than 2,000 times and has an h-index of 27. His work has been funded by grants and contracts worth more than \$5 million since 2010, including funding from major competitive funding agencies such as the Federal Emergency Management Association (FEMA) and the Agency for Healthcare Research and Quality (AHRQ).



ALEXANDER ALONSO, SOCIETY FOR HUMAN RESOURCE MANAGEMENT

A prolific writer with hundreds of credits to his name in professional and academic journals, technical reports, and popular and social media, Dr. Alexander Alonso is known for using I-O principles as the foundation for advances in human resource management and practice. As chief knowledge officer at the Society for Human Resource Management, he is a leader in the development, validation, and implementation of competency-based credentialing for the HR workforce. Dr. Alonso has been called upon by policymakers in two presidential administrations as well as both houses of Congress to provide evidence-based advice on issues including military retirement benefits, childcare tax incentives for employers, and employment initiatives for the formerly incarcerated.



CHRISTOPHER M. BARNES, UNIVERSITY OF WASHINGTON

Dr. Christopher M. Barnes is a pioneer in the study of sleep deprivation and work, initially researching the impact of sleep deprivation on employees' work and expanding to study the impact of sleep deprivation on leadership positions. His research has appeared in prestigious journals such as *Academy of Management Review*, *Journal of Applied Psychology* and *Organizational Behavior*, and *Human Decision Processes*, and he has held editorial positions at five journals. His contributions to science and practice have been cited more than 3,000 times, and he has an h-index of 19. He has been awarded SIOP's Distinguished Early Career Contribution Science Award and has been given the best review award at several publications.



MARIANGELA BATTISTA, IGT

Dr. Mariangela Battista has spent her career of more than 25 years advancing the science of I-O to business and human resource leaders around the globe. While maintaining a consistent track record of presentations, publications and service to SIOP, Dr. Battista has worked to promote the field of I-O beyond SIOP, to bridge I-O science and practice. Dr. Battista not only substantially impacted the way many large enterprises handle talent but has also educated hundreds of thousands of people in what effective talent practice means. Using data to help leaders make the best decisions for their organizations, she has assisted a wide range of businesses such as the Pepsi Bottling Group, Starwood Hotels and Resorts, and the American Express Company.



TARA S. BEHREND, GEORGE WASHINGTON UNIVERSITY

Dr. Tara Behrend is a multidisciplinary scholar with expertise in workplace technologies and workforce readiness. She has published on such diverse topics as STEM education, automation, privacy, big data, and decision making. In addition to being cited more than 3,000 times with an h-index of 22, she counts a \$3.3 million grant from the National Science Foundation and a prestigious fellowship and residency at the Center for Advanced Study in the Behavioral Sciences at Stanford University among her accomplishments. She advises a wide range of organizations and is active in translating science to policy makers. Her service to SIOP includes a term as *TIP* Editor, and she currently serves on the Executive Board as the External Relations officer.

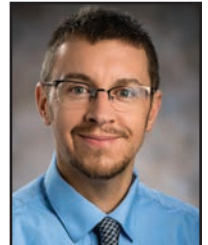
DANA H. BORN, HARVARD KENNEDY SCHOOL

As a military officer, Dr. Dana Born was the first at many things. She was the first female aide to the first female Secretary of the Air Force, the first female general officer in Afghanistan during Operation Enduring Freedom, the first female service academy graduate general officer, and the first female dean of the United States Air Force Academy. Dr. Born's current teaching at the Harvard Kennedy School of Government focuses on leadership, something she exhibited during the Sept. 11, 2001 attack on the Pentagon, where she was a squadron commander. Dr. Born has been a leader in I-O psychology as well, using that foundation to create and implement policy for the Department of Defense.



NATHAN A. BOWLING, WRIGHT STATE UNIVERSITY

Dr. Nathan A. Bowling is best known for his contributions in three areas of research: employee attitudes and well-being, counterproductive work behavior, and careless responding to self-report questionnaires. He has published 52 peer-reviewed journal articles and 12 book chapters, appearing in prestigious publications such as the *Journal of Applied Psychology*, *Journal of Personality and Social Psychology*, and *Journal of Occupational Health Psychology*. He has also co-edited two books, the second of which will publish later this year. He is associate editor for *Applied Psychology: An International Review*, and serves on the editorial boards of *Human Performance*, *Journal of Occupational Health Psychology*, and *Occupational Health Science*.



SCOTT M. BROOKS, ORGVITALITY LLC

Dr. Scott M. Brooks' goal as a professional has been to impact regular people in normal situations by making organizations better. His work as a scientist-practitioner has shown innovation in linkage research, leadership in the science and practice of opinion surveys, creativity in translating science into practice, commitment to the principles and spirit of I-O psychology, and a legacy of impact on clients, the industry, and the SIOP community. His approach to translating science into practice has been to develop strategically relevant, data-based stories that capture the attention of executives and other leaders to create organizational change. Dr. Brooks is well-known for creative storytelling, metaphors, and visuals when translating scientific concepts into practical application.



ROBIN R. COHEN, JOHNSON & JOHNSON

Dr. Robin R. Cohen has been instrumental in applying I-O principles to three *Fortune* 500 and two *Fortune* 50 companies over the course of her career. In each of her roles with those organizations, she focused on promoting the practice and teaching of I-O psychology, specifically in the areas of leadership development, executive coaching, assessment and development, culture change, change management, team effectiveness, competency modeling, and HR strategy. She has been an active member of SIOP since 1991, serving in numerous conference positions such as workshop chair for 3 years and conference chair for 3 years, including the 2014 conference in Hawaii.



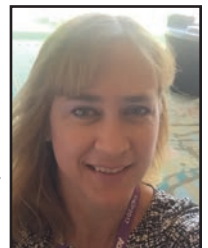
ALAN L. COLQUITT, INDEPENDENT CONSULTANT AND ADVISOR

Dr. Alan L. Colquitt has made critical contributions to the organizations he has supported, leveraging his experience and expertise to make important and sometimes challenging contributions to I-O psychology. His work has included the research and application of performance management tools, cultural and organizational change, leadership identification, and survey strategy, and has always taken an evidence-based approach. His emergence as a thought leader in these areas is demonstrated by the wide range of his presentations, discussions, papers, and workshops. Dr. Colquitt has been actively involved and supportive of SIOP by means of content-oriented presentations, symposia, and discussions. He is also known as a committed mentor to others in I-O, actively sharing his experiences with students and young professionals.



CATHERINE S. DAUS, SOUTHERN ILLINOIS UNIVERSITY EDWARDSVILLE

Dr. Catherine Daus has been described as a passionate educator, productive researcher and a stellar servant leader. She has shown dedication to her teaching responsibilities and is the program director for SIUE's master's I-O program. She runs an active lab where students help design, run, analyze, and write studies, and she chairs up to eight theses each year. Her research has been on emotions in the workplace, specifically the ability perspective of emotional intelligence and emotional labor, and she is frequently called upon to re-



view and write or edit book chapters and journal articles. She has linked her academic research passions with practice by consulting with organizations on emotional intelligence and stress in the workplace.



JEFFREY D. FACTEAU, PDRI, AN SHL COMPANY

For more than 25 years Dr. Jeffrey D. Fecteau has been advancing the objectives of some of the world's largest organizations as they relate to talent selection, in the process transforming the way consumers of assessments think about and evaluate the success of their selection programs. He has played key roles in creating and implementing unique assessment projects of national importance with federal agencies and in advancing the importance of the candidate experience as a critical part of the testing-technology interface. He has published research on job performance measurement approaches, issues related to rater datastructured interviewing, user reactions to assessment, and performance management in academic journals such as the *Journal of Applied Psychology*, *Journal of Managerial Issues*, and *Journal of Management*.



GWENITH G. FISHER, COLORADO STATE UNIVERSITY

Dr. Gwenith Fisher has made significant contributions to the study of occupational health psychology, including issues associated with work-life balance, more specifically the issues of an aging workforce and the impact on society, work organizations, and workers themselves. A leader in the field of aging within I-O psychology, she is currently on the editorial boards of four journals and is an associate editor for Occupational Health Science, serving as an editor for two journal special issues. She has authored or co-authored more than 50 peer-reviewed articles in prestigious journals including *Journal of Applied Psychology*, *Personnel Psychology*, *Journal of Occupational Health Psychology*, and *Journal of Business and Psychology*.



SHARON GLAZER, UNIVERSITY OF BALTIMORE

Dr. Sharon Glazer has demonstrated a meaningful and sustained impact on I-O psychology through her work on cross-cultural practice and theory. Her curiosity about well-being across cultures has led to numerous publications in the domains of occupational stress and culture, including social support, burnout, stressors and strains, values, and time perceptions across cultures, as well as global virtual teams and cross-cultural competence training in the military. She has also published, designed, and implemented curriculum on internationalizing I-O psychology and launched a Global I-O Psychology certificate program. In her role as an educator she has chaired more than 30 master's theses, 20 of which have addressed culture and I-O psychology. She is currently co-chair of SIOP's International Affairs Committee.



EDIE L. GOLDBERG, E.L. GOLDBERG & ASSOCIATES

Dr. Edie Goldberg is best known as a practitioner working with organizations to develop and implement talent management systems for the purpose of building high-performance cultures. She has worked in areas of selection, retention, competency modeling, performance management, and leadership and organization development. She is a recognized leader in the future of work. Her book, *The Inside Gig: How Sharing Untapped Talent Across Boundaries Unleashes Organization Capacity*, was published April 7th. Dr. Goldberg has developed best practices by integrating scientific research with novel approaches to address her client's needs. She has also contributed to academic research, and popular HR literature with contributions to *People + Strategy Journal*, *HR Magazine*, *Human Performance*, *International Journal of Selection and Assessment*, and *Educational and Psychological Measurement*.



PETER D. HARMS, UNIVERSITY OF ALABAMA

Dr. Peter D. Harms is a personality researcher extending his work to areas such as well-being and leadership, including the dark side of leadership. He has published over 100 peer-reviewed articles as well as numerous chapters and technical reports, in outlets including the *Journal of Applied Psychology*, *Personnel Psychology*, and *Journal of Personality and Social Psychology*. Dr. Harms' research has been cited more than 8,300 times and he has an h-index of 42. His work has also been featured in media outlets such as CNN, *Forbes*, *the Wall Street Journal*, *the Washington Post*, and the BBC. His research partners include the U.S. Army, NASA, the U.S. Department of Labor, and Hogan Assessment Systems.

SYLVIA J. HYSONG, MICHAEL E. DEBAKEY VA MEDICAL CENTER

Dr. Sylvia J. Hysong is dedicated to the advancement of I-O psychology in health services research, particularly how it impacts health care delivery to veterans. Her accomplishments have influenced policy affecting 350,000 healthcare professionals responsible for the care of more than 10 million veterans. Dr. Hysong's research has focused on improving the feedback of clinical performance, increasing coordination in primary care settings, and improving clinical performance measurements. Her research has been disseminated through 56 peer-reviewed publications, and she has presented 130 times at national and international conferences. She has delivered lectures in the UK, Canada, and the Netherlands, in addition to peer-reviewed scientific presentations in Japan, France, Spain, Germany, Norway, and more.

**JOHN D. KAMMEYER-MUELLER, UNIVERSITY OF MINNESOTA**

Of the 38 peer-reviewed articles authored or co-authored by Dr. John D. Kammeyer-Mueller, 22 of them have been published in top journals such as the *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Journal*, *Journal of Management*, and *Organizational Research Methods*. His scholarship focuses on topics of interest to society at large, and to formal organizations in particular, asking how organizations can make life better for new employees, how individuals can effectively use knowledge of themselves to understand their reactions to situations, and how public and business policy makers can maximize employee well-being and productivity. He has served on numerous editorial boards and as an associate editor for *Personnel Psychology*.

**RICHARD N. LANDERS, UNIVERSITY OF MINNESOTA**

Dr. Richard N. Landers has advanced I-O psychology with an interdisciplinary focus, integrating computer science, data science, human-computer interaction, and other fields, together with I-O psychology. In addition to his teaching, mentoring, and research work, he launched Landers Management and Technology Consulting to inform and advise on real-world human resource processes involving new technology. His interests are in employee selection, training and research methods, exploring diverse technologies including games and gamification, virtual reality, and social media. On top of more than 36 peer-reviewed publications, four books, and 100 conference presentations, Dr. Landers has reached outside the field to elevate the practice, contributing to media pieces, engaging with executive audiences, and offering easily accessible learning opportunities in both old and new formats.

**JUAN MADERA, UNIVERSITY OF HOUSTON**

Dr. Juan M. Madera has helped translate I-O psychology to the field of hospitality management with numerous peer-reviewed publications including *International Journal of Hospitality Management*, *International Journal of Contemporary Hospitality Management*, *Journal of Applied Psychology*, *Journal of Business and Psychology*, and *Leadership Quarterly*. His research has primarily examined how diversity management efforts affect job attitudes from current employees and applicants. Dr. Madera's research on discrimination and sexual harassment in the hospitality industry has been widely published in popular media outlets such as *New York Magazine*, the Associated Press, NPR, and the *Wall Street Journal*, and has been used as the basis of training programs developed by leading hospitality industry associations.

**SUZANNE S. MASTERSON, UNIVERSITY OF CINCINNATI**

The former editor-in-chief at the *Journal of Organizational Behavior*, Dr. Suzanne S. Masterson has a prolific publishing career in the areas of justice and fairness. Her research spans several interconnecting streams of interest in justice perceptions within organizations, relational ties within organizations, and quality practices within organizations. Her publications include 21 refereed articles in journals including the *Academy of Management Journal*, *Journal of Organizational Behavior*, *Journal of Applied Psychology*, and *Academy of Management Review*; six book chapters; five proceedings; and numerous presentations at national conferences. This accumulated work has had a significant impact on the field, with more than 4,379 citations with an h-index of 16.





SUSAN MOHAMMED, PENNSYLVANIA STATE UNIVERSITY

Dr. Susan Mohammed's research is on team mental model conceptualization and measurement as well as temporal cognition, diversity, and leadership, which have important implications for the practice of I-O psychology. She has published more than 50 refereed articles and book chapters in influential journals including *Journal of Applied Psychology*, *Academy of Management Journal*, *Journal of Management*, and *Personnel Psychology*, and she has been cited more than 7,700 times. She has garnered more than \$2.5 million in grant funding and has been able to apply her team, leadership, and time research to her role as director of the Team Science Core for the Clinical and Translational Science Institute at Penn State University.



IN-SUE OH, TEMPLE UNIVERSITY

Dr. In-Sue Oh has spent his career focused on personality assessment and validation, and meta-analysis and validity generalization. He has over 80 publications including 75 refereed articles in U.S. and Korean journals such as *Journal of Applied Psychology*, *Personnel Psychology*, *Academy of Management Journal*, *Organizational Behavior and Human Decision Processes*, and *Korean Journal of Industrial and Organizational Psychology*. His contributions have been cited over 7,000 times, and he has an h-index of 34. He has been the recipient of several prestigious awards including the SIOP Distinguished Early Career Contributions Science Award, the Academy of Management HR Division's Early Career Achievement, and the SIOP Foundation's William A. Owens Scholarly Achievement Award (two consecutive times) and Joyce and Robert Hogan Award.



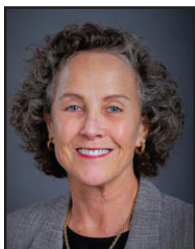
WALTER REICHMAN, ORGVITALITY LLC

A pioneer in the area of prosocial I-O, Dr. Walter Reichman has an impressive history of research, teaching, and advocacy. His early research on the impact of alcoholism and addiction in the workplace led to his advocacy of Employee Assistance Programs. He is the International Association of Applied Psychology representative to the Economic and Social Council of the United Nations and an honorary member of the SIOP United Nations Team. His numerous chapters and articles on serving empowerment, not power, are required reading across a range of evidence-based training programs globally. He has mentored, copresented with, and generally inspired young people to redefine I-O to include prosocial issues, all without losing sight of the foundations of the discipline and profession.



CHRISTOPHER C. ROSEN, UNIVERSITY OF ARKANSAS

Dr. Christopher C. Rosen has established himself as an influential scholar who's work focuses on organizational politics, work stress and employee health. His research has changed thinking across these broad subject areas by challenging consensus around how and why workplace politics affects employee outcomes and providing a critical and integrative discussion of issues facing personality scholars. He has published 36 refereed articles in journals including *Academy of Management Journal*, *Academy of Management Review*, *Journal of Applied Psychology*, *Journal of Management*, *Organizational Behavior and Human Decision Processes*, and *Personnel Psychology*, as well as numerous book chapters and conference presentations. His work has been cited more than 4,500 times and he has an h-index of 29.



ELIZABETH L. SHOENFELT, WESTERN KENTUCKY UNIVERSITY

Dr. Elizabeth Shoenfelt has made significant contributions to master's level I-O education, including the development and leadership of one of the country's top programs. She has implemented a number of novel pedagogical strategies and innovative teaching practices outside of the classroom. Her research on improving effectiveness in business, industry, government, education, and sports has resulted in 39 refereed journal articles, 91 conference presentations, and 98 technical reports. Dr. Shoenfelt combines research and practice to apply the science of I-O psychology to solve problems and improve the quality of policies and processes in higher education, nonprofit organizations, and the discipline of sport psychology. She was honored with the SIOP Distinguished Teaching Contributions Award and is a Fellow in the Association for Applied Sport Psychology.

JANINE WACLAWSKI, PEPSICO

Dr. Janine Waclawski has focused her career on having a significant impact on senior leadership, developing talent within organizations, and leveraging I-O psychology in the workplace. As a consultant she leveraged data driven methods to drive organizational change in large companies such as Shell Oil, NASA, Merck, and Home Depot. Dr. Waclawski's publications include more than 20 articles, two books, and 17 book chapters, reflecting her passion for using feedback at the individual, team, or organizational level to help people develop and improve their effectiveness. Her service to SIOP includes colaunching the first SIOP member survey, 6 years on the Executive Board, co-editor of the Professional Practice series, and as a contributor and editor of a *TIP* column.

**SHONNA D. WATERS, BETTERUP**

Dr. Shonna D. Waters' work has been both broad and deep, often crossing disciplines and ranging from topics including job analysis and personnel selection to fairness, bias, diversity, and beyond. In her current role, she serves as the bridge between science and practice within her organization and with its clients. She began her career practicing in a broad range of I-O topics with a focus on designing accurate and fair tests and assessments. She has since moved to mentoring and educating HR and business leaders combining her passions of leadership, teaching, coaching, writing, speaking, and research. She was the lead author on *The Practical Guide to HR Analytics* and has been a frequent contributor to the SIOP annual conferences and publications.

**JOHN A. WEINER, PSI SERVICES LLC**

John Weiner's work centers on bringing science into practice to solve applied problems. He is a leader in the development of assessment tools for employment and credentialing, including cognitive abilities, work attitudes, and professional competency. He has also been a leader in the evolution of technology-based assessment, including innovative solutions for test design, automated assembly, and security metrics for high stakes testing. His publications and presentations have addressed fundamental I-O topics including validity, fairness, and legal issues, particularly as they intersect with technology advances. John has devoted considerable time to ensuring his work reaches those in the field, giving presentations at professional conferences around the world at a rate of 8 to 10 per year over the past decade.

**BRIAN WELLE, GOOGLE**

Dr. Brian Welle epitomizes the scientist-practitioner in I-O psychology by conducting and applying rigorous research to improve the workplace. His goal is to employ I-O psychology theory, research, and methods to improve organizations, and the lives of the people working in them. He has used I-O psychology to advance diversity and inclusion, and to address challenges in selection, team effectiveness, manager and leader development, and performance management among many other issues. He is an author and presenter in academic and research settings as well as corporate environments. Dr. Welle is frequently quoted in popular media such as *Fast Company*, *The Atlantic*, *USA Today*, and *Wired*, and has 11 academic publications, six research reports, and 28 conference presentations to his credit.



SIOP and the SIOP Foundation thank the 2019 donors who made these awards possible

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