The I/ON

The Official Newsletter of the Industrial/Organizational Psychology Program at George Mason University

Presidential Address
Author: Jennifer Green

On behalf of the Industrial-Organizational Psychology Student Association (IOPSA), welcome new students and welcome back returning students and faculty! I hope that everyone had a very enjoyable and productive summer. To our recent graduates from the Masters and Doctoral programs: Congratulations! I am sure that each and every one of you will go on to do great things. To our new students: We are so excited to have you in the program and we look forward to seeing you soon.

A huge thank-you to the outgoing IOPSA board is in order. From the move of students from Robin-

Letter From the I/ON Faculty Advisor
Author: Lois Tetrick

After being the Program Director of the I/O program here at Mason for 10 years, I have stepped down, and Seth Kaplan has taken on these responsibilities. In exchange I am taking on his role as the Faculty Advisor to the I/ON. I wish him well as the Program Director and I hope that you all will continue to support the program and specifically support him. I am really looking forward to this opportunity to work with the graduate students on the I/ON.

This is the 19th volume of the I/ON – what a fantastic job our graduate students have done over the years to produce our newsletter! The look of the I/ON has changed over the years but our basic goal remains the same and that is to

An Interview with SIOP President, Dr. Jose Cortina
Author: Wenmo Kong

Dr. Cortina graciously agreed to an interview in order to discuss his installation as the president of SIOP and to delve deeper into his speech at this year’s SIOP conference.

WK: You’ve been the president elect of SIOP for the past year and you may have a different view as compared with just being a researcher. What are the new things or problems you found in I/O psychology?

JC: There are problems with the way that we publish research. Right now, the publishing rules don’t really make any sense. For example, if you have conducted a really thorough constructive replication of some study, you have almost no hope of getting that published in a good journal, because we insist that papers make a theoretical contribution. What that means is that for the models that are defended in a given JAP paper, the only time they ever get tested is in that one paper. The models that are defended in AMR papers never get tested at all. That didn’t used to be true. I know this from going back through old

The I/ON is Pleased to Welcome the Incoming Class of 2014.
To Meet All of Them, Check Out Page 6!

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share with all of our alumni, friends and supporters the happenings here at Mason. I have always delighted in the positive comments I hear from our readers about how the I/ON provides a realistic picture of our program, reflecting the many activities and achievements of our students and faculty.

Last year was a busy one for us with SIOP being held in Hawaii, and, looking forward to this year, I am sure we will have a lot of exciting things to include in the I/ON. I look forward to working with the I/ON editors and all of the students to maintain the quality of the I/ON. David and Mark, as editors for this year, have a long line of extraordinary past editors to follow, and I know that they will excel in their new roles. We seek to make the I/ON informative and a true reflection of Mason’s I/O Psychology Program. Speaking for Mark and David, as well as myself, we are open to suggestions as to what you would like to know that we can incorporate into new issues of the I/ON. If there are things you would like to see added to the I/ON, please let us know.

(Letter, continued from page 1)
From the Desk of the Program Director

Author: Seth Kaplan

It is with pride and excitement that I will become the IO program head beginning this August. Following in the footsteps of folks like Lou Buffardi, Rich Klimoski, and Lois Tetrick is a tall order. At the same time, taking over the reigns of the elite program they have established makes this transition much more manageable. On behalf of the whole Mason IO family, I would like to acknowledge all of the effort that past directors have put into this program. Their foresight, decisions, and hard work laid the groundwork for our current successes. My primary goal is not to screw it up! ;)

Also making this transition much easier is the climate among all of the IO faculty and our dedication to the program. To a person, the faculty care deeply about the students and the success of this program. It is easy to forget how fortunate we are to be part of a program with faculty who are mutually supportive, who care deeply about student development, and who regularly sacrifice individual wants for the good of the program. At least since my time here, the faculty have embodied a model of shared leadership – making this transition a much less intimidating one for me.

I would like to mention one major initiative that IOPSA and I are undertaking. One of our program’s potential greatest, yet largely untapped, strengths is our alumni. Our several hundred former students are academics at top programs; they are leaders in industry, consulting firms, and government agencies; they are entrepreneurs who have started their own companies – just to mention some of their accomplishments. I envision a much stronger network among alumni and between alumni and current faculty and students. I would like there to be regular alumni networking and social events and to have alumni regularly attend our weekly Brownbags. I would like alumni to be in touch with current students and to have them more regularly share their

Congratulations to Wendy Casper (2000, PhD) for her promotion to Professor of Organizational Behavior, Research Methods, and Human Resources in the Department of Management at the University of Texas-Arlington!
accomplishments through forums such as the ION.

As a first step in this initiative, several students are developing a comprehensive list of all alumni and their contact information. I would like to acknowledge Marty Biskup, Ashley Membere, Mark Gould, David Wallace, and Wenmo Kong for their effort in compiling this information. I also would like to thank Lou Buffardi for all of his help with this. This is no small task, but I strongly believe that having this information will benefit alumni and the students. With this information in-hand, we can begin strengthening ties among alumni and between alumni and current faculty and students. I would also note, though, that the ultimate success of this initiative largely hinges upon alumni involvement. We really need some alumni to take the lead here (e.g., in organizing alumni professional or social events). Please contact IOPSA president Jen Green (jgreen24@gmu.edu) if you are interested.

I also am very excited to welcome Caren Goldberg to the faculty for this upcoming year. Caren brings a great deal of academic and applied experience, and I am certain that she will be a tremendous asset to the program this year. Please be sure to welcome Caren when you see her.

In closing, I again would like to thank all of the students and faculty who make this such a wonderful program and place, and I would like to wish everyone a wonderful academic year.

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**New Faculty**

George Mason’s Industrial/Organizational Psychology Department is Pleased to Introduce Our Newest Faculty Member!

Caren Goldberg, Ph.D

Prior to joining the Industrial/Organizational Psychology Department at George Mason University, Caren Goldberg was a member of the Management Departments at American University and at George Washington University. She has published over two dozen peer-reviewed articles on diversity and sexual harassment and has written three book chapters. She is a former Associate Editor of *Group and Organization Management*, where she remains on the Editorial Board. She also serves/has served on the Editorial Boards of *Human Resource Management* and *Journal of Management*. Caren is currently serving on the Executive Committee of the GDO Division of the Academy of Management. She has done media interviews about her research with outlets such as Washington Post, NPR’s Kojo Show, and Dateline NBC, and has testified in several employment law matters. In her spare time, Caren teaches boot camp fitness classes and enjoys skating and skiing.

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**Faculty Lab Updates**

The I/ON staff asked the GMU Faculty to provide a brief summary of the present and planned research/activities in their labs.

**Jose Cortina**

Several of the projects that are currently underway include: Zitong Sheng’s project on meta-correlation matrices, Daniel Shore’s project on the effects of recognition programs, Heather Mullins’s project on outcomes of sleepiness, Vias Nico-laides’s project on determinants of lateness, and my project on SEM degrees of freedom. Zitong’s pro-
productive/deviant behavior, including one on how to measure such behavior for teleworkers and another on the role of “moral licensing.” Finally, along with Drs. Lois Tetrick, Steve Zaccaro, and several Mason students (plus colleagues from Dartmouth and Hewlett Packard), I’m involved in a large project on cyber security incident response teams funded by the Department of Homeland Security.

Caren Goldberg

I am working on a variety of research projects in my “native areas” of diversity and harassment, but would like to focus my lab on those studies for which I am actively seeking others’ contributions: I am currently working on a study of survey non-response. I have a nine-wave data set which will allow me to delve quite deeply into the characteristics that distinguish among types of non-respondents. Prior research has generally assumed that people choose whether or not to respond based on general affect or agreeableness (systematic error). However, there is likely a large component of non-response that represents random error (people simply didn’t have time to respond at a particular point in time). Because subjects were asked to respond to nine different surveys, I can distinguish among a continuum of chronic non-respondents, intermittent non-respondents, and chronic respondents. Using the same longitudinal data set, I am in the early stages of a study linking socialization with turnover. The socialization literature indicates that socialization comprises three stages; anticipatory socialization, encounter, and assimilation. The longitudinal nature of the data set allows us to capture key socialization variables at each of these stages and to examine their effects on subsequent turnover.

Eden King, Vicki Magley, and I recently finished collecting pre- and post-training data for a study aimed at testing the effects of sexual harassment/diversity training on trainees’ knowledge and reporting intentions. In addition, we plan to explore the extent to which the outcomes are influenced by various individual and situational variables.

Seth Kaplan
The ION Would Like to Welcome the Incoming Class of 2014

New Doctoral Students

Balca Bolunmez

Greetings! I am very excited about joining the PhD program in Industrial and Organizational Psychology. I was born and raised in Izmir, Turkey, where I received my B.S. and M.S. degrees in Textile Engineering. I came to the United States in 2000 to pursue my MBA at New Jersey Institute of Technology. During my graduate studies, I enjoyed doing research on task performance, assembly line balancing and decision support systems. After graduation, I worked in textile and apparel industry, also taught courses in computer applications and database design, as an Adjunct Faculty, at Berkeley College and DeVry University. Since Fall 2013, I have been a non-degree student at George Mason, taking graduate level courses in I/O Psychology and working in various research labs. My current research interests include decision-making, within-person performance, and invisible disabilities at the workplace. In my spare time, I enjoy experimenting with recipes (then, testing them on family and friends!), biking and training Martial Arts. I feel fortunate to be living in the DC area, which offers a lot to fulfill my professional and personal interests!

Amber Hargrove

Hi everyone! I grew up in both northern California and Connecticut, and received my BA in Psychology and Asian Studies from Vassar College in Poughkeepsie, NY. After graduation, I moved to China for a few years where I conducted research and worked at Hay Group's Beijing office, focusing on leadership and talent development issues. It was my time in China that led me to my interest in I/O psychology, particularly cross-cultural issues with leadership and teams. As for some of my hobbies: I'm a big hiker and yoga person (albeit not particularly good at either), and have an affinity for craft beer, coffee, breakfast/brunch, and spicy food.

Laura Fletcher

Outside of school, I enjoy reading, baking, traveling, and trying out new food. I really loved GMU and the DC area when I was here last summer working with Dr. Eden King and I can’t wait to come back this fall as a grad student to learn more! Looking forward to meeting you all!

Hi! My name is Amber Hargrove. I was born in Houston, Texas, but I spent the majority of my childhood in Georgia. Later, I spent several years in the Carolinas before transferring to the DC area. After working with an engineering consulting firm for several years, I finally returned to college (a late bloomer) and received both my B.S. in Psychology and M.A. in I/O Psychology from Mason. Now, I'm eager to transition to what will effectively be my 3rd year in Mason's I/O Ph.D. program. My primary research interests include emotions, aging, resilience, and individual motivations in the workplace. However, over the past year I...
have been fortunate to work as one of the managers on an applied research project examining the effectiveness of cyber security incident response teams. Through this project, I have enjoyed exploring teams and multi-team system dynamics. In my free time, I spend time with friends and family and travel whenever I have the opportunity. I am excited about continuing my graduate studies at Mason and look forward to meeting everyone new to the program soon!

Kristin Repchick

Hey guys! Even though I'm not new to Mason, I'm super excited to be joining the PhD cohort and getting to work with even more bright and amazing Mason students! Before being in the Mason I/O Masters program, I attended Marywood University in Scranton, PA, which is also near where I grew up. I started my love for I/O psychology, particularly occupational safety, in undergrad where I got my Bachelors in I/O, and was delighted to continue it for two more years with Dr. Tetrick - and now three more! I’ve also gotten involved in leadership and teams research, as well as personality research at the Army Research Institute where I’ve had an amazing internship experience for the past two years and learned some very valuable skills. About me in general, I grew up in the country doing a lot of outdoor activities, which mostly included soccer, running, snowboarding, wakeboarding, hiking and generally being outside. I absolutely love to travel and see new things, and have been able to really take advantage of that here in DC. I still play in multiple soccer leagues in Fairfax, and it’s great exercise amidst all of the school work/helps keep me balanced and healthy! I’m looking forward to meeting everyone soon!

New Masters Students

Charlotte Brock

Hi everyone! I claim DC as my hometown since I grew up all over the place in a Foreign Service Officer family. I did my undergrad at UNC-Chapel Hill where I majored in Peace, War and Defense. I graduated in 2002 and was commissioned into the U.S. Marine Corps, where I spent the next 6 years, including two deployments to Iraq. I then worked at a security & strategy think-tank in DC, and also went to grad school at George Washington. I got a graduate certificate in International Security Policy in 2010 and then took two years "off" when my son was born. I have very little background in Psychology, and I am a little nervous about that! Especially the statistics part... I am really interested in military & veterans' issues, and also in gender and motherhood in the workplace. I like to travel, go to fairs and festivals, visit museums, hike, go camping, run, do yoga, read, write, even watch the occasional movie when I get the chance! I live in Vienna with my son, who turns 4 in October. Very excited about starting this program!

Sarah Cogswell

Greetings! My name is Sarah Cogswell and I hail from the wild and wonderful West Virginia. This past spring I graduated from a small liberal arts school outside of Philadelphia called Ursinus College with a BA in Business and Economics and a BS in Psychology. I am fascinated by organizations and the people working within them. I can’t wait to learn more about them through the GMU MA pro-
gram and my job at HumRRO. In my free time you will find me anywhere from in the gym working on my deadlift to reading classic sci-fi, drawing or coaching soccer. Can't wait to start this new chapter in my life! Cheers!

Lia Engelsted

Although Lia's given name is Julia, her mother had a dog with the same name when she was born, so she goes by a shortened version of her given name: Lia. Lia grew up near Worcester, MA with her parents, identical twin sister, and younger sister. Along with her dad's side of the family, she grew up spending summers in Svendborg, Denmark. She majored in Psychology, concentrating in neuroscience, and minored in Administrative Science at Colby College in Waterville, ME. After college, Lia moved down to the DC area to work as an IT consultant at IBM. After three years of federal consulting, Lia is hoping to gain expertise in I/O psychology. Her research interests include leadership development, employee training, work-life balance, and group dynamics. Her hobbies include biking around DC and NOVA bike trails, playing golf, soccer, and volleyball, attending weekly trivia nights, running obstacle races, completing crossword puzzles, and traveling around the country to visit family and friends.

Jillian Gaetano

Hi everyone! My name is Jillian Gaetano and I am an incoming MA student. I'm from South Jersey and graduated in May 2014 from The College of New Jersey (TCNJ) with a BA in Psychology/BS in Business Administration. At TCNJ, I worked as a Research Assistant in the Organizational Psychology Laboratory and conducted my Senior Thesis on the relationship between personality facets and OCBs. In my free time I enjoy running, finding new places to eat, and binge-watching Netflix. I can't wait to explore DC and meet everyone soon!

Jeanessa Gantt

Hi, I'm Jeanessa. I attended the University of West Florida in Pensacola, where I earned a BA in Psychology as well as a BA in English Writing. As far as my experience in I/O goes, I was a member of UWF’s Workforce Issues lab during my senior year and conducted research for my honors thesis on work/school enrichment among employed students. I'm fascinated by a range of I/O topics, but my main research interests include selection, work/life balance, diversity, and cross-cultural issues. I’m a native Floridian, and Pensacola was the largest city I've ever lived in, so I am extremely excited to explore all the Virginia/DC Metro area has to offer. I have an ever-expanding list of hobbies and interests, but I get especially excited about film, karaoke, traveling, and craft beer.

Chelsey Hartzler

Hello! My name is Chelsey Hartzler and I am an incoming MA student. I attended North Carolina State University in Raleigh, NC for my undergraduate studies. I am specifically interested in leadership and teamwork within organizations, but I am looking forward to expanding my research interests as a Consortium Research Fellow at the Army Research Institute. I am originally from Michigan but I prefer living in warmer climates. In my free time I enjoy being active outdoors, volunteering, reading, and traveling with my family. I look forward to meeting you all soon!

James Meaden

Hello! My name is James Meaden, and I am thrilled to be joining the Mason I/O program. I am originally from Eng-
land, and have lived in the United States for half of my life. I completed a BS in business in 2008, and have been working in analyst positions since then. Last year, I completed a BS in psychology and minor in neuroscience at George Mason. My research interests are broad, and include team performance, leadership, job satisfaction, innovation, virtual environments, and organizational change. I am looking forward to refining these interests while at Mason. Outside of school and work, I enjoy working out, reading, spending time with family and friends, and traveling. I am really looking forward to meeting you all!

Alex Morris

Hey there! My name is Alex Morris and I’m an incoming I/O Master’s student who grew up in McLean, Virginia, which is only about 20 minutes away from the George Mason campus. For college, I trekked a little ways south to the University of Mary Washington from which I received my BS in psychology back in 2011. After graduating, I worked in a variety of fields before finding my way back to psychology. My research interests are broad and seem to evolve by the day, but some things that particularly grab my attention include legal issues in the workplace, social and emotional intelligence, candidate/applicant assessment and selection, lie detection and fake-resistant testing, and meta-analysis.

Kristen Swigart

Hi there! My name is Kristen Swigart and I hail from Pittsburgh, PA. I received my undergraduate degree in Criminology and minored in Psychology at Penn State University. My research interests include (but are not limited to) leadership development and selection, executive coaching, and assessment centers. This coming year I will be supplementing my education by interning at the Army Research Institute in the Personnel Assessment Research Unit. I love to do yoga, take walks and I very much enjoy a good Sunday brunch. I look forward to joining the Mason family and getting to know everyone better!

Vicki Wang

Hello all! My name is Vicki and I am from Arcadia, CA. I graduated from the University of California San Diego in 2011 with a major in Psychology and a minor in Management Science. I still currently reside in San Diego for work. During my free time I like to explore new places, whether it be for new restaurants or for sightseeing. If I could explain myself in three different ways, I would say: I am a foodie, a crazy dog mom, and someone who watches a lot of television shows (not sure if this is a good thing, but there’s just too many great shows). I am so excited to move to the East Coast and to get started with my graduate career at George Mason! Plus, I can’t wait to meet everyone in person!

Congratulations to Lynn Chen ('14 MA) started a new position at SRA International - GSA project as a Research Data Analyst in July!
A Day in the Life: Our Internship Experience

Author: Erin Vranicar and Cierra Mautone

Both of us were fortunate enough to intern at the Consumer Financial Protection Bureau (CFPB) during our first year at Mason. We both are a part of the Organizational Development and Effectiveness team which serves the Bureau through the creation and administration of candidate assessments, through workforce planning efforts, organizational design support, human capital reporting and analysis, and manager and team coaching. We primarily support our team by helping to create and administer assessments to candidates, but we have worked on a wide variety of projects.

One of the largest projects we worked on was the selection efforts for examiners at the Bureau. In order to handle the thousands of applications received, our team created several tools to assess applicants. We primarily helped with the written assessment and resume review, which are the second and third hurdles in this selection process. Part of creating an assessment effort this large involves validating benchmarks and other rating criteria and developing prompts that are fair and appropriate for the various levels. One of the challenges of this particular project was the physical administration of the assessment. Although it was a demanding project, it was rewarding to give hiring managers the choice among many qualified applicants.

Another project we’ve been involved in is the competency model validation, a Bureau-wide initiative to develop a new leadership model, technical model, and team member model that can potentially be used for employee development, selection, and performance management in the future. We are working with contractors from PDRI to help develop these competencies, and are now in the process of validating them for the different pay bands. Some of our personal responsibilities include scheduling the validation sessions, assisting the project manager in facilitating them, and confer-ring with different groups about finalizing the models. It has been a bit challenging to get employees and supervisors to participate in the validation, especially since we were unable to make participation mandatory, but we have worked hard to find ways to promote the importance of the model and of having Bureau-wide input. Although the project may not be completed before our internships are over, it’s exciting to know that we’re a part of such a major initiative at the CFPB.

Some additional projects we have worked on include:

- creating structured interviews for various positions;
- training hiring managers on the structured interview process;
- supporting the Annual Employee Survey; and
- working on projects to improve the feedback culture and recognition program within Human Capital.

Our experience in the I/O program at Mason has prepared us for this exciting and challenging internship experience. We have used our statistics knowledge to conduct data analyses for examiner hiring at CFPB and for interpretation of survey results. In addition, the training course offered at Mason aided us in our support of a Bureau-wide training needs analysis.

Throughout our internship experience, we have been involved in various projects that have contributed to the Bureau’s success.

SIOP President, continued from page 1)  JAPs. Replication used to be very common, and it is very common in other scientific fields. In our field it is almost entirely unheard of, and that’s no way to help science. We always limit the science-practice gap. Scientists are troubled by the fact that so few of our findings are put into practice by practitioners. Practitioners complain that the things that we’re doing research on don’t really apply to actual problems. But if I’m a practitioner, I wouldn’t see any reason to tell clients to pursue some intervention when that intervention had been tested at most one time. Editors and reviewers need to think about how to define contribution much more broadly. If we’re going to insist that every paper...
Tips and Tricks for Everyone

Author: Ashley Membere

Hi y’all! Once again, I want to welcome you to George Mason’s I/O program! We’re all so happy to have you here and look forward to meeting you! To help you adjust to grad school, I’ve compiled some tips and tricks from my own experiences and advice given to me by more senior students. I hope everything here is as usual to you as it was to me!

1. **Attend various lab meetings at the beginning of the semester.** It might not be possible for you to attend every single lab meeting, but try to go to as many as you can early in the semester. This is a good way to find out what faculty and other students are currently researching and how you can get involved on projects. Once you think you find out what labs you’re interested in, you can plan on attending those meetings on a regular basis.

2. **You don’t have to do everything.** Just a follow-up to the previous tip. You don’t have to say “Yes” to every project that comes your way! You don’t have unlimited energy and time to do everything, so saying “No” to things is perfectly okay. Stay focused on being a part of a few projects that you can contribute to rather than taking on too many and risk spreading yourself too thin.

3. **Be organized and set goals for yourself.** Try to keep a list of everything you’re involved in and update it frequently. Whether it’s written down in an agenda, on a whiteboard, or on your computer, always keep track of what you’re doing. Also, remember to set realistic and specific goals and deadlines for yourself when you’re working. It’s a great way to track your progress on a project.

4. **Class assignments should lead to new ideas and future research topics.** You’ll be doing a lot of class work, so why not use that time to help get started on creating your own studies? Use what...
research and applications in I/O psychology and what specific goals you have for your presidency?

JC: I’ve been traveling around and I’ll continue doing it this year, trying to convince people that this problem with our review process is really big and we need address it as a field. I’m also trying to set up sort of continuing education opportunities, ways that reviewers can get the knowledge that they need to be better reviewers. My hope is that journal editors will actually begin to at least reward reviewers for continuing education. If you want to be a member of this editorial board, you have to have gone through the reviewer boot camp. And then you have to keep that up. At least once a year you have to participate in this or some others to learn something relating to how to count degrees of freedom, how to form item parcels, some descriptive topics that people can learn about and stay on top of, so that they are not the reviewers that let through the papers that got retracted. No one wants to be in that position, but people have to understand that the gap between what they know and what they need to know is large enough for them to do something about. What I’ve been trying to work on and will continue to work on is changing people’s mind, particularly editors’ and editorial board members’ minds about what we should and shouldn’t consider to be publishable, and also helping reviewers and board members, giving them resources that put them into position to do better reviews, to catch the mistakes that people are making.

WK: Which part of the president’s work do you find to be the most challenging? How are you going to deal with that?

JC: I think the most challenging part is going to be to convince editors that these problems are big enough that they are worth fixing. There is one suggestion which was an idea that Jerry Davis had, who’s the editor of Administrative Science Quarterly. He’s been looking into journal impact factors. That’s the way that we decide which journals are good and which are not. But they’ve always been silly and they’re getting sillier over time. It’s so easy to rig them that there are now journals among the top 10 most impact full journals in management that no one’s ever heard of. That’s because they’ve set up a system that generates a large impact factor without anyone ever actually reading those papers. So impact factors as a measure of journal quality are increasingly absurd. But what’s the alternative? His thought was what if journal quality was measured by the reviewing expertise of the editorial boards. What if he could point to his journal and say “I have the best journal because everybody on my board has gone through reviewers’ boot camp and they have participated in continuing education with regard to the review process”? That’s such a more substantive than these impact factors saying that people are citing the papers in my journal. I would love for that to happen. That’s a very rational model of journal quality, but it’s also totally different from the one that we always used. So that would be tough to pull off.

Overall my hope would be that everybody who is reviewing for a good journal has the expertise to do a good job. Right now there is so much strain on the review process. In last four years, in management alone, there were 34,000 papers published. Those are just the ones that we accepted, and all of them had one or more revisions, and you had two or three reviewers for every one. That’s an enormous pool of people that you need! But if you want good stuff to be published you need people to know what good stuff looks like and what should and shouldn’t be put in. Now instead, because editors have no choice, they will turn to anybody that has published something on a related topic somewhere. The fact that you’ve published a paper on some sort of topic does not mean you’re necessarily in the position to review somebody else’s work. I understand the strain on the system, but we have to decide that we’ll do whatever it takes to make sure that the screeners know enough to screen out the nonsense, and that means additional education on reviewers.

WK: So far which part of your work as the SIOP president/president elect do you feel most satisfied with?

JC: The coolest thing of holding any position in SIOP is how invested all these people are in the organization, and the betterment of the field is incredible. So many people spend so much time and effort just for the good of the field and for the organization. We had...
Our lab is conducting studies in several areas. First, we are in the process of developing and evaluating various positive psychology interventions designed to improve employee emotional well-being. Second, we are conducting research on team communication during crisis-like events among high reliability teams including trauma teams and mine rescue teams. In addition, I am working with several students on projects related to telework, studying its potential benefits and also the challenges in implementing telework programs.

**Eden King**

The Kingsters are hard at work exploring the experiences of diverse employees and how to improve those experiences. This includes laboratory and field studies on pregnant women, lesbian and gay people, religious minorities, older and younger workers, and racial minority leaders.

**Lois Tetrick**

My research group continues to develop and conduct research projects in the area of Occupational Health Psychology (OHP) and in Understanding the Employee-Organization Relationship (EOR). Within OHP, we are continuing a project on the work-family interface, which we intend to extend from a North American cultural perspective to South American and Asian perspectives. Additionally, we are working on a couple of projects focusing on workplace safety and on older workers. Within the area of the EOR, we will be extending the literature on psychological contract and its effects on such individuals and organizations’ innovation, productivity and health.

**Stephen Zaccaro**

My research interests are in the areas of leadership, leader development, team dynamics and multi-team systems. I have long been interested in the attributes that denote successful leaders and foster effective leadership. I have argued for more complex constellations of leader attributes to predict leader emergence and effectiveness. I have also examined the development of skills related to leader adaptability and multicultural leadership. My research has focused on the particular training interventions necessary to foster adaptive readiness. I am currently supervising research efforts on shared leadership, and on leadership and innovation.

In the area of teams, I have examined team leadership behaviors that foster team synergy and effectiveness. My research team has focused especially on how such behaviors influence team emergent states that are the precursors of effective team action. More recently, I have been focusing on multi-team systems, including the shared and vertical leadership processes that drive actions in such systems, and the forces that emerge from the balance of within and between team dynamics. I am currently working with other faculty here and at other universities on multiple aspects of multi-team systems.

**Joint Projects**

Lois Tetrick, Stephen Zaccaro, and Reeshad Dalal are working on a 3-year project, funded by the Department of Homeland Security, involving Cyber Security Incident Response Teams. This is a massive, more-or-less "full spectrum I/O" project, in the sense that it involves job analysis, performance taxonomies, employee selection and training, employee well-being, employee decision-making, and multiple levels of analysis (individual, team and multi-team system). Our collaborators on this project are from Dartmouth, Hewlett Packard, and the U.S., Swedish, and Dutch governments.

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IOPSA would like to invite all I/O graduate students and Alumni to our weekly guest lecture series, Brownbag! Every Wednesday from 12-1:15pm in Krug Hall room 5
Thank You, Sponsors and Alumni!

I/ON readers are probably very familiar with reading about IOPSA (Mason’s Industrial/Organizational Psychology Student Association) in our pages. What readers may not know is that, as a student association at Mason with a very limited budget, we depend upon donations to maintain many of our activities such as printing and distributing The I/ON. Fortunately, organizations in our area are very supportive. We are very thankful.

Eric Weis is the 2013 Fleishman Award Winner

Eric Weis won the 2013 Edwin A. Fleishman award for his dissertation titled, *A Multilevel Field Study of Functional Leadership: the Role of Situational Load and Individual Differences*. His thesis examined how different situational loads in team training scenarios influenced the display of optimally functional leadership behaviors. Alternative leadership behaviors were differentially related to performance under varying conditions of cognitive, social, and emotional loads. Eric also found that team composition in the form of grit or resilience interacted with leader behaviors to affect team performance. His findings provide evidence for how different contextual elements can influence the functionality of particular leadership behaviors.

Nine dissertations from the I/O program were reviewed for consideration of the 2013 award, the largest number of any year to date. After completing the review and determining the winner of this award, the faculty also felt that Kristin Jones's dissertation, *From Baby Bump to Stressful Slump: An Episodic Model of Identity Management Behaviors in Pregnant Employees* deserved a strong honorable mention. This is the first time in the history of the Fleishman Award that a particular thesis was given this distinction. Kristin examined work-based identity management behaviors of expectant mothers over the course of their pregnancy. She found that such behaviors were contingent on mothers' expectations of workplace discrimination. Further, the use of particular identity management behaviors, such as concealing, was associated with higher levels of anxiety and depression. Her findings contribute to the literature on identity management in the context of workplace discrimination.

We congratulate Eric and Kristin on these achievements! Eric is now on the faculty at the US Military Academy at West Point. Kristin is now on the faculty of Washington State University.

Previous Winners for 2011-2012:
Tiffany M. Bennett
John Fedota

WK: Is there anything else you’d like to add?

JC: There will be a party in the presidential suite in Philadelphia. Everyone from Mason will be welcomed to come! "

\[INTERNIship, continued from page 10\] experience, our supervisors have been extremely supportive and have tried to make our experience worthwhile for our professional development. We have been fortunate to have the opportunity to use information we have learned at Mason and apply those skills to CFPB. Government agencies have added benefits as well as added challenges, but overall this has been an amazing experience that we are extremely grateful to have. "

\[SIOP President, continued from page 12\] call with our lobbyists yesterday. Because of the work that Seth and others are doing, we’re actually getting our name out to congressional staffers and policy makers who need expertise on workforce management and work-family issues, but they are not aware that there’s this whole field that studies this stuff. We are finally getting our names out there, which is fantastic. SIOP has dozens of committees, of which all the members are donating their own time just because they believe in the organization. You get the sense that it’s not like we agree on everything, but everybody really just wants for the field to grow and for the society to be healthy. It’s such a great organization to get involved for that reason. The conference always goes incredibly smoothly even though it’s a big conference with a lot of stuff going on. We are just this group of really dedicated well-meaning people and it’s just fun to be part of that group. I would recommend to everyone that they get involved in SIOP. No matter whether you’re an academic or a practitioner, it’s really gratifying.

Seth: I think we should all get involved in SIOP because it’s a great organization and it helps the field grow.

WK: Is there anything else you’d like to add?

JC: There will be a party in the presidential suite in Philadelphia. Everyone from Mason will be welcomed to come!
Do You Know Personnel Testing Counsel/Metropolitan Washington (PTCMW)?

Author: Kathleen Keeler

As I/O psychology students at GMU, we are fortunate to have access to so many professional resources in one area. One resource is the Personnel Testing Council/Metropolitan Washington (PTCMW)—an organization that promotes the science and practice of I/O psychology and related fields in the Washington, D.C. area. Established in 1977, PTCMW has over 300 members including I/O psychologists, attorneys, statisticians, human resources professionals, and EEO specialists from government, business, consulting, and academia.

PTCMW holds monthly luncheon meetings and quarterly workshops—making it an excellent networking resource. These meetings feature speakers from both research and applied backgrounds and cover a variety of topics. Past topics have included: assessing EEO risk; validation; meta-analysis; and the scientific status of selection, strategic human capital planning, online career development tools, and trends in employee engagement survey research. In November, PTC hosts their annual fall event, which features prominent speakers from I/O psychology and is attended by some of the biggest consulting firms and research institutes in the area—AIR, PDRI, HumPRO, Deloitte, Booze Allen Hamilton, FMP, Fors Marsh Group—as well as several government agencies. This event offers a great way to connect with the local I/O community, and students are highly encouraged to attend. PTC meetings and events are held at GMU’s Arlington campus, Founders Hall, where convenient metro access and parking are available.

As this year’s PTC Liaison, I highly recommend that you take advantage of the resources and opportunities that PTC offers. If you have any questions or want to learn more about PTC, please feel free to contact me at kkeeler1@gmu.edu or go to www.ptcmw.org for more information.

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5. Relax a little. You’ll have a lot on your plate with class, research, and jobs, so make sure that you’re taking care of yourself! Take breaks throughout the day to chill for a while and keep up with your hobbies. Don’t forget that in addition to being able to manage all the work you have to do, you also have to manage your health and free time.
Memories from SIOP 2014: HAWAII

Lois Tetrack gives a speech at the GMU SIOP Reception

Tracy McCausland’s (Center) Graduation Party!

Zitong Sheng and Shoufei Hou enjoy a meal together

Isaac Sabat gives a poster presentation

*All pictures courtesy of Afra Ahmad
Good News Corner:

- **Tiffany Bludau-Bennett** (’11 PhD) started a new position with The Daily Dot as an HR Analyst in May.
- **Wendy Casper** (’00 PhD) was promoted to Professor of Organizational Behavior, Research Methods, and Human Resources in the Department of Management at the University of Texas–Arlington.
- **Lynn Chen** (’14 MA) started a new position at SRA International - GSA project as a Research Data Analyst in July.
- On May 6, PhD student **Tiffany Chen** and her husband Julius welcomed their baby boy, Travis Song-yi Chen, into the world.
- **Crystal Harold** (’05 PhD) was awarded tenure and promoted to the level of Associate Professor in the Fox School of Business at Temple University.
- **Eric Kidwell** (’07 MA) got engaged to his girlfriend, Maria.
- **Andi Lassiter** (’04 PhD) was promoted to Full Professor and also became the Psychology Department Chair at Minnesota State University, Mankato.
- **John Nelson** (’12 PhD) and his wife Emily welcomed their second child into their family this summer. Thomas was born in May 2014; Kaitlyn is thrilled to be a big sister. John is currently the Greg Palmer Endowed Professor of Business and an Assistant Professor of Management at Morehead State University. John received the 2014 Dean’s Citation for Excellence in Teaching Award for the College of Business and Public Affairs.
- **Stephanie Payne** (’00 PhD) was promoted to Full Professor at Texas A&M University.
- Congratulations to **Federal Management Partners, Inc.** (FMP) for being named among “The Washington Post Top Workplaces” – one of the best places to work in the Greater Washington area. FMP was ranked 7th out of 80 small businesses. FMP hires many Mason I/O grads and interns who are proud to be a part of FMP!
- **Roni Reiter-Palmon** (’93 PhD) received the University Award for Research from the University of Nebraska at Omaha.

Recent Mason Student & Alumni publications

A Thank You from the SIOP Reception Coordinators

From Isaac and Emily:

Thank you to everybody who attended the 2014 George Mason SIOP Reception. It was a pleasure to have the opportunity to meet with and reconnect with all of the current and former students, faculty, and friends of the program. Of course, this reception couldn’t have happened without the help of several individuals. We would like to personally thank the current IOPSA board, Daniel Shore, and the faculty for their help in orchestrating this event. We would also like to thank all of the individuals and organizations who donated to IOPSA. Without all of you, this reception simply would not happened, so we thank you all for your continued support. Looking forward to seeing you all next year at the 2015 Reception!

Sincerely,
- Isaac and Emily

Photo Courtesy of Afra Ahmad

Thank You, Sponsors and Alumni!

I/ON readers are probably very familiar with reading about IOPSA (Mason’s Industrial/Organizational Psychology Student Association) in our pages. What readers may not know is that, as a student association at Mason with a very limited budget, we depend upon donations to maintain many of our activities such as printing and distributing The I/ON. Fortunately, organizations in our area are very supportive.

Thank you for
all of the individual and
organizational contributions to
IOPSA!
About GMU’s I/O Program

The Industrial/Organizational Psychology Program at George Mason University is housed in the Psychology Department. The department itself is a part of the College of Humanities and Social Sciences, Deborah Boehm-Davis, Dean. For further information on the I/O Program, please contact Dr. Lois Tetrick at letrick@gmu.edu or the graduate secretary at pseygrad@gmu.edu. Please also visit our website at http://www.gmu.edu/org/iopsa.

If you are GMU I/O Alumni . . .

We love to hear what you’re up to! Please keep us informed of your life changes, from your mailing address to SIOP fellowship nominations. If you are willing to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please e-mail us at ydong2@gmu.edu (Yan Dong) or kgilson@gmu.edu (Kristen Gilson).

Website and E-mail for The I/ON

Current and past issues can be viewed at our website, http://www.gmu.edu/org/iopsa/theion.htm. For questions or comments, please contact us at ionnewsletter@gmail.com

If you would like to be included or removed from the mailing list, please e-mail us at ion@gmu.edu. The deadline for contributions to the newsletter is three weeks before distribution, which occurs on or around the first of April, August, and November.

Congratulations To...

2014 GMU Masters Graduates:

Xi Chen
Andreina Daza
Yan Dong
Mallory Friebis
Amber Hargrove*
Emily Medvin*
Celise Remy-Lewis
Kristin Repchick*
Melanie Schukrafft
Carolyn Winslow*

*Masters Recipients who are currently in the PhD Program.

Congratulations to our recent PhDs!

Dr. Gonzalo Ferro

Dissertation: An Empirical Examination of Knowledge and Skill Predictors of Cultural Adaptive Performance

Dr. Clifford Haimann

Dissertation: The Effects of Safety on Job Applicants

Dr. Joseph Luchman

Dissertation: Cluster-Level Correlated Error Variance and the Estimation of Parameters in Linear Mixed Models

Dr. Tracy McCausland

Dissertation: Chronological Age and Training Outcomes: Examining Psychological Processes and Cognitive Ability

About The I/ON

The I/ON newsletter 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 the previous I/ON editors, Dr. Marisa Diana-Russo, Dr. Stephanie Payne, Dr. Lisa Boyce, Nikki Dudley, Mike Ingerick, Dr. W. Benjamin Porr, Deirdre Lozzi, Dr. Tiffany Bennett, Marissa Shuffler, Jordan Robbins, C. Brooke Orr, Jayme Pitssonberger, Elizabeth Conjar, Richard Hermida, Carrie Grimes, Irwin José, Phillip Gilmore, Kristen Jones, Alexis Gray & Kate Laport, Afra Ahmad, Alan Tomassetti, Nikki Giacopelli, & Sooyeol Kim, and Yan Dong & Kristen Gibson.

If you would like to be included or removed from the mailing list, please e-mail us at ion@gmu.edu. The deadline for contributions to the newsletter is three weeks before distribution, which occurs on or around the first of April, August, and November.

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Yan Dong
Kristen Gilson

Current Edition

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David Wallace & Mark Gould
I/O Psychology Program
George Mason University
4400 University Drive
Fairfax VA, 22030

Check Out Our Website At
http://www.gmu.edu/org/iopsa

The GMU IOPSA Picnic

Date: September 14, 2014
Time: 4pm-7:30pm
Olney Park Shelter
1840 Olney Road
Falls Church, VA 22043

We are looking forward to seeing students, faculty, alumni, and friends of the GMU I/O Program for a potluck picnic! Friends and alumni can come and enjoy while students and faculty will supply the food. It is a great opportunity to catch up, network, and socialize.

We are looking forward to seeing you there!

RSVP online at: http://ow.ly/YBiF
Be sure to click next to see the whole invite!
E-mail Kandace Thomas at kthoma25@gmu.edu with any questions!