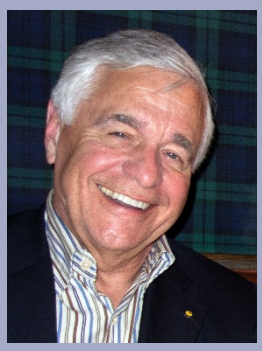
SIOP Foundation

ANNUAL REPORT 2019-2020



A Message From the President

Wow, what a year!

Now more than ever, it is crucial to keep our minds open and to keep on opening them, because things are never so simple as we think they are. Expertise today is easily dismissed as being mere opinion. False dilemmas and zero-sum frameworks are plentiful. The critical thinking abounding in the roots of "the scientific method" appears to be in short and shrinking supply. Who can be trusted?

Here in IO, our applied science of work and organization is graced with opportunities and beset by challenges. Concerning opportunities, the problem is deciding which ones to pursue. As for challenges, the nature of work keeps on changing. What's your next gig?

The mission of the SIOP Foundation is to connect donors with IO psychology professionals to create smarter workplaces. We do it with endowments and term gifts that fund grants, scholarships, and awards. This is how cash gifts and endowments translate into advancing our applied organizational science:

1. We have sought and received Guide Star Platinum certification to demonstrate transparency in managing our affairs. This is important in making the SIOP Foundation visible to the general public, and especially to corporate and private foundations. We welcome any advice you offer on finding support from other donors and foundations.
2. Our development of the Horizon Forum continues. It is a small group venture to help shape IO research and development by highlighting emerging questions – what's on your horizon and keeps you awake at night? Watch for news about horizon themes and projects.
3. The Visionary Circle, a venture to build a renewable and continuing source of funding for IO praxis, is off to a roaring start. As part of SIOP's 2020 Virtual Conference, four finalists presented their proposals for the $100,000 Visionary Grant. A vote by the donors selected the winning proposal. In a short video, Dr. Susan Ashford talks about broadening SIOP's vision.
4. The brutal death of George Floyd on Memorial Day led to a special appeal for contributions to an Anti-Racism Grant fund. $50,000 was raised in June, 35 project proposals were submitted in July, and 5 small grants were awarded on August 24.

IO is unique. It is special because of its unwavering emphasis on "praxis", the synthesis of theory and practice *without presuming the primacy of either*. Praxis is symbolized in the double helix design shown in the glass statues SIOP gives to distinguished award winners.

The SIOP Foundation Trustees welcome your ideas and donations for advancing IO psychology. If you will be making an IRA distribution, as I will during this K shaped recovery, please direct a portion of it to the SIOP Foundation. Or consider creating an endowment using appreciated stock, and join the Seattle cohort of donors to fund the next Visionary Circle Grant.

Thanks for your continuing trust.

Milton D. Hakel, President

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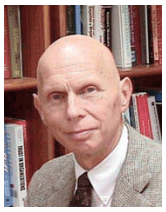

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SIOP Awards
Wiley Award
Anti-Racism Grants
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Donate Now!

VISIONARY CIRCLE

The Visionary Circle, a venture to build a renewable and continuing source of funding for IO praxis, got off to a roaring start. The final-four contest and gala celebration we expected to hold in Austin morphed into an online webinar as part of SIOP's 2020 Virtual Conference.

Long story short: In July 2019, 33 project directors submitted letter of intent to compete for the $100,000 Visionary Grant. Ten were invited to submit full proposals. Four of the 10 became finalists, and made 7-minute video presentations of their proposals. In March and April, 2020, the first or Austin Cohort of donors read the full proposals, viewed the videos, and voted to select the winner.

Thanks so very much to these Visionary Donors!

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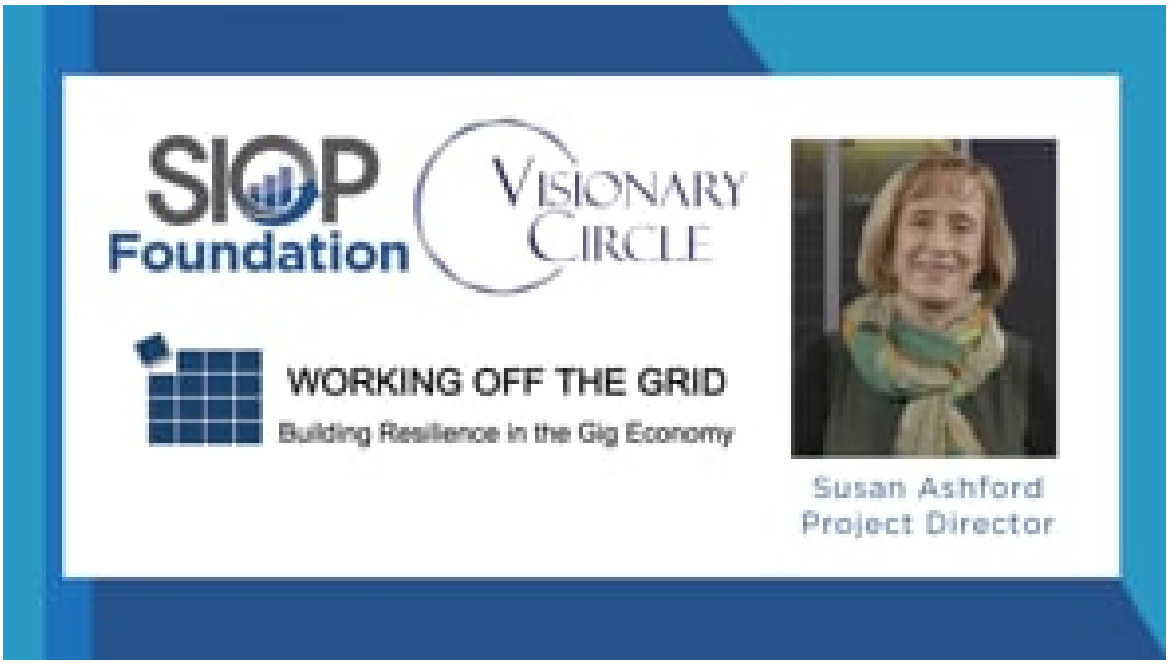
The winning project is *Working Off the Grid: Building Resilience in the Gig Economy,* by Susan Ashford, Briana Caza and Brittany Lambert. See their full 7-minute video proposal online.



Doing meaningful research is challenging even in the best of times. This year the challenges are enormous, and what Sue, Briana, and Brittany learn about resilience is going to be especially precious.

Support the Next Donor-Directed Visionary Grant

The next Visionary Grant is scheduled for presentation at the 2022 SIOP Conference in Seattle – become a Visionary Donor in the second or Seattle Cohort at the $1000 level. Donors need not be SIOP members. Donate now!

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Anti-Racism Grants

The brutal death of George Floyd on Memorial Day 2020 led to a special appeal for contributions to an Anti-Racism Grant fund. $50,000 was raised in June, 35 project proposals were submitted in July, and 5 small grants were awarded on August 24. They are:

Performative Gesture or Genuinely Supportive: The Impact of Workplace Responses to the Racial Injustice Movement on Employees
Lauren Collier-Spruel & Dr. Ann Marie Ryan

In the wake of racial justice protests and calls from individuals in the US and internationally to address police brutality and systemic injustice, many major corporations have released statements affirming or reaffirming their commitment to diversity, inclusion, and anti-racism. Although some statements were well received, others were considered to be opportunistic and disingenuous. Based on Leslie's (2019) Theory of Unintended Consequences of Diversity Initiatives, the aims of this study are to examine organizational responses to racial injustice to determine: (a) what statements from actual organizations comprised; (b) how these statements as well as those from direct supervisors and coworkers, through signals they send, impact psychological and work-related outcomes for employees, and particularly for Black employees; and (c) which elements of organizational statements (e.g., declared actions, tone) are related to positive and negative perceptions and emotional reactions of employees, particularly Black employees. To address these aims, we will conduct computerized textual analyses of a compiled database of organizational public statements regarding anti-racism from the period following the death of George Floyd, conduct a survey of Black and other employee experiences surrounding communications from their organization, and conduct an experiment manipulating communication elements to evaluate their effects. Through these three studies, we hope to advance the conversation regarding how organizational anti-racism efforts are best articulated and undertaken.

Organizational Anti-Racism Initiatives: Advancing Scholarship and Guiding Practice on Effectiveness
Dr. Enrica Ruggs, Dr. Alison Vania Hall (Birch), Dr. Derek R. Avery, Dr. Benjamin E. Baran, & Christopher W. Everett

We propose a mixed-method study and an evidence-based practitioner resource of racism response initiatives and related organizational practices. Our project provides immediate and long-term contributions to scholarship and practice. The research will include interviews with senior-level human resource and diversity officers to determine organizations' racism response practices and employee surveys within these organizations to examine employees' awareness, appraisal, and responses to these practices. Results will allow us to (a) develop a taxonomy of racism response practices and a scientific evaluation of those practices and (b) answer research questions regarding the use of those practices. The practice-oriented element of our work will be a fully developed website—a free, evidence-based, platform devoted to ending racism at work. We own www.endingracismatwork.org and will begin development immediately upon funding. The site will announce the project, provide updates on organizational anti-racism initiatives, solicit additional participants, and report our initial research findings (the taxonomy) and guidance for practitioners. Longer term, the site will foster collaboration, publication of white papers, evaluation of emerging practices to reduce racism at work, and a database of interested organizations and leaders to facilitate data collection. Our team includes three academic researchers with expertise on racism and workplace discrimination, and organizational partners—the management consulting firm Indigo Anchor, which will provide pro-bono assistance with organizational access for data collection, project publicity via The Indigo Podcast, and creation and curation of the online resource.

Algorithmic Racial Bias in Automated Video Interviews
Louis Hickman, Dr. Louis Tay, Dr. Sang Eun Woo, & Sidney D'Mello

Artificial intelligence, and specifically machine learning (ML) algorithms, are increasingly being used to assess job applicants due to hopes that they will improve selection decisions and reduce costs, but there are persistent concerns about discrimination and bias against legally protected groups. Within the selection context, automated video interviews (AVIs) use verbal behavior (what interviewees say), paraverbal behavior (how interviewees speak), and nonverbal behavior (what interviewees do) to assess interviewee characteristics. Concerningly, consumer advocacy groups and U.S. senators have argued that AVIs are biased against Black interviewees. Their primary concern is that ML algorithms for analyzing facial expressions (i.e., nonverbal behavior) are less accurate for interviewees with darker skin tones. To address this concern, we propose to systematically investigate algorithmic racial bias by recruiting a targeted sample of Black undergraduate students (N = 500) who will complete structured, asynchronous video interviews and be compared to existing data from a matched sample of White undergraduate students. We

will also recruit and train four individuals to watch and rate the interview videos. Then, we will extract verbal, paraverbal, and nonverbal behaviors and train ML algorithms in four different ways to identify the specific sources and extent of racial bias in AVI assessments. Findings from our systematic investigation will inform policy, AVI vendors, and organizations as these virtual assessment techniques become increasingly popular. This proposed project will be a critical extension of our ongoing research efforts (funded by the National Science Foundation) for elucidating and mitigating algorithmic gender bias in AVIs.

Underestimating and Underreacting? Identifying and Addressing Empathy Gaps in Perceptions of Racial Microaggressions
Lindsay Y. Dhanani & Matthew L. LaPalme

Racial microaggressions are subtle yet harmful instances of racism that can have notable effects on the well-being of employees of color. However, despite their documented harm, microaggressions are often dismissed or minimized by White majority group members, thus perpetuating racial inequity in workplaces by allowing racial mistreatment to continue to flourish. We draw on the literature on empathetic forecasting to propose that the reason microaggressions are often ignored by majority group members is because they may fail to recognize the emotional harm of experiencing microaggressions, perhaps because of their seemingly minor and innocuous nature. We propose two studies that investigate this proposition by empirically examining if and to what extent White perceivers underestimate the psychological harm of racial microaggressions relative to people of color (which we refer to as the empathy gap). We also investigate whether underestimating the psychological harm of racial microaggressions decreases motivations to avoid engaging in microaggressions and willingness to intervene after witnessing a microaggression, both of which are critical for reducing microaggressions in the workplace. Finally, our second proposed study aims to develop and test an intervention designed to close the empathy gap by increasing empathic accuracy through emotional feedback. We further investigate whether this intervention can subsequently improve motivations to avoid engaging in microaggressions and bystander intervention responses. We aim to utilize our findings to develop training to combat subtle racial mistreatment at work.

Interpersonal Mistreatment, Perceived Discrimination, and Minority Identity Management: An Attribution Theory Perspective
Dr. Maria Kraimer, Dr. Lawrence Houston III, Jerry Liu, & Dr. Scott Seibert

Our study examines when interpersonal mistreatment experienced by a racial or ethnic minority employee is perceived as discrimination and why minority employees use different identity management tactics in response to mistreatment and perceived discrimination. Interpersonal mistreatment includes coworker incivility, ostracism, social undermining, and abusive supervision. Studies indicate that, compared to White employees, racial minorities experience more interpersonal mistreatment at work (McCord et al., 2018). Thus, it is important to understand how minority employees may react and respond to mistreatment. We consider four types of identity management tactics and two withdrawal behaviors (interaction avoidance and turnover intentions) as potential outcomes. We use attribution theory to identify potential moderators that explain our proposed relationships. First, we consider whether the minority employee attributes the mistreatment to the actor's racism as a moderator that explains when interpersonal mistreatment will be perceived as discrimination. Second, we consider two moderators of the relationships between perceived discrimination and the outcomes: the employees' attributions for the discrimination (the misbehaving actor and/or organizational environment is racist), and the employees' diversity resources (diversity self-efficacy and work unit's inclusion climate).We will test the model with employees from non-White racial and ethnic groups using a cross-level (between and within person) study design over 7 weeks. The results will have implications for understanding the sources of perceived discrimination and will help managers identify strategies for building an inclusive work group climate.

We now seek contributions to open a second Call for Project Proposals so soon as possible in 2021. We cannot embrace and advocate an ideology promising *liberty and justice for all* without taking those words seriously. Donate now!

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	July 2019 to June 2020	Cumulative
Income		
Endowment/Grants		
Contributions	$94,794	$2,595,153
Grants Received	$0	$25,000
Pledges	$0	$1,080,603
Total Endowment / Grants	$94,794	$3,700,756
Investment Results		
Investment Income	$105,913	$1,029,859
Realized Gains/(Losses)	$170,609	$334,007
Unrealized Gains/(Losses)	($128,168)	$1,580,452
Total Investment Results	$148,354	$2,944,318
Total Income	$243,148	$6,645,074
Expense		
Grants Issued	$245,022	$1,326,479
Management Fees		
Administration Fees	$32,473	$264,552
Bank fees	$1,917	$46,116
Recordkeeping Fees	$307	$4,119
Total Management Fees	$34,697	$314,787
Total Expense	$279,718	$1,641,265
Net Assets	**($36,570)**	**$5,003,809**

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Distinguished Early Career Contributions—Science: Ning Li, the University of Iowa
Distinguished Teaching Contributions Award: Janet L. Kottke California State University, San Bernardino
SIOP Humanitarian Award: Mahima Saxena, Illinois Institute of Technology

Achievement and Best Paper Awards

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

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

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

Raymond A. Katzell Award in I-O Psychology: Michele Gelfand, University of Maryland College Park

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

Jeanneret Award for Excellence in the Study of Individual or Group Assessment: Nicolas Roulin, Saint Mary's University, and Julia Levashina, Kent State University

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

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

S. Rains Wallace Dissertation Award: Meghana Warren, Western Washington University

Small Grant Program

Christopher W. Wiese, Georgia Institute of Technology; Jeremy Greenwald, the Coca-Cola Company: and Michael D. Hunter, Georgia Institute of Technology

Zhenyu Yuan, University of Illinois At Chicago; Laura M. Little, University of Georgia; and Tiffany O'donnell

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

SIOP International Research and Collaboration (IIRC) 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

Fellowship and Scholarships

Leslie W. Joyce and Paul W. Thayer Graduate Fellowship: Ketaki Sodhi, the University of Akron

Lee Hakel Graduate Student Scholarship: Catherine E. Kleshinski, Purdue University

Mary L. Tenopyr Graduate Student Scholarship: Jeffrey D. Olenick, Michigan State University

Irwin L. Goldstein Scholarship: Catalina Flores, the University of Akron

SIOP Graduate Student Scholarships: Jane Chong, University of Western Australia
Virgil Fenters, Arizona State University

James L. Outtz Grant for Student Research on Diversity: Laura Heron, Florida International University

Hebl Grant for Reducing Gender Inequities in the Workplace: Nitya Chawla, University of Arizona

Zedeck-Jacobs Adverse Impact Research Grant: Anjelica M. Mendoza and Winfred Arthur, Jr., Texas A&M University

Conference Awards

Best Lesbian/Gay/Bisexual/Transgender (Lgbt) Research Award: Nicholas A. Smith, Oregon Health & Science University, and Kelly Hamilton, Portland State University

Best International Paper: Vanessa Barros, Thomas Rockstuhl, K. Yee Ng, and Soon Ang, Nanyang Technological University Singapore

John C. Flanagan Award for Best Student Contribution at SIOP: Emma L. Frank, University of Georgia

Innaugural $100,000 SIOP Foundation Visionary Award: Susan Ashford, University of Michigan; Brianna Barker Caza, University of Manitoba; and Brittany Lambert, University of Colorado, Boulder

HRMIA 2019-2020 Winners

Walmart—Retail Associate Assessment

Wendy's—Voice of Wendy's

Honorable Mention: Goldman Sachs—Graduate Recruitment Pre-Hire Assessment Strategy