

Industrial and Organizational Psychology (SIOP)

I am deeply honored to have received the sole endorsement of the Society for Industrial and Organizational Psychology.

1. How will you ensure that you understand and are responsive to the priorities of I-O psychology (and applied psychology more generally), given the strongly clinical practice presence and focus of APA?

I have been paying attention to I-O psychology since my training in graduate school. Yet I developed a more sophisticated appreciation for the professional needs of applied psychologists – and how they sometimes differ from health service psychologists - when I joined (and later Chaired) the APA Board of Professional Affairs a decade ago.

APA has begun the hard work of earning the trust of I-O (and general applied) psychologists that their interests will be appreciated and their work will be elevated (e.g., Office of Applied Psychology (OAP), Advisory Group for Applied Psychology (AGAP), Exploratory Committee on Applied Psychology (ECAP)). As APA President, I will rely on a personal relationship with SIOP, SCP, ECAP, the General Applied Psychologists and Psychology Caucus of Council (GAPP) and leader of the OAP to remain abreast of priorities of I-O and applied psychology. I will support governance changes that make the voices of I-O and GAP psychologists constant. It is the *diversity of subfields of psychology* that need to be represented in decision-making, not percentage of members in any given subfield.

That said, I also propose several strategies for engaging *prospective* APA members in I-O, particularly students and early career psychologists (ECPs). I believe the long-term strategy for ensuring the health of APA as an organization is a strong *pipeline* for membership and governance; like my platform with other issues, I believe that we need to begin early. Lifelong engagement in, and loyalty to, APA often begins in undergraduate and graduate school with inspiration from role models and mentors. We need to promote this. I was heartened to see that APA recently offered free membership for new graduates through the remainder of the calendar year; that is a smart strategy and one that can be encouraged for new graduates from I-O programs. (Please see the statement on my campaign website for further detail about my proposals in this area: <https://maryann4apa.com/wp-content/uploads/2021/05/Student-and-ECP-statement.pdf>.) Several of my priorities related to science support the priorities of I-O, particularly: cultivating a more diverse psychology workforce (see also www.maryann4apa.com/statements); exposing young people to the full range of subfields and careers in psychology; and advocating for funding for basic and applied psychological science, innovation, and technology. Following the pandemic year, APA is positioned to enhance public understanding of I-O psychology.

2. ***What are your ideas for ensuring that applied psychology and I-O psychology in particular is included in APA advocacy efforts and is a visible force within APA among external stakeholders such as federal funding agencies, organizations, and policy-makers?***
 - a. ***Several of APA's 2021 advocacy priorities are very relevant to applied psychology and I-O in particular (e.g., future of work, psychology workforce development, funding for applied psychological research). What are some concrete ways that APA could take action on these priorities to ensure that I-O psychology is a visible force within APA among external stakeholders such as federal funding agencies, organizations, and policy-makers?***

I have a strong experience base working with federal funders, federal agencies, policymakers, private foundations, business groups, and other professional organizations. Having served as senior leadership in a professional science organization (Society for Research in Child Development, 2003-2009), I developed skills and relationships in advocacy for funding psychological science. This included serving on the Executive Committee of the Coalition of Social Science Associations (COSSA) and partnering with other scientific societies and professional associations (including APA) in policy coalitions (e.g., Coalition for National Science Funding <https://cnsf.us/>), in hill visits and in requests to Congress for science appropriations. I have led, planned, or participated in a number of Congressional briefings and attended numerous hearings about science. I have had occasion to collaborate with organizations that overlap the interests of I-O, such as the Society for Human Resource Management and the National Business Group on Health. Finally, as a member of the National Academies of Science, Engineering and Medicine Forum on Children's Wellbeing, I have led workshops and co-authored papers on business investment in child, family, and community wellbeing.

This experience positions me to understand the ways in which APA can ensure that I-O priorities are included in its advocacy efforts. First, APA needs to nurture and expand its partnerships with other organizations (e.g., SHRM, Business Roundtable, others) that promote the work and interests of I-O psychology; policy *coalitions* are often the most effective vehicle for advocacy. Second, APA needs to seek opportunities to feature I-O psychology and psychologists in its meetings with, and written correspondence to, Congress and leaders of federal agencies. Third, I-O psychologists need to be nominated to serve on the APA Advocacy Coordinating Committee (ACC), for both immediate and longer impact. Likewise, it is critical for I-O psychologists to complete the survey regarding advocacy priorities so the data reflect their needs. And finally, it is important for I-O psychology to have a strong presence in the annual APA Science Advocacy Summit.

3. ***Our SIOP membership survey indicates concern, particularly among our academic members, regarding the status of I-O psychology in the field of psychology and in psychology departments. Introductory textbooks provide little more than passing reference to our field; major psychology departments minimize the contributions of I-O psychology and applied fields despite their psychological strengths and impact on society; and applied psychology was completely omitted in the National Standards***

for High School Psychology Curricula currently under review. If elected, what will you do to assist SIOP in promoting I-O psychology to psychologists and psychology writ large?

I was not aware of the omission in the National Standards for High School Psychology. This runs counter to my priority for educating youth about the subfields of psychology. Having just completed a term on the Board of Educational Affairs (BEA), I have several recommendations within APA: seek a slate on BEA or a standing liaison to BEA for I-O; collaborate with the Teachers of Psychology in Secondary Schools (TOPPS), including presentations at their meetings and special projects that showcase I-O teaching resources (e.g., GIT SIOP, Department 12.com mini-course); add/update the free APA lesson plans for high school teachers regarding I-O for <https://www.apa.org/ed/precollege/topss/lessons>. Outside APA, I recommend seeking opportunities to introduce youth to I-O psychology through collaborations with science museums and youth organizations, high school and college internship offerings, and career fairs. I believe we are seeing surging demand for I-O psychologists and need to capture this momentum for both educating young people about it and attracting them to careers in the subfield. I closely follow the work of the APA Center for Workforce Studies and hope that their data collection can track progress.

Regarding more broad promotion of I-O psychology, I believe that some of the enhanced communications that APA is doing in response to the pandemic will surely be helpful (see below), as was having a recent President (Shulman). The aforementioned increase in demand for the I-O workforce will also garner attention in the near-term. Longer-term, sustainable promotion of I-O psychologists within APA will require a steady pipeline of members in all levels of governance, particularly ECP's, and ongoing activities within the association that focus on I-O. An example of the latter could include the equivalent of "professional practice guidelines" (which capture best practices for health service psychologists) that focus on best practices in I-O (and general applied) psychology. I believe that it will be helpful to monitor improvement by conceptualizing a way to measure it.

4. What lessons learned or observations do you have from the Covid-19 pandemic that could apply directly to I-O psychology, including the ways I-O psychology could positively influence society?

Never has I-O psychological science and practice been so prominent in public discourse, and never has the appetite or demand for this subfield been so obvious. There are several topics of critical interest to employees and employers alike, including: virtual and hybrid work and teams; virtual learning; artificial intelligence and emerging technologies (including employee surveillance features); leadership development; and employee wellbeing and burnout. There are several lessons learned from the events and impacts of the pandemic year, including: structural racism within organizations; systemic effects of leadership and organizational culture related to Equity, Diversity and Inclusion (in terms of race, gender, gender identity, sexual orientation, and ability status); demand for flexibility regarding employees as caregivers, and the foundational roles of health care benefits, family leave and child care for employee morale

and retention and organizational wellbeing; the fundamental importance of employee assistance programs, mental health benefits and other ways to support employee wellbeing; and the importance of corporate social responsibility for community health and wellbeing.

All of these areas are opportunities for I-O psychology to be seen as *essential for the wellbeing of individuals, organizations and society*. APA has been featuring I-O in convention programming, webinars, podcasts, social media, and other platforms recently. I have learned a good deal from these personally, including being directed to the review article by Drs. Kniffin, Narayanan, van Vugt and colleagues in the *American Psychologist* early this year <http://dx.doi.org/10.1037/amp0000716> . *This communications work will need to be sustained and expanded* if APA is to nurture public understanding of the essential applications of I-O psychology.