

Society for Occupational Health Psychology Newsletter



Spring 2024 - Volume 30

Inside This Issue

President's Column	1
A Conversation with James Campbell Quick.....	2
WFRN Conference	3
Brave New Workplace	4
Occupational Health Science Update	6
COVID and Healthcare Teams	9
Unhealthy Snacking	10
Workplace Wellbeing	12
Tips for Internship Hunting.....	14
Upcoming Conferences	15
Journal Access	16

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President's Column



Gwenith G. Fisher
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Dear Colleagues,

We hope this newsletter finds you healthy and well! HUGE thanks to the newsletter team (led by Julie Lanz, newsletter editor, for assembling outstanding articles, and read on for more news and information!

We are deeply grateful for the outstanding leadership and service that Chris Cunningham provided to SOHP. His term as Past President has come to an end. We are so grateful for all he accomplished. Chris is currently continuing to represent SOHP on the advisory panel for the [Society for Total Worker Health](#), the newest professional association to form in this space. We are excited by the interest and support by professionals engaged in work to protect and promote worker health and well-being. We look forward to collaborating with the Society for Total Worker Health in ways that support occupational safety and health while focusing on our efforts based on psychology and ways in which psychological science contribute to advancing occupational health research and practice. For more information about the Society for Total Worker Health, please see [Chris' column in our previous newsletter](#).

I am thrilled to pass the baton, so to speak, and welcome Dr. Liu-Qin Yang, Professor of Psychology at Portland State, as our new SOHP President! Dr. Gloria Gonzales-Morales, Associate Professor at Claremont Graduate University, is the new President-Elect. Dr. Joseph Mazzola, Associate Professor and director of the MA program at Meredith College, has been elected as a new Member-at-Large. Joe previously served on the SOHP Executive Committee (EC) as Secretary/Treasurer and we are thrilled to have him back on the EC! Joe joins Dr. Gargi Sawney at Auburn University, who will be serving a second term.

We enjoyed connecting with many of you at the 2023 Work, Stress and Health conference in November. Despite the switch to the virtual platform, we had terrific participation with over 520 people! Huge thanks to the WSH Planning Committee for organizing the event and re-planning the conference in the navigation to the online platform following APA's decision for a virtual meeting. Not surprisingly, the conference evaluation survey indicated that there is a strong preference for an in-person event for 2025. Although we are grateful for more than 25 years of co-sponsorship and support from APA, SOHP and NIOSH will take the lead in co-sponsoring and planning the 2025 in-person conference. The date and location for the conference will be announced shortly – please stay tuned! If you are interested in joining the conference planning committee, please send a quick email to President@sohp-online.org.

Thank you,
Gwen

A Conversation with James Campbell Quick

Col. James Campbell Quick, Ph.D.

Emeritus Faculty

University of Texas at Arlington



**University of Texas at
Arlington (c. 1987)**

Tell us about your career.

My first degree was in Mathematics with Honors from Colgate University in 1968, where I studied Freud and Jung in the Philosophy & Religion Department. After Colgate, I was on active duty with the Air Force supporting the Johnson Space Center in Houston, Texas. After this, I used the GI Bill for my Ph.D. Pro-

gram at the University of Houston in organizational behavior and clinical psychology. My brother was working on his MD and MPH at the time, and we joined forces to address organizational stress, creating our signature theory of preventive stress management (TPSM). This theory was later elaborated to address the occupational health problems of workplace violence, sexual abuse, and suicide. My brother's and my work went global in 1987 with the publication of *WORK STRESS* and APA extended my international reach when they chose me as founding editor of *JOHP* (1994-2000). I joined the faculty at the University of Texas at Arlington on graduation in 1977, and UTA has been my home base ever since.

I also reactivated part-time with the US Air Force as an internal organization and leadership consultant, retiring in 2000. I became Professor Emeritus at UTA in September 2018 and continue

my research and publishing as a Distinguished University Professor Emeritus. Throughout my career, I was drawn to the study of senior civilian and military leaders. As the Goolsby-Fouse Endowed Chair in the Goolsby Leadership Academy, the College of Business at UTA, I elaborated that theme for 13 years, knowing that healthy leaders foster and nurture occupationally healthy work environments.



Drs. Ann McFadyen and Jim Quick

My colleague and first PhD student Debra Nelson gave us another target, which is women and

stress, at the outset of my career; our 1985 AMR article is still well cited. For the 20th Anniversary Issue of *JOHP*, Ann McFadyen and I chose to spotlight sexual harassment, a significant occupational health risk for women especially, and our 2017 review has drawn national attention and continues to be well cited, a rich legacy Ann has left us professionally. I also continue an active collaboration with Sir Cary Cooper in the UK and colleagues down under as well as domestically. My OHP work was extended with Lois Tetrick through the [Handbook of Occupational Health Psychology \(APA, 2003\)](#), which came out with the [Third Edition in Fall 2023](#) with two next-generation co-editors: Gwen Fisher (SOHP Past President) and Mike Ford.

A Conversation with James Campbell Quick (cont.)

Can you share one of your most interesting projects?

My most memorable OHP project was the six-year realignment and closure of our largest US Air Force Air Logistics Center in July 2001. I was a senior military officer overseeing the mental health of 13,000 personnel in concert with Doc Klunder, an active-duty USAF organizational clinical psychologist. He crafted a surveillance and prevention program based on the TPSM that resulted in zero suicides, zero homicides, no workplace violence, and over \$33 million in cost avoidance. This was a huge win-win for the USAF and for the people. I was honored the following year with the Harry and Miriam Levinson Award from the American Psychological Foundation, in addition to the previous award of the Legion of Merit by the United States Air Force.



United States Air Force
(c. 1997)

“As the next generation of OHP professionals launch their careers, look for a target where you can really make a difference over time.”

What do you think about the future of OHP?

OHP is a target-rich environment where there is great demand for helping leaders and followers structure and maintain healthy and productive workplaces. While Europeans have always emphasized more workplace design and structure, Americans have emphasized individual accommodation and resilience. Both are essential, which is why the interdisciplinary thrust of OHP with psychologists working with industrial engineers and public health prevention experts makes for dynamite combinations. So, as the next generation of OHP professionals launch their careers, look for a target where you can really make a difference over time.

Work and Family Researchers Network Conference

The next Work and Family Researchers Network Conference will be held June 20-22, 2024 at Concordia University in Montreal, Canada. The conference theme is *Big Questions in Work-Family*. More than 500 stakeholders in the work-family field are anticipated to attend, with a dynamic program focused on meaningful exchanges. <https://wfrn.org/2024-work-and-family-researchers-network-conference/>.



Brave New Workplace: Designing Productive, Healthy and Safe Organizations (Book Review)

Julian Barling, Ph.D

Distinguished University Professor & Borden Chair of Leadership
Smith School of Business, Queen's University

tinyurl.com/brave-new-workplace (Canada)

tiny.one/brave-new-workplace (USA)



What inspired you to write "Brave New Workplace"?

I have been involved in research on OHP and I/O psychology for more than 40 years, and for a long time, had wanted to write a book on OHP. I started to do so

soon after I completed my 2013 book *The Science of Leadership* but soon lost steam. I was working away in my basement in August 2020 and it suddenly dawned upon me. Like many others I had been invited to give numerous webinars and guest lectures on the topic of “what will work look like when this is all over”. I soon realized that this was the wrong question. The real challenge was not what work *would* look like, but what work *should* look like. And then it struck me! The broad fields of OHP and I/O psychology were really well-placed to rise to this challenge, and suddenly I had my motivation back. I was still stuck in my basement, but now I had a purpose—I devoted each morning to this project, and the result for me is “*Brave New Workplace*:

Designing Productive, Healthy and Safe Organizations”!

Can you give us a brief overview of the book?

Brave New Workplace is built on the idea that seven factors are crucial for healthy, safe and productive work: High quality leadership, autonomy, belonging, fairness, growth and development, meaning, and safety (see Figure 1). Several crucial aspects include:

- We can achieve more with a focus on workplace factors than on individuals.
- These dimensions are interdependent. For example, granting autonomy without first providing appropriate training may be the most dangerous thing you could do.
- Trying to implement all seven would drown any organization in change. Instead, the challenge is what are the smallest workplace changes you can make to have the greatest effect on people.

What’s missing from the seven dimensions?

Pay! Despite the hype, I don’t think we can mount an evidenced-informed argument that pay, as it is currently structured, results in better health, safety or performance.

Did your research for this book reveal any surprising or unexpected findings? If so, what

were they, and how did they shape your perspective?

Definitely! And I would like to highlight two. First, despite the fact that we often see OHP as a relatively new science, nothing could be further from the truth. Some of the most intriguing research was being conducted almost a century ago. As one example, Marie Jahoda and her colleagues' research on unemployment in the steel plants of Marienthal; Jahoda's *Employment and unemployment: A social psychological analysis*, published a half a century later, provides a wonderful basis for understanding healthy work. And looking back at how far we have come makes me realize – we stand on the shoulders of intellectual giants, and are in very good shape to answer some of the most fundamental questions about safe and healthy work.



Figure 1. *The seven key drivers of productive, healthy, and safe organizations.*

Second, if you listen to many practicing managers, you would be forgiven for believing that we need two separate literatures about what leads to performance vs. health and safety. Perhaps the best example is autonomy. Managers who sincerely care about safety often believe that because safety is important, they cannot afford not to exert as much control as possible. Not so! Granting employees more autonomy is good for healthy, safety and performance.

What are some emerging trends that you think could significantly impact workplaces?



There are so many new challenges facing us, such as the Black Lives Matter movement, or diversity and inclusion more broadly. But from an OHP perspective, we need to be most involved with how climate change is affecting work and workers. In a way, we need to move from the focus on *essential* workers during the pandemic, to *outside* workers during the climate crisis. Increasing heat is changing the nature of outside work, threatening both health and safety. As a field, we need to learn more while simultaneously guiding management and regulatory policies, for example about breaks from work during periods of dangerous heat.

What do you hope readers will take away from "Brave New Workplace"?

We have come a long way, and we really can make a real difference in people's lives. Now is the time for action!

Occupational Health Science Update



Bob Sinclair, PhD

I am pleased to report that ***Occupational Health Science*** is thriving. As I have noted in previous updates, my primary goal for my term as Editor-in-Chief has been to establish the journal as a legitimate and reputable outlet for scholarship in occupational health science. I think we have accomplished that goal. With that in mind, I would like to share with you some updates. Every year I have been in this position it has been more and more clear that a journal is not simply a collection of articles. It is a collection of people working together to advance scholarship in a discipline. Our associate editors are at the core of that team. They include Mindy Bergman, Malissa Clark, Tori Crain, Caitlin Demsky, Kim French, Lisa Kath, Alyssa McGonagle, and Jesse Michel. We are also especially pleased that Keaton Fletcher recently joined the team. It is a fantastic group of people who do heavy lifting for the journal, and I am proud of and grateful for their contributions.

At my last report, we had 97 people on the editorial board. Including the Associate Editors, we are now at 114. The journal simply would not function without the active participation of this group, which I know includes many who are read-

ing this article. Thank you! As the journal grows, I am continually on the hunt for new reviewers and board members so if you are interested in/willing to review or if you have colleagues or advanced PhD students who might be interested, please let me know. My basic approach has been that I usually invite people to serve on the board once they have successfully completed about 4 reviews.

We now have a good deal of data documenting the growth of the journal. The two data points you all ask about the most are impact factors and rejection/acceptance rates. At my last update, our 2021 acceptance rate was about 20%. In 2022 that number dropped to about 14%. Interpreting those data is challenging as it could mean that we are getting more rigorous in the review process, or it could be more that we are getting more papers that are poor quality or not relevant. But either way, this acceptance rate supports the notion that we are selective and that getting published in the journal is a real accomplishment.

Regarding an impact factor, I have some great news. We finally were able to have an official impact factor based on citations in 2022. The formula for the two-year impact factor is the number of citations in 2022 to items published in 2020 ($N = 85$) and 2021 ($N = 50$) divided by the number of citable items in 2020 ($N = 23$) and 2021 ($N = 20$). Thus, we had a total of 135 citations to 43 citable items for an impact factor of, wait for it, 3.1! Moreover, the publisher noted that 72% of those 43 items received at least one citation in the reporting period, indicating that many of the papers in the journal are receiving interest. I know not

Occupational Health Science Update (cont.)

everyone likes impact factors, but I thought this was an exciting development that indicates the level of interest in the work published in the journal. There are many other metrics that we could talk about beyond impact factors, but I will just list a few. In 2021 we had 48,765 downloads of our papers; in 2022 that number rose to 70,029. In 2021 we had 132 submissions compared to 2022 where we received 207. Our social media mentions averaged about 60 in 2020 and 2021 and rose to 130 in 2022. We are not Kardashian famous yet, but we are getting there! In short, by these and pretty much every other metric, interest in the journal is steadily growing.

Looking to the future, we have some cool developments coming down the road. In the March 2023 issue, we published a paper titled “The Dobbs Decision and the future of Occupational Health in the US” in which a group of authors (lead by Mindy Bergman and Vanessa Gaskins) commented on the various ways that the Dobbs decision will (mostly adversely) affect workers. As one of the coauthors on that I am biased of course, but I thought that was a good example of a unique and interesting approach to publication that brings together many scholars to comment on the intersection of science and social policy. We have another commentary paper in the developmental stages that I hope will come out early next year. We are also working on a special issue on chronic health conditions with a guest editorial team led by Alyssa McGonagle. Those articles are in varying stages of the review process, and I expect the issue to appear at some point next year. Those are just two exam-

ples of how we are trying to be open to creative submissions that offer new perspectives on occupational health science. I am always interested in discussing any ideas you have for other such submissions.

What challenges do we face? One of our goals for the journal is that once it becomes profitable, a portion of the revenue generated by the journal (e.g., institutional subscriptions, open access purchases, etc.) will go back to the Society for Occupational Health Psychology. Without going too far into details, I’d just say we are generating revenue, but have a way to go before we reach that long-term goal. It is also important to note that this is something not directly under the control of the editors/associate editors/reviewers etc. other than just working to generate interest in our publications. Beyond generating revenue, I would say that the primary challenge we have is continuing to ensure the quality and consistency of our reviews. The issues we have are probably common to most journals, including (1) reviewers turning down invitations to review revisions of papers where they were a reviewer on the first version, (2) poor quality reviews (although we are doing our best to weed out those reviews), and calibrating the review process.

Regarding review calibration, there are a couple of common issues that the associate editors and I work through. One is that when we started the journal, one of our goals was to be open to shorter submissions that would not have the lengthy theoretical analysis that is

Occupational Health Science Update (cont.)

typical of other journals in our field. One challenge this introduces is knowing what kinds of papers require more in-depth theoretical analysis, as some clearly do whereas it is less important for others. Additionally, reviewers have different personal standards for the level of theoretical depth required for a contribution. So, Associate Editors have a challenge of making decisions based on reviewer comments where reviewers might have very different perspectives on the theoretical contribution of a paper. Another calibration challenge is reviewing studies that test mediation with cross sectional samples. I think most of us are probably familiar with the concerns about testing mediation with this sort of design, but what the Associate Editors and I have talked about is where do we draw the line such that a particular kind of mediation test becomes a fatal flaw of a paper? For example, what if the paper gathers the predictor and mediator at time 1 and the outcome at time 2? I do not think we have a firm policy about this; rather, I think we need to consider issues such as how central is the mediation test to the paper, how novel the contribution is, and whether there are multiple plausible causal paths between constructs. In general, we are likely to turn down papers that test mediation using fully cross-sectional data with contributions that represent relatively incremental contributions to an established literature, and where it is easy to envision alternate causal models.

A final calibration example concerns descriptive and inductive research. Regarding descriptive research, I think that work that is highly contex-



tualized has a great deal of potential value. But, what I have landed on as a rough policy is that we do not consider studies that are largely descriptive without some kind of clear connection to larger literature. In other words, simply describing the rates of a particular psychosocial hazard in a

particular context has value, but for a scientific contribution it needs to be clear how that description extends scientific understanding. For example, we might consider descriptive studies that identify new sources of stress, the limits of a theoretical perspective, etc. but, studies that purely document the rates of established health concerns in a particular occupation are not appropriate for the journal.

The same is true of inductive research. There is a great need for discovery-oriented methods (Paul Spector has published multiple great papers on this topic). I think such approaches are perfectly fine for a paper but that it is important for authors to explain why an inductive approach is necessary in the same way that a paper using deductive methods would explain why a particular theory is relevant to their research question. There are probably exceptions to all these issues, and I encourage prospective authors to check with me before submitting if they have questions about the appropriateness of a potential submission.

In short, the journal is doing great. We have had steady dramatic growth in submissions as well as interest in those submissions. We continue to grow our editorial board and population of reviewers, although I need more participation from our community as the journal grows. We have some cool ideas for interesting publications coming down the line and I am happy to talk about your ideas for other innovative topics and approaches. We also continue to evolve in our understanding of what kinds of work the journal is most interested in, and I expect we will continue to do so in the future. Thank you all for your involvement in Occupational Health Science as editors, reviewers, and authors! I look forward to working with all of you even more in the future!

The Positive Impact of COVID for Healthcare Teams

Paul J. Gregory, PhD

Vice President and Chief Operations Officer, PULSE 360

www.pulse360program.com

The COVID-19 pandemic has had a significant impact on team functioning in healthcare. Some recent research suggests that the pandemic has led to increased stressors at the individual, team, organizational, and work-life levels, which can negatively affect team performance (Tannenbaum et al., 2021). Additionally, teams providing direct care are vulnerable to pressures, which can negatively affect decision-making, task accuracy, civility, mindfulness, situational awareness, and information exchange - all behaviors and activities core to patient safety (Leo et al., 2021).

However, some of my own work with client organizations assessing professionalism, interpersonal and communication skills, and teamwork pre-, during, and post- pandemic have produced surprising findings.

One client organization in which we have collected 360-degree feedback data on hundreds of physicians has shown improved perceptions of teamwork, communication, and professionalism during and post pandemic. At least in this one institution, the pandemic may have triggered a team resilience or coming together in response to shared difficulties. This type of behavior is not unlike neighbors rallying together during crises for the greater good of the community.



The COVID-19 pandemic has had a profound impact on team functioning in healthcare, but the news may not be all bad. Healthcare teams need to focus on team functioning, safety culture, and resilience to mitigate stressors at the individual-, team-, and organizational-levels. It is also important to recognize the importance of providing feedback both constructive and reinforcing to help promote and maintain healthy team function.

Daily Work Stressors and Unhealthy Snacking: The Moderating Role of Trait Mindfulness

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Vasiljeva, D., Nübold, A., Hülshager, U. R., & Nederkoorn, C. (2023). Daily work stressors and unhealthy snacking: The moderating role of trait mindfulness. *Occupational Health Science*. Advance online publication. <https://doi.org/10.1007/s41542-023-00146-y>



Unhealthy snacking is considered one of the main contributors to the current obesity pandemic with more than a third of the world's population being overweight or obese ([World Health Organization, 2021](#)). Clinical studies have persistently reported stress as one of the most important factors for changes in eating behavior ([Hill et al., 2018](#)) and first empirical evidence suggests that work-related

stress, in comparison to other types of stress, has particularly strong effects on food choice ([O'Connor et al., 2008](#)). Nevertheless, although some studies on the impact of work stress on snacking emerged in the past years, they mainly focused on rather coarse and distal indicators of work stress (e.g., work hours; [Jones et al., 2007](#); [Wardle et al., 2000](#)) and rather chronic, between-person differences ([Clohessy et al., 2019](#)), providing little insights into *when* and *why* work demands affect snacking.

Yet, since snacking takes place on an *intrapersonal* level and naturally fluctuates from day to day, the aim of our study is to adopt a within-person perspective in studying the conditions and fundamental mechanisms linking work stressors to snacking behavior. As work stressors may influence employee functioning in work as well as non-work domains, we test the effect of two prominent work stressors, workload and interpersonal conflict, on unhealthy snacking both during work and in the evening after work. We sug-

Daily Work Stressors and Unhealthy Snacking: The Moderating Role of Trait Mindfulness (cont.)

gest two pathways that may explain this relationship.

First, we propose that unhealthy snacking takes place to regulate energy balance, especially after depletion of energy stores ([Lutter & Nestler, 2009](#)), thus, suggesting that emotional exhaustion may be a mediator in the homeostatic pathway. Second, snacking may be a compensatory mechanism, as it is used to induce pleasure and repair one's mood following the experience of work stressors ([Lowe & Butryn, 2007](#)), thus, proposing that negative affect may be a mediator in the hedonic pathway.

Furthermore, since individual differences play an important role for snacking behaviors ([Greeno & Wing, 1994](#)), we propose that trait mindfulness may act as a buffer between negative work experiences and unhealthy snacking, as individuals high in trait mindfulness are able to experience negative encounters without impulsively reacting to them ([Alberts et](#)

[al., 2012](#)).

To test our hypotheses, we collected diary data across two workweeks (10 working days) from 118 employees. Results did not show significant linear relationships between daily work stressors and unhealthy snacking, thus, also not supporting the mediating role of emotional exhaustion and negative affect. The protective nature of trait mindfulness became apparent, with individuals high in trait mindfulness snacking less when emotionally exhausted in the evening after work. From a practical point of view, this is promising, as mindfulness can be improved with training for employees with lower natural levels ([van de Veer et al., 2012](#)). Additionally, supplementary analysis revealed that employees especially snack in the evening after low workload days. Future research should therefore not only focus on high work stressors but also consider that low workload may lead employees to engage in (after-work) unhealthy snacking.

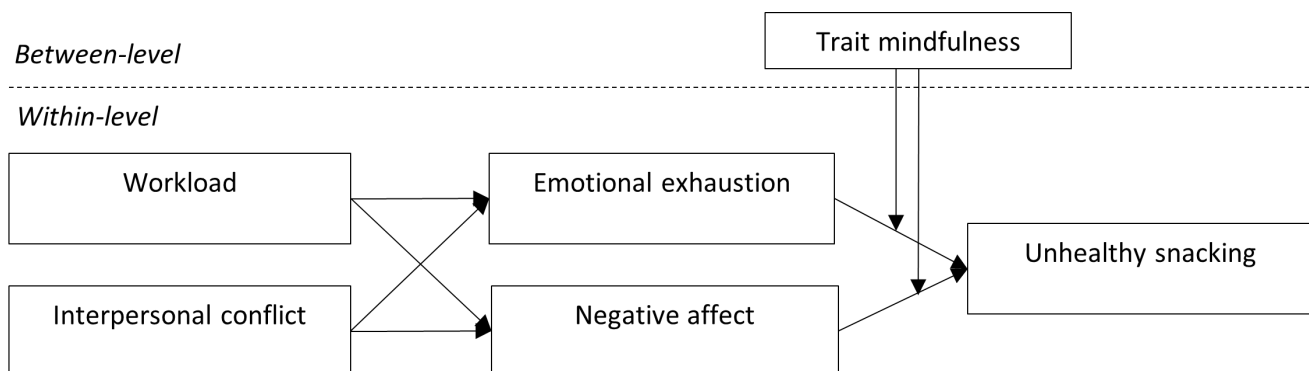


Figure 1. Conceptual model.

Transforming Workplace Well-being: A Journey with Dr. Leslie Hammer

Leslie Hammer, Ph.D.

Associate Director of Applied Research, Oregon Institute of Occupational Health Sciences,
Oregon Health & Science University

Co-Director, Oregon Healthy Workforce Center, Oregon Health & Science University



I am the Associate Director for Applied Research in the Oregon Institute of Occupational Health Sciences and Co-Director of the Oregon Healthy Workforce Center, *Total Worker Health*® center of excellence, at Oregon Health & Science University and

also am a Professor Emerita at Portland State University with a career spanning 32 years. I served as the Founding President for SOHP and have had an extensive applied research career that has focused on workplace mental health, work and family, and occupational stress. More specifically, I focus on the mental and physical health effects of supportive supervision at work and have conducted 6 large-scale RCTs with funding from the NIH, CDC/NIOSH, and the DoD, providing me with extensive experience in designing, implementing, and evaluating worksite interventions and evidence-based supervisor training, including the Family Supportive Supervisor Behavior (FSSB) training with Ellen Ernst Kossek, and the more recent Mental Health Supportive Supervisor Behavior (MHSSB) training with Jennifer Dimoff. My primary focus is on supervisors and managers in the workplace (this includes military leaders) as key change agents leading to improved health and well-being of workers (and service members) see the

Center for Supportive Leadership website that highlights most of the trainings I have developed as well as the research evidence behind the trainings www.supportiveleadership.org.

Supervisors are in an excellent position to facilitate or ameliorate job stress. Furthermore, estimates of job stress approximate \$221.13 million to \$187 billion in losses based on a 2017 published analysis ([Hassard et al., 2018](#)), and supervisors have been called out as the linking pins to employee health and well-being due to their close connection with their team members ([Hammer et al., 2007](#)). Recently the World Health Organization ([WHO, 2022](#)) identified manager and supervisor support as being one of the most important workplace approaches in supporting mental health of employees. Thus, the role of the supervisor, and specifically supervisor support, is directly tied to employee health, and health of the organization. Below are brief descriptions of the last 3 projects I conducted that are focused on improving the psychological health and well-being of our service members and veterans in the workplace. Publications associated with each study can be found at the website above.

Department of Defense Projects

The next three research projects in this section were all funded by the Department of Defense, starting in 2013 to the present. Each project used a rigorous study design, a *randomized controlled trial*, and focused on employee outcomes of health and well-being, as well as organizational effects.

Transforming Workplace Well-being (cont.)

Readiness Supportive Training for Leaders (RESULT): 2018 – 2023



RESULT involved the development and evaluation of the effectiveness of our Readiness Supportive Leadership Training (RESULT) with active duty U.S. Army soldiers. The training program has had a positive impact on service member readiness and resilience, psychological health, team cohesion, and reduced loneliness. This research was designed to benefit not only U.S. Army soldiers, but service members across all military branches, as well as first-responders and other civilian occupations that face highly stressful situations as part of their work.

The Oregon Military Employee Sleep and Health Study (MESH): 2016-2022



The MESH Study addressed the issue of sleep-related health concerns that are increasingly the focus of research in the military, as well as in the civilian sector. The adverse effects of sleep deprivation are known to cause a variety of negative health and family issues. We partnered with the Oregon National Guard to conduct this study.

We created a Family and Sleep Supportive Training for ORNG leaders and also gave individual sleep feedback to participants. Findings thus far show the MESH Training has a positive impact on sleep health, general well-being and improved work outcomes, such as higher job satisfaction and safety behaviors, as well we reduced turnover intentions. Even though they were not directly involved in the training, spouses and partners also benefited with improved

couple and individual well-being effects.

Study for Employment Retention of

Veterans (SERVe): 2013 -2018



SERVE aimed to improve the health and well-being of service members and their families by targeting the workplace experiences of Veterans and Service Members recently transitioned to the civilian workforce. For the SERVe Study, Dr. Hammer and her team created an online training for supervisors of veteran employees to improve the knowledge and skills of supervisors with service members in their employ to foster a supportive workplace environment.



Training Dissemination

The trainings developed in each of these RCTs are now freely available and have also been translated into non-military versions. Given the critical role of leaders in the occupational health and well-being of their employees, these studies have provided evidence-based data on supervisor support training effectiveness. With stress, burnout, and challenges to mental health at an all-time high, the trainings offer employers and the military easy-to-access 1-hour computer-based trainings that are effective, engaging, and reported to be useful by the leaders who have participated.

From Stress to Success: Tips for Internship Hunting



Haylie Lloyd
Master's Candidate 2024
Industrial Organizational

Internships are an amazing way for students to gain hands-on experience that is relevant to their career goals. Internships provide students with opportunities that enhance their organization career growth ([Creed et al., 2022](#)).

Additionally, students who work internships have

more availability to grow and develop their professional network ([Knouse & Fontenot, 2008](#)). However, [Galbraith and Mondal \(2020\)](#), reported that 31.5% of students had not yet completed an internship, and 70% stated it was due to an unsuccessful search. With the current supply and demand status of the job market ([Robertson, 2021](#)), finding a job is more challenging and competitive. These effects seem to be trickling down to impact internships, which can lead to higher levels of stress and anxiety for those seeking an internship ([Belle et al., 2021](#)). As a second-year master's student pursuing an I-O Psychology degree, I recently went through the process of finding an internship. In hopes of helping others, I want to share some helpful tips.

1. Start early.

When there are limited opportunities available, this can lead to greater pressure. Start applying for opportunities ~3 months before you hope to start your internship. For example, if you are looking for a summer internship, start applying in February.

2. Schedule your time wisely.

Students are busy, especially when applying for internships. Try to schedule specific times for submitting applications. For example, I set aside my Tuesdays and Thursdays from 2:00 pm - 4:00 pm to submit applications. Additionally, be mindful when scheduling interviews. Make sure there is an appropriate amount of time to prepare and that you have no distractions (e.g., an exam or presentation). Interviewers can tell if you're not completely focused.

3. Study the job description.

The job description can tell you a lot about the role. Make sure you are not just looking at the job titles or company names. Actually read the descriptions, essential duties, and required knowledge, skills, and abilities and highlight those in your resume/cover letter. The job description should help you determine whether an opportunity is a good fit.

4. Avoid taking the "safety option" perspective.

When you view an opportunity as a "safety option", it can lead to greater feelings of disappointment if you aren't offered the position. I had this mindset about a couple of opportunities and ended up not receiving an offer from any of them, which made the rejection much worse. It is important to approach every application and inter-

From Stress to Success: Tips for Internship Hunting

view with a positive attitude and keep an open mind.

5. Don't compare.

Finding an internship isn't a "one-size-fits-all" experience. I was the last one in my cohort to receive an offer, and I experienced a lot of self-doubt that led me to believe I was not as successful as my classmates. But that was not the case! The right opportunity just took longer to find me. Don't lose your confidence because your internship experiences look different.

6. Prepare and practice your interview answers.

Don't just wing the interview; prepare and practice for it. Interviewers will likely ask why you want the position and why you are the best candidate.

Having a strong answer to this is important, and will help you stand out. As

an added bonus, you will feel significantly better about your performance at the end of the interview.

**"Rejection isn't
a reflection."**

7. Rejection isn't a reflection.

I know it's a tough pill to swallow, but it's the truth. Not receiving an offer doesn't mean you wouldn't be successful. If you weren't selected, that just means it wasn't the best fit for you - and the right one is coming. Feelings of rejection never get easier, but don't let them discourage you. Ask for feedback if you can and remember to remain positive and confident in your abilities.

Upcoming Conferences

Meeting	Location	Date	Website
Total Worker Health®: Advancing Well-Being in the Workplace	Online	February 21-April 3, 2024	https://oshce.uw.edu/courses/ course/TWH-022124
Society for Industrial and Organizational Psychology Annual Conference	Chicago, IL	April 18-20, 2024	https://www.siop.org/Annual- Conference
ICOH 2024 – Enhancing Occu- pational Health Research and Practices: Closing the gaps!	Marrakesh, Morocco	April 28-May 3, 2024	https://www.icoh2024.ma/
Association for Psychological Science Annual Convention	San Francisco, CA	May 23-26, 2024	https:// www.psychologicalscience.org/ conventions/archive
16th EAOHP Conference	University of Granada, Spain	June 5-7, 2024	https://eaohp.org/eaohp_2024/
American Psychological Association	Seattle, WA	August 8-10, 2024	https://convention.apa.org/

About SOHP

The **Society for Occupational Health Psychology (SOHP)** is a non-profit organization dedicated to the generation, dissemination, and application of scientific knowledge in order to improve worker health and well-being.

In order to achieve these goals, SOHP seeks to:

- Promote psychological research on significant theoretical and practical questions related to occupational health;
- Encourage the application of findings from psychological research to workplace health concerns; and
- Improve education and training related to occupational health psychology at both the graduate and undergraduate levels.

For comments on the newsletter or if you're interested in contributing, please contact:

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How Do I Access Occupational Health Science?

Each year, our publisher, Springer, will send SOHP a list of unique URLs for each SOHP member. SOHP will provide members with those links, which you can use to associate your SpringerLink account with your SOHP membership. You can set up and verify your Springerlink account at <https://support.springer.com/en/support/home>. Once you have **received your unique URL and** associated these two accounts you may access Occupational Health Science by logging in on the journal's webpage at: <https://link.springer.com/journal/41542>.



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