

Introduction

When reflecting upon the progression of DEI throughout the late 2010's up until today, research has still much to learn to more consistently facilitate the successful integration of diverse workforces. This portfolio reviews various SIOP competencies with the overall intention to demonstrate my abilities to integrate both quantitative and qualitative data to inform proposals and applied projects that are aimed toward improving outcomes for marginalized populations within an organization. The intention of integrating quantitative and qualitative approaches for these populations stems from the controversial nature of diversity-promoting initiatives and programs in the current landscape. Part of this may stem from how DEI-related content often focuses on individual perceptions without tying it into tangible organizational outcomes (Devine & Ash, 2022), making it harder for later justification to be argued if specific outcomes or measures were not identified. While the work that these researchers do are by no means unimportant, as research in the field has historically looked at WEIRD populations and generalized assumptions onto other populations, organizations and businesses demand for research-practitioners to justify initiatives that seek to shake up the status quo when business operations seem to be running smoothly as-is.

From this program, I've learned to appreciate the more concrete ways in which one can push for equitable processes throughout employment systems. I appreciate the psychometrics perspective, as it states that a construct should hold true across various populations. Extending that line of thinking, measures made to evaluate those constructs within a workforce should be able to differentiate those high and low ability levels of traits that we would want to select across all populations. However, through statistical analyses such as differential item functioning, we sometimes see that people across demographic groups may be less likely to correctly answer an

item despite being estimated to be around the same ability level as someone from a different group. This highlights an issue in selection, as organizations can pass up on a qualified candidate as the current evaluation systems for selection may be insufficient to properly identify strong candidates across various groups. Rather than selecting for the most qualified candidates, it can be argued that a deficient selection system is simply selecting for similar individuals to those already within the organization, which may not expand an organization's potential market advantage comparatively over candidates who bring in new perspectives and opinions apart from the majority.

A selection system that properly identifies a candidate from a nonmajority group as qualified can allow for an organization to gain competitive advantages over the market through expansion into other markets previously inaccessible (Branca et al., 2024; Ferraro et al., 2023) and increasing knowledge circulating throughout the organization (Lloyd et al., 2010). Moreover, ensuring that an organization's selection system is properly identifying individuals within these nonmajority group populations demonstrates a commitment toward diversity that goes beyond communicated or superficial attempts at diversity, which many organizations erroneously equate as the same when research has found that organizations must do more in order to retain—and reap the benefits of—diversity (Kafka, 2023; Yi et al., 2024). As organizations are pushed to have workforces representative of the consumers it caters to—both by the public and the law—the importance for practitioners and organizations to be able to integrate quantitative and qualitative data to inform practices has been heightened as organizations seek to differentiate themselves to attract a high quality, diverse workforce. The following portfolio items look over SIOP competencies of Diversity, Equity, Inclusion, & Accessibility (DEIA), Statistical Analysis and Data Analysis, Training and Development, and Job Analysis and Competency Modeling to

showcase my ability to interact with both quantitative and qualitative dataset and ability to conduct organizational processes, such as training and development proposals and job analyses. Through these portfolio items, I hope to demonstrate my ability to critically evaluate information gathered, both through the literature and organizationally-conducted analyses, to synthesize proposals that aim to provide beneficial outcomes to organizations and marginalized populations alike.

The DEIA competency defined by SIOP as “developing evidence-based strategies to foster fair and inclusive workplaces that promote equitable treatment and participation for all employees” is demonstrated by the qualitative study I co-lead looking at caretakers of children with autism. When developing evidence-based strategies to promote an inclusive and diverse workforce, it’s important to understand the specific challenges that people of marginalized demographics may face. This study compiled caregiver sentiments to present various themes, subthemes, and outcomes observed across our sample that may help inform the structuring of organizational resources for these demographics. Part of the experience I gained from this project came from the presentation at SIOP 2026, where I discussed the study with other research-practitioners. One insight I gained from discussion was the differentiating factors between children with autism versus other special-needs conditions or childcare in general. This study developed my appreciation of universally designed initiatives, as the provision of potential interventions, such as increased employee flexibility, contribute to the employee’s health and well-being over time and allow caregiving employees to still develop their careers within the organization despite the increased demands asked by other life domains.

The Statistical Methods and Data Analysis competency is defined by SIOP as “encompass[ing] traditional and modern quantitative techniques used to analyze organizational

data, helping professionals draw valid, evidence-based conclusions” is demonstrated by a statistical analysis I conducted on a large dataset to evaluate the psychometric properties of the items. The intention to conduct a statistical analysis on a large dataset was to emulate the potential conditions that a psychometrician may face in the workplace. The most competitive of organizations often develop their own testing and assessments that are proprietary in nature, yet it is still important to validate such measures to ensure what is intended to be evaluated is what the items are actually evaluating. This statistical analysis conducts factor analyses, an SEM analysis, and CTT and IRT analyses to validate the suspected grouping of items onto factors and identify items that may be in need of revision.

The Training and Development competency defined by SIOP as “designing structured learning experiences to improve immediate task performance and fostering long-term professional growth” is demonstrated by my training proposal developed from a social networks perspective. As the barrier to entry to begin a business has lowered with the Digital Age, organizations may need to consider the ways in which they can attract and retain diverse talents within the increasingly remote and hybrid working environments. The proposal uses a social network analysis perspective to discuss the ways in which organizations may reinforce its existing social network through educating supervisor-level employees on ways to promote a diversity-inclusive workplace and teaching them how to identify key individuals who function as hubs within more distal clusters that organizations should try to integrate. This proposal incorporates research that endorses the intervention of managers to improve team functioning (Shah et al., 2023) by targeting outstanding individuals, or paragons, of their respective communities with the intention to increase nonmajority group members opportunities to connect with the larger organizational network.

Finally, the Job Analysis and Competency Modeling is defined by SIOP as “provid[ing] the foundation for HR functions by systematically studying work tasks and identifying the requirements for successful performance” is fulfilled by a job analysis conducted on a sample of nurses from Dignity Health. Preliminary research was done through consulting resources such as the Department of Labor’s site and the O*NET to draft interview questions aimed to identify KSAOs, tasks, and other relevant contextual conditions to create a job description that identifies relevant competencies tied to duty success. This applied project, conducted in my final semester, developed my appreciation for the ways in which job analysis informs other organizational processes such as personnel selection and assessment creation.

References

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