

Michael C. Champion, Ph.D.
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EDUCATION

Ph.D., Organizational Behavior and Human Resources
University of South Carolina May, 2017

B.S., Management
Purdue University May, 2009

SUMMARY OF RESEARCH INTERESTS/AREAS OF EXPERTISE

- Staffing; Recruitment; Personnel Selection; Succession Management
- Big Data; Use of Machine Learning and Text Analytics in Staffing and Qualitative Research
- Strategic HRM
- Human Capital Resources
- Performance Management
- Applicant and Employer Branding
- Employment Law
- Leader Development

ACADEMIC EMPLOYMENT

Assistant Professor, Department of Management, Vackar College of Business and
Entrepreneurship, University of Texas Rio Grande Valley
Fall 2018-Summer 2023

REFEREED JOURNAL PUBLICATIONS

1. Champion, M. C., Campion, M. A., Campion, E. D., Bauer, T. N. (in press). Cultivating a leadership pipeline: Using a real options lens to understand executives' strategic staffing decisions. *Organization Science*.
2. Campion, E. D., Campion, M. C., Campion, M. A. (in press). A human capital-based framework of career, well-being, and social information reasons for managerial lateral job assignment preferences. *Human Resource Management*.
3. Arnold, J. D., Van Iddekinge, C. H., Campion, M. C., Bauer, T., & Campion, M. A. (2020, February 2). Should You Rehire an Employee Who Left Your Company? *Harvard Business Review*. <https://hbr.org/2021/02/should-you-rehire-an-employee-who-left-your-company>.
4. Arnold, J. D., Van Iddekinge, C. H., Campion, M. C., Bauer, T. N., & Campion, M. A. (in

- press). Welcome back? Job performance and turnover of boomerang employees compared to internal and external hires. *Journal of Management*.
5. Campion, M. C., Schepker, D. J., Campion, M. A., & Sanchez, J. I. (in press). Competency modeling: A theoretical and empirical examination of the strategy dissemination process. *Human Resource Management*.
 6. Campion, M. C., Campion, E. D., & Campion, M. A. (in press). Using practice employment tests to improve recruitment and personnel selection outcomes for organizations and job-seekers. *Journal of Applied Psychology*.
 7. Campion, E. D., Campion, M. C., & Campion, M. A. (in press). Compensating tipped work: Security cameras as a tool for time use measurement. *Compensation and Benefits Review*.
 8. McCarthy, J. M., Bauer, T. N., Truxillo, D. M., Campion, M. C., Van Iddekinge, C. H., & Campion, M. A. (in press). Improving the candidate experience: Tips for developing “wise” organizational interventions. *Organizational Dynamics*.
 9. Bachrach, D., Lewis, K., Kim, Y., Patel, P. C., Campion, M. C., & Thatcher, S. M. B. (in press). Transactive memory systems in context: A meta-analytic examination of contextual factors in transactive memory systems development and team performance. *Journal of Applied Psychology*.
 10. Campion, E. D., Campion, M. C., & Campion, M. A. (in press). Best practices in incentive compensation bonus administration based on research and professional advice. *Compensation & Benefits Review*.
 11. Campion, M. C., Campion, M. A., & Campion, E. D. (in press). Big Data techniques and talent management: Recommendations for organizations and a research agenda for I-O Psychologists. *Industrial and Organizational Psychology: Perspectives on Science and Practice*.
 12. Posthuma, R. A., Campion, M. C., & Campion, M. A. (in press). A taxonomic foundation for evidence-based research on employee performance management. *European Journal of Work and Organizational Psychology*.
 13. McCarthy, J. M., Bauer, T. N., Truxillo, D. M., Campion, M. C., Van Iddekinge, C. H., & Campion, M. A. (2017). Using pre-test explanations to improve test-taker reactions: Testing a set of “wise” interventions. *Organizational Behavior and Human Decision Processes*, 141, 43-56.
 14. Schepker, D. J., Kim, Y., Patel, P. C., Thatcher, S. M. B., & Campion, M. C. (2017). CEO succession, strategic change, and post-succession performance: A meta-analysis. *Leadership Quarterly*, 28, 701-720.
 15. Campion, M. C., Ployhart, R. E., & Campion, M. A. (2017). Using recruitment source

timing and diagnosticity to enhance applicants' occupation-specific human capital. *Journal of Applied Psychology*, 102, 764-781.

16. Campion, M. C., Campion, M. A., Campion, E. D., & Reider, M. H. (2016). Initial investigation into computer scoring of candidate essays for personnel selection. *Journal of Applied Psychology*, 101, 958-975.
17. Campion, M. C., Campion, E. D., & Campion, M. A. (2015). Improvements in performance management through the use of 360 feedback. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 8, 85-93.
18. Campion, M. C., Ployhart, R. E., & MacKenzie, W. I. (2014). The state of research on situational judgment tests: A content analysis and directions for future research. *Human Performance*, 27, 283-310.
19. Posthuma, R. A., Campion, M. C., Masimova, M., & Campion, M. A. (2013). A high performance work practices taxonomy: Integrating the literature and directing future research. *Journal of Management*, 39, 1184-1220.
High Cited Designation by Thomson Reuters – Enough citations to be in the top 1% in the field of Business and Economics (2016).

MANUSCRIPTS UNDER REVIEW

MANUSCRIPTS IN PROGRESS

1. Campion, M. C., Campion, E. D., Campion, M. A., Hartwell, C.J., Levashina, J. Initial investigation into the use of voice recognition and computer scoring to score candidate interviews. *Working paper*.
2. Campion, M. C., Campion, E. D., Patel, P. C., & Campion, M. A. Using “strategic fit” as a criteria during targeted recruitment to reduce subgroup differences in candidates. *Working paper*.
3. Campion, M. C. Toward an integrative theory of full life cycle recruiters. *Working paper*.
4. Green, P. C., Campion, M. C., Levashina, J., & Andrasik, F. Mitigation of resistance to interview structure with three-stage frame-of-reference training and optimal answer-scoring anchors. *Working paper*.
5. Campion, M. C., Campion, E. D., & Campion, M. A. 360 Feedback: A review, identification of best practices, and conceptual model of their use for performance management. *Working paper*.
6. Campion, M. C., & McCarthy, J. M. Job applicant retaliation: Do selection procedures harm the bottom line? *Working paper*.

7. Campion, M. C. To have or to hold? A role theoretic perspective on personnel selection, human capital resources, and unit outcomes. *Working paper*.
8. Li, P., & Campion, M. C. Powering up with psychological resources: How psychological resources contribute to sustainable competitive advantage. *Working paper*.
9. Campion, M. C., & Owens, J. A case for particularism in staffing scholarship: A multi-disciplinary review of inherent conflicts between staffing personnel and external stakeholders. *Working paper*.
10. Campion, M. C., Campion, E. D., & Campion, M. A. A framework for understanding inefficiencies created by new IT system development and implementation events. *Working paper*.
11. Acharya, K., & Campion, M. C. Are founder CEOs more socially (ir)responsible than their non-founder counterparts? *Working paper*.

CHAPTERS

1. Campion, E. D., Campion, M. C., and Campion, M. A. (2019). Best practices when using 360 degree feedback for performance appraisal. *Handbook of Strategic 360 Feedback*. Oxford University Press.
2. Ployhart, R. E., Hale, D., & Campion, M. C. (2014). Staffing Within the Social Context. In B. Schneider & K. M. Barbera (Eds.), *The Oxford Handbook of Organizational Climate and Culture*. Oxford, England: Oxford University Press.
3. Campion, M. C., & Ployhart, R. E. (2013). Assessing personality with situational judgment tests: Interactionist psychology operationalized. In N. Christiansen & R. Tett (Eds.), *Handbook of Personality at Work*. Rutledge.
4. Mumford, T. V., Campion, M. C., & Campion, M. A. (2012). Teams in Organizations: 10 Team Roles to Foster Team Effectiveness. In K. Elsbach, A. Kayes, & D. C. Kayes (Eds.), *Contemporary Organizational Behavior: From Ideas to Action*.

PEER REVIEWED CONFERENCE PAPERS AND PRESENTATIONS

1. Arnold, J. D., Van Iddekinge, C. H., Campion, M. C., Bauer, T. N., & Campion, M. A. (2020, August). Welcome back? Job performance and turnover of boomerang employees compared to internal and external hires. Paper presented virtually at the annual conference of the Academy of Management, Vancouver, BC.
2. Campion, M. C. (2020, April). *Unstructured data in organizational research*. Panelist: Panel

discussion presented at the annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.

3. Campion, M. C. (2019, April). *I'm Not Dead Yet: Applying ML/NLP Tech to Resuscitate and Streamline Job Analysis*. Panelist: Panel discussion presented at the annual conference of the Society for Industrial and Organizational Psychology, Fort Washington, MD.
4. Campion, M. C. (2019, April). *Science, not stamps: Unitarian perspectives of validating situational judgment tests*. Discussant: Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Fort Washington, MD.
5. Campion, E.D., Campion, M. C., & Campion, M. A. (2019, April). *Attracting and Repelling: A Framework of Managerial Job Assignment Preferences*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Fort Washington, MD.
6. Campion, M. C., Campion, E. D. (2018, April). *Using text mining to identify and quantify strategically aligned applicant brands*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
7. Li, P., & Campion, M. C. (2017, October). *Psychological resources: Can they be a source of firm competitive advantage?* Paper presented at the annual conference of the Strategic Management Society, Houston, TX.
8. Campion, E. D. & Campion, M. C. (2017, April). *The advantages of practice tests in an employment context*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
9. Li, P., & Campion, M. C. (2015, August). *Powering up with psychological resources: How psychological resources contribute to sustainable competitive advantage*. Paper presented at the annual conference of the Academy of Management, Vancouver, BC.
10. Campion, M. C. (2015, August). *Minorities versus nonminorities: Implications of subgroup signaling markets for targeted recruitment*. Paper presented at the annual conference of the Academy of Management, Vancouver, BC.
11. McCarthy, J. M., Bauer, T. N., Truxillo, D. M., Campion, M. C., Van Iddekinge, C. H., & Campion, M. A. (2015, April). *Leveraging pre-test explanations to heighten test-taker reactions: Experimentally evaluating a "wise" organizational intervention*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
12. Campion, M. C., & McCarthy, J. M. (2015, April). *Job applicant retaliation: Do selection procedures harm the bottom line?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.

13. Campion, M. C., Campion, M. A., Reider, M. H., & Campion, E. D. (2015, April). *Skynet's emergence: Can computers score essays as well as raters?* Master tutorial presented at the annual conference of the Society for Industrial and Organizational Psychology, Philadelphia, PA.
14. Campion, M. C. (2014, August). *A unified framework of recruiter behavior with implications for using the best to recruit the rest.* Paper presented at the annual conference of the Academy of Management, Philadelphia, PA.
Finalist, Best Ph.D. Student Paper Award, HR Division
15. Campion, M. C., Ployhart, R. E., Posthuma, R. A., & Campion, M. A. (2014, May). *Can we create more ideal applicants? Adding a new dimension to recruitment methods to enhance applicant occupation-specific human capital.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
16. Frame, M., Fritsch, A., Strobel, K. (2014, May). *Competency modeling research collaboration: Making connections between research and practice.* Roundtable discussion presented at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
Invited Discussant
17. Campion, M. C., Campion, M. A., & Sanchez, J. I. (2014, May). *Competency modeling: An examination of the strategy dissemination process.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
18. Isaacson, J., & Campion, M. C. (2014, May). *The competency modeling handbook: Adding "context" to competency modeling.* Panel discussion at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
19. Campion, M. C. (2013, August). *Job rotation: Using job assignments to differentiate and integrate leaders.* Paper presented at the annual conference of the Academy of Management, Orlando, FL.
20. Campion, M. C. (2013, April). *Creating synergies: Using competency models to develop and integrate HR systems.* Panel discussion at the annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
21. Campion, M. C., & Ployhart, R. E. (2012, April). *Situational judgment tests as interactionist psychology.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
22. Campion, M. C., & Ployhart, R. E. (2012, April). *Reliability and situational judgment tests: A review of the literature.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

INVITED PRESENTATIONS

1. Campion, M. C. (2018, August). “Surviving and succeeding in your PhD—Perspectives from recent graduates.” Invited presentation at New Doctoral Student Consortium at the annual conference of the Academy of Management, Chicago, IL.
2. Campion, M. C. (2018, March). “Big Data and machine learning: Science, practice, and a research agenda.” Invited speaker at the Distinguished Lecture Series of Auburn University’s Industrial/Organizational Psychology Department.
3. Campion, M. C. (2017). “Artificial intelligence in I-O: It’s not just a fad.” Invited speaker for the Society of Industrial and Organizational Psychology’s I-O Podcast Series.

OTHER WORK EXPERIENCE

Scoutr, LLC.

Co-Founder/Chief Science Officer

February 2020-Present

Campion Services, Inc.

Consultant, Data Analyst, IT Support

August 2015-Present

Recruiter

May 2017-August 2018
 January 2009-August 2011
 January 2005-July 2008

TEACHING EXPERIENCE

Doctoral:

Seminar on Performing Research and Getting Published

Fall 2018

Undergraduate:

Recruitment and Personnel Selection

Spring 2019-Present

Introduction to Human Resource Management

Fall 2019-Present

June 2015

June 2014

PROFESSIONAL SERVICE

Ad Hoc Reviewer for Journal of Applied Psychology

Ad Hoc Reviewer for Organizational Research Methods

Ad Hoc Reviewer for Human Performance

Ad Hoc Reviewer for European Journal of Work and Organizational Psychology

Ad Hoc Reviewer for Human Resource Management

Invited Reviewer for Best Student Paper Award, HR Division, Academy of Management (2017)

PROFESSIONAL MEMBERSHIPS

Society of Industrial and Organizational Psychology 2011-Present

Academy of Management 2011-Present

PROFESSIONAL COMMITTEES

SIOP Bridge Builders Committee 2018-Present

VOLUNTEER WORK

Tutor
Algebra (Undergraduate Level)
GMAT/GRE Preparation
October 2017-Present

Last Revised: 7.13.2023