**KATHRYN DLUGOS**

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**ACADEMIC POSITIONS**

**Penn State University**, *School of Labor and Employment Relations*

Assistant Professor, Human Resource Management 2020–present

**EDUCATION**

**Cornell University**, *ILR School*

PhD: Human Resource Studies; Minor: Organizational Behavior 2020

**Cornell University**, *ILR School*

MS: Human Resource Studies; Minor: Organizational Behavior 2017

**Penn State University**, *College of the Liberal Arts, Schreyer Honors College*

BS: Psychology; Minor: Labor and Employment Relations 2014

**JOURNAL ARTICLES**

\*Dlugos, K. & \*Keller, J. 2021. Turned down and taking off? Rejection and turnover in internal talent markets. ***Academy of Management Journal***, 64(1): 63-85.

* *Best Conference Paper*, Strategic Human Capital Interest Group, 2018 SMS Annual Meeting

\* denotes equal contribution

**OTHER PUBLICATIONS**

Phillips, J.M., Dlugos, K., & Park, H.M. (in press). Use recognition to facilitate employee performance and engagement. In E.A. Locke and C.L. Pearce (Eds.), ***Handbook of Principles of Organizational Behavior (3rd ed.)***. Hoboken, NJ: Wiley.

Keller, J. & Dlugos, K. (2021). Why rejected internal candidates end up quitting. ***Harvard Business Review***. <https://hbr.org/2021/07/research-why-rejected-internal-candidates-end-up-quitting>

**WORKING PAPERS**

Keller, J. & Dlugos, K. How managers’ promotion rates of subordinates influence the quantity and quality of internal applications. *Revise-and-resubmit at Academy of Management Journal*.

* Nominated for *Best Conference Paper*, 2021 SMS Annual Meeting

Dlugos, K. & Keller, J. Candidate pool composition and post-hire outcomes for internal hires. *Revise-and-resubmit at Human Resource Management.*

* *Best Conference Paper* in the Strategic Human Capital IG, 2020 SMS Annual Meeting
* Nominated for *Best Conference Paper*, 2020 SMS Annual Meeting

**CURRENT PROJECTS**

Dlugos, K. Drivers of internal application patterns in contemporary internal labor markets. *Preliminary data analysis complete.*

Keller, J., Kehoe, R. R., & Dlugos, K. Mitigating risks to create value through external hiring. *Data analysis.*

Dlugos, K. Softening the blow: How information about future career opportunities improves retention of rejected internal employees. *Data analysis.*

Roumpi, D., Dlugos, K., Phillips, J., & Manning, C. How employee perceptions of firm specificity impact employment outcomes. *Data collection in process*.

Dlugos, K., Roumpi, D., Phillips, J., & Manning, C. How internal and external job search behaviors and attitudes affect job search outcomes. *Data collection in process*.

**CONFERENCE PRESENTATIONS**

Keller, J. & Dlugos, K. (2022, August). How managers’ promotion rates of subordinates influence the quantity and quality of internal applications. *Academy of Management Annual Meeting*, Seattle, Washington.

Keller, J. & Dlugos, K. (2021, October). How managers’ promotion rates of subordinates influence the quantity and quality of internal applications. *Strategic Management Society Annual Conference*, Virtual.

Dlugos, K. (2020, October). Variety is the spice of internal hiring: How candidate pool heterogeneity affects post-hire performance and exit. *Strategic Management Society Annual Conference*, Virtual.

Dlugos, K. (2020, August). Variety is the spice of hiring: The effect of internal-external candidate pool diversity on post-hire performance and turnover. *Academy of Management Annual Meeting*, Virtual.

Dlugos, K. (2019, September). Variety is the spice of hiring: The effect of internal-external candidate pool diversity on post-hire performance and turnover. *Plenary session at the Wharton* *People and Organizations Conference*, Philadelphia, Pennsylvania.

Dlugos, K. & Paluch, R. M. (2019, August). Changing trends in career mobility within and between organizations. *PDW at the Academy of Management Annual Meeting*, Boston, Massachusetts.

Dlugos, K. (2019, June) Variety is the spice of hiring: The effect of internal-external candidate pool diversity on post-hire performance and turnover. *Industry Studies Conference*, Nashville, Tennessee.

Dlugos, K. & Keller, J. (2018, September). When losers become leavers: Rejection and turnover in internal labor markets. *Strategic Management Society Annual Conference*, Paris, France.

Dlugos, K. & Keller, J. (2018, July). When losers become leavers: Rejection and turnover in internal labor markets. *European Group for Organizational Studies Colloquium,* Tallinn, Estonia.

Dlugos, K. & Keller, J. (2017, August). When losers become leavers: Rejection and turnover in internal labor markets. *Academy of Management Annual Meeting*, Atlanta, Georgia.

Dlugos, K. & Keller, J. (2016, September). When losers become leavers: Rejection and turnover in internal labor markets. *Wharton* *People and Organizations Conference*, Philadelphia, PA.

**INVITED TALKS**

2021, October. Job crafting as a tool for retention. Webinar, *Center for Workplace Performance*, Penn State University, State College, PA.

**MEDIA COVERAGE**

2022, January. Forbes, [*Be careful how you reject internal candidates – you may lose them entirely.*](https://www.forbes.com/sites/pavelkrapivin/2022/01/07/be-careful-how-you-reject-internal-candidates-you-may-lose-them-entirely/?sh=3809d6610896)

2021, October. Quartz at Work, [*Why rejection stings so hard for internal job applicants.*](https://qz.com/work/2072946/why-rejection-stings-so-hard-for-internal-job-applicants/)

2020, February. AOM Insights,[*Keeping rejected internal job applicants on board*](https://journals.aom.org/doi/10.5465/amj.2018.1015.summary)*.*

**TEACHING**

**Penn State University**

*Courses*

* Human Resource Fundamentals (undergraduate); Fall 2020, Spring 2021, Fall 2022, Spring 2022
* Diversity in the Workplace (graduate); Fall 2020, Fall 2021

*Student Advising*

* Lauren Cleaver. Increasing DEI through HRM practices. Honors thesis supervisor, 2022-2023.
* Nina Bar-Ness. How remote work increases employee burnout. Honors thesis supervisor, 2021-2022.
* Nick Banerjee. Creativity and innovation in organizations, Erickson Discovery Grant. Faculty supervisor, Spring-Summer 2021.
* Menglan Cai. The relationship between high-commitment HRM and employee engagement moderated by HR attribution. Thesis committee member, 2020-2021.

**Cornell University**

*Courses*

* Business Strategy (TA, undergraduate); Spring 2020
* Managing for Social Impact (TA, undergraduate); Spring 2019, Spring 2020
* Introduction to Human Resource Management (Instructor, undergraduate); Spring 2019

*Executive Education*

* Maximizing Internal Staffing and Succession Planning (with JR Keller), Chicago, May 2019
* Early Career Development (with Brad Bell), New York City, March 2018
* Sponsorship of Women Leaders (with Lisa Nishii), New York City, March 2016 & San Francisco, September 2017

**PROFESSIONAL SERVICE**

**Committee Member,** AOM HR Division Best Student Paper Award, 2021

**Committee Member,** AOM New Doctoral Student Consortium, 2016

**Reviewing**

*Academic Journals, ad-hoc reviewer*

* *Academy of Management Journal*
* *Human Resource Management*
* *Journal of Management Studies*

*Academic Conferences*

* Strategic Management Society Conference (Strategic Human Capital Interest Group)
* Academy of Management Annual Conference (HR, OMT, GDO, and CAR divisions)

**UNIVERSITY SERVICE**

**Penn State University**, *School of Labor and Employment Relations*

* Coordinator, Working Paper Series and Speaker Series Fall 2021–present
* Graduate Program Committee Fall 2021–present
* School By-law Committee Spring 2021–present
* Tenure-track Search Committee Fall 2020–present
* Undergraduate Program Committee Fall 2020–Spring 2021

**Cornell University**, *ILR School*

* New PhD Student Admit Days, *Coordinator*  2017 to 2020
* Interdepartmental Professional Development Workshops, *Coordinator* 2017 to 2020
* External Review Committee (10-year review of the school) 2019