

EYE ON IOHRM

Industrial-Organizational Psychology and Human Resource Management | Appalachian State University

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ABOUT THE IOHRM PROGRAM

The Industrial-Organizational Psychology and Human Resource Management (IOHRM) program at Appalachian State University is a nationally ranked, interdisciplinary Master of Arts degree program offered by the Departments of Psychology and Management. For more information, please visit our website or find us on social media.



STUDENT EDITOR: Catherine Parks
FACULTY ADVISOR: Kemp Ellington



WELCOME, CLASS OF 2022!

Left to Right: Alexa Sterling, Braxton Lee, Andrew Webb, Donovan Mattox, Catherine Parks, Teague Vreeland, Jacob Ledford, Jenna Hochstetler, Ashley Rankin, Riggs Matthews, Haley Henderson, Scott Blackburn, and Mirenda Mason



SUPPORT THE IOHRM PROGRAM

Thank you for considering financial support of the IOHRM program!

Contributions can be made to the **General IOHRM Fund** (3rd option from the bottom) or the **Student Support Fund** (5th option from the top). Contributions to the **General Fund** are preferred, as there are fewer restrictions on allocations of funds.

GIVE HERE

Be sure to search for your employer to see if they participate in an **Employer Matching** program!

For more details on how funds are used and how to give, click [here](#). To go directly to the donation page, click "Give Here."

IOHRM HIGHLIGHTS



APPALACHIAN SAFETY SUMMIT

Even though our brains are wired to find the negative in the midst of a pandemic that changed all of our lives, the fact is, we have come together as a community to fight COVID and the economic challenges it brings. A pandemic can bring out the best in people and force us to innovate if we hope to teach our science to make a difference in the real world.

The Appalachian Safety Summit targets the dissemination of our science and practice to the health and safety world, who themselves are experiencing unprecedented challenges which require unprecedented responses. Therefore, we targeted this year's Summit to consider behavioral approaches to COVID-19 infection control and highlight the innovative ways our community has fought infections in the workplace!

The 6th Annual Appalachian Safety Summit went virtual. Dr. Ludwig recorded in-depth discussions with a dozen speakers representing researchers, consultants, and safety professionals considering how behavioral science can help industry address infection control. Topics ranged from behavioral leadership all the way to the front-line workers teaming together to reduce outbreaks. We addressed how HR policies may actually help stop the spread of COVID, how the safety profession will change due to its experience with the pandemic, and even learned how standard celebration charts (graphic analytics the likes of which Deming would be proud of) can be used on local infection rates to make data-based staffing and safety decisions. Representatives from Elevate Textiles, Costain, Savannah River Nuclear Power Plant, and Merchants Distributors all discussed their approaches to infection control in their companies.

Speakers recorded a 30-minute presentation and then engaged in a lively discussion with Dr. Ludwig that dove further into the principles and approaches suggested by the expert. All 12 presenters then took part in a two-hour live panel, discussing learnings from the individual presentations and taking questions from the virtual audience of over 120 participants.

For the past six years, over \$50,000 in proceeds from the Appalachian Safety Summit have supported the research and professional development of students in Appalachian State University's Industrial/Organizational Psychology & Human Resource Management (IOHRM) graduate program.



:VIRTUAL 2020:

APPALACHIAN SAFETY SUMMIT

AUG 25 - 26

APPALACHIANSAFETYSUMMIT.COM

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MEET THE CLASS OF 2022



Alexa Sterling | Chapel Hill, NC

UNDERGRADUATE DEGREE: Psychology, Sociology, and Women's and Gender Studies | University of North Carolina Chapel Hill

IOHRM INTERESTS: I'm interested in organizational change management (OCM), diversity, equity and inclusion (DE&I), motivation and leadership

CHOICE OF FICTIONAL CHARACTER TO BE: Jessica Jones – Jessica Jones



Braxton Lee | Pleasant Garden, NC

UNDERGRADUATE DEGREE: International Security and Intelligence | University of North Carolina Chapel Hill

IOHRM INTERESTS: I am interested in project management and business consulting

CHOICE OF FICTIONAL CHARACTER TO BE: Clippy, the Microsoft Office Assistant – Microsoft



Andrew Webb | Morganton, NC

UNDERGRADUATE DEGREE: Psychology and Human Rights Studies | University of North Carolina Asheville

IOHRM INTERESTS: I am interested in workplace safety, recruitment, and communication

CHOICE OF FICTIONAL CHARACTER TO BE: Toby Flenderson – The Office



Donovan Mattox | Atlanta, GA

UNDERGRADUATE DEGREE: Psychology and Philosophy | Georgia State University

IOHRM INTERESTS: I am primarily interested in leadership consulting

CHOICE OF FICTIONAL CHARACTER TO BE: Huey Freeman – The Boondocks



Catherine Parks | Wilmington, NC

UNDERGRADUATE DEGREE: Creative Writing, Psychology, and Publishing | University of North Carolina Wilmington

IOHRM INTERESTS: I'm primarily interested in job analysis and performance management, but I look forward to learning as much as possible throughout my time in the IOHRM program

CHOICE OF FICTIONAL CHARACTER TO BE: Louise – Bob's Burgers



Teague Vreeland | Rochester, NY

UNDERGRADUATE DEGREE: English and Psychology | Appalachian State University

IOHRM INTERESTS: I'm interested in developing hiring measures for effective team building and employee retention

CHOICE OF FICTIONAL CHARACTER TO BE: Indiana Jones – Indiana Jones



Jacob Ledford | Hickory, NC

UNDERGRADUATE DEGREE: Psychology and Business Law | Western Carolina University

IOHRM INTERESTS: I am interested in data collection and analyzation to influence policy creation, as well as the effectiveness of leadership, leadership in times of crisis, deterring counter productive work behaviors

CHOICE OF FICTIONAL CHARACTER TO BE: Zuko – Avatar: The Last Airbender



Jenna Hochstetler | Kalona, IA

UNDERGRADUATE DEGREE: Organizational Leadership & Psychology | Southeastern University

IOHRM INTERESTS: I am interested in organizational effectiveness with emphasis on leadership training, teamwork assessment and coaching, succession planning, and professional development

CHOICE OF FICTIONAL CHARACTER TO BE: Hermione Granger – Harry Potter



Ashley Rankin | Charlotte, NC

UNDERGRADUATE DEGREE: Psychology | University of North Carolina Charlotte

IOHRM INTERESTS: My interests include: diversity, equity and inclusion, leadership development and corporate social responsibility

CHOICE OF FICTIONAL CHARACTER TO BE: Moana – Moana



Riggs Matthews | Aiken, SC

UNDERGRADUATE DEGREE: Biological Sciences and Psychology | Clemson University

IOHRM INTERESTS: I am interested in looking at how to improve inclusive climate interventions, with a focus on ageism

CHOICE OF FICTIONAL CHARACTER TO BE: Kvothe – Name of the Wind



Haley Henderson | Kingston, TN

UNDERGRADUATE DEGREE: Psychology and Business Management | East Tennessee State University

IOHRM INTERESTS: I am currently interested in data analytics and hiring and selection

CHOICE OF FICTIONAL CHARACTER TO BE: Mr. Krabs – SpongeBob SquarePants



Scott Blackburn | Oak Ridge, NC

UNDERGRADUATE DEGREE: Psychology, Criminology, and Sociology | University of North Carolina Wilmington

IOHRM INTERESTS: I am interested in consulting, training, development, recruiting, and organizational effectiveness

CHOICE OF FICTIONAL CHARACTER TO BE: William Wonka – Willy Wonka and the Chocolate Factory



Mirenda Mason | Cabot, AR

UNDERGRADUATE DEGREE: Psychology and German | University of Kentucky

IOHRM INTERESTS: I am interested in motivation, work-life balance, and international work environments

CHOICE OF FICTIONAL CHARACTER TO BE: Rose Tyler – Doctor Who

RESEARCH SPOTLIGHT

AppState is a hub for innovation and the application of education. Beyond the classroom, students and professors act as collaborators on projects which vary in scope and function. From the HR Science Team to the endeavors of IOHRM alumni, it is clear how devoted past and present members are to research and development. With this in mind, we humbly present some of the IOHRM's current scientific inquiries.

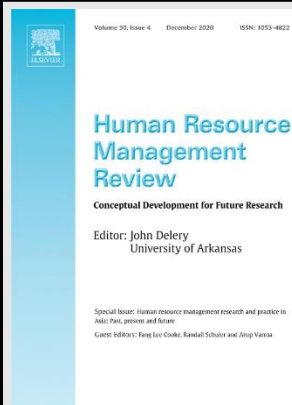
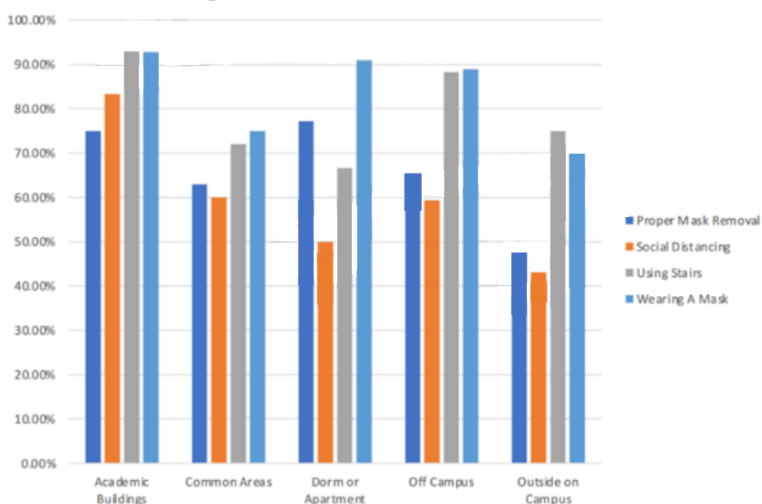


APPSTATE vs COVID-19

The Psychology Club and Psi Chi, in conjuncture with the Safety Team, are running a campaign called APPSTATE vs. COVID, which empowers Appstate students to become active participants in slowing the spread of the virus. Through an app called Habitoood, students can record infection control behaviors across campus such as wearing a mask and washing hands regularly. The app collects the data so we can see where, as a community, Appstate is doing well or may need a little help! After only 4 days, 133 participants signed with the app, and 550 Infection Control Sightings were reported! Click [here](#) for more information on the project.

And here are some initial data findings:

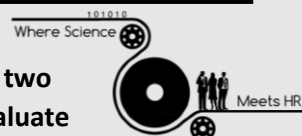
Percentage of Infection Control Behaviors Across Locations



IOHRM alum, Megan Waite, in collaboration with Walker College of Business Professor Dr. Heather Dixon-Fowler, and two other researchers, published a study in September's issue of *Human Resource Management Review* (HRMR). "Sustainability and ideology-infused psychological contracts: An organizational- and employee

level perspective," discusses ideology-infused psychological contracts (IPC), which describe an employee's belief in the relationship between themselves and their employers to advocate for an ideological cause and to work hard within the organization *for* that cause. In short, their paper explains how companies' efforts toward being more sustainable can connect their employees to the organization through their IPCs, which in turn can connect employees to company goals.

Additionally, the HR Science Team is working on two separate projects with two corporate entities to collect data to evaluate their safety practices and generate predictive models for injury rates.



The Costain team is in the initial startup stage with building a variable matrix to establish what data is going to be collected and assessed.

While the Elevate Textiles team is in the midst of data collection and cleaning.



Lastly, the HR Science's Safety Team is working with the National Institute for Occupational Safety and Health (NIOSH) through a multi-year contract to advance the current safety analytics literature. Applied organizational research is then disseminated through theses, conferences, and publications.



CLASS OF 2021 SUMMER INTERNSHIPS

Royale Nicholson | MUFG, Phoenix, AZ – Remote



PRIMARY RESPONSIBILITIES: Developed a framework to be used by MUFG business units to help achieve their diversity goals. Created a strategy for MUFG HR business partners to utilize Microsoft Teams to improve collaboration with colleagues and increase engagement and efficiencies across the enterprise.

HIGHLIGHT: Finding my voice to stand up for what I believe in and share my opinions to senior level leadership. Presenting to the company CEO during an intern case competition.

BIGGEST CHALLENGE: My biggest challenge (and most valuable) was experiencing how messy organization data can be, from operationalizing variables and interpreting the accuracy of the historical data, to synthesizing data from various sources, and finally navigating appropriate confidentiality across organizational stakeholders.

Shamin Jamadar | Whirlpool, Benton Harbor, MI – Remote



PRIMARY RESPONSIBILITIES: My primary responsibilities during my internship were to support the Business HR function with the Integrated Supply Chain area. My project focused on creating a framework for front line leadership training across Whirlpool's 9 U.S. manufacturing plants. In doing so, I was able to hold roundtable sessions with the Front Line Leaders (FLLs) in each of the plants, do captures with respective HR Business Partners (HRBPs), Operations Managers, analyze past employee engagement surveys and partake in benchmarking efforts with different organizations (e.g., Walgreens, P&G, etc.).

HIGHLIGHT: I enjoyed being able to build connections and network with senior HR Directors and hear the value my project had in their eyes. However, I think the highlight of my internship was the camaraderie that I was able to build with the 3 other HR Leadership Development Program (HRLDP) interns that were in my cohort!

BIGGEST CHALLENGE: My biggest surprise was the sheer amount of work and progress I was able to make with my project and team within a short 6 virtual weeks.

Austin Melzer | Training Industry, Raleigh, NC – Remote



PRIMARY RESPONSIBILITIES: Examined survey research data and presented findings, created course materials for new professional development classes, and created dashboards for instructor feedback.

HIGHLIGHT: Published article on best practices for training professional development.

BIGGEST SURPRISE: Working "experts" are not as knowledgeable as you would expect.

Catherine Meyer | Jacobs, Houston, TX – Remote



PRIMARY RESPONSIBILITIES: I was an HR intern on the Global Talent Development team. I project managed the design, development, and implementation of a 2-year Graduate Development Program for the Americas region. This program was designed to engage, develop, and retain the future talent of Jacobs.

HIGHLIGHT: Giving a lunch & learn presentation on inclusive hiring practices to support a neurodiverse workforce to the entire global HR team.

BIGGEST SURPRISE: I realized that I knew a lot more than I thought I did. When I trusted my gut and had confidence in my knowledge and skills, I was able to make meaningful contributions to my team.



Nicolas Simard | Horizon Performance, Raleigh, NC – Remote

PRIMARY RESPONSIBILITIES: Created a virtual training program for emerging leaders/intro leadership.

HIGHLIGHT: Getting the opportunity to work with other I-Os in a real world setting on projects in the realm of sports.

BIGGEST SURPRISE: My biggest challenge was learning to just "go for it". Often times you'll be tasked with projects that are only outlined and it's up to you to figure out how to make that outline a reality.



Samuel Biggs | MUFG, Phoenix, AZ – Remote

PRIMARY RESPONSIBILITIES: My primary responsibilities were to develop an Executive Mentoring Program, establish a predictive human analytics model, and to implement the MUFG social media strategy.

HIGHLIGHT: My highlight this summer was having the pleasure to experience the internship alongside my amazing friend/IOHRM classmate Royale Nicholson.

BIGGEST CHALLENGE: The biggest surprise for me this summer was having to do an internship from my childhood bedroom.



Connor Linden | Eaton, Pittsburgh, PA – Remote

PRIMARY RESPONSIBILITIES: Conducted a capabilities assessment for the Engineering Function at Power Components Division (PCD). Performed organizational analysis for Beaver, Pennsylvania plant to identify key areas for future reorganization. Developed and distributed a survey to all PCD personnel in order to understand who is best equipped for working remotely.

HIGHLIGHT: I presented findings from my organizational analysis to the General Manager of PCD as well as the Director of Operations.

BIGGEST CHALLENGE: Biggest surprise - How quickly I can move from my bed to my desk for those 8 a.m. conference calls.



Andrea Montoya | Maxar Technologies, Westminster, CO – Remote

PRIMARY RESPONSIBILITIES: I led the analysis, design, development, and implementation of Maxar's new e-learning platform. I trained managers and team members on how to use and navigate the new site. I also created the employee learning recognition program.

HIGHLIGHT: Creating the employee recognition program was something that I didn't think I would have time to build and it also lacked buy-in. By the end of my internship, I was able to build the program, train managers, get stakeholder buy-in, and recognize 3 employees!

BIGGEST CHALLENGE: Work-life balance is easier to maintain in the real world!!!



John Lang | Charter Communications, Charlotte, NC – Remote

PRIMARY RESPONSIBILITIES: Engaged with internal and external stakeholders to gain perspective from subject matter experts, and created a visual model on how the vertical teams within CLS engage and support various Charter Business Units.

HIGHLIGHT: I was fortunate to be able to engage with many employees of different business units and departments within Charter and Spectrum. This allowed me to get a good understanding of how Charter operates as a business but also gave me the opportunity to interact with different content experts and gain various perspectives in the hopes of improving the CLS engagement model.

BIGGEST SURPRISE: My biggest challenge was a result of COVID and having to work virtually. A major responsibility of mine was to conduct interviews with leadership and learning contacts within various business units of Charter, which would ideally be done in person. Having to interview and engage with strangers, sometimes intimidatingly successful strangers, for the first-time via video chat was a new challenge that I had to learn to navigate and get comfortable with.

ALUMNI MENTORS

The IOHRM program has always greatly valued its ability to maintain connections with alumni of the program. The Alumni Mentor program is back to do just that! As part of the Introduction to Human Resources and Professional Issues course, taken during students' first semester here, each first-year student will have the opportunity to interact with esteemed alumni who have graciously volunteered their time.

Each student is assigned an Alumni Mentor who, during the semester, helps perfect resumes, create career development plans, and provide general advice about the IOHRM program experience or graduate school in general. Having a mentor who has been through the IOHRM program is an invaluable experience and will provide new students with a fantastic resource.

This program has seen great success in the past and promises to be another exciting opportunity this year. A big thank you to all alumni currently involved in this program!



CHERYL NICKEL
Organization Effectiveness
Consultant, Spectrum



KRISTEN KAUFFMAN
Sr. Change Management
Consultant & D&I Ambassador



JESSICA SWETS
Recruiting Coordinator,
Amazon



EVEA KALDAS
Sr. Learning Specialist, HD
Supply



CYNTHIA MILLER
VP of HR,
Carolina West Wireless



AIMEE WOOD
Associate HR Consultant,
Nonprofit HR



NKEM OBI-MELEKWE
Compensation Analyst,
2U



ELMA LLOYD
Chief of Staff, Equitable



BETHANY MCREE
Sr. HRIS Analyst, United
Therapeutics Corporation



STACEY HUSSEY
HR Manager, Buckeye
Fire Equipment



JENNIFER CLINE
Head of Workplace
Strategy & Execution, TIAA



STEPHEN COENEN
Training Specialist,
Mallinckrodt Pharmaceuticals



MEAGHAN HANSEN
HR Business Partner,
AmerisourceBergen