

# EYE ON IOHRM

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

## INSIDE THIS EDITION OF



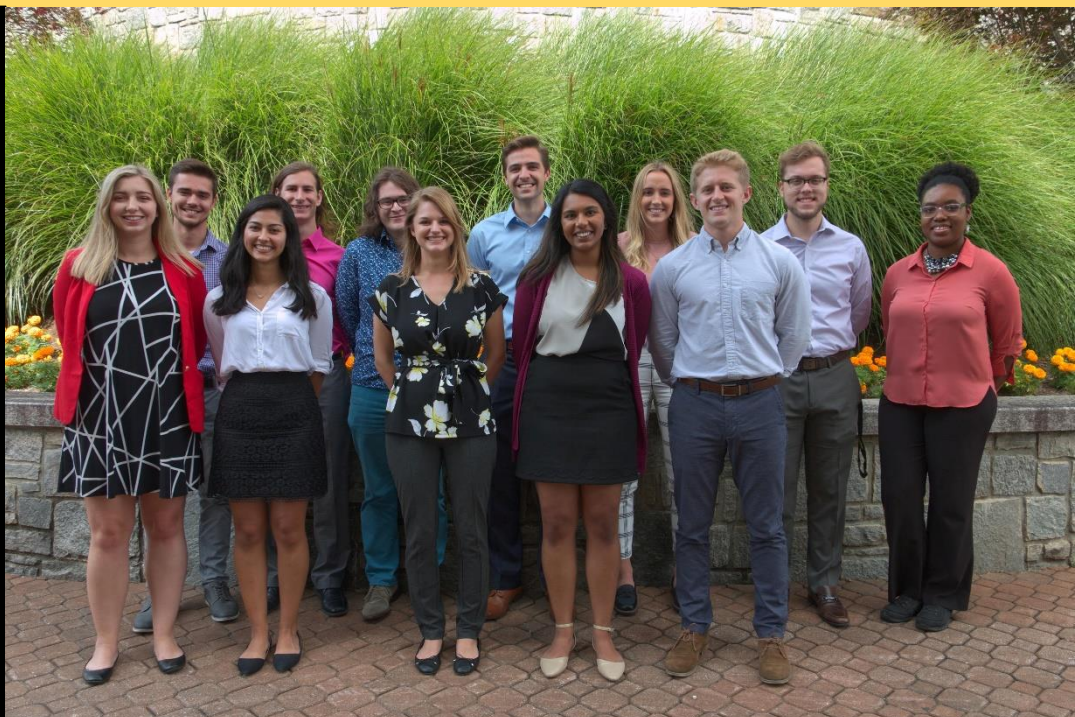
IOHRM HIGHLIGHTS	2
CLASS OF 2021 INTRODUCTIONS	3-4
FACULTY SPOTLIGHT	5
CLASS OF 2020 SUMMER INTERNSHIPS	6-7
ALUMNI MENTORS	8

## 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: John Lang  
FACULTY ADVISOR: Kemp Ellington



## WELCOME, CLASS OF 2021!

Left to Right: Taylor Lundy, John Lang, Andrea Montoya, Austin Melzer, Nicholas Simard, Karissa Scholten, Connor Linden, Shamin Jamadar, Catherine Meyer, Samuel Biggs, Gregory Vass, Royale Nicholson

## SUPPORT THE IOHRM PROGRAM

Thank you for considering financial support of the IOHRM program!

Contributions can be made to the **General IOHRM Fund** (3<sup>rd</sup> option from the bottom) or the **Student Support Fund** (5<sup>th</sup> 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

The Appalachian Safety Summit has grown into its fifth year of building community, bringing international expertise to the high country, and elevating approaches to behavioral safety. This past April, over 130 participants made their way to the campus of Appalachian State University for the Summit. They were greeted by a “joyful” address by longtime Summit cheerleader, Denise Murray, who gave us all the gift of wine glasses and cheer. Dr. Sherry Purdue then gave us a thoughtful review of the factors underlying human error. The keynote was delivered by bestselling author, Shawn Galloway, who taught us that “good intentions are not enough” to get discretionary effort from your culture.

The popular breakout concurrent sessions featured real-world tips for running behavioral safety teams from our friends (and sponsors) at Marathon Refining and Elevate Textiles. Our sponsors at Eastman Chemicals delivered two breakouts on analytics and positive coaching. The global director of HSE at Eastman then gave his perspective of the role of behavioral safety in a company with over 50 manufacturing sites around the world. Similarly, the VP of EHS at Elevate Textiles brought their work on finding “Below Zero” through their focus on leading indicators.

IOHRM faculty member, Dr. Timothy Ludwig, delivered his annual keynote on behavioral safety issues, this time considering the role of ownership in successful behavioral programs. Special guest Claire Fryer from the UK took us on a journey of culture change and innovations to her company’s wellness program to focus on mental health. The Summit concluded with Dr. Angelica Grindle reminding us to not “Forget the Humans” when implementing technological improvements to our safety programs.

**SAVE THE DATE** for our 2020 installment of the Appalachian Safety Summit: April 28-29, 2020

For more information on the Safety Summit and to register to attend:

[CLICK HERE](#)





# MEET THE CLASS OF 2021



## Royale Nicholson | Cleveland, OH

**UNDERGRADUATE DEGREE:** Business and Marketing | New York University of Shanghai

**IOHRM INTERESTS:** I am currently interested in training and development, but excited to learn about other specializations throughout my time in the IOHRM program

**CHOICE OF FICTIONAL CHARACTER TO BE:** Katara – Avatar the Last Airbender



## Gregory Vass | Elliot City, MD

**UNDERGRADUATE DEGREE:** Psychology and Biology | University of Maryland, Baltimore County

**IOHRM INTERESTS:** I am interested in choosing the right people for the right jobs to optimize performance, as well as how to best set up organizational and reporting structures to improve performance and work dynamics

**CHOICE OF FICTIONAL CHARACTER TO BE:** Harry Potter – Harry Potter



## Shamin Jamadar | Greenville, NC

**UNDERGRADUATE DEGREE:** Psychology | East Carolina University

**IOHRM INTERESTS:** I am interested in organizational development, performance measurement, as well as training and development

**CHOICE OF FICTIONAL CHARACTER TO BE:** Jake Peralta – Brooklyn-99



## Austin Melzer | Apex, NC

**UNDERGRADUATE DEGREE:** Psychology | North Carolina State University

**IOHRM INTERESTS:** I am interested in motivation, leadership, counter-productive work behaviors, and stress

**CHOICE OF FICTIONAL CHARACTER TO BE:** Uncle Iroh – Avatar the Last Airbender



## Catherine Meyer | Hendersonville, TN

**UNDERGRADUATE DEGREE:** Psychology | University of Tennessee at Chattanooga

**IOHRM INTERESTS:** I loved learning about the nuances of human nature through psychology, but I was also interested in learning about how much goes into making an organization run smoothly. When I learned about I-O, it seemed like the perfect fit

**CHOICE OF FICTIONAL CHARACTER TO BE:** Zoey Brooks – Zoey 101



## Nicolas Simard | Cary, NC

**UNDERGRADUATE DEGREE:** Psychology | Appalachian State University

**IOHRM INTERESTS:** I am interested in motivation, organizational culture, and leadership development

**CHOICE OF FICTIONAL CHARACTER TO BE:** Yoda – Star Wars



### Taylor Lundy | Atlanta, GA

**UNDERGRADUATE DEGREE:** Experimental Psychology and Women's and Gender Studies | University of South Carolina

**IOHRM INTERESTS:** My interests in IOHRM include diversity and inclusion, leadership, and implementation science

**CHOICE OF FICTIONAL CHARACTER TO BE:** Sherlock Holmes – The Adventures of Sherlock Holmes



### Samuel Biggs | Goldsboro, NC

**UNDERGRADUATE DEGREE:** Psychology | East Carolina University

**IOHRM INTERESTS:** I enjoyed all of my psychology classes in undergraduate and happened to minor in Business so the two are now meshing nicely

**CHOICE OF FICTIONAL CHARACTER TO BE:** Forrest Gump – Forrest Gump



### Karissa Scholten | Grand Rapids, MI

**UNDERGRADUATE DEGREE:** General Psychology | Western Michigan University

**IOHRM INTERESTS:** I am specifically excited about training and development, performance management, and organizational change

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



### Connor Linden | Gastonia, NC

**UNDERGRADUATE DEGREE:** Psychology and Communication Studies | University of North Carolina at Chapel Hill

**IOHRM INTERESTS:** Within IOHRM I have interests in organizational development and strategic HR planning

**CHOICE OF FICTIONAL CHARACTER TO BE:** SpongeBob – SpongeBob Squarepants



### Andrea Montoya | Tarboro, NC

**UNDERGRADUATE DEGREE:** Psychology | Florida State University

**IOHRM INTERESTS:** I am interested more in the "O" side of I-O Psychology, specifically diversity and inclusion

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



### John Lang | Macungie, PA

**UNDERGRADUATE DEGREE:** Psychology | West Chester University of Pennsylvania

**IOHRM INTERESTS:** I am interested in the research and evidence-based practices of IOHRM and I am keeping an open mind regarding the facets and specifications that are included in IOHRM

**CHOICE OF FICTIONAL CHARACTER TO BE:** Garfield – The Garfield Show

# FACULTY SPOTLIGHT

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## Welcome back from sabbatical Dr. Brian Whitaker!



**Where are you originally from?** I was born in Fairbanks, Alaska. I was a military brat so my fam lived in a lot of places but we're mostly from Kentucky. My formative years were spent in Louisville where I got my undergrad degree.

**Where did you receive your education?** I got my BA in Psych at the University of Louisville, my MA in I/O at Xavier University, then doctorate in I/O at the University of Akron.

**How long have you been working at Appalachian State? In the IOHRM program?** I came to App in the Fall of 2010, so I'll be having a milestone anniversary next year. I have been involved in the program since Day 1.

**How did you spend your sabbatical last year?** I logged a lot of miles over OCSA; New Zealand, Spain, and London, mainly, but some domestic travel as well. I'm one of those people always in work mode but sabbatical gave me a chance to reset, re-balance my work-life ratio, and spend some golden time with my kids.

**What did you enjoy most about your time on sabbatical?** I really enjoyed having a period of uninterrupted time to re-focus on research. Over the last few years, I've been teaching quite a lot, which has made finding time and energy for research difficult. Don't get me wrong, I love the classroom. But OCSA was great for giving me some breathing room, time to deep-dive into the literature to identify trends and gaps that need addressing, fleshing out research ideas, and establishing a network of applied and academic contacts that want to collaborate on new projects.

**What are your research interests/current projects?** For the first time in my career, my research is following my consulting instead of the other way around. My research has historically focused on leader traits, cognitive processing, and how leaders/supervisors craft the feedback context to foster trust, effective communication, and performance improvement. But this research has mostly been context-independent, focusing on no particular industry or sector. However, recently the market has pulled my consulting into the safety space. Since then, I've been working to position myself to conduct much-needed research in safety-sensitive industries like transportation, construction, and healthcare. For example, I am serving on the Expert Panel for Together for Safer Roads, a coalition of multinational companies with massive vehicle fleets (e.g. Amazon, GM, Pepsi, UPS, Walmart, etc.) who have pledged to work together to improve road safety globally. In my capacity on the Expert Panel, I help guide our research programming, so I am now in the ear of safety leaders of some fairly large fleets, slowly convincing them of the safety-related research that needs to be done at both the rank-and-file as well as leadership levels.

**What did you miss about App State or the IOHRM program?** It's very easy to miss the electricity of the IOHRM program once you've been away from it for a few months. Having super-easy access to hyper-intelligent colleagues is also very easy to miss. If I read something that just doesn't quite make sense or sit right with me, I love having a team of brainiacs just outside my door to get my thinking squared away.

**Tell us about your family.** My wife, Jesse, is from Marion, NC and is an alum of the I/O program here at App. I know how that sounds. Let me explain. We met at an APA conference in Hawaii in 2004 when I was a grad student in Akron. She was there presenting research with Dr. Ludwig. Fast forward to now, we have two kids, Lily (10) and Macy (8).

**What are some things you like to do outside of work?** Don't know if I like doing it, but I'm 3 years in to a 5-year house-flipping gauntlet. I spend a lot of time DIY-ing (then sometimes calling in experts to un-fix what I "fixed"). I love mountain biking and I play guitar/piano. But right now, any spare time I have goes to playing with my kids & dog. It's the best. If I can carve out more time, I plan to get back into skydiving (which I did a lot of in grad school) and would absolutely love to get my pilot's license.

**What words of wisdom would you tell your younger self?** "Ease up on the student loans! Do you *really* need to eat every week?"

**What is your favorite food/drink?** Tacos & Whiskey.



# CLASS OF 2020 SUMMER INTERNSHIPS



## Erin Marion | Bechtel National, Inc., Richmond, KY

**PRIMARY RESPONSIBILITIES:** I designed, developed, and delivered seminars orienting employees to updates in Betchel's employee assistance program. I also created a PowerBI dashboard to track Blue Grass Chemical Agent-Destruction Pilot Plant's (BGCAPP) diversity and inclusion data over time.

**HIGHLIGHT:** Branching out within BGCAPP to work with the Performance Excellence and Communications departments, and traveling with my fellow interns.

**BIGGEST CHALLENGE:** Adjusting to the pace of a desk job where I worked in a cubicle all day.



## Bill Griffin | Ford Motor Company, Dearborn, MI

**PRIMARY RESPONSIBILITIES:** I worked on projects including culture transformation, team effectiveness, change management, and leadership development.

**HIGHLIGHT:** Getting to own content and implement that content.

**BIGGEST CHALLENGE:** Having to communicate and connect with people on projects in a company with over 200 thousand employees and a highly bureaucratic culture.



## Darby Ford | Ernst and Young, Charlotte, NC

**PRIMARY RESPONSIBILITIES:** I worked on a Robotics Process Automation project and analyzed the client's recruiting and data management processes. After socializing with stakeholders, I began to create a Process Design Document.

**HIGHLIGHT:** Exploring New York City with my manager.

**BIGGEST CHALLENGE:** The slide decks used at EY are very detailed, so it was difficult to think of every nuance and disclaimer, and even more difficult to find space for them on the slides.



## Brooke Myall | Milliken & Company, Spartanburg, SC

**PRIMARY RESPONSIBILITIES:** I created a new record retention policy as well as initiated the creation of a new Online Personnel Records site.

**HIGHLIGHT:** People there were excited to see my final product, as they had been asking for an updated record retention policy for years.

**BIGGEST SURPRISE:** The biggest surprise about working at Milliken was the many perks of the corporate office. There was a cafeteria, a fitness center, a nurse, and the property itself is also an arboretum.



## Maira Compagnone | KeyBank, Cleveland, OH

**PRIMARY RESPONSIBILITIES:** I ran data analysis to present recommendations to reduce turnover within specific areas. I also developed a "fast track" training program to get personal bankers ready to become branch managers. My capstone project was to recommend changes within Workday to enhance performance management processes at Key.

**HIGHLIGHT:** Our day-long overview of the legal department, seeing how internal employment attorneys and HR interact.

**BIGGEST SURPRISE:** Being able to go to the top floor of Key Tower to present my ideas in a 1:1 meeting with the Vice President of Retail Banking. Your ears pop going up that high in the elevator!



## Tara O'Neil | Pursuit – Glacier Park Collection, Columbia Falls, MT

**PRIMARY RESPONSIBILITIES:** I was actively involved in recruiting, employee benefits, policy changes, HR investigations, and facilitating orientations. My main project was developing the policies for the Glacier Park Collection 2020 Employee Guidebook.

**HIGHLIGHT:** Hiking through Glacier National Park the entire summer and getting bluff charged by a grizzly bear.

**BIGGEST SURPRISE:** The authentically cohesive culture at Glacier Park Collection was the biggest surprise. The seasonal tourism industry has its challenges, but the GPC team is highly appreciated and that is shown.



### Matthew Laske | Eastman Chemical Manufacturing, Kingsport, TN

**PRIMARY RESPONSIBILITIES:** I identified patterns in incidents, near misses, hazards, and observation data to develop a pinpointed observation checklist to prevent incidents and near misses across a division. I also facilitated the relationships across IT, HR, production, and safety leadership to collaborate on a centralization of database systems for data analysis.

**HIGHLIGHT:** Interviewing 80+ team managers and operators to identify environmental hazards and safe behaviors to develop an observation checklist, then convincing leadership to buy-in to a crew-lead observation process.

**BIGGEST CHALLENGE:** Communicating with HR to gain data for the prediction of incidents; the logistics and legality.



### Lindsey Wuerfel | Collins Aerospace, Winston-Salem, NC

**PRIMARY RESPONSIBILITIES:** I developed a project plan for the creation of career development opportunities for technicians in the Philippines, partnered with legal departments and the HR team in Brazil to develop employment contracts, and recruited and conducted phone screens and interviews for manufacturing and engineering roles in the U.S.

**HIGHLIGHT:** Having the opportunity to shadow and collaborate with people across the many different facets of HR.

**BIGGEST CHALLENGE:** The biggest challenge was wrapping my head around the structure of such a large company and understanding the functions and lingo of the business. The first few weeks felt like acronym overload.



### Jessie Harris | AvidXchange, Charlotte, NC

**PRIMARY RESPONSIBILITIES:** My role consisted of completing data analysis for the learning and development department at AvidXchange. This mostly entailed the creation of a dashboard that could be used to evaluate training programs and how that related to a variety of organizational outcomes.

**HIGHLIGHT:** The team of people that I worked with this summer was the best part of the internship.

**BIGGEST CHALLENGE:** The biggest challenge was trying to cope with data limitations and learning an entirely new analytics platform in such a short period of time.



### Rosalyn Rease | NCR, Atlanta, GA

**PRIMARY RESPONSIBILITIES:** I was responsible for redesigning the employee recognition program, creating compensation-centered communications campaigns, and competency modeling for select business units.

**HIGHLIGHT:** NCR holds "Fun Thursdays" every week with free food, drinks, and activities that allow people all over the company to network in a relaxed setting.

**BIGGEST CHALLENGE:** The biggest challenge I faced with most of my projects was synthesizing feedback, ideas, and thoughts from multiple people coming from different backgrounds, into one cohesive final product.



### Philip Hinson | Shurtape Technologies, LLC, Hickory, NC

**PRIMARY RESPONSIBILITIES:** The main projects that I worked on included conducting a turnover analysis, creating manufacturing job aids, creating a training evaluation plan/material, and harmonizing HR policies across Shurtape.

**HIGHLIGHT:** One highlight was helping build a home with fellow interns for Habitat for Humanity.

**BIGGEST CHALLENGE:** One challenge was gaining access to data conducive to analyses that could improve our HR functions.



### Soundarya Kanthi | Shurtape Technologies, LLC, Hickory, NC

**PRIMARY RESPONSIBILITIES:** As an HR Business Partner Intern, I got a chance to see many HR functions such as benefits, performance management, policy analysis, training and development, and staffing. Across the 12 projects that I dealt with, the largest was the HR policy harmonization project, which involved me analyzing the similarities and differences between Shurtape and its two acquisitions, and then recommending best practices on those policies/suggesting new ones.

**HIGHLIGHT:** Being able to gain a mentor from the competency modeling project, who both during and after the internship has been an enthusiastic champion for my development.

**BIGGEST SURPRISE:** Learning how Shurtape is currently transitioning from manual HR processes to automated ones now.



### Kelly Redd | Cree, Inc., Durham, NC

**PRIMARY RESPONSIBILITIES:** My primary responsibility was re-doing their Leadership Fundamentals Training that highlighted how leaders at Cree were expected to behave when interacting with subordinates.

**HIGHLIGHT:** The highlight of my internship was the people that I worked with. Everyone was ready and willing to help me and give me more work when I wanted it, and I was encouraged to seek out anyone and anything I needed.

**BIGGEST SURPRISE:** I learned that people can get offended by much more than I thought. Simple statements such as suggesting that someone may need to attend our free computer skills trainings can really set someone off.



# 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!



**RYAN FELTY**

Director of Organization &  
Team Member Capability,  
Dawn Foods Global



**AMBER HARRISON**

Sr. HR Business Partner,  
Lincoln Financial Group



**EVEA KALDAS**

Sr. Learning Specialist, HD  
Supply



**CYNTHIA MILLER**

VP of HR,  
Carolina West Wireless



**MICHAEL BOITNOTT**

Event Production Manager,  
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**JENNIFER CLINE**

Head of Workplace  
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