

## Welcome to the Fall 2014 Edition of *Eye on IOHRM*!

### Inside this issue:

#### Incoming Students Class of 2016

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Hello to the all members of the IOHRM family!

We are in the middle of another year here at Appalachian State and are thrilled that our first-year students, the Class of 2016, have joined the IOHRM family! We've got another fantastic cohort of 11 students this year. You can learn more about each of them on pages 2-3.

#### Faculty Awards

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We also welcome back the Class of 2015, who have returned to from their summer internships. We are extremely proud of their hard work and accomplishments over the summer. The students gained expertise and experience from these internships, which you can read more about on pages 6-7.

#### Student Highlights

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We also want to extend a special thank you to our second-years for helping revamp our IOHRM website (check out [IOHRM.appstate.edu](http://IOHRM.appstate.edu)), as well leading a two-day orientation for their first-years colleagues. The orientation, which was developed by a team of second-year students, consisted of a series of workshops, breakout sessions, and social events that allow the IOHRM students to get to know each other before the start of classes, meet the faculty, and help them transition into our program.

#### Summer Internship Updates

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#### Class of 2015

The IOHRM faculty also had an extremely productive year! While we have a number of outstanding IOHRM faculty in our program, in this edition of the Eye, we are highlighting the impressive accomplishments of Dr. Tim Huelsman and Jim Westerman. Dr. Tim Huelsman was awarded the "2014 Board of Governors Award for Excellence in Teaching," which is an award given to only one professor from each of the University of North Carolina System institutions. Dr. Westerman was awarded the prestigious James E. Holshouser Distinguished Professor in Ethics and will be spending his time broadening our understanding and application of ethics in organizations. You can read more about their achievements on page 4. Congratulations, Dr. Huelsman and Dr. Westerman!

#### Advisory Board and IOHRM Updates

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Based on the success of last year's Alumni Conference, we will have another alumni event here in Boone this semester! Join us for an Alumni Weekend on November 7th. We will be holding a happy hour on Friday, November 7th and an Alumni Tailgate before the football game on Saturday. Read more about the event on page 5.



### Welcome Class of 2016!

Back row (left to right): Jordan Belcher, Jon Powers, Ryan Gillespie, Joey Hudson, Alex Johnson

Front row (left to right): James Westwood, Jessica New, Emily Mazza, Evea Kaldas, Morgan Jewells, Dea Kamberaj



We are also excited to announce that there will be two meetings of our IOHRM Advisory Board this year. The purpose of the IOHRM Advisory Board is to help our students develop connections with the business world and develop their business, interpersonal, and professional skill. Our Advisory Board will also be facilitating growth of the Student Support Fund, which will continue to provide excellent experiences for our students. You can find a report of last semester's Advisory Board meeting on page 8.

Finally, we want to give one last thank you to IOHRM program alumni and our other friends. We always enjoy your notes, emails, and visits. We welcome your suggestions, your assistance in the internship process, and your involvement in our research. If you have not done so, please join our IOHRM Facebook (Appalachian State University IOHRM) and LinkedIn (IOHRM at Appalachian) groups. We are providing bi-weekly updates regarding the accomplishments of our students, alumni, and faculty.

Thank you for your interest in keeping up-to-date with our program, and I hope you enjoy the Fall 2014 issue of Eye on IOHRM!

Respectfully,

*Shawn*

Shawn M. Bergman, PhD  
Outreach Coordinator and Associate Professor



# IOHRM Welcomes the Class of 2016

**Morgan Jewells**  
University of North  
Carolina Greensboro



Morgan is from Erie, PA. She completed her Bachelors at the University of North Carolina at Greensboro in Psychology with a minor in Sociology. She chose the IOHRM program at App State because of its unique curriculum that integrates the two worlds of business and psychology and because there is no other program that is able to combine these two areas of study into one distinctive degree. She thinks it will open many doors of opportunity for her in the future. In her spare time, Morgan enjoys cooking, cleaning, drinking wine, and spending time with friends and family.

## Fun Facts

**Favorite Book:** To Kill A Mockingbird

**Favorite TV Show:** Friends

**Favorite Quote:** "Everyone smiles in the same language."

**Alex Johnson**  
Appalachian State  
University



Alex is from Warwick, RI. He completed his Bachelors at Appalachian State University in Psychology with a Business Concentration. He found an interest in the IOHRM program while completing his undergraduate degree and getting to know the professors in the program. He liked that it covers a wide range of subjects and looks forward to seeing the interplay between industrial psychology, organizational psychology, and human resource management. In his spare time, Alex enjoys reading, cooking, gaming, and anything to do with computers.

## Fun Facts

**Favorite Trip:** Scotland

**Favorite Food:** Curry

**Favorite Book:** The Malazan Book of the Fallen

**Joseph Hudson**  
Virginia Tech



Joey is from Jonesville, VA. He completed his Bachelors at Virginia Tech in Psychology. He chose the IOHRM program because he felt it was the best program to teach him applied and research practices in I-O Psychology. He also feels most at home in the mountains and in the relaxed culture of Boone. In his spare time, Joey enjoys video games, hiking, and cooking.

## Fun Facts

**Favorite TV Show:** King of the Hill

**Favorite Movie:** The Sword in the Stone

**Favorite Quote:** "If you want to build a ship, don't drum up the men to gather wood, divide the work and give orders. Instead, teach them to yearn for the vast and endless sea." - Antoine de Saint-Exupery

**Dea Kamberaj**  
Coastal Carolina  
University



Dea is from Albania and Myrtle Beach, SC. She completed her Bachelors at Coastal Carolina University in

Psychology where she was an Honors Graduate and a Jackson Scholar of the Philosophy Department. She chose App State because of the mix of the program with I-O Psychology and HRM. Her academic interests include training and development. In her spare time, Dea enjoys hiking, shopping, doing crafts, and playing with her two pups.

## Fun Facts

**Favorite Trip:** Punta Cana DR

**Favorite Food:** Italian

**Favorite Holiday:** Thanksgiving

**Jon Powers**  
Wake Forest  
University



Jon is from Falmouth, MA. He completed his Bachelors at Wake Forest University in Psychology. He was attracted to the IOHRM program at App State because there is a high demand for I-O professionals, and the prospect of applying knowledge of the mind to a business environment and organizations of people seemed attractive to him. In his spare time, Jon enjoys craft beer, programming, bad sci-fi movies, and old school gaming.

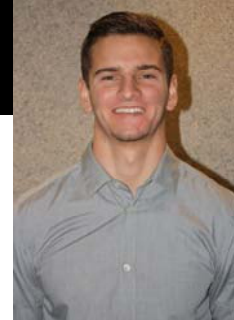
## Fun Facts

**Favorite Movie:** Lord of the Rings series

**Favorite Food:** Peanut butter

**Interesting Fact:** His lineage extends back to Irish stoneworker immigrants.

**Ryan Gillespie**  
Lees-McCrae College



Ryan is from Holly Springs, NC. He completed his Bachelors at Lees-McCrae College in Psychology. He chose App State because the IOHRM program seemed to form the perfect bridge between his interest in the business world and his desire to implement psychological principles into real-world situations to solve problems. In his spare time, Ryan enjoys mountain biking, hiking, playing soccer, and golf.

## Fun Facts

**Favorite TV Show:** Scrubs

**Favorite Movie:** 21 Jump Street

**Favorite Book:** Relentless by Tim Grover



# IOHRM Welcomes the Class of 2016

**Evea Kaldas**  
Georgia College and  
State University



Evea is from Cumming, GA. She completed her Bachelors at Georgia College and State University in Psychology with a minor in Management. She is interested in both fields of I-O Psychology and HR, and loves the idea of improving the human condition in the workplace, an area where so much time is spent. She also has HR experience from her college internship with the Georgia Military College Human Resource department. In her spare time, Evea enjoys playing with her dog, spending time with friends and her boyfriend, reading books or articles, baking, and cleaning.

## Fun Facts

**Favorite TV Show:** Gilmore Girls

**Favorite Movie:** Bridesmaids

**Favorite Trip:** Italy

**Jessica New**  
Troy University



Jessica is from Huntsville, AL. She completed her Bachelors at Troy University in Psychology with minors in Leadership and Spanish. She chose App State because she liked the dual focus on I-O Psychology and HR. She also loved the location of the school. In her spare time, Jessica enjoys reading, drawing, running, and swing dancing.

## Fun Facts

**Favorite Holiday:** Christmas

**Favorite Trip:** Disney World

**Favorite Quote:** " 'You and I don't need to care about the rest of them.' The Giver looked at him with a questioning smile. Jonas hung his head. Of course they needed to care. It was the meaning of everything." - The Giver, Lois Lowry

**Emily Mazza**  
University of North  
Florida



Emily is from Orlando, FL. She completed her Bachelors at the University of North Florida in Psychology with a minor in Criminal Justice. She chose App State because it has one of the few interdisciplinary programs that combines I-O Psychology and HRM. She also worked for Harris Corporation over the summer and was able to get a feel for the business workplace environment, and how teamwork is important for overall company success. In her spare time, Emily enjoys playing golf and guitar.

## Fun Facts

**Favorite Holiday:** Halloween

**Favorite Trip:** New York City

**Favorite Movie:** The Shawshank Redemption

**Jordan Belcher**  
University of  
Alabama Huntsville



Jordan is from Dayton, OH. He completed his Bachelors at the University of Alabama at Huntsville in Psychology with a minor in Technical Communication. His academic research interests are SIOP ranking and funding. He is also looking forward to the program internship in the summer and hopes to do consulting in the future. In his spare time, Jordan enjoys playing tennis.

## Fun Facts

**Favorite Food:** Seafood

**Favorite Book:** The Count of Monte Cristo

**Interesting Fact:** He is certified to operate a forklift.

**James Westwood**  
Utah Valley  
University



James is from Bluffdale, UT. He completed his Bachelors at Utah Valley University in Behavioral Science with an emphasis in Psychology. He chose App State because he wanted to continue to develop his passion and knowledge for his future professional work and gain more cultural experience. He is excited to start making an academic contribution. In his spare time, he enjoys sports, hiking, fishing, and reading.

## Fun Facts

**Favorite Holiday:** 4th of July

**Favorite Quote:** "Smile big."

**Interesting Fact:** He did competitive Scottish Dancing for many years.

## First-Year Orientation

**The first year IOHRM students were brought in with a 2-day orientation lead by the second year students. The first year students got to meet the professors, hear about second year internships, and learn about what to expect in their upcoming graduate studies.**



**Dr. Tim Huelsman**

Dr. Timothy Huelsman (Professor and IOHRM Program Director) was awarded the **2014 Board of Governors Award for Excellence in Teaching**. Each year, one professor is chosen from each of the University of North Carolina System institutions. Dr. Huelsman's grateful and inspired students nominated him for this prestigious award, which encourages, recognizes, rewards, and supports excellent teaching. It is also the highest honor given for teaching excellence. Dr. Huelsman was honored with a stipend, awarded a bronze medallion, and recognized at the Board of Governors Luncheon and at Appalachian's Spring Commencement ceremony.

After teaching 14 different courses, it's clear that Dr. Huelsman succeeds in guiding both undergraduate and graduate students to autonomy, mastery, and purpose. In addition to teaching, Dr. Huelsman is guiding the IOHRM program through a curriculum change to soon make it to be the only master's program in the country to adhere to the education guidelines of both the Society for Industrial-Organizational Psychology (SIOP) and Society for Human Resource Management (SHRM). His prestige as a professor has been regarded in the past by being awarded the Academy of Outstanding Graduate Mentors in 2013.

"To this day Tim is someone who I keep in contact with, who challenges me to think critically about the work I do and how it connects back to the knowledge he imparted to my classmates and me. He's a brilliant thinker, a great role model, a trustworthy mentor and advisor."

-Andrew J. Smith (IOHRM Class of 2008, Director of HR Brand Portfolio Management for Marriott)

Dr. Jim Westerman was awarded the **James E. Holshouser Distinguished Professor in Ethics** by the Dean of the College of Business. Dr. Westerman will serve in this prestigious position for the next two year . During that time, he will work to extend the understanding and application of ethical behavior in organizations and conduct research with faculty and students in this topic.

His current research is looking at social justice and ethics issues, such as cross-cultural ethics, compensation practices, and corporate social responsibility. Dr. Westerman will be working with several departments to determine how ethics and sustainability can be integrated in a meaningful way into other disciplines and hopes to enhance our understanding of the practice of ethics in the real world.

Dr. Westerman has also been well-recognized for his excellence in research and teaching and is the past recipient of the Walker College of Business Research and Teacher of the Year awards. Dr. Westerman is also a past recipient of the Board of Governor's Excellence in Teaching award.



**Dr. Jim Westerman**



Two members of the Class of 2014, **Ian Head** and **Sarah Light**, successfully defended their theses last May. Ian's thesis, titled "How Emotional Intelligence Affects LMX Relationships", examined whether emotional intelligence influences the development of employee-supervisor leader-member exchange relationships. Sarah's thesis, titled "The Influence of Candidate Gender, Incumbent Gender, and Job Position on Hiring Decisions in an Experimental Paradigm" sought to examine gender effects in the initial stages of the hiring process. Congratulations to Ian and Sarah!

Several IOHRM students and faculty traveled to Honolulu, Hawaii for the 29<sup>th</sup> Annual Society for Industrial Organizational Psychology (SIOP) conference in May 2014. **Kate Thompson** and **Stephanie Hale** participated in SIOP's Master's Student Consortium where they had the opportunity to attend workshops and panel discussions hosted by speakers who graduated from master's programs and have excelled as managers and consultants. Our faculty and students also debuted their own research at the conference. **Kate Thompson, Dr. Shawn Bergman, Dr. Jacqui Bergman, and Dr. Brian Whitaker** presented their research on the validity, legality, and applicant reactions when using social media in selection. **Drs. Tim Huelsman and Bergman** hosted a roundtable discussion regarding master's education in I-O psychology. Students and faculty had a chance to connect with several IOHRM alumni also attending the conference.

Current second-year, **Danielle Kretschmer**, also presented an applied research project entitled "From Feedback to Fluency" at the annual conference for the Association of Behavior Analysis International in May. This project targeted an international company's quality assurance team; training was provided and guided practice paired with feedback was utilized to facilitate consistency in customer service.

Research conducted by **Dr. Tim Ludwig** and IOHRM alumni, **Alison Blasingame** (2013) and **Stephanie Hale** (2014), will be published in the *Journal of Organizational Behavior Management*. Their research, titled "The Effects of Employee-led Process Design on Welder Set-Up Intervals" is included in Volume 34, Issue 3 of JOBM.



## Alumni Events!!!

Join us for an Alumni Weekend on **November 7th**. We will be holding a happy hour on the Friday, November 7th and an Alumni Tailgate before the football game on Saturday, on November 8th.

Please RSVP here:

<https://www.surveymonkey.com/s/PQ8GKNG>

Based on the success of our first Alumni Professional Development Conference last year we will be holding our 2nd alumni conference next fall, 2015. Please check our LinkedIn and Facebook pages and the IOHRM website for additional details.

## Class of 2015: Summer Internship Updates

Holly Brugger



In the summer of 2014, I was a Human Resource Intern at Atlas Copco. My main project was to create a comprehensive skills matrix for each production job. To create skill matrices, I analyzed the current job descriptions, resumes/personnel files, work instructions for each line, and conducted meetings with subject matter experts. Further, I interviewed all of the workers on the nine assembly lines and conducted interviews with the other six production positions devoted to the pre- and post-assembly process. By the end of the summer, I was able to successfully complete the skills matrices for all hourly employees. I also analyzed the on-the-job training received on the floor. With the combination of training and skills assessment, I was able to identify skill gaps and make subsequent recommendations. Finally, based on the data I collected, I wrote or rewrote all of the production job descriptions.

mapped out the current training process that the new hires undertake and identifying areas of opportunity for improvement. I helped develop an orientation for new hires that involved building out the first week orientation. Lastly, I helped develop materials for a senior leadership training session. I also had the opportunity to connect and network with employees throughout the company.

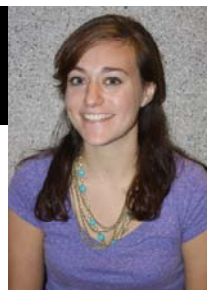
continue throughout the school year.

Heather Holden



I worked as a Human Resources Intern for ATI Specialty Materials in Monroe, NC. ATI manufactures metals such as titanium, nickel, and steels that are used for aerospace, biomedical, oil, energy, and defense purposes. My main responsibilities included talent management projects, recruiting and selection, and assisting with miscellaneous HR tasks as they arose. During my time with ATI, I collected and edited over 300 employee profiles of all salaried employees to be used for performance reviews and succession planning. These profiles included pictures, employee educational and professional accomplishments, and explanations of their work experiences. In addition, I conducted a talent management review to identify competency weaknesses that needed improvement among supervisors by department and in the aggregate based off of past performance reviews. I then identified areas of development of the remaining employees of each department to discover if the employee weaknesses were a function of their managers. I also aided the HR department by conducting phone screens and participating in final-round panel interviews of potential employees.

Hannah Childs



I completed my summer internship at Avatar Management Services, Inc. in Macedonia, OH. This organization develops safety training materials for companies like Republic Services, Baker-Hughes, and Covanta. My responsibilities included writing scripts for monthly training videos and compiling trainer resources like facilitator guides and review questions. My primary project was the overhaul of an existing Driver Development training program intended to prepare new hires at Republic for their responsibilities. I was able to work not only with other I-O psychologists but got to collaborate with subject matter experts, programmers, and film producers to see these projects from start to finish. By the end of the internship, I had contributed to the development of 32 scripts and was even featured as a character in a computer-based training module. My work with Avatar will

Matt Cartabuke



I spent my 10-week summer internship at TIAA-CREF, a non-profit organization involved in the financial services sector, primarily for public employee clients. My experience at TIAA-CREF provided valuable insights and built upon the coursework that I completed this year at ASU. I was an intern in the talent management department of HR. I worked on four distinct projects. I worked on project that involved taking competencies, putting them into a manual format, and developing a roll out plan. Next, I



### IOHRM Alumni!

We would love to hear what you're up to. Please keep us informed of your career updates or anything else you would like us to know. If you are willing to be interviewed for our alumni column or wish to contribute to the newsletter in any way, please contact Dr. Shawn Bergman



## Class of 2015: Summer Internship Updates

**Sarah Guilfoyle**



I had the pleasure of spending my summer internship working for Avendra, a hospitality procurement company in Rockville, MD, a suburb of Washington, D.C. The main focus on my internship was on updating Avendra's pen-and-paper performance appraisals to an online system that better incorporates the extensive training opportunities available. I first learned how to use the program and input each associate's core competencies and job responsibilities into the system. Next, I built competency models for each job position and built the actual performance appraisal task. The performance appraisal steps and coinciding email triggers were tested at length to ensure accuracy. I then created a 50-page training manual for associates and trained associates on how to use the new system. Overall, my internship provided me the opportunity to use the skills I acquired from graduate courses while gaining a better understanding of performance management in the workplace.

process, manage the internship program, and conduct audits on intern goals and college and intern hire type. I assisted in the planning of several Employee Resource Group events and Diversity Awareness Month. I had the opportunity to meet with many different executives throughout the company including several VP's and Presidents.

**Danielle Kretschmer**



I had the pleasure of interning for Marathon Petroleum Corporation (MPC). My work was both rewarding and appropriately challenging. I served roles in many capacities ranging from a researcher to a training and development specialist. I designed, developed, and implemented several training sessions with topics such as effective leadership, behavior based safety refreshers, and preparation for turnaround activities. I also provided my expertise and guidance on a variety of organizational development initiatives. I served in an applied research capacity while gaining experience in strategic planning. I could not have asked for more from a learning experience. My time with the Illinois Refining Division helped me to apply the knowledge I have learned and forced me to work to gain information on topics I was not previously versed in. I am both proud of my work and the company to which it is connected.

current wellness program and to look into innovative ways to make improvements. For the first month, I conducted literature reviews examining past research and best-practices for establishing a wellness programs. Next, I designed a proposal for a customized wellness program for the company. We worked to create a feedback loop with the employees and give them a voice in this process through the use of a wellness evaluation survey, create initiatives to address the wellness culture and increase visibility of the wellness program. Finally, we agreed to move towards a progress-based wellness program that will help incentivize employees to improve their results on biometric screenings.

**Kristen Kaufmann**



This summer I worked with Northrop Grumman Technical Services Headquarters located in Herndon, VA near Washington D.C. I worked in their Talent Acquisition and Diversity and Inclusion departments both housed under HR. My main project for Diversity and Inclusion was to assist in standing up Diversity Conference Engagement teams to increase participation and hiring at Diversity Conferences in the Fall. I helped with a variety of project and talent acquisition including assisting with the entire offer

**John Misenheimer**



I had the pleasure of working in the human resource department of Shurtape Technologies in Hickory, NC. The project I was tasked with was to research and examine their

**Jeremy White**



This summer I had the opportunity to do my internship with Lowes Foods, a grocery chain founded in NC. I was brought in to review their social media plans and create a holistic future plan for the company. I began by reviewing best practices pertaining to social media. Using these determined best practices, I performed a digital audit to evaluate Lowes Foods' current and past social media practices. To evaluate the desired future direction of the company, I met with multiple members of the company to identify areas of opportunity and alignment. I identified the roles of team members and created a plan to integrate the necessary departments. This information was presented to multiple members of the company including the president and CMO. This amazing experience allowed me to test my organizational development skills and bolster my presentation abilities.

## Advisory Board

The fourth IOHRM Advisory Board Meeting took place on April 4<sup>th</sup>. Dr. Tim Huelsman (IOHRM Program Director) and Tim Bailey (Chairperson) welcomed the IOHRM Board Members: Phil Graham, Yvonne Hill, Chanel Leitch, Frank Gentry and Ray Grassman.

### IOHRM Student Support Fund

The “IOHRM Student Support Fund” is used to help provide financial assistance for student research, professional development, and travel. As our students engage in more research and professional development activities, they are encouraged to seek out opportunities to present their findings and show off the excellent work they are doing here at ASU.

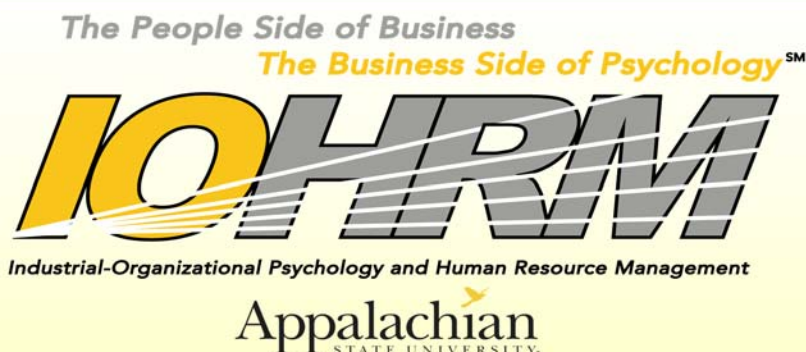
You can find a link to our Student Fund on our homepage (IOHRM.APPSTATE.EDU). Please consider contributing. We will keep track of our donors and report to you what our students have been able to accomplish due to your generosity. Please contact Dr. Tim Huelsman (huelsmantj@appstate.edu) with any questions or for information on how to get involved.

IOHRM students joined the Board for an afternoon session where members of the Board led four workshops: Interviewing, Networking, HR Trends, and Finance.

- The Interviewing Workshop, led by Tim Bailey and Phil Graham, provided students with tips for interview success.
- The Networking Workshop, led by Yvonne Hill and Chanel Leitch, enlightened students on the importance of networking, traps, connections, and strategies.
- The HR Trends Workshop, led by Frank Gentry, focused on the HR Transformational Model and the Four Roles of Human Resource Business Partners.
- The Finance Workshop, led by Ray Grassman, helped students learn more about the company vision, plans, and capital investment.

Finally, the Board Members and students identified topics for future Board workshops. Based on those conversations, future workshops topics will include: informal meetings soft-skills, mock interviews, and working groups where students will help Board Member come up with solutions to issues facing their organizations.

## Slogan Update



Our slogan ; “The People Side of Business, The Business Side of Psychology” has been service marked by the state of North Carolina! This slogan and logo, both created by Dr. Tim Huelsman, highlight the unique nature of our program and showcase the fact that we are the only cross-disciplinary I-O Psychology and HRM program in the country.

### About ASU’s IOHRM Program

The Industrial-Organizational Psychology and Human Resource Management (IOHRM) program at Appalachian State University is an Interdisciplinary Master of Arts degree program offered by the Departments of Psychology and Management. Please visit our web site at: <http://iohrm.appstate.edu> for further information.

### Eye on IOHRM Newsletter

Eye on IOHRM is published by the graduate students and faculty of Appalachian State University’s IOHRM program. This newsletter is intended to highlight various aspects of our program while providing a platform for communication between current faculty and students and our prestigious alumni.



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Shawn Bergman



**Contributor**  
Kristen Kaufmann



**Contributor**  
Morgan Jewells