



Appalachian State University

Eye on IOHRM Issue 12

Industrial-Organizational Psychology and Human Resource Management

Welcome to the Fall 2016 edition of *Eye on IOHRM*!

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Welcome, Class of 2018!

Faculty Advisors



Kemp Ellington



Shawn Bergman



Contributer
Cheryl Nickel

Support IOHRM Financially

Thank you for considering financial support of the IOHRM program. Contributions can be made to the General IOHRM Fund or the Student Support Fund.

Contributions to the General Fund are highly preferred, as there are fewer restrictions on allocation of funds.

General Fund Donations: Click the button below and choose the 3rd option from the bottom.

Student Support Fund Donations: Click the button below and choose the 5th option from the top.

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

For more details about how funds are used and how to give, click [here](#), or click below to go directly to the donation page.

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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.

Please visit our [web site](#) for further information.

Find us online!

Department of Psychology

APPALACHIAN STATE UNIVERSITY



Department of Management

APPALACHIAN STATE UNIVERSITY

IOHRM Welcomes the Class of 2018

Hannah Booth
UNC Charlotte



Major: Psychology
Originally From:

- King, NC

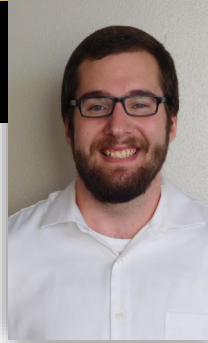
Why I chose App State:

- Cross-discipline approach
- Program culture

Professional Areas of Interest:

- Talent and Leadership Development
- International HR

Cameron Brown
Appalachian State University



Major: Psychology
Originally From:

- Fuquay-Varina, NC

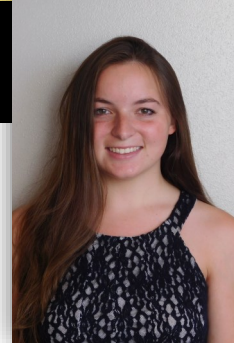
Why I chose App State:

- Program culture and sense of “family” among students

Professional Areas of Interest:

- Recruitment
- Training/Onboarding

Amanda Dixon
Radford University



Major: Psychology & Spanish
Originally From:

- Winchester, VA

Why I chose App State:

- Program culture
- Cross-discipline approach

Professional Areas of Interest:

- International HR
- Training & Development
- Selection

Lorin Farr
Cal Poly San Luis Obispo



Major: Psychology
Originally From:

- San Diego, CA

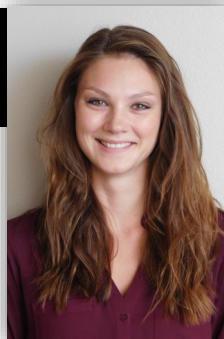
Why I chose App State:

- Reputation for student-professor collaboration
- Location

Professional Areas of Interest:

- Recruitment, wellness
- Employee Satisfaction

Stephanie Jeffer
Penn State University



Major: Psychology
Originally From:

- Burlington, VT

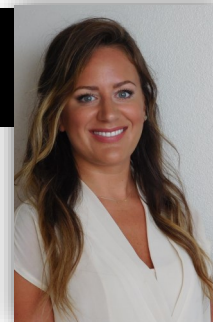
Why I chose App State:

- Cross-discipline approach
- Program culture

Professional Areas of Interest:

- Leadership
- Training & Development

Cheryl Nickel
Appalachian State University



Major: Business Management
Originally From:

- Lincoln, NE

Why I chose App State:

- Cross-discipline approach
- National recognition

Professional Areas of Interest:

- Personality
- Leadership
- Organizational Culture

Nkem Obi-Melekwe
Appalachian State University



Major: Psychology
Originally From:

- Charlotte, NC/ Bronx, NY

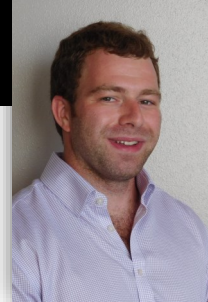
Why I chose App State:

- Cross-discipline approach
- National Recognition

Professional Areas of Interest:

- Leadership
- Training & Development
- Organizational Culture

Ryan Olsen
Frostburg State University



Major: Psychology
Originally From:

- Cresaptown, MD

Why I chose App State:

- Faculty interests
- Opportunity to integrate sustainable business philosophy

Professional Areas of Interest:

- Organizational Development
- Personality
- Environmental Sustainability

Amanda Ross
UNC Chapel Hill



Major: Psychology
Originally From:

- Kill Devil Hills, NC

Why I chose App State:

- Cross-discipline approach
- Small program size
- Number of faculty

Professional Areas of Interest:

- Potentially a PhD after program graduation

IOHRM Welcomes the Class of 2018

Cody Rusher
UNC Chapel Hill



Major:
Psychology
Originally From:

- Cooleemee, NC

Why I chose App State:

- Cross-discipline approach
- Location

Professional Areas of Interest:

- HR in the healthcare industry

Jess Swets
Appalachian State University



Major: Psychology
Originally From:

- Wisconsin

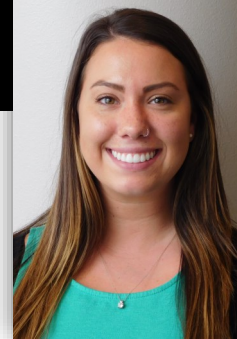
Why I chose App State:

- Cross-discipline approach
- Location

Professional Areas of Interest:

- Consulting
- PhD further down the road

Aimee Wood
UNC Charlotte



Major: Psychology
Originally From:

- Maryland

Why I chose App State:

- Cross-discipline approach

Professional

Areas of Interest:

- HR in non-profit organizations

Alumni Mentor Program

This year, Dr. Shawn Bergman has designed and implemented an Alumni Mentor Program as part of the Intro to Human Resources and Professional Issues course that each incoming class takes in their first semester. In this program, students have the opportunity to interact with esteemed alumni who have graciously volunteered their time.

Each student is assigned an Alumni Mentor and, during the course of the semester, students create a resume, internship plan, and career development plan, each of which is submitted to the mentor for review and feedback. In addition, there are opportunities for conversation with the mentor about various topics, including the mentor's IOHRM program experience, internship search tips, and general grad school advice.

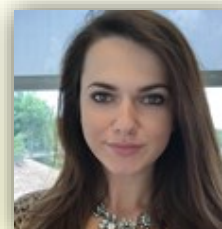
In its pilot year, the program shows huge potential for success already and we look forward to continued relationships with our accomplished alumni!



Amber Hardesty
Premier, Inc.



Cynthia Miller
Carolina West Wireless



Elma Lloyd
AXA



Jennifer Cline
TIAA



Daga Pawlowska
Lowe's Home Improvement



Amber Harrison
Premier, Inc.



Stacy Hussey
MDI



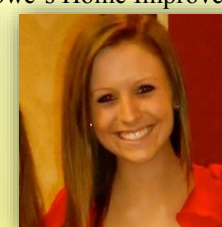
Beth Herron
SAS



Sarah Light
ECRS



Andrew Smith
Marriott International



Amanda Eberhardt
Biologics



Ryan Felty
Dawn Food Products

Class of 2017: Summer Internship

Skylar Ritchie
HD Supply
Atlanta, GA



Primary Responsibilities

- Create interactive webinars for the company's leadership development program
- Analyze metrics on the effectiveness of new hire orientation and the onboarding process
- Conduct a training needs analysis for the director-level population

Highlight

- Volunteering with my team at the Atlanta Community Food Bank and getting thrown a surprise birthday party all in the same week!

Biggest Surprise

As a former teacher, the biggest surprise for me was seeing the difference between corporate training and secondary education.

Kate Lesniak
Travelers
Hartford, CT



Primary Responsibilities

- Main project was designing an interview framework focused on IT by running a competency analysis.
- Wrote a number of job descriptions and created a Voice of Customer survey for hiring managers to improve the Talent Acquisition process

Highlight

- Creating a structured but engaging interview process for IT.

Biggest Challenge

- I had five different managers throughout HR, resulting in an increasing workload and saying "yes" to too many projects.

Brooke Mitchell
Caterpillar, Inc.
Athens, GA



Primary Responsibilities

- Created training for a process change at the facility

Area of Growth

- Adapting to change and being able to accept that things will not go the way I planned

Biggest challenge:

- Size of the facility, which impacted my project, because I had to find a way to inform and train all employees on the process change. The facility had approximately 1700 employees and two manufacturing plants.

Kathryn Smith
Speedway, LLC
Winston-Salem, NC



Primary Responsibilities

- Recruitment and selection for leadership positions within Retail Operations—Co-Manager Trainees and District Manager Trainees (Leadership Program Participants)

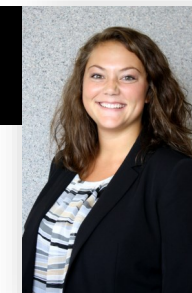
Area of growth

- Recruiting and helping select three new Leadership Program Participants (District Manager Trainees) for our Region.
- My recruits now comprise 25% of the total Leadership Program Participants allowed in our Region.

Biggest challenge

- Learning to create a systematic process of recruiting and selecting for the retail industry. With close to 50 stores that myself and each Recruiter in our region were responsible for staffing, and given the high turnover rate of the retail industry, it was important to be methodical and organized so that we were able to fill employee holes quickly.

Adeline Brooks
TE Connectivity
Winston-Salem, NC



Primary Responsibilities

- Developing, implementing, and conducting trainings on a Change Management Toolkit, which became an enterprise-wide initiative

Area of Growth

- Developing an understanding of business from a global perspective and gaining insight into the different roles of HR in manufacturing and office environments

Biggest Challenge

- Managing situations when things did not go as planned. This helped me develop the ability to be more forward-thinking and develop contingency plans for various events and projects, as well as remain flexible in order to keep up with the pace of the business.

Casher Belinda
Northrop Grumman Corp.
Linthicum, MD



Primary Responsibilities

- Supported Business Management function for Mission Systems sector in a role similar to that of an HR Business Partner

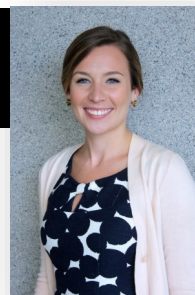
Highlight

- Applying organizational design principles and conducting analyses on large and complex data sets

Challenge

- Developing an in-depth knowledge of the intricacies of the defense contracting industry

Sarah Willis
Biologics
Raleigh, NC



Primary Responsibilities

- On the first day of my internship my manager asked me my areas of interest and I was able to design my own projects around that. I was also asked to sit in on the day-to-day activities of the HR Associates.

Class of 2017: Summer Internship

Area of Growth

- Learning how to work in ambiguous situations and drive a project without much guidance. For the most part, I controlled the direction of the projects and ultimately, the final output.

Biggest Challenge

- The company had recently been acquired and was in a transitional period. Many of my projects would likely be obsolete when the integration took place. I struggled with wanting to create material that would be useful long-term, while also remembering that there were immediate employee issues to address.

Emily Salter
Iron Bow Technologies
Chantilly, VA



Primary Responsibilities

- Talent Management - worked on supervisor kit for improving employee engagement and retention

Highlight

- Opportunity to attend the National SHRM Conference in DC with the rest of the HR department. I got to attend several sessions, hear keynote speakers, and interact with HR professionals from around the country

Biggest Challenge

- Coordinating interactions between departments, to make sure the supervisor kit addressed departmental needs

Brianna Sullivan
Appalachian State Univ.
Boone, NC



Primary Responsibilities

- Professional Development

Highlight

- Opportunity to work with different offices on campus in order to strengthen their teamwork abilities - it was really rewarding!

Biggest Surprise

- Realizing how much red tape there is in HR, when working in an educational institution - it can make it difficult to implement even the smallest changes

Bridget Wasowski
B/E Aerospace
Winston-Salem, NC



Primary Responsibilities

- Supporting labor relations functions across two facilities
- Updating and re-aligning 45 union job descriptions across 16 departments

Highlight

- Seeing my project approved and implemented by HR Business Partners, Operations Directors and the Union Business Agent

Biggest Challenge

- Learning the nuances of how the Collective Bargaining Agreement worked and navigating the union environment

Sandra Altman
Texas Instruments
Dallas, TX



Primary Responsibilities

- Project Lead on five projects in Talent Management, Training & Development, and Compensation & Benefits
- Assisted HR Business Partners with mid-year compensation review

Area of Growth

- Time Management. Juggling five projects with a limited time frame forced me to prioritize and work efficiently.

Biggest Surprise

- Difference in practice versus academia. Rather than accepting "this is just how it's done here", I tried to find opportunities to implement ideas from the classroom to improve a practice or policy.

Meaghan Hansen
CommScope
Hickory, NC



Primary Responsibilities

- Did a rotational program:
- 1st rotation: Total

Rewards - worked on researching and benchmarking retirement readiness programs and how to effectively implement and communicate them.

- 2nd rotation: Global LearnCenter - worked on benchmarking learning metrics that focus on the efficiency, effectiveness, and outcomes of the learning programs.

Highlight

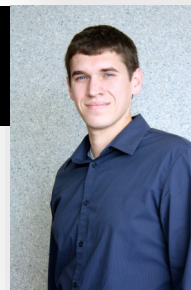
- Presented my internship projects to the executive board, managers, and fellow interns. The presentation was also streamed to other CommScope locations throughout the US.

- I was taken to CommScope's Joliet, IL office. This office is near Chicago, so I was able to spend a day in the city and participate in the Global LearnCenter team bonding activities.

Biggest Surprise

- How welcoming and accepting all the CommScope employees were. As an intern, I didn't expect my ideas and opinions to be taken as seriously, or with such attention, as the other employees. I received such amazing feedback and grew so much throughout my experience because everyone was genuinely interested in helping my professional growth.

Kane Thibodeaux
TE Connectivity
Harrisburg, PA



Primary Responsibilities

- I was responsible for improving the culture & engagement assessment process for Appliances.

Highlight

- The biggest highlight would have to be creating a survey that will reach 1000+ TE employees around the world.

Biggest Challenge

- Office politics! The entire senior leadership team in the BU was interested in culture & engagement, so I had to sort through a bunch of different opinions and try to incorporate as many of their ideas as I could into my upcoming survey.



Q&A with Dr. Tim Huelsman, Program Director

Where are you originally from? St. Louis, MO

Where have you received education? Saint Louis University: BS in Psych ('89), MS (Research) in Psych ('92), PhD in Psych (Org Psych concentration; '96)

Tell us about your family. There are three of us. Jeanie and I have been married since 1992; she is the buyer for women's fashion lines at Mast General Store and loves tennis, garage sales and eBay. Calvin was born in 2002; he is a freshman at Watauga High School, plays tennis and wants to be an engineer.

Current research and/or consulting projects? I'm working on a mediation model linking employee attitudes to business outcomes, a separate model on whether rumination (a dimension of perfectionism) moderates the organizational constraint—job satisfaction relationship, a program evaluation of a pre-K and Kindergarten intervention, and a paper on how a bachelor's degree in psychology prepares graduates for work.

Which professional accomplishments are you proud of? I am most proud of my work as a member of the IOHRM program—the culture of the program, the students, their successes, the curriculum, all the things we do outside of the classes—and the relationships I have because of the program. I am also very pleased by the recognition I've gotten for my teaching; it's incredible to be able to do this for a living.

Are there life accomplishments (outside of work) that you're particularly proud of? Mostly, that I have a life outside of work—that I have the company and support of a wonderful family, great friends, and time to share with them. Balance is important.

Who has had the greatest influence on you and why?

- **Jim Huelsman**, my dad, taught me discipline, deliberation, straightforwardness, and to strive do my best in everything.
- **Percilla Huelsman**, my mom, taught me unconditional love and honesty.
- **Dave Munz**, my mentor, taught me how to be a scientist and a practitioner and a professor, and to do these with integrity. His motto: "Do a little good, make a little money, have a little fun."
- **Jeanie Huelsman**, my wife, is teaching me about *real strength*, and that it's better to give than receive.
- **Calvin Huelsman**, my son, has shown me what life is really about.

If you could travel in time, would you go to the past or future? The future looks a little scary, and the past didn't have air-conditioning. So, can I have a different super-power? I'd like teleportation.

What words of wisdom would you want to tell your childhood self? Girls are not scary; you can talk to them.

Why did you choose your profession? As a kid, I wanted to be an eye surgeon. That lasted until my second year as a Pre-Med Biology major. It was a very competitive environment—the kind where people moved the pins on the heart for the practical anatomy exam. I did well, but I had to find something else. One night, while celebrating a Billiken soccer victory at a local pub (soccer is big at SLU), two friends and I all decided to be psych majors without any particularly good reason. I kept at it and loved it—especially mood and personality. Around my junior year, I was looking at grad programs and jobs and decided I needed a place to "put" personality and mood because the market for personality psychologists wasn't very good. Dave Munz (see above) suggested I take a management course to see the many ways that psychology applied. I was sold on Org Psych from that time on. When I went to grad school, I did not intend to be a professor—my dream job was in the Office of Naval Research—but I was assigned to teach statistics my first semester and loved it. It wasn't long before I knew exactly what I wanted to do.

If you could live in a movie, what movie would it be and why? *Moneyball*. It's about using statistics (and psychology) to change the way an organization (indeed, a whole sport) operates. Plus, it's set in The Bay area, specifically, Oakland...but I would live in San Francisco and make frequent trips to Sonoma for red wine, cheese, and olives.

What are three things you like to do outside of work? Photography, watches, and sports (especially Cardinals baseball, Arsenal football (soccer), and playing basketball)

Least favorite food/drink: Onions

Pet peeve: The trivial—failure to use turn signals. The serious—jerks.



On May 16, 2016, Dr. Timothy Ludwig successfully facilitated the second annual Safety Summit at App State. Dr. Ludwig is a world-renowned expert in the area of workplace safety and used his expertise to assemble a first-class panel of speakers.

Manny Rodriguez, of ABA Technologies, presented on Hazard Recognition vs. Risk Tolerance, aiming to educate the audience on the latest advancements in the area of hazard recognition, study of risk tolerance, and how organizations can improve these areas by using the cooperative features of each to improve safety.

Using his uncanny ability to engage an audience, App State professor, Dr. Shawn Bergman explained how to make sense of the data an organization has collected, using a variety of quantitative and analytic methods. He explained how this information can be used to improve worker safety, by focusing on lagging indicators, which help identify areas where future injuries may occur.

Keynote speaker, and world-renowned safety expert, Dr. E. Scott Geller, of Virginia Tech, identified “Seven Lessons for Effective Safety Leadership”. Highlights included using these lessons to emphasize the importance of the distinction between management and leadership, particularly the transition from managing people to inspiring them.

From the National Institute for Occupational Safety & Health, Dr. Oliver Wirth spoke on the lack of understanding safety culture and climate. Though each is, almost universally, considered an important concept in addressing occupational injuries and fatalities, safety culture and safety climate are not clearly understood. Dr. Wirth helped disentangle the two concepts and demonstrate the implications for assessment and management of safety practices.

Closing out the Summit, App State’s own, Dr. Ludwig, discussed the “Zero Harm” goal and a path for organizations to move toward it. He emphasized the importance of communication, in establishing a positive safety culture, as well as the value in reporting as a measure of communication.

In addition to the impressive panel of speakers, there were a number of breakout sessions on different aspects of safety in the workplace, as well as a panel discussion, featuring each of the presenters. This year’s Summit was a huge success and we look forward to next year’s undoubtedly impressive lineup.

