

VHA National Center for Organization Development

*Postdoctoral Fellowship in Organization
Development and Consulting Psychology 2019-2021*



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Department of Veterans Affairs

VA Mission Statement

To fulfill President Lincoln's promise “To care for him who shall have borne the battle, and for his widow, and his orphan” by serving and honoring the men and women who are America’s Veterans.

VA Vision Statement

To provide Veterans the world-class benefits and services they have earned - and to do so by adhering to the highest standards of compassion, commitment, excellence, professionalism, integrity, accountability, and stewardship.

The Department of Veterans Affairs (VA) is comprised of three administrations that work collaboratively to provide a broad range of services to our nation’s Veterans. Employees of the VA proudly serve those who have served.

[Veterans’ Health Administration \(VHA\)](#)

VHA is America’s largest integrated health care system with over 1,700 sites of care, serving 8.76 million Veterans each year. With 152 VA medical centers (VAMCs) nationwide, VHA manages one of the largest health care systems in the United States. VAMCs within a Veterans Integrated Service Network (VISN) work together to provide efficient, accessible health care to veterans in their areas. VHA also conducts research and education, and provides emergency medical preparedness.

[Veterans’ Benefits Administration \(VBA\)](#)

VBA provides benefits and services to the Veteran population through 58 VA regional offices. Some of the benefits and services provided by VBA to Veterans and their dependents include compensation and pension, education, loan guaranty, and insurance.

[National Cemetery Administration \(NCA\)](#)

NCA is responsible for providing burial benefits to Veterans and eligible dependents. The delivery of these benefits involves managing 131 National Cemeteries nationwide, providing grave markers worldwide, administering the State Cemetery Grants Program that complements the National Cemeteries network, and providing Presidential Memorial Certificates to next of kin of deceased Veterans.

National Center for Organization Development

The National Center for Organization Development (NCOD), located in Cincinnati, OH, operates as a program office within VHA Central Office, but supports and delivers organizational health services across VA. NCOD's mission is to support and enhance the employee engagement within VA by helping leaders, managers and employees at all levels create an environment in which people want to work and Veterans want to receive services. NCOD accomplishes this by providing innovative data-driven assessments, consultation to leaders in the field, and leading several initiatives that improve workgroup functioning to VA organizations nationwide. Our client consultations include executive coaching, leadership development and assessment, team development, survey design and analysis, and interactive presentations to promote positive work environments. Many of these consultations and interventions take place at VA medical centers and program offices across the country.

NCOD staff consists of psychologists, health systems specialists, management analysts, researchers, and administrative staff in addition to fellows completing the postdoctoral fellowship and graduate-level practicum students. The office environment is fast-paced, energetic, high-functioning, and fun. We value innovation and creativity, a strong work ethic, and excellence in customer service. Many of our consulting and research staff entered NCOD via the fellowship program and remained as permanent staff upon completing the fellowship. Since much of a fellow's learning takes place during informal interactions with other staff around projects, fellows are required to live in the Greater Cincinnati area for the duration of the fellowship.

As a federal agency, we are an equal opportunity employer, mandated to utilize fully all workers' talents without regard to race, religion, color, sex, age, national origin or ancestry, marital status, parental status, sexual orientation or disability. Within NCOD, our goal is to extend this commitment to include the creation of a community that recognizes and values the inherent worth and dignity of every person. We believe that diversity among departmental members strengthens our staff, stimulates creativity, promotes the exchange of ideas, and allows us to provide more sensitive and effective client interventions. We welcome diversity in our fellowship class, and we warmly encourage minorities and persons of diverse backgrounds of all types to apply to the NCOD postdoctoral fellowship. Our aim is to optimize the fellowship experience through individual appreciation and understanding of human diversity in all aspects of psychological practice.

Postdoctoral Fellowship in Organization Development and Consulting Psychology

The overarching purpose of this 2-year postdoctoral fellowship is to prepare graduates with a doctorate in either Clinical, Counseling, Industrial/ Organizational or Organizational Development Psychology for a career as consulting psychologists.

The program will provide a comprehensive learning experience related to the theoretical foundations of consulting psychology and organization development and the application of these theoretical foundations to a vast variety of consulting projects across the second largest federal agency in the United States and the largest integrated healthcare system in the world. Furthermore, the program offers a variety of opportunities to gain exposure and to learn and practice entry level skills needed for transitioning into the role of consulting psychologists, organizational leaders, and change agents in the private sector. As part of their second year, fellows will prepare a capstone project, which will serve, at minimum, as one of the three required work samples for becoming board certified in Organizational and Business Consulting Psychology (ABPP).

Given the complexity of the field of consulting psychology and a wide range of consulting entities, however, the experiences obtained during the postdoctoral fellowship are not intended to be exhaustive. Fellows will be primarily exposed to the kinds of interventions and approaches common within the VA with respect to OD work. Furthermore, successful completion of the program does not guarantee employment either at the Department of Veterans Affairs, another federal agency, or in the private sector. However, graduates of the program have built careers as consulting psychologists in a myriad of specific roles in the Department of Veterans Affairs, other federal agencies, and the private sector.

The postdoctoral fellowship is aligned with the Guidelines for Education and Training at the Doctoral and Postdoctoral Level in Consulting Psychology (CP) and Organizational Consulting Psychology (OCP), approved by APA Council of Representatives in August 2017, the Competency Requirements for the American Board of Professional Psychology in Organizational and Business Psychology (ABPP), the Association of Psychology Postdoctoral and Internship Centers (APPIC), and the Ohio Board of Psychology (OPA) for licensure purposes.

Fellowship Goals and Core Competencies

The postdoctoral fellowship focuses on developing competencies in CP and OCP as outlined by the APA guidelines (depicted below). The development of these competencies will occur on three distinct levels – Individuals (I), Groups (G), and Organizations (O). Since the Department of Veterans Affairs is a highly complex and multicultural workforce, a positive, pro-active and non-judgmental stance towards cultural identities will be key to mastering these competencies.

The training curriculum of the postdoctoral fellowship is based on 3 overarching principles and 10 general areas of learning competencies. Below, in yellow, the general competencies are listed individually. They are mapped directly (in yellow) onto several offerings at NCOD, including specific teams within CS and other business lines, to indicate where and how at NCOD fellows are to gain these competences.



The overarching principles are:

- (1) Adherence to the Scholar-Practitioner model,
- (2) Evolving Field, i.e. the recognition of the evolving nature of the field of consulting psychology and organizational consulting psychology, and
- (3) Non-exclusivity, i.e. the acknowledgement of multiple avenues for various roles as a consulting psychologist.

The 11 general competencies are:

- **Ethics and Professional Standards:**

(Developed through all work in consulting services at NCOD)

Established as a foundational competency that permeates all other competencies.

- **Personal Competencies:**

(Developed through supervision and project work)

- Awareness and Self-Management
- Relationship Development
- Diversity

- **Knowledge-Based Competencies:**

(Developed through classroom training and research)

- Research Methods and Statistics
- OCP Theory and Case Studies
- Globalization
- Business Operations and Technology

- **Procedural Competencies:**

(Developed through team consultation projects and classroom training)

- Assessment
- Intervention (activities both client and consulting psychologist agree have a high probability for solving the problem at hand).
- Process Consultation/Action Research

Level-specific competencies (I-G-O)

- **Individual**

(Developed through individual coaching experience)

- Individual Assessment
- Training and Development
- Coaching

- **Group**

(Developed through classroom training and team work with ETAC, AFC, and Org Health)

- Role Analysis
- Group problem solving

- Group and team formation and development
- Identity group relations

Organization

(Developed through classroom training and team consulting with ETAC, AFC, and ECM)

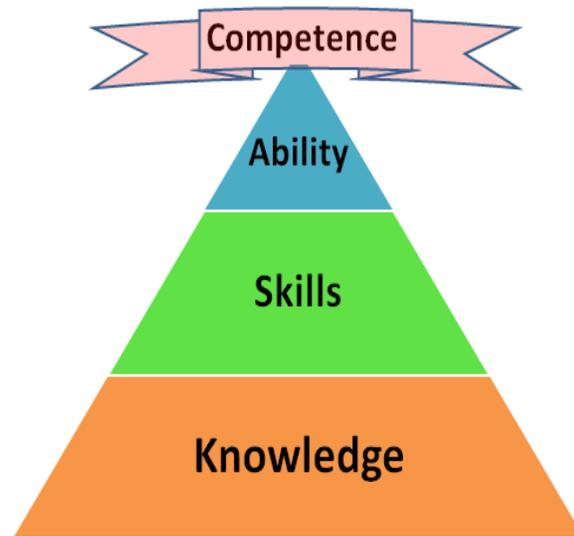
- Organizational Diagnosis
- Organization Design
- Organization Change

Fellowship Model and Structure

The NCOD fellowship program subscribes to a scholar-practitioner model of education and training for the practice of applied psychology. The fellowship is designed to accomplish its goals through a progressive path to competence with three major components: (1) Didactic Sessions, Workshops, and Skills Training; (2) Individual and Group Supervision; and (3) Experiential Practice and On-going Feedback. Experiences are designed to gradually build from first to second year, moving from foundational knowledge and skills to more advanced competencies and independent practice.

During the first year, fellows will learn to understand core foundations of consulting psychology and organizational consulting psychology via theory and applied learning. This goal will be met through a mixture of face-to-face and virtual learning modalities (seminars, lectures, workshops etc.), and hands on consulting work (consulting projects). Furthermore, fellows will start with leadership coaching as a key method for behavioral change; this will occur through an introductory level of long-term and short-term coaching clients (regular clients; participants in VA-leadership programs).

Fellows will be assigned to one of the two core teams, i.e. ETAC and AFC, within Consulting Service for a duration of 6 months. After 6 months, fellows will switch so each fellow will experience both core teams within the first year. Projects will be chosen by the fellow and the Director of Training based on



Developing **Competence** by:

- Attaining **Knowledge** through Readings/Didactics
- Building **Skills** through Training and Observation
- Demonstrating **Ability** through Practice and Experience

several factors determining the appropriateness for a first-year fellow; however, the most important goal is to seek projects that allow the fellow to be successful and build confidence for more challenging and complex projects during the second year.

Furthermore, fellows will go through a period of concentrated training and application pertaining to Change Management, including classroom training, immersive simulation exercise, exploration of CM concepts/tools as part of AFC/ETAC processes, and participation in 1-2 ECM-led projects throughout the first year.

During the second year, fellows will consolidate skills obtained during their first training year and will transition into the role of an independent NCOD-consultant, working with an increasing variety of clients representing VA overall, and on all levels of the respective organization. They will also develop leadership skills.

This goal will be met in two ways: Fellows will take on projects of increasing complexity and visibility as the lead consultant in either AFC, ETAC or ECM as a major rotation of 12 months. Furthermore, 2nd year fellows will have the option to gain additional consulting experience outside of NCOD Consulting Services. This will occur via the selection of one minor rotation of 3-6 months in length either in the Organizational Health Initiatives team (OH) and/or the Assessment and Consultation Team (ACT) or both (not simultaneously but consecutively). Minor rotations are not mandatory. Neither AFC, ETAC or ECM will offer a minor rotation in the second year.

If available, short-term rotations of up to 4 weeks in length in specialized VA-consulting environments, for instance Human Resources, Central Office and/or in a VISN with OD-affiliates, will be offered as well. In addition, fellows will participate in developmental experiences across a variety of consulting entities outside of VA. These experiences are focused on providing exposure and entry level skill building and may consist of shadowing private sector consultants.

During the second year, fellows will also take a more active role in fostering their own professional development and the development of others via participating in conferences (SIOP, DIVISION 13) and teaching 1st year fellows.

The estimated time allotment for rotations is as follows: (Based on 40 hours per week).

Major Rotation: 24 hours

Fellowship (includes didactics, group – and individual supervision): 5

Coaching: 5

Minor Rotation: 4

Flex time: 2

Supervision of Fellows

Our philosophy of supervision at NCOD adheres to a mentorship approach, which tailors training to the developmental needs and skills of our fellows. Over the course of the two years, fellows are expected to function increasingly independently as they mature in their personal and professional development. Accordingly, while fellows always function under direct supervision, their experiences increase in complexity and autonomy over the course of the fellowship.

All fellowship experiences will be supervised by the Fellowship Director. Fellows will receive at least one hour of individual supervision per week, which will occur either virtually or face to face. Fellows are required to set up their supervision independently. Topics to be discussed in supervision should be shared with the Fellowship Director for optimal preparation. Group supervision will occur on a weekly level.

All fellows will work on at least one active project with the Fellowship Director per quarter, which includes a site visit. The Fellowship Director will, as time permits, join fellows on projects with other consultants for observing the fellow in a project-specific environment and providing targeted feedback.

Developmental Coaching

Each first-year fellow will be paired with a developmental coach who is a permanent employee of the consulting team the fellow is currently rotating through. The role of a developmental coach consists of helping the fellow adjust to the respective team, understand core tools and processes, answer questions pertaining to the team and serve as a sounding board to the fellow. Ideally, the developmental coach will also work on projects with the fellow. The developmental coach will receive support for mastering his/her role by the respective Supervisory Psychologist and the NCOD Fellowship Director via regular check-ins. The supervisory psychologist for each team will support the postdoc and developmental coach to ensure the fellow obtains the appropriate experiences for professional growth and development.

Second year fellows will not have a separate developmental coach. They will continue to be supervised by the Fellowship Director and as 2nd years, will work to be more independent members of the team for their 1-year rotation.

Evaluation of Fellows

Every 6 months, each fellow will receive a formal performance evaluation from the Fellowship Director. This written evaluation is comprised of the feedback the fellow has obtained by the Fellowship Director, developmental coaches, team leads, colleagues and peers throughout the rating period. In addition

to formal evaluation, NCOD values ongoing, informal feedback, and fellows can expect to receive this continuously throughout their training.

Theoretical Foundations of Fellowship

To provide fellows with a solid theoretical foundation for consulting psychology, they will participate in a variety of educational offerings (Didactics). These offerings rotate on a weekly basis to provide variety in foci and teaching modalities.

First Monday of the Month: Foundations of Organizational Development and Consulting Psychology

OD & Consulting Psychology Foundations is formal class room instruction and conducted by the Fellowship Director and/or (a) guest speaker(s). This includes speakers from NCOD Consulting Services or other NCOD business lines, VA and other federal agencies, and/or the private sector.

This module offers teachings that pertain to the overarching principles of organization development as well as the general and level-specific competencies of consulting psychology and organizational consulting psychology. Teaching methods include lectures, presentations, webinars, and discussions.

Second Monday of the Month: Project Conceptualization

“Project conceptualization” is defined as the consulting psychologist’s collective understanding of the client or client system’s problem viewed through a specific theoretical orientation. It takes into consideration the multilayered complexities of the client or the client system’s reality and provides a framework for the consulting psychologist to develop a coherent narrative. Supported by a body of research and practice, project conceptualization leads to an organizational diagnosis and, ultimately, to an intervention.

This module offers opportunities to discuss past, present and upcoming projects with the Fellowship Director and all postdoctoral fellows. For past projects, it is aimed at sharing with others how a specific theoretical framework was applied to the project and how it led to making decisions pertaining to proposed and implemented intervention(s). For current or upcoming projects, this module is aimed at helping to conceptualize the respective project with the help of the Fellowship and peers, taking advantage of the benefits of cooperative peer learning.

Third Monday of the Month: Assessment & Intervention

This module will familiarize fellows with assessments for individuals, groups and organizations for a variety of purposes. This will include assessments commonly used by NCOD across VA, and assessments

commonly used by private sector consultants. Furthermore, fellows will learn to both select and develop appropriate interventions based on assessment results for a variety of clients and purposes.

Fourth Monday of the Month: Understanding VA

In this segment, fellows will develop the necessary context for their work as consulting psychologists in the second largest federal agency in the United States and the largest integrated healthcare system in the world. Via lectures, seminars and webinars, fellows will learn about history, mission, structure and leadership of VA, and its culture. As a result, they will be able to understand VA as a highly complex organization and ever-changing organization, which impacts the way they do their work.

Fifth Monday of the Month: Self-Study

Self-study is defined as learning in which fellows assumes basic responsibility for and commitment to the accomplishment of general and level-specific competency development. It is a self-initiated effort that can successfully result in the development of competencies at least at the knowledge level. However, this module typically does not aid in the development of specific skills, at least not to the level of proficiency. Examples of independent study include informational interviewing/exchange to seek advice and information from an expert within their field or job of interest; academic reading, writing proposals for unique OD-offerings and research. Fellows are expected to share their learning in the group setting.

Fellowship Outcomes

Since 1999, NCOD has graduated 46 postdoctoral fellows. Of those, 32 remained with NCOD as their first position, while 5 obtained university positions, 2 obtained positions in other healthcare institutions, and 3 joined private consulting firms. Currently, 19 past postdoctoral fellows are still with NCOD while another 10 are employed by the Veterans Health Administration in a variety of psychology and leadership positions. While NCOD cannot guarantee employment to all postdoctoral graduates due to changing and unpredictable budget and staff ceilings, we make every attempt to assist successful fellows to find rewarding and suitable positions that utilize the specialized skills and experiences gained during the fellowship, ideally within the VA. Fellows have gone on to make valuable contributions in the fields of consulting psychology.

Living in Cincinnati

Cincinnati is a scenic city built on seven hills along the banks of the Ohio River. The population of the city and surrounding metropolitan area is approximately 2.1 million people. It has the distinct advantage of being a large enough city to offer a vast variety of experiences, while not being so large that one gets overwhelmed. Its moderate size allows for excellent government services while offering a wide variety of interesting social, cultural and athletic activities.

The Census Bureau estimates Cincinnati's multicultural population at nearly 50% of the total. African Americans make up the majority of the city's diverse population, and a study released in June, 2007 by the Hispanic Chamber Cincinnati USA found that the area's Hispanic population grew by 38% between 2000 and 2005, ten times faster than the broader Ohio-Kentucky-Indiana Tri-State region (<http://www.cincyusa.com/multicultural/diversity/>).

Cincinnati is the home of the University of Cincinnati, Xavier University, Hebrew Union College, Cincinnati Art Academy, College Conservatory of Music and the College of Mount St. Joseph. In addition to the cultural events offered at these institutions, Cincinnati has a nationally known symphony orchestra (<http://cincinnati-symphony.org/>), the second oldest opera company in the United States (<http://www.cincinnatiopera.com/>), a May Festival devoted to classical oratorios with nationally known performers, and the Cincinnati Ballet Company. The Cincinnati Playhouse in the Park offers professional productions of contemporary and classical theater on its two stages throughout the year. The Aronoff Center for the Performing Arts in downtown Cincinnati hosts professional theatre and dance year-round. (<http://cincinnatiarts.org/aronoff>).



Aronoff Center for the Performing Arts



Cincinnati Reds baseball stadium in downtown Cincinnati

The greater Cincinnati area also has more than 100 museums and galleries which enhance its reputation as a cultural center. These include the Cincinnati Art Museum in Eden Park, The National Underground Railroad Freedom Center, Contemporary Art Center, Taft Museum, Krohn Conservatory as well as the Museum Center which houses the Natural History Museum, the Cincinnati Historical Society, and the Children's Museum. Cincinnati also has a wonderful Planetarium and Observatory that are open to the public.

Cincinnati is the birthplace of major league baseball and our Cincinnati Reds currently play in the recently completed Great American Ball Park. Football fans can enjoy watching the Cincinnati Bengals play at the new Paul Brown Stadium. Boating, golfing, tennis, ice skating, hiking and camping are among the other activities enjoyed by Cincinnatians who utilize the Ohio River, local lakes and the outstanding local park systems.

Findlay Market, Ohio's oldest continuously operated public market, is a gathering place for the most socially, economically, racially, and ethnically diverse crowds found anywhere in Cincinnati. The Market is located just blocks from downtown in Over-the-Rhine, a dense historic neighborhood rich in 19th century architecture. Findlay Market is home year-around to about two dozen indoor merchants selling meat, fish, poultry, produce, flowers, cheese, deli, and ethnic foods, and hosts numerous street performers and special events (<http://www.findlaymarket.org/>).

Applying to the Fellowship

Fellowship Year and Stipend

The new fellowship year begins in fall of 2019 and ends in fall of 2021. The stipend is approximately \$63,600 for the first year, and approximately \$73,751 for the second year. Fellows receive 10 paid federal holidays and 13 days of leave each year for vacation and/or professional development. State and federal income tax and FICA (Social Security) are withheld from fellows' checks. The United States government covers fellows for malpractice under the Federal Tort Claims Act. The fellowship is a full-time experience and lasts two full calendar years.

Eligibility Requirements

Applications for the postdoctoral fellowship are welcome from individuals who will have met the following requirements by the start of the fellowship:

- Graduation from an APA-accredited doctoral program in Psychology.
- U.S. citizenship. VA is unable to consider applications from anyone who is not currently a U.S. citizen. Verification of citizenship is required following selection. All fellows must complete a Certification of Citizenship in the United States prior to beginning VA training.
- A male applicant born after 12/31/1959 must have registered for the draft by age 26 to be eligible for any U.S. government employment, including selection as a paid VA trainee. Male applicants must sign a pre-appointment Certification Statement for Selective Service Registration before they can be processed into a training program. Exceptions can be granted only by the US Office of Personnel Management; exceptions are very rarely granted.
- Fellows are subject to fingerprinting and background checks. Selection decisions are contingent on passing these screens.
- VA conducts drug screening exams on randomly selected personnel as well as new employees. Postdoctoral fellows are not required to be tested prior to beginning work, but once on staff they are subject to random selection for testing as are other employees.
- As an equal opportunity training program, the Fellowship welcomes and strongly encourages applications from all qualified candidates, regardless of gender, racial, ethnic, sexual orientation, disability, or other minority status.

*Note: ALL doctoral degree (academic, administrative, clinical) requirements MUST be completed no later than August 21, 2019. Acceptance into the NCOD Fellowship program is dependent upon meeting this criterion.

If your school has a graduation date that occurs after September 1, 2019, you are qualified to begin the fellowship year provided that you have completed all academic (including final department approval of dissertation), clinical (including internship), and administrative (approval from the school director of training) requirements prior to August 21, 2019. In these situations, we require a certified letter from your school's registrar indicating that you have met all requirements for graduation

Very strong candidates for our Fellowship would be those who have achieved one or more of the following in their internship and practicum experiences:

- **Group Process Awareness/Interest:** Strong applicants have an awareness of and interest in group process dynamics that inform interpersonal interactions between professionals. Applicants should be able to cite specific examples of these dynamics from pre-doctoral experiences that may include but are not limited to group supervision, multidisciplinary team meetings, professional conferences, etc.
- **Executive/Professional Presence:** Strong applicants are mindful of their presence, demonstrating a high level of professionalism at all times, particularly during interactions with clients. Professionalism includes, minimally, an even but energetic temperament, strong verbal and non-verbal communication skills, an appropriate blend of confidence and humility, and flexibility/adaptability to ever-changing situational demands.
- **Learning Style:** Strong applicants prefer a 'learning by doing' model of training and development. They are comfortable with in-the-moment supervision and feedback, and have the ability to appropriately modify performance/behavior in response.
- **Consulting Experience:** Although OD consultation experience is not expected, strong applicants actively look for opportunities to provide insight/feedback to other professionals. Common examples are observed in clinical supervision, multidisciplinary team meetings, and community outreach/networking.
- **Lifestyle:** Strong applicants are willing to travel frequently (up to 10 business days per month) and are available to work in the evening and early morning if needed. Schedule changes are, at times, unexpected and last-minute.
- **Diversity:** Strong applicants have demonstrated a pattern of valuing diversity through prior work with diverse clients and strong articulation of a sensitivity to and/or awareness of diversity considerations in their application and interviews.

Application Process

Please read and follow instructions carefully and prepare the following:

- NCOD uses the APPA Centralized Application System. Applicants should submit the following materials through the APPA-CAS. Application materials are due by 11:59pm on January 15, 2019.
- A cover letter, including a personal statement of interest. This letter should include your understanding of either organization consulting and development and how this training focus is related to:
 - Your professional interests
 - Any of your relevant educational, clinical, and/or research experiences
 - Your training needs
 - Your career goals

Please limit this letter to two single spaced pages or less.

- A detailed and updated Curriculum Vita.
- Transcripts from your graduate work.
- Three letters of recommendation.

All applications are reviewed for eligibility after materials are received. In-person interviews are offered to selective candidates based on rankings by the Fellowship Director and the selection committee. Applicants are extended offers based on their written applications materials, interview presentation, a written case conceptualization (provided to selected interviewees as part of the interview process), and case presentation (provided to selected interviewees as part of the interview process).

We make every effort to keep our review process timely and to keep candidates well-informed of their status throughout the selection period. Applicants are welcome to contact Dr. Christiana C. Hartenstein (Christiana.Hartenstein@va.gov) at any time during the process.

Contact Information

Christiana C. Hartenstein, Psy.D, ABPP, PCC

Acting Director Postdoctoral Fellowship in Organization Development and Consulting Psychology //|

Supervisory Psychologist

VHA National Center for Organization Development

11500 Northlake Drive, Suite 230

Cincinnati, OH 45249

Office: (513) 505-0944 | Mobile: (513) 505-0944

Accreditation

This post-doctoral Fellowship is a member of the Association of Psychology Postdoctoral and Internship Centers (APPIC).

Licensure

NCOD fellows are registered with the Ohio Board of Psychology as postdoctoral fellows. This postdoctoral program meets the Ohio State Board of Psychology's licensure requirements for supervised postdoctoral hours.

Appendix A

Key Staff Bios



Dee Ramsel, Ph.D., MBA

Executive Director, NCOD

Dee Ramsel, PhD, MBA was appointed Executive Director of the National Center for Organization Development, Veterans Health Administration (VHA) in December, 2012. In this capacity, Dr. Ramsel is responsible for assisting leadership to improve the organizational health of VHA. As Executive Director, she oversees the design, administration and analysis of measures of organizational performance of workgroups throughout VA. She co-chairs the VHA National Leadership Council Employee Engagement Committee, serves as Executive Administrator of the VA Employee Engagement Council, and oversees NCOD's role in VA's All Employee Survey and all and other consulting, organizational health, and research initiatives. Dr. Ramsel has special interests in supporting the development of high-functioning executive teams and executive coaching.

Prior to becoming NCOD Director, Dr. Ramsel was the Director of Training at NCOD. From 2003-2008, she served as Director, Healthcare Analysis & Information Group in VHA's Office of Policy and Planning. Dee also holds an academic appointment at the associate professor level at the Medical College of Wisconsin. She is the Immediate Past President of the Society of Consulting Psychology.



Maureen L. Marks, Ph.D.

Deputy Director, NCOD

As Deputy Director, Dr. Marks oversees four business lines within NCOD (Research, Consulting, Training, and Organizational Health Initiatives) comprised of about 40 professional staff which provides on-site and virtual organization development services and data analytics. She guides the development of services using principles, practices and techniques that foster employee engagement, including but not limited to: supporting leaders in building a positive organizational culture based on servant leadership principles, utilizing effective change management strategies, supporting effective team functioning, and using VA workforce data to inform improvement of the work environment. She oversees the formulation, implementation, and evaluation of a range of programs and consultation services that support leaders and leadership teams in adapting and thriving in the rapid-paced environment of health care and other Veteran services. Dr. Marks acts as a primary advisor

to the Director of NCOD, and is a member of the executive leadership team at NCOD. She is the co-author of a book chapter entitled “Civility, Respect, and Engagement in the Workplace (CREW): Creating Organizational Environments that Work for All” published in the book Creating Healthy Workplaces (2014) edited by Caroline Biron, Ronald Burke, and Cary Cooper.



Kevin J. Willmarth, Psy.D.

Director of Consulting

Dr. Willmarth is currently the Director of Consulting for the VHA National Center for Organization Development and oversees the programs dedicated to Executive Team and Consultation, Action Focused Consultation, Enterprise Change Management, Leadership Coaching, and VA Voices. Kevin Willmarth earned his doctorate in psychology from Xavier University in Cincinnati, Ohio. As part of his doctoral requirements, he completed a clinical internship at the Vanderbilt University Medical Center and Nashville VA Consortium in Nashville, TN. Dr. Willmarth has been providing organization development consultation and executive coaching to VA leaders for over 15 years.



Christiana C. Hartenstein, Psy.D., ABPP, PCC

Acting Director Postdoctoral Fellowship in Organization Development and Consulting Psychology

As a supervisory psychologist, Dr. Christiana C. Hartenstein currently oversees the Postdoctoral Fellowship in Organization Development and Consulting Psychology at NCOD. Prior to this position, she served as the National Manager and Lead for Consulting Services. Dr. Hartenstein received her Master’s Degree in Marriage and Family Therapy (2008) and her Doctorate in Clinical Psychology (2012) from the Minnesota School of Professional Psychology at Argosy University in Minnesota. She completed her clinical internship at the Department of Corrections in Wisconsin and graduated from the NCOD Postdoctoral Fellowship Class of 2014.

Originally from Germany, Dr. Hartenstein also holds two Master Degrees from the Johannes Gutenberg University in Mainz, one of them in journalism. Prior to coming to the United States, she worked as a print journalist for various German newspapers and later as a filmmaker for a German TV station in Europe and the US.

Dr. Hartenstein has special interest in organizational assessment/diagnosis, trauma in organizations, high-functioning teams, and leadership coaching. She graduated from the Federal Internal Coach Training Program Class of 2017, and served as a mentor coach for the Class of 2018. She currently holds the Professional Certified Coach (PCC) credential with the International Coach Federation (ICF). In 2017, she was board certified in Organizational and Business Consulting Psychology (ABPP).



Steven L. White, Ph.D.

Supervisory Psychologist

Dr. White leads the Executive Team Assessment and Consultation (ETAC) team who works with top leadership team throughout the VA to help them lead as individuals, lead as a team, and lead their organizations in ways that enhance employee engagement and performance towards the ultimate outcome of improved quality of care/services for Veterans. Dr. White completed a two-year Postdoctoral fellowship at the National Center for Organization Development and is a licensed psychologist. Steven White received his Ph.D. in clinical psychology from the University of Rhode Island (URI) and worked as a research assistant at the Cancer Prevention Research Center, a research center that applies the Transtheoretical Model of Behavior Change (“Stages of Change” Model). His focus at URI was on individual behavior change, readiness to change, managing behavior change, and motivational interviewing. Prior to completing his doctorate, Dr. White completed a one-year clinical internship with the St. Louis Veterans Administration Medical Center with a focus on program evaluation and performance measures, PTSD, major psychiatric disorders, and behavioral medicine.



Kevin “Kipp” Corbus, Psy.D.

Supervisory Psychologist

Dr. Kevin (Kipp) Corbus is a Senior Organization Development Psychologist at NCOD. He is the lead of the Action Focused Consultation (AFC) team which helps individual leaders in VA identify the leadership behaviors and actions they can take to enhance the overall functioning, performance, and/or effectiveness of their workgroup. Prior to returning to NCOD, Dr. Corbus utilized his organizational development passion and expertise in positions at the VHA Support Service Center (VSSC) and the VA Inpatient Evaluation Center (IPEC) to help leaders effectively utilize clinical data to enhance the service and care provided at the VHA hospitals across the country. He earned his BA in Psychology from Kenyon College, and his MA and Psy.D. from Xavier. His professional interests include employee engagement, servant leadership and effective data utilization and his personal interests include traveling with his family, coaching his children’s athletic teams, and renovating houses.



Natalie DeLuca, Ph.D.

Supervisory Psychologist

Dr. Natalie DeLuca leads the Enterprise Change Management team, a group of five who help groups within VA make changes more successfully. The focus of this team is on the three key areas to build change capability in VA: competency development (including selection, training and coaching), organizational drivers that support implementation (such as data and systems connections), and leadership behaviors - all in service of catalyzing the people side of change to reach organizational results. The team's change approach is based on the Prosci method of change management, and a VA-wide license with Prosci allows to build a common language and method for change across the enterprise. Dr. DeLuca is a licensed clinical psychologist, and her interest areas have always been with implementation science, public policy, and program evaluation. She came to NCOD in 2007 for a post-doctoral fellowship, and has since worked on the consulting team, product development, or on special projects. Her work has centered on change management since 2014. Dr. DeLuca has also maintained a private practice.



Cynthia Ratermann

Correspondence Analyst/HR Liaison, NCOD

Ms. Cynthia Ratermann has 25 years experience within the Department of Veterans Affairs. Ms. Ratermann worked at the Cincinnati VA Medical Center and the VISN 10 Network Office prior to joining NCOD in May 2006. Ms. Ratermann is responsible for a variety of administrative duties that ensure the success of the VHA National Center for Organization Development.