

The VHA National Center for Organization Development

*Post-Doctoral Fellowship
2017-2019 Training Years*



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Postdoctoral Fellowship

National Center for Organization Development Overview

The National Center for Organization Development (NCOD) is a program office within the Department of Veterans Affairs' (VA) Veteran Health Administration and is located in Cincinnati, Ohio. NCOD offers two postdoctoral fellowships in the practice of Organization Consulting and Development (Consulting track) and in Organizational Research (Research track). These two-year fellowships offer a planned sequence of training organized to provide trainees an opportunity to develop advanced skills in the practice of professional psychology through full participation in the consultations and initiatives listed below.

NCOD's mission is to support and enhance the organizational health of 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; therefore, travel is required of postdoctoral fellows on average up to 10 business days per month.

Fellows in both tracks are exposed to the applied and data-related aspects of Organization Development (OD), though with different levels of involvement in the consulting versus research tracks. In providing OD services, postdoctoral fellows are actively involved in ongoing projects, working side-by-side with experienced OD professionals. The apprenticeship model follows developmental model principles and proceeds stepwise; fellows first observe, then participate in, and eventually take leadership over less complex projects and teams.

Training Goals and Core Competencies

The primary goal of the fellowship at NCOD is to provide trainees an opportunity to develop advanced skills in the practice of professional psychology through training activities that include exposure to both consulting practice and research.

Postdoctoral fellows gain proficiency as OD psychologists by following a path that includes attaining knowledge, building skills, and demonstrating ability in each of six domains of competence (Process Consultation and Action Research, Organization Effectiveness, Team



Effectiveness, Individual Coaching, Leadership Development, and Business Operations), four cross-cutting competencies (History and Theory, Assessment, Ethics and Multicultural Competence, and Research and Evidence-Based Practice), and one over-arching competency (Self-Awareness and Professional Development through Supervision). NCOD competencies are adapted from the ten competencies for Organizational Consulting Psychology (OCP) training programs provided by the American Psychological Association (APA, 2007).

The Fellowship core competencies are presented and discussed with fellows during orientation week, and the performance objectives are formally captured in the Fellowship evaluation form. This form provides behaviorally-anchored descriptions adopted from the APA standards to illustrate the expected developmental progression of skill and conduct for fellows from the start to the completion of the Fellowship. Postdoctoral fellows are evaluated and given feedback throughout the year by their individual supervisors.

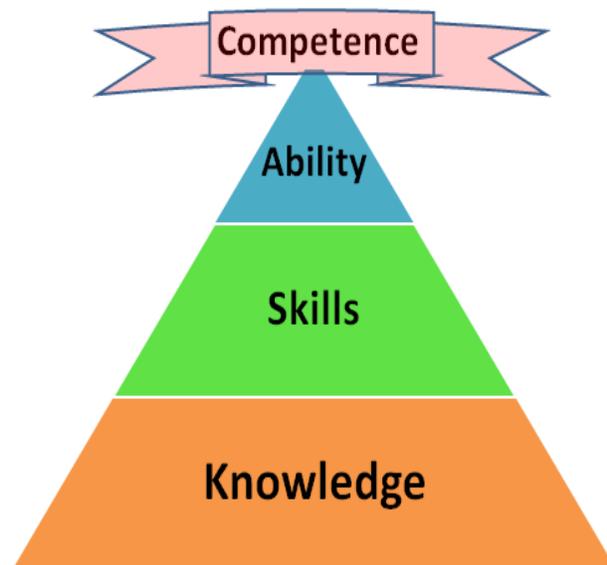
NCOD Training Model

The NCOD training program subscribes to a scientist-practitioner model of education and training for the practice of applied psychology. The training program 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.

Trainees are required to participate in weekly didactic sessions scheduled for 1.5-3 hours per week. The topics covered by didactic sessions are generally focused on the

competency model, and every effort is made to include readings on history, theory, and research as well as case studies related to each competency to give fellows a theoretical foundation for the work they undertake in the field. This practical experience is then debriefed during supervision, creating an interwoven, three-pronged training program (Didactic, Supervision, and Practice).

NCOD trainees receive at least one hour of individual supervision with the Director of Training or Director of Research each week, to meet the requirements of the Association of Psychology Postdoctoral and Internship Centers (APPIC) and state licensure. Themes discussed during supervision may include but are not limited to individual progress toward skill development, conceptualization of projects, problems arising in project management, professional identity, and personal issues of time management and work/life balance. Additionally, the NCOD Director of Training holds weekly group supervision meetings for postdoctoral fellows, where they have the opportunity to process challenges and ethical issues arising in their organization development work.



Developing **Competence** by:

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

The final and perhaps most important component of the NCOD training program is the emphasis on hands-on experiential practice and both formal and informal feedback and supervision.

Fellows are actively involved in ongoing projects, working side-by-side with experienced OD



professionals. The apprenticeship model follows developmental model principles and proceeds stepwise; fellows first observe, then participate in, and eventually take leadership over less complex projects and teams. Incremental involvement balances the project needs—completing quality work on time—with the fellows’ training in specific skills and participation at the highest level of involvement supported by current competence. By the end of the fellowship,

trainees have gained the ability to lead teams or independently work on more complex projects.

All project related feedback is conveyed to the Director of Training for incorporation into the fellows’ overall training plans and annual performance evaluations. The trainees thus receive weekly input from their main supervisor as well as regular input from permanent staff and more experienced peers.

Several formal mechanisms for evaluation are used to track a fellow’s progress. Postdoctoral fellows are provided with a Training Checklist that provides a simple reference by outlining learning activities in each of the domains of competence. Activities and learnings are consistent with the developmental model used in training (knowledge, skills, and abilities). This checklist serves to ensure that each fellow becomes exposed to a broad range of interventions, and is updated by each fellow every six months. Fellows also receive formal feedback every six months, evaluating the fellows’ progress against their own Personal Development Plans (PDP), created collaboratively between each fellow and the NCOD Training Director, and monitoring the fellows’ exposure to OD competencies as outlined previously. Together with the postdoc checklist, the PDP serves as a guide for scheduling developmentally appropriate activities and attending to the next level of skills to be worked upon. The plan is reviewed periodically in individual supervision.

Postdoctoral level training grounded in core competencies thus provides a comprehensive view of the psychological practice of Organization Consulting and Research intended to encourage

creative problem solving through the use of empirically supported psychological principles and sound judgment across ethical and professional domains. Fellows get experience thinking and practicing as organizational psychologists to prepare them for careers in a variety of settings. This acquisition of specific skills, techniques, and conceptual models are considered as means to this goal, rather than as ends in themselves. Our aim is to provide training that not only prepares fellows for the problems of today, but also assist them to develop the personal and professional skills needed to successfully manage the challenges that will arise over the duration of a long professional career.

Philosophy of Supervision

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 clinical and professional development. Accordingly, while fellows always function under direct supervision, their clinical experiences increase in complexity and autonomy over the course of the training years.

Diversity

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 training experience through individual appreciation and clinical understanding of human diversity in all aspects of psychological practice.

The Setting

The 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

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. With service to veterans as the foundation of our core values (see appendix C), employees of the VA proudly serve those who have served.

Veterans Health Administration

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. The VHA also conducts research and education, and provides emergency medical preparedness.

[Veterans Benefits Administration](#)

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 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.

About NCOD

NCOD operates as a program office within VHA, but supports and delivers organizational health services for the entire department. These services can range from brief consultations by telephone to ongoing on-site interventions lasting several months to a year. As such, NCOD consultants and postdoctoral fellows may be required to travel an average of 8-10 business days per month. Where possible, travel is conducted within the standard work week.

NCOD staff consists of psychologists, health systems specialists, researchers, and administrative staff in addition to trainees in the postdoctoral fellowship and graduate 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 via the training 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 during the two-year training period.

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 great 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

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 Reds baseball stadium in downtown Cincinnati

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/>).

Program Structure

NCOD offers two postdoctoral fellowships in the practice of Organization Consulting and Development and in Organizational Research. These two-year fellowships offer a planned sequence of training organized to provide trainees an opportunity to develop advanced skills in the practice of professional psychology. NCOD is divided into five equal emphasis business lines: consulting, research, organizational health, administration, and training.

NCOD Postdoctoral Fellowship in Organizational Research

NCOD's research business line seeks to integrate data obtained through its consulting activities and relate these data to available outcome and measurable performance aspects. NCOD research services also include designing and administering organizational surveys, analyzing survey data, and working with consulting team members to support nationwide initiatives for workplace transformation, executive coaching, leadership and employee development, team building, strategic planning, and program evaluation services.

In the spirit of action research philosophy, NCOD research activities are directed at two goals.

- The first is connecting results back to the VA system, in order to provide empirical data to inform its functioning. The NCOD research fellow will participate in managing and analyzing the data pertinent to the questions asked, summarizing the results to be consumer-friendly, and presenting and interpreting results to VA stakeholders.
- The second is to establish best practices of healthcare management and organization development within VA, and share (publish) results within the system and with broader academic and corporate audiences. The research fellow will be actively involved in the publications program which includes data management (existing and new datasets), using the data to ask questions relevant to VA's organizational functioning, and answering questions with empirical research methods for the social-behavioral sciences.

The postdoctoral fellowship in research offers the opportunity to “learn by doing.” All NCOD staff participates in weekly didactic seminars based on readings from psychology and

management literatures. The supervision model affords the opportunity to learn from several senior health scientists and research analysts. NCOD's staff provides rich, intensive feedback to fellows on an ongoing basis.

- Research Fellows are expected to have a strong academic background in basic statistics, and to display a high level of professionalism in all aspects of their work. The ability to work effectively as a member of a fast-paced, high-performing team is essential, as is accepting constructive feedback and actively learning new skills.
- The necessary and expected elements of the Research Fellowship include making active contributions to the NCOD research program, both by providing the services of addressing requests from VA management, and by empirically examining current operations and best practices within VA. NCOD research fellows will learn advanced data-management and data-analytic techniques, and will have opportunities applying them to large datasets of systematically-collected data in VA.
- Research Fellows may also become exposed to an OD consulting role, by engaging in some of the activities carried through by the NCOD consulting team. For fellows in the research track, accruing the hours and obtaining clinical licensure is optional.

NCOD Postdoctoral Fellowship in Organization Consulting and Development

NCOD's practice of organization consulting and development is based on an action research model and provides comprehensive organization development services to VA leaders and teams. Organization development (OD) can be defined as a planned effort to improve an organization's effectiveness and health through application of the behavioral sciences. Accordingly, the mission of the NCOD Consulting team is to partner with leaders and teams to foster lasting and substantial improvements in VA's organizational health. The NCOD Consulting Team understands that the health of an organization plays an essential role in enhancing the quality of the services it provides.

The NCOD Consulting Team is comprised primarily of doctoral-level psychologists with advanced training and expertise in human behavior, change principles, and group dynamics. NCOD consultants are passionate about providing customized OD services in a collaborative fashion to best meet our VA clients' needs. Its services include process consultation, executive

coaching, leadership and employee development, organizational assessment, team building, strategic planning, large and small group facilitation, work redesign, survey design and analysis and psychoeducational interventions.

The postdoctoral fellowship in consulting offers the opportunity to “learn by doing.” All NCOD staff members participate in weekly didactic seminars based on readings from psychology and management literatures. The supervision model affords the opportunity to learn from several senior psychologists and OD consultants. NCOD’s staff provides rich, intensive feedback to fellows on an ongoing basis.

- Fellows are expected to have a strong academic background and to display a high level of professionalism in all aspects of their work. The ability to work effectively as a member of a fast-paced, high-performing team is essential.
- Fellows must be willing to travel frequently (up to 10 of 20 business days a month) and to work evening and early morning shifts on the rare occasions when needed.
- Fellows will accrue the clinical hours necessary for licensure during their tenure in the program and are expected to attain licensure by the end of the two year fellowship.
- NCOD Consulting fellows will learn advanced facilitation, coaching, and consultation skills, and will have opportunities to apply them to with individual, team, and organizational clients.

Program Didactics

Trainees are required to participate in weekly didactic sessions scheduled for approximately 1.5 – 3 hours per week. The topics covered by didactic sessions are generally focused on the competency model, with didactic sessions covering readings on history, theory, and research with opportunities for discussion; presentations from subject matter experts; intensive training on the selection, use, and interpretation of appropriate assessments; and case studies related to each competency. This approach to competencies and content provide fellows with a well-grounded theoretical foundation for the work they undertake in the field.

Fellowship Outcomes

Since 1999, NCOD has graduated 39 Postdoctoral Fellows from the 2-year programs in either Consulting or Research. Of those, 29 remained with NCOD as their first position, while 5 obtained university positions, 2 obtained positions in other healthcare institutions, and 2 joined private consulting firms. Currently, 17 past postdoctoral fellows are still with NCOD while another 12 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, healthcare psychology, leadership and talent development, and academia.

Applying to the Fellowship

Fellowship Year and Stipend

The Fellowship year begins August 21, 2017 and ends August 24, 2019 (dates can be variable). The training stipend is \$61,531 for the first year and \$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 trainees for malpractice under the Federal Tort Claims Act. The Fellowship is a full-time training experience and lasts two full calendar years.

Eligibility Requirements

Applications for the postdoctoral Fellowship program 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, 2017. Acceptance into the NCOD Fellowship program is dependent upon meeting this criterion.

If your school has a graduation date that occurs after September 1, 2017, 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, 2017. 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 ‘learn by doing’ model of training. 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 and available to work on evening and early morning shifts when 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, 2017
- A cover letter, including a personal statement of interest. This letter should include your understanding of either organization consulting and development or organizational research 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 Postdoctoral Training Director and 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. Robin Graff-Reed (Robin.Graff-Reed@va.gov) at any time during the process.

Contact Information

Robin L. Graff-Reed, Ph.D.

Director of OD Training | Supervisory Psychologist

VHA National Center for Organization Development

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Accreditation

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

Licensure

Fellows of the NCOD are registered with the Ohio Board of Psychology as Postdoctoral fellows. This post-doctoral program meets the Ohio State Board of Psychology's licensure requirements for supervised post-doctoral hours.

Appendix A: Staff

Dee Ramsel, Ph.D., MBA – Executive Director

Dee Ramsel, PhD, MBA was appointed Executive Director of National Center for Organization Development, Veterans Health Administration (VHA) on December 30, 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 Organizational Assessment Subcommittee and oversees NCOD's role in VA's All Employee Survey and the Civility, Respect, and Engagement in the Workplace initiative. Dr. Ramsel has special interests in supporting the development of high-functioning executive teams and researching outcomes in 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 President-Elect of the Society of Consulting Psychologists.

Maureen Cash, Ph.D. - Deputy Director of NCOD, Consulting and Training



Dr. Maureen Cash received her doctorate in Clinical Psychology from Michigan State University in June 1993 after having completed her predoctoral internship at the Cincinnati VA Medical Center (VAMC). She worked as a clinical psychologist at the Lawrenceburg Community Mental Health Center in Lawrenceburg, IN in 1994. She left there in September of 1994 to work with Professional Psychiatric Services, Inc. as coordinator of mental health services at the University of Cincinnati's Student Health Center as well as staff psychologist on the inpatient psychiatric unit at University Hospital. In March 1996, Dr. Cash began working full-time at the Cincinnati VAMC as staff psychologist in the residential and outpatient substance dependence programs. She became Associate Director of the Psychology Training Program in 2003, and Director of Training in 2006. She maintained a half-time position as staff psychologist on the residential substance dependence unit during this time, and in March 2007, also took on the additional duties of Chief of Psychology for the medical center.

Due to her shifting interests toward program development and organizational functioning, Dr. Cash took a position with the VHA National Center for Organization Development in May 2010 as Supervisory Program Analyst in the Organizational Health branch of NCOD. She provided national oversight for VHA's Civility, Respect, and Engagement in the Workplace (CREW) initiative as well as supervising NCOD staff that provide support for CREW and the All Employee Survey. Presently Dr. Cash holds the position of Deputy Director of NCOD where she oversees the Consulting and Training business lines.

Robin Graff-Reed, Ph.D. - Director of Training



Dr. Graff-Reed is the Director of Training for the VHA National Center for Organization Development. She received her Ph.D. in clinical psychology from Miami University of Oxford, Ohio in 2004. After completing a post-doctoral fellowship with NCOD, she spent the next several years as a staff psychologist, where she participated in a variety of work place interventions including organizational assessments, work group facilitations, individual executive coaching assignments, leadership development, and employee satisfaction within the VA.

Dr. Graff-Reed is responsible for training within NCOD, including training of practicum students, supervision of postdoctoral fellows, and coordinating continuing education for psychology staff. She brings a positive psychology and interpersonal perspective to her understanding of individual performance and development.

Kevin J. Willmarth, Psy.D. – Director of Consulting

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 is currently a Staff Psychologist/Program Analyst with VHA's National Center for Organizational Development, providing organizational consultation to VHA facilities nationwide. His interest and focus centers on a variety of OD interventions, including: organizational assessments, strategic planning, work group facilitation, executive coaching, and leadership development. Dr. Willmarth is also involved with the development and management of several program evaluation projects throughout VHA.

Joe Hansel, Ph.D. – Director of Organizational Health

Dr. Joe Hansel earned his Ph.D. in Counseling Psychology from the University of Kentucky. Prior to employment at VA, he was a tenured faculty member at the University of Indianapolis, where he served as Director of Clinical Training for the APA-accredited clinical psychology doctoral program. Dr. Hansel's primary work responsibilities include providing training and programmatic support for VHA's Civility, Respect, and Engagement in the Workplace (CREW) initiative as well as support for the All Employee Survey (VA's workplace culture assessment). He also participates in a variety of OD interventions including team engagement and

effectiveness, activation support, and individual executive coaching. He is also involved in the development and delivery of Servant Leadership products and services.

Scott W. Muhs, Psy.D., MBA - Staff Psychologist

Dr. Scott W. Muhs is a Staff Psychologist with the VHA National Center for Organization Development. Dr. Muhs received his Psy.D. in Clinical Psychology and Master of Business Administration from Florida Institute of Technology in Melbourne, FL. He completed his pre-doctoral internship at Tri-City Community Mental Health Center in East Chicago, IN. He is a member of the Society of Consulting Psychology. His professional interests include organizational diagnosis and assessment, leadership development, group facilitation, executive coaching, and executive decision making.

Kathryn Licastro, Ph.D. - Staff Psychologist

Dr. Katie Licastro is currently a Staff Psychologist with the VHA National Center for Organization Development, providing organizational consultation to VHA facilities nationwide. Dr. Licastro earned her Ph.D. in Clinical Psychology from Miami University in Oxford, Ohio. As part of her doctoral requirements, she completed a clinical internship at the John D. Dingell Veterans Affairs Medical Center in Detroit, Michigan. She participates in a variety of work place interventions including organizational assessments, work group facilitations, executive coaching, and leadership and employee development. Dr. Licastro has personal interests in leadership development, anxiety and stress management, team building, group facilitation, healthy workforce initiatives, and interpersonal effectiveness.

Steven L. White, Ph.D. - Staff Psychologist

Dr. White is an OD Practitioner with the National Center for Organization Development whose mission is to provide organizational assessment and consultation to VHA facilities nationwide. He completed a two-year Postdoctoral fellowship at the National Center for Organization Development. He is a licensed psychologist. Dr. White participates in a variety of OD interventions including team engagement and effectiveness, learning organization, organizational health, team coaching, individual executive coaching, process consultation, leadership development, and survey feedback methodologies. 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.

Justin Dewberry, Psy.D. – Staff Psychologist

Dr. Justin A. Dewberry is a staff psychologist with the VHA National Center for Organization Development, providing organizational assessment and consultation to VHA facilities nationwide. Dr. Dewberry earned his doctorate in Clinical Psychology from Regent University in Virginia Beach, VA. Upon completion of his degree he received his program's Outstanding Graduate Psychology Student award. Prior to receiving his doctorate, Dr. Dewberry completed his clinical internship at The Reading Hospital and Medical Center in West Reading, PA. As an Organization Development Consultant, Dr. Dewberry is interested in organizational identity, system redesign, team building, workplace assessment, facilitating change in the workplace environment, process consultation, executive coaching, and program evaluation.

Marissa Berman, Psy.D. –Staff Psychologist

Dr. Marissa Berman is a staff psychologist with the VHA National Center for Organization Development, providing organization consulting services to VHA facilities nationwide. Dr. Berman earned her doctorate (Psy.D.) in Clinical Psychology from the University of Denver in Denver, CO and completed her clinical internship and postdoctoral residency at The University of California at Davis Counseling and Psychological Services with an emphasis in sport psychology. During her residency at UC Davis, Dr. Berman served as the Acting Coordinator for the Applied Sport Psychology Program. Dr. Berman is a former US Ski Team athlete in the sport of inverted aerials. Dr. Berman is interested in executive coaching, leadership development, team development, program evaluation, change management and strategic planning.

Christiana C. Hartenstein, Psy.D – Staff Psychologist

Dr. Christiana C. Hartenstein earned her Master's Degree in Marriage and Family Therapy and her Doctorate in Clinical Psychology from the Minnesota School of Professional Psychology at Argosy University in Minnesota. She also holds two Master Degrees from Germany. Prior to coming to the United States, she worked internationally as a medical journalist for one of the largest TV stations in Germany. Dr. Hartenstein is currently a Staff Psychologist for the VHA National Center for Organization Development, providing consultation to VA facilities nationwide. She is interested in leadership development, executive coaching and executive teams, and change management.

Kevin (Kipp) Corbus, Psy.D. - Staff Psychologist

Dr. Kevin (Kipp) Corbus recently returned to NCOB as an organization development consultant after utilizing his psychology background and organizational development passion and expertise over the past several years in positions at that VHA Support Service Center (VSSC) and the VA Inpatient Evaluation Center (IPEC). In each of his roles during his VA career, Dr. Corbus has had the pleasure of working closely with the leaders and caregivers of our nation's Veterans with a goal of enhancing 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

University. His skills and expertise include training and education, enhancing practical data utilization, executive coaching, leadership development and meeting and group facilitation.

Heather McCarren, Ph.D. - Staff Psychologist

Dr. Heather McCarren joined NCOD in 2008. Dr. McCarren earned her Ph.D. in Clinical Psychology from Bowling Green State University in Bowling Green, Ohio. As part of her doctoral requirements, she completed a clinical internship at the Boston Consortium, comprised of the Boston VA, Harvard Medical School, and Boston University School of Medicine. Dr. McCarren provides change management consultation for national level initiatives. She also consults to VHA leadership and change teams as they learn best practices for implementation of change management at their facilities. Dr. McCarren has personal interests in designing valid assessments to understand employee reaction to change and Servant Leadership. She helped develop the VA Servant Leadership 360 and 180 Assessments, now both available through NCOD.

Natalie DeLuca, Ph.D. – Staff Psychologist

Natalie DeLuca joined NCOD in 2007. She earned her doctorate in psychology from Indiana University Purdue University Indianapolis where she concentrated on mental health services research and the implementation of evidence-based practices. She completed her clinical internship with an emphasis on public policy at the Louis de la Parte Florida Mental Health Institute at the University of South Florida. Dr. DeLuca’s professional interests include change management, the science of implementation and program evaluation.

Bries Deerrose, Psy.D. – Staff Psychologist

Dr. Bries Erik Deerrose is an NCOD consultant and licensed clinical psychologist. He began at NCOD as a post-doctoral fellow, and now works as a staff psychologist with areas of specialization in change management, leadership coaching, and program evaluation. Prior to NCOD, he has worked in a variety of settings from school settings and community mental health clinics to inpatient and outpatient at large, urban, level-one healthcare providers. Within the VA, he has worked in clinical Research and Development at the National Center for PTSD as well as in treatment and assessment at the VA Palo Alto Mental Health Clinic. Clinically, his areas of focus include PTSD, anxiety, and assessment with adolescents and adults..

Rakesh Lall, Ph.D., MBA – Staff Psychologist

Dr. Rakesh Lall is a staff psychologist with the VHA National Center for Organization Development (NCOD) where he provides consulting services on organizational health and culture change initiatives. His primary work responsibilities include providing training and programmatic support for VHA’s Civility, Respect, and Engagement in the Workplace (CREW) initiative, delivering executive coaching services, and creating materials for NCOD’s Servant Leadership development products. He is passionate about continuous learning, innovation, and helping others to achieve their potential.

Appendix B: Didactic Schedule

Didactic Schedule 2016-2017

Date	Competency	Topic
August/Sept	Business Operations	
8/22/16	No Didactic	Orientation at Medical Center
8/29/16	Overview	VA Structure and History of NCOD
9/5/16	Holiday	
9/12/16	NCOD Process and Policies	Travel Tips
9/19/16	NCOD Process and Policies	Executive Coaching in VA
9/26/16	NCOD Process and Policies	Contracting and Documentation
October	Process Consultation & Action Research	
10/3/16	Overview	Intro to NCOD Consulting Model
10/10/16	Holiday	
10/17/16	Assessment	Workplace Assessment Process
10/24/16	Reflection	Organizational Assessment Review
10/31/16	Case Study	A Tale of Two Cities: Case Study
November	Organizational Effectiveness	
11/7/16	Assessment	AES Review
11/14/16	Overview	Organizational Change Models
11/21/16	Case Study	Applying Change Management
11/28/16	Reflection	Overcoming Resistance to Change
December	Team Effectiveness	
12/5/16	Overview	Engaged and Effective Teams
12/12/16	Assessment	VA Team Assessment, DISC
12/19/16	Case Study	TBD
12/26/16	Reflection	Creating High-Functioning Teams
January	Individual Coaching	
1/2/17	Holiday	
1/9/17	Overview	Perfecting your craft as a coach: The role of Coaching Competencies
1/16/17	Holiday	
1/23/17	Reflection	Using Psychological Theories and Models applied to coaching
1/30/17	Assessments	Hogan, DiSC, Eqi, 16PF, 360

February	Leadership Development	
2/6/17	Overview	Leadership Development Theory
2/13/17	Assessment	SL360
2/20/17	Holiday	
2/27/17	Case Study	Developing MCD Leaders- V12
March	Business Operations	
3/6/17	Overview	Unions and LMR
3/13/17	Overview	Understanding Transitions from the Military
3/20/17	Overview	Influence vs. Power: Presentation
3/27/17	Case Study	Working with a VHA Program Office
April	Process Consultation & Action Research	
4/3/17	Overview	Process Consultation vs. Facilitation: Understanding the difference
4/10/17	Assessment	Action Research Processes
4/17/17	Case Study	TBD
4/24/17	Reflection	Readings on Action Research
May	Organization Effectiveness	
5/1/17	Overview	Servant Leadership Model
5/8/17	Assessment	AES and SL Index
5/15/17	Reflection	Change Management Readings
5/22/17	Case Study	Review of the SL Pilot in VHA
5/29/17	Holiday	
June	Team Effectiveness	
6/5/17	Overview	Executive Team Development
6/12/17	Assessment	ETA, DiSC
6/19/17	Reflection	CREW
6/26/17	Case Study	TBD
July	Individual Coaching	
7/3/17	No Didactic	
7/10/17	Overview	Ethics in Coaching
7/17/17	Assessment	Hogan, DiSC, Eqi, 16PF, 360
7/24/17	Reflection	Research Supporting Leadership Coaching Effectiveness
7/31/17	Case Study	TBD
August	Leadership Development	
8/7/17	Overview	NCOD's role in VHA LDPs
8/14/17	Assessment	Assessment Centers
8/21/17	Case Study	Assessment Center cont'd
8/28/17	Reflection	Readings on Leadership Development

Appendix C: VA Core Values



U.S. Department
of Veterans Affairs

VA Core Values and Characteristics Quick Reference



Because **I CARE**, I will...

Integrity	Act with high moral principle. Adhere to the highest professional standards. Maintain the trust and confidence of all with whom I engage.
Commitment	Work diligently to serve Veterans and other beneficiaries. Be driven by an earnest belief in VA's mission. Fulfill my individual responsibilities and organizational responsibilities.
Advocacy	Be truly Veteran-centric by identifying, fully considering, and appropriately advancing the interests of Veterans and other beneficiaries.
Respect	Treat all those I serve and with whom I work with dignity and respect. Show respect to earn it.
Excellence	Strive for the highest quality and continuous improvement. Be thoughtful and decisive in leadership, accountable for my actions, willing to admit mistakes, and rigorous in correcting them.



VA Core Characteristics

Trustworthy	VA earns the trust of those it serves – every day – through the actions of all employees. They provide care, benefits, and services with compassion, dependability, effectiveness, and transparency.
Accessible	VA engages and welcomes Veterans and other beneficiaries, facilitating their use of the entire array of its services. Each interaction will be positive and productive.
Quality	VA provides the highest standard of care and services to Veterans and beneficiaries while managing the cost of its programs and being efficient stewards of all resources entrusted to it by the American people. VA is a model of unrivalled excellence due to employees who are empowered, trusted by their leaders, and respected for their competence and dedication.
Innovative	VA prizes curiosity and initiative, encourages creative contributions from all employees, seeks continuous improvement, and adapts to remain at the forefront in knowledge, proficiency, and capability to deliver the highest standard of care and services to all of the people it serves.
Agile	VA anticipates and adapts quickly to current challenges and new requirements by continuously assessing the environment in which it operates and devising solutions to better serve Veterans, other beneficiaries, and Service members.
Integrated	VA links care and services across the Department; other federal, state, and local agencies; partners; and Veterans Services Organizations to provide useful and understandable programs to Veterans and other beneficiaries. VA's relationship with the Department of Defense is unique, and VA will nurture it for the benefit of Veterans and Service members.
