

# Eagle I.O Consultant Manual

Eagle I.O

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# Homepage



# Eagle I.O

Student Led Consulting Group

This is the student consultant handbook for members of Eagle I.O. Herein lie expectations, responsibilities, and strategy to keep Eagle I.O sustainable with future Montclair State University I/O Psychology cohorts...



# Chapter 1

## Introduction



### **About us:**

We are a student-led consulting group within the Industrial/Organizational Psychology program at Montclair State University, founded in 2019. We look at ourselves as hard-working, driven students who wish to strengthen MSU's I/O Psychology program, as well as learn outside of the classroom to build upon our skills and knowledge. We pride ourselves with strong involvement in local and national I/O groups, namely METRO and SIOP.

### **Our mission:**

Eagle I.O is established to provide students practical and applied learning experiences to develop skills aligned with their personal and professional goals. The group collaborates to execute a variety of I/O internal and external projects. Eagle I.O strives to prepare students to succeed after integrating into the workforce post-graduation.

**What we do:**

We are responsible for executing various projects. Our main project is developing an Engagement survey, which we wish to distribute to external organizations. We also run a mentorship program within the MSU I/O program, where we train most of the 2nd year graduate students to guide the new students into becoming successful students themselves. Additionally, we host a variety of events, such as new student orientation, networking opportunities, and casual hangouts.



## Chapter 2

# Membership



All members are expected to participate approximately 8 hours per week, although there is quite a bit of variability around this number depending on current projects. Members are furthermore expected to be reasonably available over Winter and Summer breaks.

### 2.1 Current members...

...need to attend all Eagle I.O meetings (unless there is a legitimate reason for absence), maintain a GPA greater than 3.5, actively participate both within the group and with the products, and lead at least one project within their first 2 semesters of membership.

### 2.2 New members...

...need to attend all meetings in the latter half of the Spring semester, maintain a GPA greater than 3.5, engage in OCB's, be responsive to professors, and

actively contribute to the program culture at MSU.

### 2.2.1 Opportunity for late admission <sup>1</sup>

Under special circumstances (as discussed by all members of Eagle I.O) students may be allowed to join outside the period of recruitment. The decision for membership must be discussed by all current members of Eagle I.O and be unanimous.

Currently, Eagle I.O is limited to a maximum 10 student member cap.

If the current occupancy of Eagle I.O is less than 10, then there is a list of minimum requirements to be met prior to being accepted into Eagle I.O:

- 1 semester of enrollment within the MSU I/O Psychology program
- 3.8 GPA
- At least 1 semester remaining in the program
- Involvement in the mentorship program
- Organizational Citizenship Behavior (OCBs) - such as presence at events or hangouts

## 2.3 Eagle I.O expectations (all members)

Regardless of whether a new or continuing member, all student consultants are held to the following expectations:

- Coordinate and attend Fall semester orientation session
- Attend mandatory bi-weekly meetings during Fall and Spring semesters
  - Stay active and engaged during summer
- Be a professional ambassador (aligned with: 1) Eagle, 2) MSU, and 3) the larger discipline of I-O Psychology)
  - Attend Eagle I.O events (METRO, social meetings, mentor meetings)
- Contribute to at least one Eagle I.O project (mentorship program, survey developments)
- Annually review (and update if warranted) the Mentorship and Consultant manuals
- Participate as a mentor in the Mentorship program
- Meet the specific role requirements
  - Successfully execute the responsibilities of the assigned role

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<sup>1</sup>If there is an interested student who is unable to join due to the group being “full” (or due to personal time constraints), they are permitted to join any mini-team within Eagle I.O.

## 2.4 Eagle I.O KSA's (all members)

Regardless of whether a new or continuing member, the expectations are that student consultants will be reasonably characterized as:

- Ability to work in a team-based environment
- Be receptive to group members' opinions and suggestions
- Take initiative to develop current and future projects
- Ability to communicate verbally and in writing
- Critical thinking
- Self-motivation
- Being flexible
- Determination and persistence
- Ability to organize

## 2.5 Conflict

Eagle I.O members are expected to behave maturely and engage with other members in a respectful and understanding manner. Should arguments and/or disagreements occur regarding decision-making, the faculty advisor has the final say.

If continuous conflict originates from a singular member against the rest of the group, that member will be placed on probation for one semester at the discretion of the faculty advisor.

Once the member returns from their probation, if they continue to engage in aggressive and/or disrespectful behaviors towards the other members, they will be executed.



## Chapter 3

# Internal Operations



### 3.1 Meetings

Regarding time expectations of Eagle I.O members:

- Meetings are mandatory - there is one excused absence per academic semester (Fall and Spring)
  - If you miss *more than one* meeting, and cannot call or make other arrangements for your virtual attendance, you will be put on probation (1 semester term)
  - If you miss another meeting while on probation you will be expelled from Eagle I.O and fed to **Sir pSyCaDeLiCaT** in an agonizingly painful yet exceedingly beautiful ceremony

## 3.2 Consultant development plan

Each consultant, in collaboration with one of the faculty advisors, will complete an individual development plan that is specific to their individualized developmental goals within Eagle I.O. A template plan is available [here](#). Example skills to consider developing within Eagle I.O functions include professional, I/O content-domain specific, and/or technical (R-oriented) skills.

The intent is for each student member to meet with a Faculty Advisor in *April of their 1st year of Eagle I.O participation* to determine at least one personal consultant goal that will be accomplished prior to graduation from the MSU I/O program. Each student is also expected to meet with a Faculty Advisor toward the end of the Fall semester (of their second semester of Eagle I.O participation) to monitor goal progress.

## 3.3 Structure

As of Fall 2021, the formal roles of Eagle I.O are:

- Faculty roles:
  - Advisor (primary)
  - Advisor (mentorship)
- Student roles:
  - Governance officer
  - Engagement officer
  - Social media and website coordinator
  - Student mentorship coordinator
  - Alumni mentorship coordinator
  - Event coordinator
  - Parliamentarian
  - R mentor
  - Executive consultant

The following chart is somewhat showing off interactive graphs generated by R, but if you hover over a role, you will also get a sense of interdependencies (e.g., estimates of which other roles are most intertwined with the role of focus). Directionality is implied in the figure, although the actual execution of all interactions is intended to be bi-directional.

Additional roles can be assigned on an as needed (e.g., project-by-project) basis. The primary responsibilities of these position holders are presented below. Note that role holders are responsible for the accomplishment of their assigned duties,

but they are expected to execute tasks within teams (e.g., they are not expected to “do all of the work” on their own).

**Faculty Advisor:**

- Long-term visioning (5-year plan)
- Annual goal-setting and monitoring (projects, clients, research)
- Budgeting and staffing

**Faculty Mentorship Coordinator:**

- Establish and maintain alumni contact list
- Integrate alumni and current student populations
- Assist Mentorship Coordinator with program management

**Governance Officer:**

- Acts as project manager using Trello to track each member’s progress within their roles, members’ involvement in projects, and project updates
- Uses Excel to organize members’ involvement in projects
- Ensures group dynamic is working
- Leads membership recruitment and selection process
- Leads sustainability change management process once a year
- GroupMe coordinator
- E-mail the recommended course registration options to students (two weeks prior to registration period)

**Event Coordinator:**

- Creates events
- Obtains graduation stoles for graduating members of Eagle I.O
- Coordinate logistics of annual events (orientation, mid-year soiree, SIOP, etc)
- Communicates events to students via e-mail

**Engagement Coordinator:**

- Administration, scoring, and reporting
- Norms development and maintenance
- Ongoing validation studies and technical report generation

- Delegating project-related tasks to others

**Student Mentorship Coordinator:**

- Contacts the Parliamentarian as needed to access current and incoming student contact lists
- Leads email communications for the mentorship program (interest, check-in surveys, feedback surveys, etc.)
- Holds mentors/mentees accountable and keeps track of their progress
- Leads mini team for mentor-mentee pairing process
- Ensures all interested students are paired
- Updates the mentorship manual

**Alumni Mentorship Coordinator:**

- Updates contact lists for alumni
- Keeps track of current student and alumni contact lists
- Leads continuous recruitment of alumni
- Communicates mentorship guidelines to mentors and mentees on how to be successful in the mentorship program
- Holds mentors/mentees accountable and keeps track of their progress
- Leads mini team for mentor-mentee pairing process
- Ensures all interested students have a mentor
- Updates the mentorship manual

**Parliamentarian:**

- Emails members reminders of important tasks to work on before the next bi-weekly meeting
- Check Eagle I.O email
- Takes notes during meetings and uploads to share drive
- Works with faculty advisor to create each bi-weekly meeting agenda<sup>1</sup>

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<sup>1</sup> Allots 1-2 minutes in the agenda for each member to provide quick project updates Reaches out to projects leads to ask if they would like additional time in the agenda to speak about their project



- Surveys members to set the bi-weekly meeting time at the beginning of each semester
- Organizes and maintains organization of the Eagle I.O Google Drive
- Updates contact lists for current students (once per semester)
  - this is done on the *Eagle I.O gmail account*

#### **Social Media & Website Coordinator:**

- Maintains and updates the Eagle I.O website
- Maintains and updates
  - Eagle I.O members will provide posts (e.g., current project information) to be edited and officially posted by the coordinator
- Creates new Eagle I.O social media pages as needed (such as Facebook or Instagram)

#### **Mentor:**

- Leads a mini team that creates and presents tutorials during bi-weekly Eagle I.O meetings<sup>2</sup>
- Creates tutorials for other resources (e.g., GitHub, rmarkdown, book-down)
- Acts as a mentor and guides others trying to build their skills in

#### **Executive Consultant:**<sup>3</sup>

- Be accessible as a resource to other members of the group
- Share in the management and governance of Eagle I.O
- Be continuously involved in at least one project
- Assist with responsibilities of other roles
- Multiple members can hold this role

Roles must make use of mini-teams as much as possible to foster more learning opportunities for everyone and distribute responsibilities amongst others. Roles should inform the group of project and mini-team updates, and consistently update Trello and Excel on their project leads.

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<sup>2</sup>Mini team allows others to build skills in R and prevents the R Mentor from becoming the sole student skilled and in charge of R products

<sup>3</sup>Role for students who already had a formal role for two semesters, are still in the I/O program, and continuing their Eagle I.O membership





## Chapter 4

# Products



## 4.1 Mentorship program management

- How to match mentors and mentees
  - Revisit the method used to match and whether other factors should be considered
  - Form a survey team to create a qualtrics survey and perform the matching process
  - Work to match along 5 dimensions:
    1. Area of professional interest
    2. Hometown
    3. Undergrad major/minor
    4. Part/full time
    5. Academic/applied
- Duration or partnership between mentee and mentor
  - The minimum mandatory term for each mentor/mentee partnership is one academic year (Fall through Spring)
  - Spring admits will be assigned a mentor by the Mentorship Coordinator
- Involvement of professors in mentor program beyond the two Faculty Advisors
  - Minimum of 3 meetings between mentors and mentees:
    - \* Meeting 1: Individual Development Plan
    - \* Meeting 2: I/O related event
    - \* Meeting 3: formal/informal event



## Chapter 5

# Progression & Succession



### 5.1 Recruitment

Current Eagle I.O consultants should send out emails and flyers to current students in the MSU I/O Psychology Program to join Eagle I.O.

Current members may host an information session to inform prospective members of the membership requirements & expectations and the products Eagle I.O currently produces.

## 5.2 Selection into Formal Roles

New members are permitted to nominate themselves and/or others for specific roles. The faculty advisor will consider all nominations and make the final decision for each role. Roles can be assigned to one member, or can be co-owned (this should be determined with the amount of projects/responsibilities the role holds). Role assignments will be discussed after the first-year students have shadowed<sup>1</sup> for a semester (shadowing occurs during the Spring semester)

## 5.3 Resignment and Reassignment

Members are allowed to step down at any time. This includes members holding specific titles or roles within Eagle IO. If a member with a title steps down, the role will be reassigned. Reassignment will begin with current members nominating themselves or others for the role. The faculty advisor will then choose the candidate with the most nomination. In the case of a tie or no nominations, the faculty advisor will make the final decision.

If a member with a title or role is not fulfilling their responsibilities, the issue will be discussed with the broader Eagle IO group and the faculty advisor. The group will come to a consensus on an appropriate timeline to catch up with their responsibilities. If the member is unable to adhere to and fulfill their responsibilities within the given timeline, the faculty advisor will strip them of their title, and the process to reassign the role will begin. Should the member lapse on their responsibilities again, the issue will be brought to the broader group and a vote will be taken on whether or not to keep the member in their role or strip their title.

## 5.4 Succession Timetable

Timeline

Actions

Outcomes

Deliverables

November of 3rd Semester

Eagle IO will send out to current first years an invitation to become part of the the group

Get an estimate of how many students are interested in joining Eagle IO

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<sup>1</sup>Shadowing = attending meetings



Email invitation

December of 3rd Semester

Determine how many first year students are interested in joining Eagle IO

Select best candidates based on criteria to join

Criteria to join: GPA above 3.5, Applied/academic experience (i.e. internship, research), Attend I/O related event (i.e. Metro, SIOP, Eagle IO events)

January of 4th Semester

Send out email to people selected to join Eagle IO

Finalize how many people will be joining the group

Agenda for first meeting with new Eagle IO students

February of 4th Semester

Have first meeting with new Eagle IO students

Onboarding: The purpose of this meeting will be to a) explain expectations of members, b) provide guidelines as a member and mentor, and c) get a sense of the roles that are available and what new members are interested in

The purpose of the meeting should include presenting current projects to first year students and set dates for future meetings that allow all new members to attend, and plan agenda for next meeting.

April of 4th Semester

Last Eagle IO meeting for the year: Conclude succession plan

Select students to be placed in their new roles as part of Eagle IO, and communicate progress on products and governance

Role fulfillment for Eagle IO and ensuring new members have access to Eagle IO documents/projects