

# ROBERT G. OLINGER

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## Education

- Ph.D. Drake University, August 2020–Present  
Completed comprehensive exam in May 2022.  
Dissertation (working title): *Advancing HR Analytics: A Case Study of Self-efficacy Among Human Resource Management Professionals.*
- M.S. Grand View University, 2018  
Organizational Leadership, 4.0 GPA

## Research

### Refereed Presentations

- Advancing the Analytics Skills of HR Professionals*, October 2022.  
Presented at the Midwest Academy of Management's 65th Annual Meeting, Detroit, MI.

### Publications

- Workforce Knowledge Retention: Best Practices for Iowa's Small and Mid-sized Manufacturers*, white paper for Iowa State University's Center for Industrial Research and Service (CIRAS), August 2024

### Dissertation

*Advancing HR Analytics: A Case Study of Self-efficacy Among Human Resource Management Professionals* (working title)

The analytics skill gap of HR professionals reduces the potential for HR analytics champions to emerge, thus many organizations fail to adopt and benefit from HR analytics. The purpose of this qualitative case study is to explore HR practitioners' and students' attitudes toward HR analytics, and their technological and analytical self-efficacy. The central research questions are:

1. What are HR practitioners' attitudes toward HR analytics?
2. What are HR practitioners' beliefs about their technological and analytical skills?
3. What are HR practitioners' thoughts about improving their HR analytics skills?

### Research Interests

#### *Current*

HR analytics:

- What are HR practitioners' and students' attitudes toward HR analytics and their technological and analytical self-efficacy?
- To what extent do interventions from learning science improve the technological and analytical self-efficacy of HR practitioners and students?

## ***Future***

### Onboarding:

- How do we define and recognize new hire integration? What is the employee experience during integration?
- To what extent do various factors impede or improve the speed and quality of new hire integration?
- To what extent do speed and quality of new hire integration effect performance and retention?

### HR service delivery:

- How do firms position HR staff to best serve employees and achieve performance objectives?
- To what extent do location and job responsibilities of HR staff effect achievement of performance objectives and service to employees?

### Workforce and succession planning:

- How do growing entrepreneurial ventures decide when and who to hire?
- How can firms improve culture integration during mergers and acquisitions?
- How can firms restructure or reskill current talent during downsizing to reduce negative effects on people and the brand?
- How do firms assess potential for future leadership roles?
- How do firms select the top candidate for an open leadership role?
- To what extent do assessment and selection methods effect individual and firm performance?

### Performance and talent development:

- What roadblocks may prevent improved productivity?
- What is the appropriate frequency of informal or formal performance appraisal?
- What variables affect the optimal frequency of performance appraisal?
- To what extent does appraisal frequency effect performance?
- What are the best methods to assess current skills prior to conducting training?
- What are the best methods to conduct training?
- To what extent do training methods effect performance?

## **Teaching**

### **Teaching Experience**

#### *Assistant Teaching Professor of Management, Iowa State University, January 2022–Present*

- Teach courses in HR, evidence-based management, OB, and strategic management; face-to-face and asynchronous online sections of 40-50 students.
- Supporting a study group for students preparing to test for SHRM-CP certification; 100% pass rate (7 of 7).
- Active member of the department's Teaching Club, a professional development group, and participated in the department's peer observation pilot program.
- University Honors Program involvement:
  - Seminars:

- Mil to Civ: The Experience of Post-9/11 Veterans Returning to Civilian Life (HON 321T, Fall 2022).
- Projects advised:
  - Sloan, L. (in progress). Working title: Employee Benefits Knowledge of College Graduates.
  - McCormick, K. (2023). CPA Expectations versus Experience: A Qualitative Study of Certified Public Accountants Across America.

*Adjunct Instructor, Drake University, January 2019–May 2022*

- Taught courses in HR, OB, leadership, and verbal communication; face-to-face and hybrid sections of 30 students.
- Utilized a computer simulation in which students assumed the role of HR director, set a strategy and budget, and made quarterly (weekly) decisions about staffing, wages, benefits, training, programs, and special incidents.
- Achieved SHRM Academic Alignment for the HR track of the Management and Organizational Leadership major.
- Relunched the Drake Student HR Association in Fall 2020.

*Lecturer of Business Administration, Grand View University, October 2018–December 2021*

- Taught courses in operations management, information systems, and ethics; face-to-face, hybrid, and online asynchronous sections of 20 students.

### Teaching Evaluations

*Iowa State University*

	Sections	Average Rating*	Response Rate
Organizational Behavior (MGMT 3710)	1	4.81	72.51%
Human Resource Management (MGMT 4710)	6	4.79	70.33%
Human Resource Management (MGMT 4710 – OL)	6	4.73	37.83%
Evidence-based Decision-making in HRM (MGMT 4730)	2	4.83	77.5%
Strategic Management (MGMT 4780)	5	4.82	65.8%

\*Based on the statement: My overall rating of this instructor is (on a 5-point scale).

*Drake University*

	Sections	Average Rating*
Verbal Communication Lab (BUS 073)	4	96%
Organizational Behavior (MGMT 110)	2	83%
Human Resource Management (MGMT 182)	2	96%
Leadership and Personal Development (MGMT 184)	2	91%

\*Based on the statement: Overall, I rate this instructor an excellent teacher.

*Grand View University*

	Sections	Average Rating*
Operations Management (BSAD 311)	8	94%
Business/Professional Ethics (BSAD 432)	2	100%
Fundamentals of Information Systems (BSAD 145)	2	97%

\*Based on the statement: Overall, I rate this instructor an excellent teacher.

## **Refereed Teaching Presentations**

*HR Potluck Professional Development Workshop* (a round-robin session in which scholars share various learning activities with the participants). Accepted by the 83rd Annual Meeting of the Academy of Management, August 2023 in Boston, MA. Presented *Targeted recruiting through professional social media*.

## **Invited Teaching Talks**

*Navigating Internal Promotions*. Iowa State University, BUSAD 590, May 2022.

Discussed the differences between advancement and promotion, being clear about how performance is measured, company decisions to hire internally or externally, developing interpersonal (EQ, CQ, etc.) and conceptual (systems thinking) skills, seeking feedback from others and taking initiative for self-development.

*HR and the Military*. Iowa State University's SHRM Student Chapter, February 2022.

Briefly reviewed employment laws related to military service members; introduced technical skills of service members; shared tips for supporting service members transitioning to civilian work; and introduced potential HR jobs in military, state, and federal agencies.

*Benefits Breakdown*. Alpha Kappa Psi at Drake University, August 2020.

Introduced factors leading to differences in benefits offered by companies; and reviewed compensation and benefits generally open to negotiation.

## **Service**

### **Institutional Service**

#### Search Committee Service

- Committee member for Assistant Teaching Professor, Department of Philosophy and Religious Studies, College of Liberal Arts and Sciences, Iowa State University, 2024

Member, Center for Excellence in Learning and Teaching (CELT) Advisory Board, Iowa State University, August 2024–Present

Co-facilitator, Well-Being Community of Practice, Student Wellness and CELT, Iowa State University, August 2024–Present

Bachelor of Business Administration Program Departmental Committee, Management & Entrepreneurship Department, Ivy College of Business, Iowa State University, March 2024–Present

Faculty Advisor, Drake Student HR Association, September 2020–December 2021

- Led the relaunch of the association after a period of inactivity.
- Advised student leaders in their efforts to grow membership and coordinate professional development opportunities.

Faculty technology skill development, Drake College of Business, Summer 2020

- Supported colleagues in the conversion from face-to-face to hybrid/online instruction.

Bookstore Committee, Grand View University, 2018–2020

- Served as a faculty representative to advise the Director of Bookstore and Campus Services.

Continuous Improvement (Lean) Facilitator/Trainer, Iowa Department of Management, December 2018–April 2020

- Conducted training on Lean process improvement techniques for employees from various departments of state government.
- Facilitated events for cross-functional teams to improve processes.

### **Volunteer Service**

Managing Director, Early Childhood Music + Movement Association, Sep 2022–Aug 2023

- Supporting the board of directors during a tumultuous period for the organization; early turnover of the president, reducing membership, and financial struggle.
- Developed, deployed, and analyzed a survey of current and former members to learn about their recent experience and desires for the future.
- Performing administrative work for the association including website and member database management, certification program, journal coordination, and newsletters.

Co-Director of Military Engagement, Project Management Institute - Central Iowa Chapter, January 2017–August 2019

- Developed and launched a program to help military service members earn certifications and transition to project management careers.

### **Membership**

Academy of Management, and Midwest Academy of Management

- Presented a learning activity as part of a professional development workshop in 2023.
- Attended AOM 2020 and 2021 virtually, and AOM 2022 and 2024 live.
- Accepted to the doctoral student consortium at the Midwest AOM 2022 and 2024.
- Attended and presented at the Midwest AOM 2022 conference.

American Educational Research Association

- Attended annual conference 2021 and 2022 virtually.

Association of Talent Development (ATD), and Central Iowa Chapter

- Presented at Central Iowa's Professional Development Day in 2019.
- Presented at Central Iowa's ATDU for non-profits in 2019.

Center for Evidence-Based Management (CEBMA)

- Teaching member

#### Management and Organizational Behavior Teaching Society

- Joined in December 2022.

#### Society for Human Resource Management (SHRM), and Central Iowa Chapter

- Presented at the Iowa SHRM State Conference in 2020 (virtually) and 2021 (in-person).
- Presented at the Iowa SHRM State Conference in 2022 with four undergraduate students.
- Supervised a team of three undergraduate students who presented at the Iowa SHRM State Conference in 2023.

#### Society for People Analytics (SPA)

- Founding member in August 2024

#### Team-Based Learning Collaborative

- Joined in November 2022 as an institutional member of Iowa State University.

### **Awards**

Assistant Term Faculty Achievement in Teaching Award, Ivy College of Business, Iowa State University 2024

Iowa State University's Miller Faculty Fellowship Award, \$6,755 2024  
Using 'Friday Night in the ER', an Experiential Learning Game, to Teach System Thinking in Healthcare Management Classes  
Collaborator with Natallia Gray, John Meyer, and Manjot Bhussar

Ivy Student Council Teacher of the Month, February (nominated, not awarded) 2024  
Ivy College of Business, Iowa State University

Term Faculty Professional Development Funds, \$1,000 (\$500 from Provost's Office, \$500 from department), Iowa State University 2023

### **Practitioner Experience**

#### Optimization Consultant and Facilitator, Creative Solutions Group, March 2021–March 2022

- Conducted discovery with clients to identify optimization opportunities.
- Facilitated learning in process improvement, and team development.
- Led new website and member database configuration and implementation for two non-profit associations.

#### Senior Training Manager, Iowa National Guard, September 2019–April 2020

- Managed the job skill certification and professional development of 1,700 members in 15 cities across Iowa to achieve 90% or higher rating in technical skills and leader development certification.

#### Senior Logistics Manager, Iowa National Guard, July 2017–August 2019

- Managed inventory control and fleet maintenance of capital equipment worth \$72M in nine sites in Iowa.

Organizational Development Manager, Iowa National Guard, September 2012–July 2017

- Managed key performance metrics in organizations of 80 to 200 members with three to six direct reports and four to five business unit managers.
- Achieved 96% retention in 2017 and less than 5% turnover for 26 consecutive months.
- Earned the National Guard Superior Unit Award and Iowa’s Outstanding Unit for 2016.

Training & Development Manager, Iowa National Guard, September 2011–September 2012

- Managed training and development of 160 members in three locations to improve individual proficiency, leader development, and collective performance.
- Coordinated external training opportunities including registration, travel, and payroll transactions to sustain 90% qualification by technical specialties and professional development levels.

Logistics Manager, Iowa National Guard, October 2008–September 2011

- Managed inventory control and fleet maintenance of capital equipment worth \$22M in two sites in Iowa.

Human Resources Manager, Iowa National Guard, August 2005–October 2008

- Planned and directed HR functions of an organization of 160 personnel at three sites across Iowa, while supervising three HR Specialists.
- Focused efforts on periodic stay surveys, exit surveys, and career counseling to improve organizational culture, engagement, and retention.

Human Resources Specialist, Iowa National Guard, February 2001–July 2005

- Supported organizations of 100 to 500 personnel, performing a variety of HR tasks including recruiting, onboarding, appraisals, recognition, promotions, disciplinary actions, retention, payroll and benefits administration, HRIS and personnel records.

### **Professional Certifications**

American Management Association – Certified Professional in Management (AMA-CPM), 2024

Society for Human Resource Management – Certified Professional (SHRM-CP), February 2023

Extreme Facilitation, Aveva Partners, June 2021

- Designing and delivering facilitated experiences for individual and collective learning.

Talent Optimization Consultant, The Predictive Index, May 2021

- Using behavioral assessments to design teams, hire and inspire staff, and improve engagement in organizations.

Lean Six Sigma Green Belt, Iowa Quality Center, April 2020

- Identifying problems, collecting data, conducting root cause analysis, and facilitating process improvement projects.

Demonstrated Senior Logistician, The International Society of Logistics, 2017

- Awarded based on documented experience and performance in logistics.

### **Refereed Professional Conference Presentations**

*Unmask, Apply, and Get Onboarding*, October 2022.

Presented at the Iowa SHRM State Conference, Coralville, IA with four undergraduate HR students.

Shared the 5 C's of onboarding (by Talya Bauer), making onboarding thorough and organized, tailoring to the positions and places of work, making it a personal experience, and measuring and improving the onboarding process with Lean.

*Aligning Talent and Strategy*, October 2021.

Presented at the Iowa SHRM State Conference, Des Moines, IA.

Importance of talent and strategy alignment, participating in strategic planning, and hiring the right talent to execute the strategy.

*Make Measurements Matter*, May 2021.

Presented at Iowa's Performance Excellence Conference, Virtually.

Defining performance measurements, identifying common problems, and making measurements matter by measuring the right things, in the right way, and doing the right thing with results.

*Get a Seat at the Strategy Table*, October 2020.

Presented at the Iowa SHRM State Conference, Virtual/On-demand.

Introduction to strategic planning and the role of HR, the think-plan-do-assess cycle, the 4 Ps of HR information collection, and ability-motivation-opportunity model.

*Lead Change Without Losing Your Mind*, March 2019, October 2019, November 2019.

Presented at: Leadership NOW Annual Regional Conference, Ottumwa, IA; Iowa Lean Consortium Fall Conference, Des Moines, IA; Association for Talent Development - Central Iowa Chapter's ATDU for Non-profits, Des Moines, IA.

Discussion of the need for change leadership and management, common errors in change initiatives, stages of change, and influencing others without burning out.

*Training on a Time Budget*, February 2019.

Presented at Association for Talent Development - Central Iowa Chapter Professional Development Day, Des Moines, IA.

Making the most with the limited training time available in organizations by focusing on supporting the strategic plan, segmenting learners, and seven techniques to design and deliver impactful learning.

*Effective Leadership Starts With You*, November 2018.

Presented at Leadership NOW Annual Regional Conference, Ottumwa, IA.

A multi-domain leadership model created during my master's degree; includes self-leadership, leading others, and leading organizations.

*Lean on Your Team: How to Introduce Lean When You're Not the Boss*, Aug. and Oct. 2018.

Presented at: Iowa Lean Consortium Fall Conference, Des Moines, IA; Iowa Lean Consortium Lean Government Exchange, Des Moines, IA.

Shared a personal experience with implementing Lean practices in an organization; focused on setting the example, using common language, consolidating small wins, and re-examining the customer and value.