Name: Kevin Kramer

**Job Title and Company:** Vice President, Human Resources
Tower Federal Credit Union

**About my company:** Tower is the largest credit union in Maryland with over $2.60 billion in assets and serving over 131,000 members worldwide.

**Job responsibilities:** I lead the Human Resources and Organization Development function, and have ultimate responsibility for HR policy, Staffing, Employee Relations, Compensation and Benefits, Training, and Organization Development services. In 2014 and 2015, my team will focus on enhancing Tower's staffing for professional positions, as well as improving our pre-hire assessment process for Service Representatives and Loan Underwriters. I also oversee management of Executive Compensation, Healthcare Reform compliance, and Pension Retirement plans, which have become interesting, due to the executive attention that these areas receive.

**My specific I-O interests:** HR analytics, HR benchmarking, workforce survey research, organization design. I seek to understand (and implement) the factors that drive human performance in organizations.

**What I like best about my job:** Helping our people and managers improve their HR processes and workforce performance, which directly improves Tower’s performance and helps our people do their jobs better.

**Some of the challenges of my job:** Doing more with less. Hiring and developing people with rare skill sets. Changing HR regulations and legal requirements.

**My career path/job history:** I feel privileged to have reached the top HR executive position in my company. This top HR role is not commonly held by I-O Psychologists, however there is a small group of I-Os who hold this position in different companies. If you are interested, the key to reaching this level is to embrace and learn the rest of HR vs. maintaining a highly specialized I-O focus. This broader path is not for everyone, but for some I-Os, leading HR overall can be very enjoyable and rewarding.

**My advice to future I-O psychologists:** Accept stretch assignments in other parts of HR as part of your career development. Be willing to work in broader areas of human capital, HR strategy, and HR operations, which are beyond the traditional focus of I-O training.

**Why I-O psychology matters:** I-O psychology provides excellent analytical methods, and we can offer a “business toolkit” of human capital principles to help organizations solve their most complex workforce challenges and improve business performance.

---

Read the entire series at [www.siop.org/psychatwork.aspx](http://www.siop.org/psychatwork.aspx)!