

VITA

Richard W. Beatty

2004

PERSONAL

OFFICE:

Rutgers University
School of Management and Labor Relations
Levin Building, Rockafeller Road, PO Box
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EDUCATION

School attended	Degree	Fields of Study
Washington University St. Louis, MO	9/67-1/71 Ph.D	Industrial Psychology, Social Psychology, and Organizational Behavior
Emory University Atlanta, GA	9/64-6/66 M.B.A.	Human Resource Management
Hanover College Hanover, IN	9/60-6/64 B.A.	Biology and Genetics

FELLOWSHIPS AND AWARDS

John R. Stockham Fellowship in Industrial Relations (Washington University)
Givens Doctoral Fellow (Washington University)
Candler Graduate Fellow (Emory University)
Teaching Fellow (Washington University)
U.S. Civil Service Commission Summer Research Fellow
Beta Gamma Sigma
Alpha Iota Delta
Sigma Iota Epsilon
Accredited Personnel Diplomat in Personnel Research (by the American Society for Personnel Administration)
"Personnel Administrator of the Year," award from the Colorado Soc. for Personnel Administration, 1977
Book Award, American Society for Personnel Administration, for *Personnel Administration: An Experiential/Skill-Building Approach*, (with Craig E. Schneier), Addison-Wesley, 1977.
B. von Haller Gilmer Award, Virginia Polytechnic Institute, Runner-up 1981.
Arbitrator in compensation disputes between AT&T and Communication Workers of America.
Program Chairman, Personnel Human Resources Division, Academy of Management, 1982.
Chair, Personnel Human Resources Division, Academy of Management, 1983.
Best Strategy/Policy Paper. Pan-Pacific Conference, 1984 for "A Cross-Cultural Comparison of Decision Making Policies in Compensation Administration."
George A. Ball Distinguished Professor of Business Administration (Ball State University) 1982-1983.
Workshop Leader, Society for Industrial & Organizational Psychology on "Building a Performance Culture," Chicago, 1986.
Workshop Leader, Society for Industrial & Organizational Psychology on "Implementing Performance Appraisal Systems," Atlanta, 1987.
Workshop Leader, Society for Industrial & Organizational Psychology on "Measuring Organizational Change," 1993.
Best Paper Award, Biennial Research Symposium, Human Resource Planning Society, 1991.
Best Paper Award, Biennial Research Symposium, Human Resource Planning Society, 1992.

FOUNDATION/FUNDING BOARDS

SHRM Foundation Board Member, Society for Human Resource Management. 1985-1994.
American Compensation Association Research Foundation Board Member. 1986-88
Executive Board, Personnel/Human Resources Division, Academy of Management, 1980-83.
Advisory Board, Consortium on Alternative Reward Systems, 1990-Present.
President, Society for Human Resource Management Foundation, 1991-1994.
Grant Proposal Reviewer, National Science Foundation (NSF).

EDITORSHIPS/EDITORIAL BOARDS

Editor, Series in Personnel/Human Resources, South-Western Publishing Company (formerly Kent Publishing Company, Division of Wadsworth Publishing).
Issue Editor, Strategic Performance Management, *Human Resource Planning*, Summer, 1989.
Editorial Board, *Academy of Management Review*, 1982-1984.
Editorial Board, *Human Resource Planning Journal*, 1988-1990
Editorial Board, *Journal of High Technology Management*, 1989-Present.
Editorial Board, *Human Resource Management*, 1991-Present.
Associate Editor, *Human Resource Management*, 1995-Present.
Senior Professional in Human Resources (SPHR) Accreditation Advisor Editor, Society for Human Resource Management (SHRM)
Occasional Reviewer: *Academy of Management Journal*, *Journal of Management*, *National Science Foundation*, *Organizational Behavior Management*, *Industrial and Labor Relations Review*.
Editorial Advisory Board, *HR Innovator*, 2003-

ACTIVE PROFESSIONAL ASSOCIATION MEMBERSHIPS

American Psychological Association (Member, Division 14, Industrial and Organizational Psychology)
Academy of Management (Member, Personnel/Human Resources, Organizational Behavior, Organizational Development Divisions)
Society for Human Resource Management
International Personnel Management Association
American Compensation Association
Human Resources Planning Society
Association of Human Resource Systems Professionals
Society for Industrial and Organizational Psychology

INVITED LECTURES AND EXECUTIVE DEVELOPMENT TEACHING FACULTY EXPERIENCE (Selected List)

General Electric Corporation	Chemical Bank
University of Colorado	Malaysian Institute of Management
Singapore Institute of Management	Mountain States Employers Council
New Zealand Dairy Quality Board	Human Resource Executive Magazine
American Compensation Association	American Productivity & Quality Center
American Management Association	Meridian Bank
Society for Human Resource Management	Institute for International Research
Trinova Corporation	J.I. Case & Company
Michcon Corporation	University of Michigan
University of Pittsburgh	Rutgers University
Libbey-Owens-Ford	Whirlpool
Northern Illinois University	Chase Bank
Wharton School, University of Pennsylvania	

GRANTS

Department of Health, Education, and Welfare, Title I Grant, "Supervisory Development for Black Workers," 1969-1970, \$16,800.

Danforth Foundation supplemental grant for, "Supervisory Development for Black Workers," 1969-1970, \$15,000.

University of Missouri Research Fellowship, 1971, \$3,200.

Summer Research Initiation Fellowship, University of Colorado, "Hiring Practices and Entry-level Jobs: A Study of Skills Related to the Job Performance of the Disadvantaged," Summer, 1972, \$2,850.

Small Business Administration, Small Business Institute Grant to establish student counseling teams with small businesses in the Metro Denver area, 1971-1979, \$186,000.

Committee on Research and Creative Work, University of Colorado, "Racial Differences in the Evaluation of Black and White First-Level Supervisors," 1974-1975, \$4,100.

Institute for Administrative Research, Nutley, New Jersey, "A Longitudinal Comparison of Traditional and Expectancy Models in Nursing Turnover," 1976, \$750.

University of Colorado Bureau of Business Research, "The Effects of Rater Differences on Error and Accuracy in Performance Rating," 1981, \$700.

Committee on Research, Ball State University, "Indiana's Unemployed: A Field Study of Outplacement Efforts and Job Search Behavior," Research Support Grant, 1983, principal director, \$1,800.

American Compensation Association, "Forecasting the Competencies of Compensation Professionals," 1990-1991, \$75,000.

New Jersey Human Resource Planning Group, "Reengineering: A Survey of New Jersey Practices, 1993, \$4,000.

Human Resource Planning Society, "The Content, Context, and Consequences of High Performance Work Systems," 1994-95, \$53,100.

PUBLICATIONS — ARTICLES

- 1971: "First and Second Level Supervision and the Job Performance of the Hard-Core Unemployed," Proceedings of the 79th Annual Convention of the American Psychological Association. Washington, D.C., 1971.
- 1972: "Training the Hard-Core Unemployed through Positive Reinforcement," Human Resource Management, Vol. II, No. 4 (Winter, 1972).
- "Selecting and Training Minority Personnel for Entry-Level Jobs: Some Second Thoughts," Colorado Business Review, Vol. XLV, No. 9 (September 1972).
- 1973: "Reducing the Welfare Rolls through Employment: The Changes Required in Society, Organizations and Individuals," (with Craig E. Schneier), The Forensic Quarterly, Vol. 46, No. 3 (August 1973).
- "Robert Morton," Intercollegiate Case Clearing House, Case #9 473 499), Harvard University, Cambridge, Massachusetts, 1973. Reprinted in *The Personnel Management Process: Cases in Human Resources Administration*, (Revised Edition), French, Dittrich and Zawacki (Editors), Houghton-Mifflin (1982).
- "Personnel Systems and Human Performance," *Personnel Journal*, Vol. 52, No. 4 (April 1973).
- "Blacks as Supervisors: A Study of Training, Job Performance and Employers' Expectations," *Academy of Management Journal*, Vol. 16, No. 2 (June 1973). Reprinted in *Readings in Minority Group Relations* (Edited by David Ford), University Associates, 1975.
- "Management in the Future: How Different?" (with Thomas E. Hendrick, Edward J. Morrison, George H. Johnson, and Cyril P. Morgan), *Academy of Management Proceedings* (August 1973).
- "The Effect of Basic Education, Job Skill, and Self-Esteem on the Job Success of the Hard Core Unemployed: A Longitudinal Study," *Proceedings of the 81st Annual Convention of the American Psychological Association*, Montreal, Quebec (1973).
- 1974: "Supervisor Behavior Related to Hard-Core Unemployed Job Success over a Two-Year Period," *Journal of Applied Psychology*, Vol. 57, No. 1 (February 1974).
- "Communications Challenge: Today's College Generation," (with Cyril P. Morgan), *The Personnel Administrator*, Vol. 19, No. 4 (June 1974).
- "Organizational Diagnosis: New Fad or New Technology in Management Consulting," (with Cyril P. Morgan and Craig E. Schneier), *Academy of Management Proceedings*, (August 1984). Reprinted in *The Academic/ Consultant Connections*, Robert Wright and George Gore (Editors), Kendall/Hunt, 1979.

- "Organizational Considerations in Applying Job Enrichment," (with Cyril P. Morgan), *Colorado Business Review*, Vol. XLVII, No. 9 (September 1974).
- "Simulation in Personnel Administration," in *Simulations, Games and Experiential Learning Techniques*, University of Oklahoma Press, 1974.
- 1975: "A Two-Year Study of the Effect of Basic Education, Job Skill, and Self-Esteem with Job Success of the Hard-Core Unemployed," *Personnel Psychology*, Vol. 28, No. 2 (Summer 1975).
- "Westhills," Intercollegiate Case Clearing House, (Case #9 475 762), Harvard University, Cambridge, Massachusetts, 1975.
- "A Case for Positive Reinforcement," (with Craig E. Schneier), *Business Horizons*, Vol. XVIII, No. 2 (March 1975). Reprinted in *Organizational Design, Development and Behavior*, Karl O. Magnusen (Editor), Scott Foresman, (1977); in *Behavioral Concepts in Management*, (3rd Edition), David R. Hampton (Editor), Wadsworth (1978); in *Fundamentals of Management*, (3rd Edition), James H. Donnelly, Jr., James C. Gibson, John M. Ivancevich (editors), Business Publications, Inc. (1978).
- "Longitudinal Study of Absenteeism among Hard-Core Unemployed," (with James R. Beatty), *Psychological Reports*, Vol. 36, No. 4 (April 1975).
- "An Analysis of the Factors Contributing to Nursing Turnover," (with W. Anthony Kulisch), *Academy of Management Proceedings*, (August 1975).
- "Motivation through Positive Reinforcement: an Exercise Designed to Facilitate Student Understanding and Use of Behavior Modification in Management," (with Craig E. Schneier), *Proceedings of the Mountain-Plains Management Conference* (October 1975).
- "Influence of Labor Force and Job Design on Productivity," (with Cyril P. Morgan), *The Personnel Administrator*, Vol. 20, No. 4 (September 1975).
- "Research on the Use of Simulations and Games: Defining the Criterion and Identifying Independent and Moderate Variables," (with Craig E. Schneier) *North American Simulation and Gaming Association Conference* (October 1975).
- "Using a Set of Interdependent Simulations in the Business Curriculum: an Example from Personnel Administration," (with Craig E. Schneier) *North American Simulation and Gaming Association Conference* (October 1975).
- 1976: "Information Relevant to the Task in Risky Shift Phenomenon," *Academy of Management Journal*, Vol. 19, No. 3 (September 1976).
- "Developing the MBO Action Plan: The Use of Behaviorally Anchored Rating Scales (BARS)," *Management-by-Objectives*, 1976.
- "Developing Better Managers in Times of Economic Decline," *Human Resource Management*, Vol. 15, No. 4 (Winter 1976).
- "Teaching Equal Employment Opportunity in Personnel Administration: an Experiential Approach," *Proceedings of the Association for Business Simulation and Experiential Learning*, 1976.
- "Human Resource Planning and Forecasting: A Simulation in Personnel Administration," *Proceedings of the North American Simulation and Gaming Conference*, 1976.
- "Performance Appraisal in Organizations: an Empirical Study of the Effects of Rater's Level in the Hierarchy," (with Craig E. Schneier), *Proceedings of the Eastern Division of the Academy of Management* (April 1976).
- 1977: "An Empirical Investigation of Perceptions of Ratee Behavior Frequency and Ratee Behavior Change Using Behavioral Expectations Scales," (with Craig E. Schneier and James R. Beatty), *Personnel Psychology*, Vol. 30, No. 4 (Winter 1977).
- "Incentive Systems and Tasks Types as Intervention Targets," (with Earl Vinson and W. Anthony Kulisch), *Academy of Management Proceedings*, 1977.
- "Predicting Participants' Performance and Reactions in an Experiential Learning Setting: An Empirical Investigation," (with Craig E. Schneier), *Proceedings of the Association for Business Simulation and Experiential Learning*, 1977.
- "Building Management Skills through Problem Solving," (with W. Anthony Kulisch), *Proceedings of the Association for Business Simulation and Experiential Learning*, 1977.
- "Methodological Issues Related to Determination of Related Internal Labor Supplies," discussion of invited paper by Marvin D. Dunnette, "Task and Job Taxonomies as a Basis for

- Evaluating Employment Qualifications," *Proceedings of Affirmative Action Planning Concepts*, Cornell University, (November 1977).
- "Desarrollor de Habilidades para la Efectividad Directiva en Epocas di Crises Economica," *Business by Objectives*, September 1977.
- "Better Health Care Delivery through Improved Personnel Systems," *Health Services Management Journal*, Vol. 2, No. 3 (April 1977).
- 1978: "Influence of Role Prescriptions on the Performance Appraisal Process," (with Craig E. Schneier), *Academy of Management Journal* (March, 1978).
- "Measuring Human Performance in Organizations: An Empirical Comparison of the Psychometric Properties and Operational Utility of Two Types of Criterion Content," (with Craig E. Schneier), *Academy of Management Proceedings*, (1978).
- "Evaluating Faculty Performance: An Empirical Investigation of Functions Affecting Faculty Ratings and Student Satisfaction Using Alternative Rating Formats," (with Robert W. Eder, Timothy J. Keaveny, Anthony F. McGann), *Academy of Management Proceedings*, (1978).
- "A Laboratory Re-examination of the Effects of Goals Setting on Group Performance," (with W. Anthony Kulisch and Earl Vinson), *Proceedings of the Southern Management Association* (1978).
- "Research Needs of PAIR Professionals in the Near Future," *The Personnel Administrator*, (September 1978).
- 1979: "Integrating Behaviorally-Based and Effectiveness-Based methods," (with Craig Eric Schneier), first of a three-part series in *The Personnel Administrator*, (July 1979). Reprinted in *Readings in Personnel and Human Resource Management, (2nd Edition)*, Randall S. Schuler and Stuart A. Youngblood (editors), West Publishing Co. 1984.
- "Developing Behaviorally-Anchored Rating Scales (BARS)," (with Craig Eric Schneier), second of a three-part series in *The Personnel Administrator*, (August 1979).
- "Developing Effectiveness-Based Performance Appraisals (MBO)," (with Craig Eric Schneier), third of a three-part series in *The Personnel Administrator*, (September 1979).
- "Effects of Fear Appeals upon Behavioral Intentions toward Energy Consumption: A Replication," (with Nancy H. Wascoe), *Proceedings of the Midwest Academy of Management*, 1979.
- "Evaluating Faculty Performance in the Context of the Uniform Guidelines on Employee Selection," (with H. John Bernardin), *Academy of Management Proceedings*, 1979.
- "Effects of Knowledge of Results and Goal Setting Under Varying Incentive Systems on Work Group Productivity," (with W. Anthony Kulisch), *Western Academy of Management Meetings*, 1979.
- "Police Performance Measurement: Legal Considerations," (with M. Buckley, H.J. Bernardin, and R. Cardy), *Proceedings of Southeastern Psychological Association*, 1979.
- 1980: "A Consideration of the New Uniform Guidelines on Employee Selection Procedures in the Context of University Personnel Decision," (with H. John Bernardin and Wallace Jensen), *Personnel Psychology*, Vol. 33, No. 2, (Summer, 1980).
- "Increasing Student Learning Rates Through Behavior Modification," *Exchange: The Journal of Teaching Organizational Behavior*, (Spring, 1980).
- 1981: "Making Organizations Humane and Productive for Minorities," (with Madison W. Holloway and Craig Eric Schneier), in H. Meltzer and W. Nord (Editors), *Making Organizations Humane and Productive: A Handbook for Practitioners*, John Wiley and Sons, 1981.
- "Effects of Sex in the Ratings of Male and Female Managers: A Field of Study," (with W. Anthony Kulisch and Earl Vinson), *Proceedings of the Western Division of the American Institute of Decision Sciences*, 1981.
- "Determining Internal Labor Supply Requirements for Promotion to First-Level Supervisory Position," (with Robert W. Eder and James R. Beatty), *Proceedings of the Midwest Division of the Academy of Management*, 1981.
- "Costing Human Resources: Ammunition for Defending the Productivity of Human Resources in Organizations," (with Robert W. Eder), Presented to The Western Division of the Academy of Management, 1981.

- "Job Evaluation and Discrimination: Current Status, Productivity Implications, and Research News," (with Robert W. Eder and James R. Beatty), Presented to the Western Division of the Academy of Management, 1981.
- "The Identification of Internal Labor Supplies," (with S. C. Coleman and Robert W. Eder). Selected as academic paper presented to the Annual Meeting of the Human Resource Planning Society, 1981.
- "Symposium on Comparable Worth." Presented to the American Psychological Association, 1981 (session chairperson).
- 1982: "Job Analysis and Performance Appraisal," in *The Performance Appraisal Sourcebook*, (L. Baird, editor), Human Resource Development Press, 1982, contributed chapter.
- "The Effects of Goal Setting Systems, Task Types, and Reward Structures on Group Performance," (with W. Anthony Kulisch and Robert Pfaffenberger), *Proceedings of the Western Division of the American Institute of Decision Sciences*, 1982.
- "The Energy Industry: Human Resource Forecasting and Internal Labor Supply Identification in a Turbulent Economy." (with C.S. Coleman), *Proceedings of the Mountain-Plains Management Conference*, 1982.
- "Jack Early's Problem," *The Personnel Management Process: Cases on Human Resource Administration*, (W. French, J. Dittrich, and R. Zawacki, editors, Revised Edition), 1982, contributed case.
- 1983: "A Comparison of United States and Japanese Perceptions of Equity in the Employment Exchange." (with James R. Beatty, Alan E. Omens, and Moulay-Edirss Kheidri, Jr.), *Journal of Labor Problems*, No. 17, 1983.
- "Racial Differences in the Evaluation of Black and White First-Level Supervisors," (with W. Anthony Kulisch) Paper presented to the Western Division of the Academy of Management, 1983.
- "Comparable Worth: Legal, Economic, and Research Issues," *Women in the Work Force*, H. John Bernardin, Editor, Praeger Press, 1983. Runner up B. von Haller Gilmer Award, Virginia Polytechnic and State University.
- "An Empirical Investigation of the Impact of Rater Training on Rater Error and Accuracy," (with Mark Spool) Paper presented to the Western Division of the Academy of Management, 1983.
- 1984: "Achieving Legally Acceptable Performance Appraisals," (with Craig Eric Schneider) in *Public Personnel Update* (Michael Cohen and Robert Golemkiwski, Editors), Marcel Dekker, Inc., Publishers, 1984.
- "A Cross-Cultural Comparison of Decision Making Policies in Compensation Administration: The United States vs. Japan". *Proceedings Pan-Pacific Conference*, Singapore, 1984.
- "The Influence of Rater and Ratee Race in the Evaluation of Subordinate Managers: A Field Study," (with W. Anthony Kulisch) *Proceedings of the Western Division of the American Institute for Decision Sciences*, 1984.
- 1985: "Problems with Job Evaluation Systems," in *Comparable Worth and Wage Discrimination*. Helen Remick, editor, Temple University Press, 1985.
- 1986: "Designing and Implementing a Successful Performance Appraisal System: Develop Solutions to Managers' Problems, Not Formats, Part I," (with Craig Eric Schneider). *Training and Development Journal*, April, 1986.
- "Designing and Implementing a Successful Performance Appraisal System: Develop Solutions to Managers' Problems, Not Formats, Part II," (with Craig Eric Schneider). *Training and Development Journal*, May, 1986.
- "A Cross-Cultural Comparison of Decision-Making Policies In Compensation Administration: The United States vs. Japan." *Proceedings of the Eastern Academy of Management*, 1986.
- "Managing Human Assets" by Beer, Spector, Lawrence, Mills, and Walton. (Book Review) in *Industrial And Labor Relations Review*, Vol. 2, 1986.
- 1987: "An Assessment of the Seriousness of the Criterion Contamination Problem in Assessment Center Research" *Journal of Business and Psychology*, Vol. 2, No. 4.

- "Executive Development" (with Craig Eric Schneier & Glenn M. McEvoy) in *Research in Personnel and Human Resource Management*, Vol. IV, Kendrith Rowland & Gerald Ferris, eds., JAI Press, 1987.
- "Can Subordinate Appraisals Enhance Managerial Productivity?" (with H. John Bernardin) *Sloan Management Review*, Summer, 1987.
- "Job Evaluation," in *Performance Assessment: Methods and Applications* (Ron Berk, editor) Baltimore, MD: Johns Hopkins University Press, 1987.
- "Experiential Exercises for Personnel Administration" by Robert H. Howard. (Book Review) in *Industrial and Labor Relations Review*, Vol. 40, No. 3, April, 1987.
- "Strategic Performance Appraisal Issues" (with Craig E. Schneier) in *Readings in Personnel Administration*, (R. Schuler and S. Youngblood, Editors), West Publishing Company, 1987.
- "Environmental Scanning: Strategic and Functional Approaches" (with Charles H. Fay). *Creating the Competitive Edge through Human Resource Applications* (Richard J. Niehaus and Karl F. Price, eds.) Plenum Press, New York, 1987 pp. 9-16.
- 1988: "United States vs. Japanese Managers: A Cross-Cultural Comparison of Decision-Making Policies in Compensation Administration," (with James R. Beatty and Joseph T. McCune). *Journal of Management*.
- "Downsizing: The Human Resource Manager's Perspective" (with Ray Montagno and Joseph McCune), *Human Resource Management*, funded by Ball State University.
- "What Performance Management Can Do for Total Quality Improvement" (with Craig Eric Schneier and Lloyd E. Baird), *Quality Progress*, 1988.
- "Human Resource Planning and Staffing" (with S. C. Coleman and C. E. Schneier), *The Job Analysis Handbook for Business and Industry, and Government*, (Sidney Gael, editor) John Wiley & Sons, 1988.
- "How Would Subordinates Rate You?" (with H. John Bernardin) *Best of Business Quarterly*. 1988.
- Book Review: "Making Your Career Transition into External HRD Consulting." *Career Planning and Adult Development Journal*, Vol. 4, No. 3, Fall 1988, 21-23.
- 1989: "Assessment Centers and Subordinate Appraisals of Managers: A seven-year examination of predictive validity" (with Glenn M. McEvoy) in *Personnel Psychology*, 1989.
- "Competitive Human Resource Advantage through Strategic Performance Management." *Human Resource Planning Journal*, Vol. 12, No. 3, 1989.
- "Leveraging Labor," *Computers in Personnel*, Vol. 3, No. 4, 1989.
- "Organizational Life Cycles and Competitive Human Resource Advantage." *Information Strategy: The Executive's Journal*, Fall 1989.
- 1990: "Strategic Performance Management" (with Craig E. Schneier and Douglas Shaw) in *Applying Psychology in Business*, Brian Steffy (Ed.) Boston, MA: Lexington Books, 1990.
- "Initiating Change in Manufacturing Organizations: (with David O. Ulrich) *Proceedings of the High Technology Management Conference*, 1990.
- "Organization Structure and Human Resource Systems as Key Levers in GE's Cultural Revolution." in D. Ulrich, T. Jick, and L. Schlesinger (Eds.), *Launching and Leading the Boundaryless Organization*. Fairfield, CT: GE, 1990.
- "Executing Strategy: The New Battleground in Business Competition," *Human Resource Strategies for the Nineties: A Basis for Competitive Strategy*, edited by C. E. Schneier, NY: AMACOM, 1990.
- 1991: "Re-energizing the Mature Organization," (with David O. Ulrich) in *Organizational Dynamics*, 1991.
- "Why Measure the CEO's Performance?" *Proceedings, Human Resource Planning Society Research Symposium*, Newport, RI, 1991 (with C. E. Schneier and D. G. Shaw). Best Paper Award, Biennial Research Symposium.
- "New Paradigms in Performance Management and Measurement," *Proceedings, Society for Human Resource Management*, 1991 (with Craig Eric Schneier).
- "Organization Redesign in Manufacturing: Moving to a Customer-Driven, Process-Focused Organization Structure," *Proceedings, Association for Management and Organization*

- Design, Annual Conference*, Boston, MA, 1991 (with C. E. Schneier and D. G. Shaw), Human Resource Planning Society.
- 1992: "Performance Appraisal" in the *Encyclopedia of Career Decision & Work Issues* (L.K. Jones, Ed.), 1992.
- "The Competency Requirements of Compensation Professionals, 1995-2000," American Compensation Association, 1992.
- 1993: "Performance Measurement and Management: A New Tool for Strategy Execution," *Human Resource Management*, (with C.E. Schneier & D. Shaw), Vol. 31, Winter, 1993.
- "Improving White-Collar Productivity: Quick Fix or Lasting Change? *Proceedings, Human Resource Planning Society Research Symposium*, Newport, RI, 1993 (with C. E. Schneier and D. G. Shaw). *Best Paper Award, Biennial Research Symposium*.
- "360 Degree Appraisal: A New Source of Competitive Advantage," *Human Resource Management*, Vol. 32 (2&3), Summer/Fall, 1993
- 1994: "Companies' Attempts to Improve Performance While Containing Costs: Quick vs. Lasting Change," (with C.E. Schneier and D. Shaw), *Human Resource Planning Journal*, Vol. 15, Spring, 1994. (Best Paper Award, Human Resource Planning Society).
- 1995: "Developmental Pay," in *Enhancing Human Resource Effectiveness*, H. Risher and C. Fay (Eds.), Jossey-Bass, 1995.
- "Training the Hard Core Unemployed," presented to the American Psychological Association, New York City, 1995.
- "Making Culture Change Happen and Making It Last: Using Structure, Systems and Skills as Change Levers," with C.E. Schneier, in L.A. Berger (ed.), *Handbook of Culture Change* (Business One/Irwin).
- "Competitive Human Resource Advantage Through the Strategic Management of Performance," in: *Advances in the Practice, Theory, and Research of Strategic Human Resource Management* (ed. J. B. Miner & D.P. Crane). HarperCollins.
- 1997: "New HR Roles to Impact Organizational Performance: From Partners to Players," (with C.E. Schneier), *Human Resource Management Journal*. Vol. 36(1), 19-37. (Special Issue ed. Michael Losey).
- 1998: "An Empirical Study of the Design and Impact of High Performance Work Systems," (with C.E. Schneier, D.O. Ulrich & A. Varma), *Human Resource Planning*.
- "HR's Next Challenge: Building and Retaining Intellectual Capital," (with J. R. Beatty and D.J. O'Neill), *Employment Relations Today*. Autumn, 1998, 33-48.
- 2000: "Firm Responses to the 'War for Talent': Executive, Technical, and Entry Level Positions," (with A. Varma), Richmond Events.
- "Assessing the Value of the Individual," (with C. E. Schneier), in *The Executive Handbook on Compensation: Linking Strategic Rewards to Business Performance*, ed. C. H. Fay, M.A. Thompson & D. Knight, Free Press. pp. 150-163.
- 2001: "From Partners to Players: Extending the HR Playing Field," (with D. Ulrich), *Human Resource Management Journal*, Vol. 40, No. 4, Winter 2001, pp. 293-307.
- "Richmond Events Research Report," with A. Varma, C.E. Schneier, assisted by J. Gumpert and P. Barton, Richmond Events.
- "Strategic Capability: HR's Role in Building Workforce Competitiveness: A Research Report," (with C.E. Schneier), Richmond Events.
- "Review of *Business-Driven Compensation Policies: Integrating Compensation Systems to Corporate Strategies*" by Robert L. Heneman, *Human Resource Management Journal*.
- 2002: "The Role of the HR Professional in the Virtual Organization," (with D. Ulrich), in *Human Resource Management in Virtual Organizations*, ed. R. L. Heneman & D. Greenberg, *Human Resource Management in Virtual Organizations*. Information Age Publ..
- "HR as Corporate Conscience: An Emerging Role?" *The Human Resources Forum White Paper*, November 2002, 27 pp.
- 2003: "The New HR Metrics: Scoring on the Business Scorecard" (with M. A. Huselid and C. E. Schneier), *Organizational Dynamics*. Vol. 32(2).
- "HR's Role in Corporate Governance: Present and Prospective" (with J. R. Ewing and C. G. Tharp) *Human Resource Management Journal*, Fall 2003, Vol. 42, No. 3, pp. 257-269..

"Management Development," *The Blackwell Encyclopedic Dictionary of Human Resource Management*. Blackwell Publishing.

- 2004: "Workforce Strategy: A Missing Link in HR's Future Success" (with C. E. Schneier) in *The Future of HR*, ed. D. Ulrich, M. Losey, S. Meisinger, E. Conway & R. Narramore. Wiley. In press.
"360° Feedback: The Folly of Friends and Competencies," in preparation

PUBLICATIONS — BOOKS

- 1977: *Personnel Administration: An Experiential/Skill-Building Approach*, (with Craig E. Schneier), Addison-Wesley, February, 1977. Reviews appear in *The Personnel Administrator*, *Contemporary Psychology*, *Personnel Psychology — Book of the Year*, *American Society for Personnel Administration*. Over 200 College and University adoptions.
Implementor's Manual for Personnel Administration: An Experiential/Skill-Building Approach, (with Craig E. Schneier), Addison-Wesley, 1977.
- 1978: *Personnel Administration Today: Readings and Commentary*, (with Craig E. Schneier), Addison-Wesley, 1978. Reviewed in *Contemporary Psychology*, and *Personnel Psychology*.
- 1981: *Personnel Administration: An Experiential/Skill-Building Approach*, (2nd Edition). Addison-Wesley Publishing, Reading, Mass. 1981. Portions reprinted in *Career Management and the Professional: Organizational and Individual Perspectives*, Van Nostrand Reinhold Company.
Implementor's Manual to Accompany Personnel Administration: An Experiential/Skill-Building Approach (with Craig E. Schneier, Robert W. Eder, and Douglas E. Naffziger), 2nd Edition, Addison-Wesley, 1981.
- 1982: *The Performance Appraisal Sourcebook*, (with Lloyd A. Baird and Craig Eric Schneier), Human Resource Development Press, Amherst, Massachusetts, 1982.
- 1984: *Performance Appraisal in Organizations: Assessing Human Behavior at Work*, (with H. John Bernardin), Kent Publishing Company, Boston, Massachusetts, 1984.
Performance Appraisal, (with Marc J. Wallace), American Compensation Association, Scottsdale, Arizona, 1984.
- 1985: *The Human Resource Information Systems Sourcebook*, (with Raymond M. Montagnano and Daniel J. Montgomery), Human Resource Development Press, Amherst, Massachusetts, 1985. Reviewed in *Personnel Psychology*, Fall, 1986.
- 1986: *Personnel/Human Resource Management Today (Second Edition)* with Craig E. Schneier and Glenn McEvoy, Addison-Wesley Publishing, Reading, Mass., 1986.
- 1987: *The Performance Management Sourcebook*, with L. Baird, C. E. Schneier, P. Becchia) Amherst, Mass.: Human Resource Development Press, 1987.
The Productivity Sourcebook, (with H. John Bernardin and James Nickel) Amherst, Mass.: Human Resource Development Press, 1987.
- 1988: *The Strategic Human Resource Management Sourcebook*, (with L. Baird and C. E. Schneier), Amherst, Mass.: Human Resource Development Press 1988.
The Compensation Sourcebook, (with Charles E. Fay). Amherst, Mass.: Human Resource Development Press, 1988 Reviewed in *Personnel Psychology*, Fall, 1989.
- 1993: *The Strategic Human Resource Management Sourcebook*, (with L. Baird and C. E. Schneier), Amherst, Mass.: Human Resource Development Press 1993, 2d ed).
- 1994: *Reengineering the Workplace: An Annotated Bibliography*, (with C. E. Schneier), New Jersey Human Resource Planning Group, 1994.
The Training and Development Sourcebook, (with C. E. Schneier, Craig J. Russell, and L. S. Baird), Amherst, Mass.: Human Resource Development Press.
- 1996: *The Performance Measurement, Management, and Appraisal Sourcebook*, (with C. E. Schneier, D.G. Shaw, and L. Baird), Amherst, Mass.: Human Resource Development Press.
Human Resource Management: An Experiential/Skill-Building Approach, in revision for 3d edition (with Glenn M. McEvoy and Arup Varma).
High-Performance Work Systems: An Annotated Bibliography, (with C.E. Schneier & D. Ulrich), The Human Resource Planning Society, 1996.
- 2005: *The Workforce Scorecard: Human Capital and Strategy Execution* (with M. Huselid and B.

Becker). Harvard Business School Press, in press.

TECHNICAL REPORTS

- "Mexican Managerial Manpower: Assessment, Development and Effectiveness," report submitted to the Universidad Nacional Autonoma de Mexico, and the Universidad Autonoma de Guadalajara, March-April, 1973.
- "Developing Job Performance Evaluations for State and Local Governments," Technical Manual for U.S. Civil Service Commission (Region VIII), August, 1973.
- "Employment Service Workshop for the Design of a Comprehensive Local Office Management Training Package: Final Report," (with Thomas E. Hendrick), submitted to Manpower Division of the Department of Labor, October, 1973.
- "Performance Management in the Department of Education," U.S. Department of Education, 1994.

SELECTED REPRINTED WORKS

- "Blacks as Supervisors: A Study of Training, Job Performance and Employers' Expectations," *Academy of Management Journal*, Vol. 16, No. 2 (June 1973). Reprinted in *Readings in Minority Group Relations* (Edited by David Ford), University Associates, 1975.
- A Case for Positive Reinforcement. *Business Horizons*, April 1975, 18(2), 57-66. Reprinted in:
K. O. Magnusen (ed.), *Organizational Design, Development* (Glenview, IL: Scott Foresman, 1977).
J. Donnelly et al. (eds.), *Fundamentals of Management: Selected Readings* (Dallas: BPI, 1978).
D. Hampden (ed.), *Behavioral Concepts in Management*, 3rd ed. (Monterey, CA: Wadsworth, 1978)
- Organizational Diagnosis: New Fad or New Technology in Organization Development. *Proceedings of the Academy of Management Meeting*, Seattle, 1974. Reprinted in:
D. White and H.W. Vroman (eds.), *Action in Organizations*. Boston: Holbrook, 1977.
G. J. Gore and R. G. Wright (eds.), *The Academic/Consultant Connection*. Dubuque, Iowa: Kendall/Hunt, 1979.
- Performance Appraisal Objectives, Problems, and Formats. *The Personnel Administrator*, July 1979, 24(7), 65-78. Reprinted in:
L. Baird et al., *The Performance Appraisal Sourcebook*. Human Resource Development Press, 1982.
The American Red Cross. *Performance Management*. Washington, D.C., 1984.
- "Integrating Behaviorally-Based and Effectiveness-Based methods," (with Craig Eric Schneier), first of a three-part series in *The Personnel Administrator*, (July 1979). Reprinted in:
Readings in Personnel and Human Resource Management, (2nd Edition), Randall S. Schuler and Stuart A. Youngblood (editors), West Publishing Co. 1984.
- "Executive Development" (with Craig Eric Schneier and Glenn M. McEvoy) in *Research in Personnel and Human Resource Management*, Volume IV, Kendrith Rowland and Gerald Ferris, editors, JAI Press, 1987. Reprinted in:
Organizational Entry, edited by G. Ferris and K. Rowland, Greenwich, CT: JAI Press, 1990.
- "Re-energizing the Mature Organization," (with David O. Ulrich) in *Organizational Dynamics*, 1991. Reprinted in:
T.D. Jick (Ed.), *Managing Change: Cases and Concepts* (Burr Ridge, IL: Irwin), 1993.
French, Bell & Zawacki (Eds.), *Organization Development and Transformation: Managing Effective Change*, 4th ed., (Burr Ridge, IL: Irwin), 1994, pp. 575-587.

PROFESSIONAL ACTIVITIES

PROFESSIONAL MEETING PARTICIPATION

- American Psychological Association (1971), presented paper.
- American Sociological Association (1971).
- Western Division of the Academy of Management (1972), presented paper.

Rocky Mountain Psychological Association (1972), presented paper.
Mountain-Plains Psychological Association (1972), presented paper.
Intercollegiate Case Clearing House Workshop (1972), presented case.
American Institute of Decision Sciences (1973), discussant.
Western Division of the Academy of Management (1973).
Rocky Mountain Psychological Association (1973), presented paper.
Mountain-Plains Management Conference (1973).
Academy of Management (1973), presented paper and member of discussion panel.
American Psychological Association (1973), presented paper.
Association for Business Simulation and Experiential Learning (1974), presented paper.
Western Division of the Academy of Management (1974), Session Chairman; Program Co-Chairman.
Small Business Institute Workshop (1974), Session Chairman.
Academy of Management (1974), presented paper.
American Psychological Association (1974), workshop participant.
Intercollegiate Case Clearing House (1974), presented case.
Western Division of the Academy of Management (1975), presented paper.
Association for Business Simulation and Experiential Learning (1975), Session Chairman.
Small Business Institute Workshop (1975), Session Chairman.
Western Division of the American Institute of Decision Sciences (1975), discussant.
Midwestern Division of American Institute of Decision Sciences (1975), discussant.
Academy of Management (1975), presented paper.
American Psychological Association (1975), workshop participant.
Mountain-Plains Management Conference (1975), presented paper.
North American Simulation and Gaming Conference (1975), presented paper.
Western Division of the Academy of Management (1976), presented paper.
Assoc. for Business Simulation & Experiential Learning (1976), presented paper.
Eastern Division of the Academy of Management (1976), presented paper.
Academy of Management (1976), presented paper and served on discussion panel.
American Society for Personnel Administration (1976).
American Psychological Association (1976), workshop participant.
Association for Business Simulation and Experiential Learning (1977), presented papers, workshop leader, chaired session.
American Society for Personnel Administration (1977), presented student workshop.
American Psychological Association (1977), workshop participant, presented paper.
American Institute for Decision Sciences (1977), symposium chairman.
Western Division of the Academy of Management (1978), workshop leader.
Association for Business Simulation and Experiential Learning (1978), session chairman.
Academy of Management (1978), presented papers, symposium chairman.
American Psychological Association (1978), presented paper.
Mountain-Plains Management Conference (1978).
Western Division of the Academy of Management (1979), presented paper.
Midwest Division of the Academy of Management (1979), presented paper.
Southeastern Psychological Association (1979), presented paper.
Academy of Management (1979), presented paper; coordinator of Personnel/ Human Resources Division Research Roundtable.
American Psychological Association (1979), workshop participant.
American Psychological Association (1980), workshop participant.
Academy of Management (1980), coordinator, Personnel/Human Resource Division Research Roundtable.
Midwest Division of the Academy of Management (1980), presented paper.
American Society for Personnel Administration (1981).
Western Division of the Academy of Management (1981), presented two papers.
American Psychological Association (1981), session chair.
Midwest Division of the Academy of Management (1981), presented paper.
Human Resources Planning Society (1981), presented paper.
Academy of Management (1981), program chair of Personnel/Human Resources Division.

Virginia Polytechnic Institute Symposium on Applied Psychology (1981), Runner-up in B. von Haller Gilmer Competition.

Academy of Management (1982), program chair, Personnel/Human Resources Division.

American Psychological Association (1982), workshop participant.

American Compensation Association (1982), speaker.

Mountain-Plains Management Conference (1982), presented paper.

Western Division of the Academy of Management (1982).

Midwest Academy of Management (1983).

Academy of Management (1984), discussant.

Academy of Management (1986), session chair and discussant.

Eastern Division of the Academy of Management (1986), presented paper.

Academy of Management (1986), discussant.

Human Resource Systems Professionals (1986), presented paper.

Academy of Management (1987), discussant.

Human Resource Planning Society (1987), presented paper.

High Tech Management Conference (1988) presented paper.

Human Resource Planning Society (1988) workshop presenter.

American Compensation Association (1988), Productivity Forum, workshop presenter.

Academy of Management (1989), Human Resources Division reviewer.

Academy of Management (1990), Human Resources Division reviewer and session chair.

High Tech Management Conference (1990) presented paper.

Human Resource Planning Society (1990).

Society for Human Resource Management (1991), presented paper.

Academy of Management (1991), reviewer, session chair, and discussant.

Human Resource Planning Society Research Consortium (1991), presented papers.

Society for Industrial and Organizational Psychology (1992), discussant.

American Compensation Association, Executive Compensation Forum (1992), workshop presented.

Society for Human Resource Management (1992), workshop presented.

Society for Industrial and Organizational Psychology (1993), presented professional workshop.

Academy of Management (1993), presented conversation hour and symposium paper

Human Resource Executive Conference (1993), presented paper

Society for Human Resource Management (1994), presented symposia

Academy of Management (1994), presented to Doctoral Consortia for Personnel/Human Resources Division

American Center for Quality and Productivity (1994), presented symposia

Human Resource Executive Conference (1994), presented symposia

New York Society for Applied Psychology (1994), presented symposia

Executive Management Forum (1994), presented symposia

Human Resource Strategy Group (1994), Boston, presented symposia

Academy of Management (1994), presented to Doctoral Consortia for Personnel/Human Resources Division

Academy of Management (1995), presented to Doctoral Consortia for Personnel/Human Resources Division

Academy of Management (1996), presented to Doctoral Consortia for Personnel/Human Resources Division

American Psychological Association (1995), presented paper

Academy of Management (1997), reviewed papers for Organization Behavior Division

The 33rd Global Human Resource Management Conference (2001, Barcelona), presented The HR Scorecard: From Partners to Players.

WORK EXPERIENCE

7/84 - present Rutgers University	Title:	Professor of Human Resources and Management, School of Management and Labor Relations, Rutgers University, New Brunswick, New Jersey 08903. Director, Management Development Center 1984-1987. Chairman,
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Department of Human Resources, 1987-89. Chairman, Department of Management, School of Business, 1986-87.

Duties: Provide administration and instruction to master's and doctoral level students. Teaching responsibilities: Strategic Human Resource Administration, Performance Appraisal, Human Resource Planning, and Compensation Administration. Provide noncredit instruction in Performance Appraisal, Human Resource Planning, Managing Innovation, Productivity, and Compensation.

6/71 - 7/84
Univ. of Colorado

Title: Professor of Human Resources and Organizational Behavior. Chairman, Management and Organization Division (26 Faculty, 3 campuses), 1978-1983; University of Colorado, Boulder, Colorado.

Duties: Provided administrative direction to Management and Organization Division. Instruction to Masters and Doctoral Management students. Teaching responsibilities: Behavior of Task Groups, Complex Organizations, and Business Research. Instruction to Undergraduate students in Managing Task-Oriented Groups, Personnel Administration, and Introduction to Management and Organization. Supervision of doctoral students and dissertations. Revisions of undergraduate and graduate programs. College Committees. Director, Small Business Institute.

9/82 - 8/83
Ball State Univ.

Title: George A. Ball Distinguished Professor of Business Administration; Ball State University, Muncie, Indiana, (on leave from the University of Colorado).

Duties: Teaching and Research in the area of Personnel/Human Resources Management.

9/68 - 6/71
Univ. of Missouri

Title: Assistant Professor of Organizational Behavior, University of Missouri, St. Louis, MO.

Duties: Instruction of Administrative Processes to Masters Students, and Personnel Administration, Business Policy, Management as a Behavioral Science, and Organization Theory to Undergraduate students (12 hours taught per semester). Active in departmental committees. Active in administration of M.B.A. program (Chairman, Graduate Studies Committee). Numerous Management Development Workshops.

6/67 - 6/68
Washington Univ.

Title: Teaching Associate, Washington University, St. Louis, Missouri.

Duties: Instruction of Introduction to Business to Undergraduates (6 hours per semester).

6/66 - 8/67

Title: Instructor of Management, University of South Alabama, Mobile, Alabama.

Duties: Instructed undergraduates in Management, Human Relations, Personnel Administration (taught 12 hrs/ quarter). Extensively involved in course development of above courses, Management Major, M.B.A. program, and Placement activities. Taught courses for local organizations.

CAREER DEVELOPMENT EXPERIENCES

"Training Theory and Practice: For Teachers and Leaders of Groups," National Training Laboratory Institute for Applied Behavioral Science, April 1971.

"Organizational Diagnosis," (conducted by Harry Levinson) American Psychological Assn, 1974.

"Reducing the Validation Stranglehold," (conducted by Brent Baxter) American Psychological Assn. 1975.

"Reducing the Validation Stranglehold II," (conducted by James Sharf and William H. Ruch) American Psychological Association, 1976.

"Court Cases and the Guidelines," (conducted by Patricia Dyer and Robert Guion), American Psychological Association, 1977.

"Behavior Modification," (conducted by Judi Komaki and Milton Blood), Amer. Psychological Assn., 1977.

"Assessment Centers," (conducted by Douglas Bray), American Psychological Association, 1978.

"Design and Validation of Selection Systems," (conducted by Richard Clingenpeel), American Psychological Association, 1978.

"Research in Performance Appraisals: An Emphasis on Application to Personnel Assessment," (conducted by Walter W. Tornow and Walter C. Borman), American Psychological Association, 1979.

"Uniform Guidelines on Employee Selection Procedures: Basic Issues and Practical Implication," (conducted by Frank Erwin and James Sharf), American Psychological Association, 1979.

"Legal Aspects of Recent EEOC Decision," (conducted by Lawrence Lorbin), American Psychological Association, 1980.

"The Status of the Guidelines," (conducted by Donald Schwartz), Amer. Psychological Association, 1980

"Performance Approach Conference," Officer of Personnel Management, 1981.

"Improving Selection through Interview Training," (conducted by Kenneth Wexley), American Psychological Association, 1981.

"Sex, Equal Pay, and Comparable Worth," (conducted by Gerald Barrett), Amer. Psychological Association, 1981.

"EEOC Fair Employment Update," (conducted by James Sharf and Ed Potter), American Psychological Association, 1982.

"Job Evaluation Systems and Comparable Worth," American Psychological Association, 1982.

"Leadership: Performance Monitoring and Consequences" (conducted by Judi Komaki), American Psychological Association, 1986.

"Utility Analysis" (conducted by John Boudreau), American Psychological Assoc., 1986.

"Customer Service," (conducted by Ben Schneider and David Bowen) Society for Industrial and Organizational Psychology, 1990.

"Assessing Managers," Society for Industrial and Organizational Psychology, 1990.

COMMITTEE SERVICE

Human Resources Coordinator Search Committee (University)

Business-Alumni Minority Affairs Committee

Minority Affairs Committee (University)

Public Service Careers Advisory Board (University)

Research Committee (College of Business and Administration)

Operations Committee (College of Business and Administration)

Minority Student Program Committee (College of Business and Administration)

Graduate Curriculum Committee (Management and Organization Division)

Undergraduate Curriculum Committee (College of Business and Administration)

Small Business Institute Steering Committee (Small Business Administration, Region VIII)

Small Business Administration (Region VIII) Task Force on Career Education

College Relations Committee (American Society for Personnel Administration)

Program Committee (Personnel/Human Resources Division, Academy of Management)
Executive Committee (Personnel/Human Resources Division, Academy of Management)
Graduate Committee (College of Business and Administration)
D.B.A. Committee Chairman (College of Business)
D.B.A. Committee (College of Business and Administration)
Human Research Committee (University)
Ph.D. Committee (Rutgers University)
Faculty Recruitment Committee (Institute of Management and Labor Relations)
Appointments and Promotions (School of Management and Labor Relations)
Faculty Senate (Rutgers University)

Many other committees at Rutgers University, the University of Colorado, and other universities (1966 to present)

EXPERT WITNESS TESTIMONY/PREPARATION (Partial listing)

Watkins vs. Conoco (Defendant witness)
Lemons *et al.* City and County of Denver (Plaintiff witness)
Robards vs. City and County of Denver (Plaintiff witness)
EEOC vs. Frontier Air Lines (Plaintiff witness)
EEOC vs. CF&I Steel (Defendant witness)
Atchison vs. State of Wyoming (Plaintiff witness)
Perkin vs. Van Schaak (Plaintiff witness)
Thomas vs. City of Boulder (Defendant witness)
Carroll vs. City of Madison (Defendant witness)
Opprecht vs. Morton-Thiokol (Plaintiff witness)
Hester vs. Public Service Electric & Gas (Plaintiff witness)
Lordi vs. Capital Cities (Plaintiff Witness)
DeVivo vs. Anchor Federal Savings (Plaintiff witness)
Lusardi vs. Xerox (Defendant Witness)
McKnight vs. Circuit City (Plaintiff witness)

TEACHING AND RESEARCH INTERESTS

I enjoy teaching applied behavioral science at the graduate and undergraduate levels: specifically in the rediscovered field of personnel/human resource management (Personnel Administration) and the emergence of the human resource function in the application of behavioral science to human resource management.

My primary research interests concern performance appraisal, selection, compensation, human resource planning, and the use of incentives in organizations. Additional research interests are in human resource development.

I believe my interests are balanced between research and application.

EDUCATIONAL INNOVATIONS (1972 - Present)

Developed credit courses in Business Administration for adult minority students in Denver, Colorado (at Manual High School). 1972.
Developed student consulting teams to work with small and minority businessmen through the Small Business Administration and the Colorado Economic Development Association. 1973.
Developed a program of voluntary weekend retreats focusing on interpersonal behavior through the University's counseling center. 1973.
Developed a program of negotiated contracts with students enabling them to determine their own research projects and grades for successful project completion. 1974.
Developed a program whereby students serve as "assistant managers" with local organizations. 1976.
Sponsored of Student Chapter of Colorado Society for Personnel Administration. 1972.
Sponsored Student Internship Program in Personnel Administration in local Colorado organizations. 1980.
Developed an experiential personnel administration textbook published by Addison-Wesley. 1981.
Coordinated the first doctoral seminar in Organizational Behavior for the University of Colorado. (1985)

Developed new courses in Human Resource Planning, Performance Appraisal, and Compensation.1986.
 Developed new course, "Human Resource Strategy and the Firm." 1993.

ORGANIZATIONS INVOLVED IN PUBLIC SERVICE, ORGANIZATIONAL DEVELOPMENT, MANAGEMENT DEVELOPMENT, OR CONSULTING

Adams County Mental Health Center	Department of Education	Meridian Bank
Alpine Designs	Department of Energy	Metro Denver Coalition
Ameritech Publishing	Department of Housing and Urban Development (Region III)	Miles Laboratories
Amoco	Department of Labor (several areas)	Morris County
Arapahoe Chemicals	Dietrich-Standard Corporation	Mountain Bell
Arvada High School	Duke Power	Nabisco Brands
Archbishop Bergan Mercy Hospital	DuPont	National Car Rental
Ashland Chemical	Electron Information Systems	National Cash Register Corporation
AT&T Corporate	Employers and Industrial Federation (Cyprus)	National Graduate University
Bank of Butterfield (Bermuda)	Equal Employment Opportunity Commission	National Center for Higher Education Management Systems
Bell Laboratories	Federal Aviation Administration	New York Life
Blue Cross/Blue Shield of New Jersey	Federal Reserve Banking System	New Zealand Dairy Council
Boise Cascade	Gary Operating Company	Nissan Research & Development
Boulder Community Hospital	General Accounting Office	Penton Learning Systems
Boulder County Mental Health Center	General American Life Insurance Company	People Express
Bureau of Land Management (Department of the Interior)	General Electric	PetroLewis Corporation
Canadian Systems Group	General Re	Police Chiefs of the State of Missouri
Charleston Area Medical Center	Great Atlantic & Pacific Tea Company (A&P)	Public Service Company
Chemical Bank	Henrietta Eggleton Hospital for Children	Public Service Gas and Electric Company
Chicano Business Student Association	Indiana Department of Conservation	Ralph Schomp Oldsmobile
Christian Broadcasting Network (CBN)	Indiana State School for the Blind	Rohm & Haas
City of Boulder	International Business Machines Corporation	S. S. Kresge Company
City of Northglen	International Executive Communications (S. Africa)	St. Louis Building Officials
Civil Service Commission (Region VIII)	Joint Plumbing Council of St. Louis	St. Louis County Police Department
Colorado Economic Development Association	Kennecott Corp.	Samsonite Corporation
Colorado Society for Personnel Administration	La Grange Hospital	Schering-Plough
Colorado Heart Association	Libbey-Owens-Ford	Shoprite (Wakefern Corp.)
Colorado National Bank	Lone Star Cement Corporation	Singapore Institute of Management
Colorado State Patrol	Malaysian Institute of Management	Sisters of Mercy Hospital
Commission on Federal Paperwork	Marathon Oil Company	Small Business Administration
Computron	Manufacturers Hanover Trust	SmithKline Beecham
ConAgra	McDonnell-Douglas	Society Bank
Coopers & Lybrand		Southeastern Colorado Family and Mental Health Center
Department of Revenue and Taxation, State of New Mexico		Southern California Personnel Association
Denver Post		State of New Mexico
		State of the Art Medical Products

Storage Technology
Corporation
Sun Refining and Marketing
Syntex Corporation
Tidewater Healthcare
Trinova Corporation
TRW, Inc.

Union Carbide
United Van Lines
U.S. Forest Service
University of Colorado
University of Colorado
Medical Center
Virginia Power

Westinghouse
Whirlpool Corporation
Whirlpool Financial
Corporation
Women Executives of St.
Louis

Various management development programs for heterogeneous groups