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EDUCATION

Ph.D. in Business Administration, 1979
University of Washington, Seattle, WA

Dissertation: The Effects of Format Differences and Training on The Frequency of Rating Errors

Master of Business Administration, 1963
Columbia University, New York, NY
Major Area of Study: Marketing

Bachelor of Arts, 1961
New York University, New York, NY
Major Areas of Study: English and History

ACADEMIC EXPERIENCE

Professor of Human Resources and
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 2017 -

Professor of Human Resources and
Director, Undergraduate Program in HRM
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 2012 - 2017

Professor of Human Resources
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 2008 – 2012

Professor of Human Resources, and
Chair, Human Resource Management Department
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 2004 - 2008

Professor of Human Resources, and
Director, Graduate Program in Human Resource Management
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 2000-2004

Director, Graduate Program in Human Resource Management, and
Associate Professor of Industrial Relations and Human Resources
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 1995- 2000

Associate Professor of Industrial Relations and Human Resources
School of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 1988-

Associate Director
Institute of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 1988-1991

Assistant Professor of Industrial Relations and Human Resources
Institute of Management and Labor Relations
Rutgers, The State University of New Jersey
New Brunswick, NJ 1984-1988

Taught personnel, compensation, training and development, human resource
information systems, and integrative seminar.

Assistant Professor of Business Administration
College of Business and Economics
University of Kentucky
Lexington, KY 1979-1984

Taught personnel, compensation, and research courses.

Predoctoral Teaching Associate
University of Washington
Seattle, WA 1975-1978

Taught human resources systems, organization behavior, organization theory.

CURRENT RESEARCH INTERESTS

Market pricing characteristics and best practices

Performance management and organizational outcomes

Executive contracts, executive and director compensation

Costing of human resource management functions

Determinants of wage differentials in the new economy

International wage structure comparison

Impact of work re-design on HR practices

Salary programs and rewards outcomes

EMPLOYMENT EXPERIENCE

Assistant Director

Pacific Northwest Bibliographic Center

Seattle, WA 1973-1975

Jointly responsible for budget development, financial controls, personnel functions, and external relations of the Center.

Head, Technical Services

Alaska State Library

Juneau, AK 1971-1973

Directed Alaska Cooperative Processing Project which purchased, cataloged, and processed books for twenty libraries throughout the State. Consulted throughout State on library development programs. Coordinated statewide newspaper indexing project. Developed computer-indexed record and film catalogs.

Analyst, New Business Area Investigations

Boeing Aerospace Group

Seattle, WA 1968-1970

Did financial analysis, market research, and environmental scanning relative to possible new ventures for the Aerospace Group. Produced reports for and made presentations to senior management which resulted in major corporate investments.

Doubleday and Company

New York, NY 1963-1967

Began as market research/financial analyst. Promoted to Associate Science Editor in 1965. Procured and developed manuscripts for publication with major involvement in all editorial functions. Coordinated editorial, production, and sales department activities.

FUNDED RESEARCH

Blue Collar Job Evaluation Systems and National Compensation Survey Design.

Principal Investigator. U.S. Bureau of Labor Statistics. September 1999 - 2000 (\$22,000)

Current Compensation Policies and Practices in Private and Public Establishments and Their Possible Incorporation into BLS Surveys for Public Dissemination. U.S.

Bureau of Labor Statistics. September 1999 - 2000 (\$23,890)

Research Project on the Source of Data Design and Evaluation of the National

Compensation Survey Program by using sources of data for compensation administration. Principal Investigator. U. S. Bureau of Labor Statistics. January 1998 – 2000 (\$24,600)

- The Management of Compensation in a Jobless Organization. Principal Co-investigator (with H. Risher). American Compensation Association. July 1996. (\$15,000)
- The Development of a Total Compensation Survey for Human Resource Professionals. Principal Investigator. IBM Workforce Solutions. June, 1993 - (\$25,000)
- The Development of a Model(s) to Determine an Accurate Estimate for Costs Associated with Employment Legislation, Record Keeping, and Related Issues. Phase II. Principal Co-investigator (with S. Director, M. Huselid). The Association of Human Resource Systems Professionals. May 1992 (\$65,350)
- The Development of a Model(s) to Determine an Accurate Estimate for Costs Associated with Employment Legislation, Record Keeping, and Related Issues. Phase I. Principal Co-investigator (with S. Director). The Association of Human Resource Systems Professionals. April 1991 - (\$4900)
- The Body of Knowledge Relevant to Compensation. Principal Co-investigator (with R. W. Beatty and R. McCaffery). The American Compensation Association. October 1990 - (\$55,000)
- IBM Research Grant. Principal Co-investigator (with S. Director). July 1989 - June 1992 (\$2,000,000).
- The Evaluation of Facilities Engineers' Estimates. Principal Co-investigator (with J. Bernardo, K. Marino). Contract number 120-613, University of Kentucky Research Foundation and IBM Corporation. Minimum Bid Estimation Models and Engineer Evaluations. August, 1983, (\$17,000).
- Management Evaluation of the Special Fund. Principal Co-investigator (with M. J. Wallace, Jr., B. Steffy). Contract number MA04932, University of Kentucky Research Foundation and the Kentucky Reinsurance Association. December 1982 to December 1983, (\$70,346).

REFEREED PUBLICATIONS

- Way, S. A., Tracey, J. B., Fay, C. H., Wright, P. M., Snell, S. A., Chang, S., & Gong, Y. (2015) "Validation of a multi-dimensional HR flexibility measure" Journal of Management 41(4), pp. 1098-1131.
- Wilkinson, A. and Fay, C.H. (2011) "New Times for Employee Voice" Human Resource Management 50(1), pp. 67-74.
- Gordon, M. and Fay, C.H. (2010) "The effects of grading and teaching practices on students' perceptions of grading fairness" College Teaching 58(3), pp. 93-98.
- Way, S. A., Lepak, D. P., Fay, C.H., and Thacker, J.W. (2010) "Contingent workers' impact on standard employee withdrawal behavior: Does what you use them for matter?" Human Resource Management 49(1) pp. 109-138.
- Fay, C. H. and Tare, M. (2007) "Market Pricing Concerns: A Report on an Exploratory Study" WorldatWork Journal 16(2), pp. 61-69

- Fay, C. H., Schulz, E., Gross, S. E., and Van De Voort, D. (2004) "Broadbanding, Pay Ranges and Labor Costs: An Empirical Test" WorldatWork Journal, 13(2), pp. 8 – 23.
- Fay, C.H. (2002) "Transnational Rewards Strategies" IHRIM Journal, September, pp. 16 - 23.
- Fay, C.H. and Thompson, M.A. (2001) "Contextual Determinants of Reward System' Success: An Exploratory Study" Human Resource Management 40(3) pp. 213-226.
- Fay, C. H. and Risher, H. W. (2000) "Comparable Worth and the Office of Federal Contract Compliance Programs: Déjà vu All Over Again" Compensation & Benefits Review.
- Fay, C. H. and Risher, H. W. (2000) "New OFCCP Survey: Comparable Worth Redux?" Workspan, July, pp. 41 – 44.
- Fay, C. H., H. W. Risher and D. Mahony. (1997) "The jobless organization: Survey results of the impact of new job design on compensation." ACA Journal, Winter, pp. 29 – 45.
- Hempel, P. and Fay, C. H. (1994) "Outside Director Compensation and Firm Performance" Human Resource Management. 33(1) pp. 111-133.
- Fay, C. H. (1991). "Developing a Human Resource Strategy" Commentary: Journal of the National University of Singapore Society, 9(1,2) pp. 2-8.
- Fay, C. H.; H. W. Risher; and P. Hempel. (1991) "Locality Pay: Balancing Theory and Practice." Public Personnel Management, 20(4) pp. 397-408. Reprinted in (1991) Readings on Compensation. Washington, D.C.: International Personnel Management Association, pp. 17-32.
- Risher, H. W. and C. H. Fay (1991) "Federal Pay Reform: A Response to an Emerging Crisis." Public Personnel Management, 20(3), pp. 385-395. Reprinted in (1991) Readings on Compensation, Washington, D.C.: International Personnel Management Association, pp. 1-15.
- Fay, C. H. (1990). "Performance Management as a Strategy to Increase Productivity," Compensation & Benefits Management, 6(4) pp 346-353.
- Fay, C. H. (1989). "Compensation Surveys: Considerations for Sampling and Design" Topics in Total Compensation. 4(2) pp. 87-95.
- Fay, C. H. (1989). "Compensation Systems Software: Criteria for Selection and Utilization" Topics in Total Compensation, 3(3) pp.223-231.
- Fay, C. H. (1989). "The Future of Compensation Surveys" Topics in Total Compensation. 4(2) pp. 147-158.
- Lust, John A. and C. H. Fay (1989) "The Impact of Compensation and Benefits on Employee Quit Rates," Compensation and Benefits Management, 5(4), pp. 303-306.

- Fay, C. H. (1988). "Educating Old and New HR Managers," Computers in Personnel, 2(4) pp. 20-25.
- Maurer, S.D. and C. H. Fay (1988) "The Effect of Situational Interviews, Conventional Structured Interviews and Training on Interview Rating Agreement." Personnel Psychology, 41(2), pp. 329-344.
- Ashbaugh, D. L. and C. H. Fay (1987) "The Threshold for Aging in the Workplace" Research on Aging: A Quarterly of Social Gerontology, 9(3), pp.417-427.
- Fay, C. H. (1987) "Using the Strategic Planning Process to Develop a Compensation Strategy," Topics in Total Compensation, 2(2) pp.117-128.
- Fay, C. H. and R. G. Clark. (1987) "Work Planning and Performance Review as a Basis for Merit Pay Decisions: An Evaluation", Journal of Business and Psychology, 1(3), pp. 276 - 290.
- Fay, C. H., A. J. Dubinsky, and P. J. O'Connor. (1987) "The Impact of Recruitment Communications on Recruiting Sales Personnel," Journal of Sales Management, 4(1), pp. 23-28
- Fay, C. H. and S. Maurer (1987) "Compensation Strategy for the Entrepreneur" Compensation & Benefits Management, 4(1).
- Fay, C. H.; A. J. Dubinsky; M. J. Wallace, Jr.; and T. N. Ingram. (1986) "Market Bonuses: A Replication and Extension." International Journal of Management, 3(1) pp. 56-60.
- Maurer, S. and C. H. Fay (1986). "Legally Fair Hiring Practices in the Small Business Environment." Journal of Small Business Management, 24(1), pp.47-54.
- Dubinsky, A. J.; C. H. Fay; T. N. Ingram; and M. J. Wallace, Jr. (1985). "The Use of Financial Inducements in Employee Recruiting." International Journal of Management, 2, pp. 60-64.
- Dubinsky, A. S.; T. N. Ingram; and C. H. Fay.(1984) "An Empirical Examination of the Assumed Job Tenure-Vocational Maturity Linkage in the Industrial Sales Force," Journal, Academy of Marketing Sciences, 12(4) pp. 52-62.
- Dubinsky, A. S.; C. H. Fay; T. N. Ingram; and M. J. Wallace, Jr. (1983). "Market Bonuses: How Attractive Are They?" Business Horizons, 26, (May/June), pp. 11-14.
- Fay, C. H. and G. P. Latham (1982). "Effects of Training and Rating Scale on Rating Errors,". Personnel Psychology, 35, pp. 105-116.
- Latham, G. P.; C. H. Fay; and L. M. Saari (1980). "BOS, BES, and Baloney: Raising Kane with Bernardin," Personnel Psychology. 33, pp. 815-821.
- Latham, G. P.; C. H. Fay; and L. M. Saari. (1979). "The Development of Behavioral Observation Scales for Appraising the Performance of Foremen," Personnel Psychology, 32, pp. 299-312.

REFEREED PROCEEDINGS

- Way, S.A., Lepak, D.P., Fay, C.H., & Thacker, J.W. (2005) Contingent labor strategies and the HR outcomes of full time employees: The moderating influence of high performance work systems. Proceedings of the 65th annual conference of the Academy of Management, Honolulu, HI .
- Kluger, A. N.; S. Adler and C. Fay (1991)"Computerized Feedback Effects on Feedback Seeking, Performance and Motivation." in Human Jobs and Computer Interfaces Tampere, Finland: University of Tampere, 1991. pp. 359 - 372.
- Fay, C. H., C.A. Singleton, J. T. McCune and W. A. Faris. (1990) "Moving the Enterprise: Implementing a Performance Management System to Support Strategic Change in the Equitable Insurance Companies." in R. J. Neihaus and K. F. Price (eds) Human Resource Strategies for Organizations in Transition New York: Plenum Publishing. pp. 95 - 105.
- Fay, C. H., H. W. Risher and L. D. Tanner. (1989) "Pay Practices - Private and Federal." In 1988 Selected Papers: Approaches to Federal Pay Washington, D. C.: Classification and Compensation Society. pp. 1-4.
- Fay, C. H. and R. W. Beatty. (1988) "Environmental Scanning: Strategic and Functional Approaches." in R. J. Neihaus and K. F. Price (eds.) Creating the Competitive Edge Through Human Resource Applications New York: Plenum Publishing. pp. 9 - 16.
- Fay, C. H. and S. Maurer (1987). "Performance Management in the Small Business." Proceedings of the Small Business Institute Directors National Conference. pp. 130 - 136.
- McCune, Joseph T. and C. H. Fay (1987). "The Relationship Between Upper-Management Influence Tactics and Middle-Manager Attitudes and Trust of Management." Proceedings of the Southern Management Association, 25th Annual Meeting , pp.154-156.
- Fay, C. H. and S. Maurer (1986). "Developing Compensation Programs for the Small Business." Proceedings of the Small Business Institute Directors National Conference. pp. 267-274.
- Ashbaugh, D. L. and C. H. Fay (1985). "When is Old: An Empirical Review of the Literature." Proceedings of the National Conference of the Association of Human Resources Management and Organizational Behavior. pp. 189 - 192.
- Maurer, S. and C. H. Fay (1985). "Legally Fair Hiring Practices in the Small Business Environment." Proceedings of the Small Business Institute Directors National Conference , pp. 394-399.
- Steffy, B. D. and C. H. Fay (1984). "The Application of Network-Matrix Methods to the Analysis of Intraorganizational Career Mobility." Proceedings of the Academy of Management, 44th Annual Meeting, pp. 284-288.
- Wallace, M. J., Jr. and C. H. Fay (1981). "Job Evaluation and Comparable Worth: Compensation Theory Bases for Modeling Job Worth," Proceedings of the Academy of Management, 41st Annual Meeting, pp. 296-300.

BOOKS AND MONOGRAPHS

- Risher, H. A. and C. H. Fay (2007) Managing for Better Performance: Enhancing Federal Performance Management Practices. Washington, IBM Center for the Business of Government.
- Fay, C. H., M. Thompson and D. Knight, eds. (2001) Strategic Rewards: An Executive's Handbook on Compensation. New York: The Free Press.
- Fay, C. H. and M. J. Wallace, Jr. (1998), 8th revision. COMPSIM: A Compensation Simulation. Distributed as Xerox, diskette.
- Risher, H. A. and C. H. Fay, eds. (1997) New Strategies for Public Pay: Rethinking Government Compensation Programs. San Francisco, Jossey-Bass Inc.
- Risher, H. A. and C. H. Fay, eds. (1995) The Performance Imperative: Strategies for Enhancing Workforce Effectiveness. San Francisco, Jossey-Bass Inc.
- Fay, C. H., ed. (1989) Glossary of Compensation Terms, 2nd edition. Scottsdale, AZ: American Compensation Association.
- Fay, C. H. and R. W. Beatty. (1988) Compensation Sourcebook. Boston: Human Resource Development Press.
- Fay, C. H. and M. J. Wallace, Jr. (1986) Research-Based Decisions New York: Random House.
- Wallace, M. J., Jr. and C. H. Fay. (1982; 2nd edition, 1988) Compensation: Theory and Practice. Boston: Kent.
- Wallace, M. J., Jr.; N. F. Crandall; and C. H. Fay. (1982) Administering Human Resources. New York: Random House.
- Wheeler, K.; M.J. Wallace, Jr.; N. F. Crandall; and C. H. Fay. (1982) Practice in Administering Human Resources. New York: Random House.

CHAPTERS IN BOOKS

- Fay, C. H. (2018) "Understanding How to Use Performance Management for Organizational Success", in Berger, L. A. and Berger, D.R. (eds.) The Talent Management Handbook, 3rd ed. New York, McGraw Hill.
- Fay, C. H. (2016) "Job Analysis" and "Job Evaluation", in Wilkinson, A. and Johnstone, S. (eds.) Encyclopedia of Human Resource Management London: Edward Elgar
- Fay, C. H. (2015) "A Framework for Designing a Performance Management Process" in Berger, L. A. and Berger, D.R. (eds.) The Compensation Handbook, 6th ed. New York: McGraw Hill.
- Fay, C. H. (2012) "Employee Benefits" in Griffin, R. W. (ed.) Oxford Bibliographies in Management. New York: Oxford University Press.

- Fay, C.H. (2009) "Section Three: Employee Rewards" in Jackson, K. and Rowley, C, (eds.) Human Resource Management: The Key Concepts. London: Routledge.
- Fay, C. H. (2008) "The global convergence of compensation practices" in Gomez-Mejia, L.R. and Werner, S. (eds.) Global Compensation. London, Routledge
- Fay, C. H. and R. Nardoni (2008, revised 2010, revised 2013, revised 2018) "Performance Management, Compensation and Benefits" in Kavanagh, M. J. and M. Thite (eds) Human Resource Information Systems: Basics, Applications and Directions. Beverly Hills, CA: Sage.
- Heneman, R. L., C.H. Fay and Z.-M. Wang.(2001) "Compensation Systems in the Global Context" in Anderson, N., D.S. Ones, H.K. Sinangil and C. Viswesvaran, eds. International Handbook of Work and Organizational Psychology. Volume II Beverly Hills, CA: Sage.
- Fay, C. H. (2001) "The Changing Role of the Reward Function" in Fay, C. H., T. Flannery, M. Thompson and D. Knight, eds. Strategic Rewards: An Executive's Handbook on Compensation. New York: The Free Press.
- Fay, C. H. (2001) "New Work Processes" in Fay, C. H., T. Flannery, M. Thompson and D. Knight, eds. Strategic Rewards: An Executive's Handbook on Compensation. New York: The Free Press.
- Fay, C. H. and T. Flannery (2001) "The New Employment Contract and Human Resource Management" in Fay, C. H., T. Flannery, M. Thompson and D. Knight, eds. Strategic Rewards: An Executive's Handbook on Compensation. New York: The Free Press.
- Fay, C.H., Thompson, M.; Flannery, T; and Knight, D. (2001) "Compensation: An Agenda for the Future" in Fay, C. H., T. Flannery, M. Thompson and D. Knight, eds. Strategic Rewards: An Executive's Handbook on Compensation. New York: The Free Press.
- Fay, C. H. (1997) "Aligning Pay Levels with Prevailing Labor Market Rates" in Risher, H. A. and C. H. Fay, eds., New Strategies for Public Pay, San Francisco, Jossey-Bass, Inc.
- Hauser, D. and C. H. Fay (1997) "Managing and Assessing Employee Performance" in Risher, H. A. and C. H. Fay, eds., New Strategies for Public Pay, San Francisco, Jossey-Bass, Inc.
- Risher, H., C. H. Fay, and J. Perry (1997) "Merit Pay: Motivating and Rewarding Individual Performance" In Risher, H. A. and C. H. Fay, eds., New Strategies for Public Pay, San Francisco, Jossey-Bass, Inc.
- Risher, H and C. H. Fay (1997) "Planning for the Future" in Risher, H. A. and C. H. Fay, eds., New Strategies for Public Pay, San Francisco, Jossey-Bass, Inc.
- Risher, H and C. H. Fay (1997) "Rethinking Government Compensation Programs" in Risher, H. A. and C. H. Fay, eds., New Strategies for Public Pay, San Francisco, Jossey-Bass, Inc.

- Fay, C. H. (1995, 1997, 2000, 2004) "Emerging Trends and Challenges in Compensation" in Compensation Guide. New York: Warren Gorham & Lamont.
- Fay, C. H. (1995) "The Impact of the New Work and the New Organization" in Risher, H. A. and C. H. Fay, eds., The Performance Imperative, San Francisco, Jossey-Bass, Inc.
- Risher, H and C. H. Fay (1995) "Managing Employees as a Source of Competitive Advantage" in Risher, H. A. and C. H. Fay, eds., The Performance Imperative, San Francisco, Jossey-Bass, Inc.
- Risher, H and C. H. Fay (1995) "Raising the Bar: Strategies for Achieving High Performance" in Risher, H. A. and C. H. Fay, eds., The Performance Imperative, San Francisco, Jossey-Bass, Inc.
- Fay, C. H. (1991) "Research-Based Business Decisions" in J. W. Jones, B. D. Steffy, and D. W. Bray, eds. Applying Psychology in Business: The Handbook for Managers and Human Resource Professionals. Lexington, MA: Lexington Books. pp. 20-32.
- Fay, C. H. (1991) "Salary Budgeting and Planning: Enhancing the Process Through the Use of the Computer" in M. L. Rock and L. A. Berger, eds. The Compensation Handbook, Third Edition. Philadelphia, PA: MLR Publishing Company. pp. 448-464.
- Fay, C. H. (1989) "External Pay Relationships" in Compensation and Benefits, Volume III of Handbook of Human Resource Management. Washington, D.C.: Bureau of National Affairs/American Society for Personnel Administration. pp. 3-70 - 3-100.
- Fay, C. H. , J. T. McCune, and J. P. Begin. (1988) "The Setting for Continuing Education in the Year 2000" in R. Brockett, ed. Continuing Education in the Year 2000. San Francisco: Jossey-Bass (Chapter II).
- Fay, C. H. (1987) "Regression Analysis and Salary Structures," in Gomez-Mejia, L.R. and D. Balkin, eds. New Perspectives on Compensation, Englewood Cliffs, NJ: Prentice-Hall, Inc., pp. 101-108.

OTHER PUBLICATIONS

- Fay, C. H. (2008) Compensation Today and Tomorrow. In Caldwell, W.A. (ed) Compensation Guide. Eagan, MN: Warren, Gorham & Lamont. 1-1 – 1-21.
- Fay, C. H. (2005) Definitions of "401(k) Plans", "Benefit Programs – Evolution", "Benefits Administration", "Davis-Bacon Act, 1931", "Early Retirement Buy Out", "Equal Pay Act, 1963", "Fair Labor Standards Act, 1938", "Federal Unemployment Tax Act, 1935", "Financial Assistance Plans", "Health Care Expense", "Health Maintenance Organizations", "Indemnity Plans", "Individual Retirement Accounts", "Managed Care", "McNamara-O'Hara Service Contract Act, 1965", "Pension Plans", "Portal-To-Portal Act, 1947", "Profit Sharing Variations", "Savings or Thrift Plans", "Social Security Act, 1935", "Tax-Deferred Annuities", and "Walsh-Healy Act, 1936" in The Blackwell Encyclopedia of Management: Human Resource Management. (S. Cartright, ed.) Oxford: Blackwell.

- Fay, C. H. (2003) "Employee Benefits in the Public Sector" in Encyclopedia of finance and retirement, Lois A. Vitt, ed. Westport, CT: Greenwood Press. pp. 220-226.
- CBR Advisory Board. (2001) The Future of Salary Management. Compensation and Benefits Review, July-August; pp. 7-13. Roundtable interview of R. Carow, F. Crandall, C. Fay, R. Linney and S. Murphy.
- Fay, C. H. (1998) Evaluation of National Compensation Survey Program. Technical Report prepared for the U.S. Bureau of Labor Statistics under contract OPS-176683.
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- Fay, C. H. (1992). "Integrating compensation and strategy: Review of Lawler, E.E.; Strategic Pay", in Contemporary Psychology 37(4); pp. 369-370.
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- Report on the 1987 Survey of Salary Management Practices. (1988) Scottsdale, AZ: The American Compensation Association. (Survey conducted and report produced by H. W. Risher and C. H. Fay.)
- Salary Management Practices in the Private Sector: A Survey Conducted for the U.S. Advisory Committee on Federal Pay (1987) Philadelphia: The Wyatt Company. (Survey conducted and report produced by H. W. Risher and C. H. Fay).
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PRESENTATIONS

- Fay, C.H. (2007) HR Vice-Presidents and HR Researchers. Moderated panel discussion. Academy of Management, Annual Meeting., Philadelphia.

- Fay, C.H (2006). HR Vice-Presidents and HR Researchers. Professional Development Workshop. Academy of Management, Annual Meeting, Atlanta.
- Fay, C.H. (2006) Human Capital Institute Webcast speaker. Human Capital Theory and it's implications for Human Resource Departments. March 29.
- Way, S.A., Lepak, D.P., Fay, C.H., & Thacker, J.W. (2005) Contingent labor strategies and the HR outcomes of full time employees: The moderating influence of high performance work systems. Academy of Management, Annual Meeting, Honolulu.
- Fay, C.H. (2004) "Strategies for Increasing Your Salary While Still Remaining Civil... Even if You're Not in Civil Service" New Jersey Library Association, Old Bridge, 1 December.
- Schulz, E. R. and C. H. Fay (2004) "Signing Bonuses: A Test of Four Theories." Academy of Management, Annual Meeting, New Orleans.
- Fay, C.H.(2003) "Best Practices in Global HR Technology: Strategic Alignment." IHRIM Conference. Las Vegas, 19 May (with K. Beaman, A. Walker).
- Fay, C.H. (2003) "Human Resource Strategy" Humphrey Fellows Lecture, Bloustein School of Planning and Public Policy. 20 February.
- Fay, C.H. (2002) "Creating Transparency on Performance Goals and Outcomes." Senior Executive Business Summit: Global Executive Compensation and Governance. Amsterdam, 20 November (with C.Tharp).
- Fay, C. H. (2002) "Developing a Corporate Rewards Strategy." Watson Wyatt Taiwan Client Conference. Taiwan International Conference Center, 2 August.
- Fay, C.H. (2002) "Globalizing HRIS: The New Transnational Model." Human Resource Information Management Society (HRIMS) Workshop. New York July 22 (with K. S. Beaman).
- Fay, C. H. (2002) Interviewed about Executive Compensation Practices on PBS show – "Religion & Ethics." June 23.
- Fay, C. H. (2001) "Data Requirements for the OFCCP EO Survey and Subsequent Audit." IHRIM Spring Conference and Exposition. San Diego.
- Fay, C. H. (2000) "Who Cares? Who Benefits? Who's Doing It? A New Time in HR Research: The Link Between Academia and Practice" Professional Development Workshop (with D. Cohen, D.L. Deadrick, J. Burdett, M. Huselid, S. Meisinger, S. Rynes and M. Watson) Academy of Management, Annual Meeting, Toronto.
- Fay, C. H. (1997) "Rethinking Infrastructure: Pay, Motivation and Other Basics." New Jersey Department of Personnel's Second Annual Fall Conference. The College of New Jersey, Ewing, New Jersey.
- Fay, C. H. and H. W. Risher. (1997) "Compensation in the Jobless Organization" American Compensation Association 1997 Annual Conference, Orlando, Florida.

- Fay, C. H., S. M. Director, and M. Huselid (1993) "Costing Human Resource Initiatives." Human Resource Planning Society. Fifth Biennial Research Symposium, Ithaca, NY.
- Lin, H.-Y and C. H. Fay (1993) "Compensation Strategies and Cultural Differences: A Comparison of Southeast Asian and European Countries." Fourth Southeast Asia Business Research Conference, University of Michigan, Ann Arbor.
- Fay, C. H, and P. Hempel (1991) "Whose Values?: A Comparison of Incumbent, Supervisor, Incumbent-Supervisor Consensus and Committee Job Evaluation Ratings." Academy of Management, 55th Annual Meeting, Miami.
- Hempel, P., C. H. Fay, H. Risher and P. Bobko (1991) "Locality Differences in the Structure of Wages: Implications for a National Salary Structure." Academy of Management, 51st Annual Meeting, Miami.
- Kluger, A. N.; S. Adler and C. Fay (1991). "Computerized Feedback Effects on Feedback Seeking, Performance and Motivation." Human Jobs and Computer Interfaces; University of Tampere and the International Federation for Information Processing, Tampere Hall, Finland.
- Kluger, A. N., S. Adler, and C. H. Fay. (1990) "Person- versus Computer-Mediated Performance Feedback: Effects on Feedback Seeking, Performance and Motivation," Society for Industrial and Organizational Psychology, 5th Annual Convention, Miami Beach.
- Fay, C. H. (1989) "Efficient and Effective Salary Planning." Information Science Incorporated Twentieth Annual Conference of Human Resource Management, Orlando, Florida.
- Fay, C. H. (1989) "Doing it Better or Doing it Faster: The Case of Salary Budgeting." The Human Resources Information Management Society Fall Meeting: HRIS Issues in Total Compensation, New York.
- Fay, C. H. and R. J. Greene (1989) "Evaluating Research and Applying it to Compensation and Benefits Issues." American Compensation Association 1989 National Conference, San Antonio, Texas.
- Fay, C. H. and C. Johnson (1989) "Compensation Systems Software: Criteria for Selection and Utilization." American Compensation Association 1989 National Conference, San Antonio, Texas.
- Fay, C. H., J. T. McCune, C. A. Singleton, and W. A. Faris (1989) "Moving the Enterprise: Implementing a Performance Management System to Support Strategic Change in the Equitable Insurance Companies," Human Resource Planning Society Research Symposium, Newport, RI
- Fay, C. H. (1988) "Pay and Productivity." February meeting of the Central Jersey Chapter of the International Association of Personnel Women, Woodbridge, New Jersey.
- Fay, C. H. (1988) "Skill-Based Pay." February meeting of the Metropolitan Compensation Association, Summit, New Jersey.

- Fay, C. H., H. W. Risher and L. D. Tanner. (1988) "Pay Practices - Private and Federal." Classification and Compensation Society Annual Conference, Washington, D.C.
- Fay, C. H., C. J. Russell, and G. C. Tokesky (1988). "Gender Related Error at Task and Job Levels in Job Evaluation Judgements," Academy of Management, 48th Annual Meeting, Anaheim, California.
- Beatty, R. W. and C. H. Fay (1987) "Integrating Performance Planning With Strategic Planning" Human Resource Planning Society Research Symposium, Newport, RI.
- Fay, C. H. (1987) "Microcomputer Literacy: Human Resource Managers' Needs and Educational Responses." Academy of Management, 47th Annual Meeting, New Orleans.
- Fay, C. H. and R. W. Beatty. (1987) "Environmental Scanning: Strategic and Functional Approaches." Human Resource Planning Society Research Symposium, Newport, RI.
- Fay, C. H., J. W. Boudreau, and H. G. Gueutal (1987). "Utilizing Personal Computers in HRM: Teaching and Research." PHR Doctoral and Junior Faculty Consortium, Academy of Management, 47th Annual Meeting, New Orleans.
- Fay, C. H. and S. Maurer (1987). "Performance Management in the Small Business." Small Business Institute Directors National Conference, 1987, San Antonio, Texas.
- Maurer, S. and C. H. Fay. (1987) "Effect of Situational Interviews, Conventional Structured Interviews and Training on Interview Rating Agreement: A Field Experiment." Academy of Management, 47th Annual Meeting, New Orleans.
- McCune, J. T. and C. H. Fay. (1987) "The Relationship Between Upper-Management Influence Tactics and Middle-Manager Attitudes and trust of Management." Southern Management Association Meetings, New Orleans.
- Fay, C. H. (1986) "Expert Systems for Personnel." Human Resources Information Management Society, New York, December 3.
- Fay, C. H. (1986) "Using Commercial HRIS/DSS Software in the Classroom." Academy of Management, 46th Annual Meeting, Chicago.
- Fay, C. H. (1986) "Employee Incentives, Rewards, and Recognition," American Public Welfare Association Conference, Philadelphia.
- Fay, C. H. and S. Maurer (1986). "Developing Compensation Programs for the Small Business." Small Business Institute Directors National Conference, 1986, Washington, DC.
- Ashbaugh, D. L. and C. H. Fay (1985), "When Is Old: An Empirical Review of the Literature." National Conference of the Association of Human Resources Management and Organizational Behavior, Boston.

- Maurer, S. and C. H. Fay. (1985) "Legally Fair Hiring Practices in the Small Business Environment." Small Business Institute Directors National Conference, San Diego.
- Berger, P. K. and C. H. Fay.(1984) "Evaluating Training Needs of Neighborhood Health Workers: A Dual Approach." Academy of Management, 44th Annual Meeting, Boston.
- Clark, G. and C. H. Fay.(1984) "Work Planning and Performance Review As a Basis for Merit Pay Decisions: An Evaluation." Academy of Management, 44th Annual Meeting, Boston.
- Fay, C. H.; J. Bernardo.; and K. Marino. (1984) "Forced Distribution Appraisals: An Application of Quality Control Techniques to Human Resource Management." American Institute for Decision Sciences, 16th Annual Meeting, Toronto.
- Fay, C. H. and M. J. Wallace, Jr. (1984) "Ridge Regression as an Alternate to Multiple Linear Regression in Job Evaluation." Academy of Management, 44th Annual Meeting, Boston.
- Steffy, B. D. and C. H. Fay. (1984) "The Application of Network-Matrix Methods to the Analysis of Intraorganizational Career Mobility." Academy of Management, 44th Annual Meeting, Boston.
- Fay, C. H. (1983) "Performance Appraisal Systems and Their Relation to Employee Compensation," Kentucky Society for Hospital Personnel Administration/Kentucky Hospital Association, 53rd Annual Convention, Louisville, KY.
- Fay, C. H. and M. J. Wallace, Jr. (1982) "Internal and External Determinants of Salaries in a Local Labor Market," Academy of Management, 42nd Annual Meeting, New York.
- Wallace, M.J., Jr. and C. H. Fay. (1981) "Job Evaluation and Comparable Worth: Compensation Theory Bases for Modeling Job Worth." Academy of Management, 41st Annual Meeting, San Diego.

WORKING PAPERS

- Fay, C. H. (1998) Evaluation of National Compensation Survey Program. Prepared under contract from the U. S. Bureau of Labor Statistics, Washington, D.C. July.
- Fay, C. H.; P. K. Berger; and S. Bateman. (1983) Kentucky Crafts Program Survey. Prepared under contract from the Kentucky Department of the Arts to the Martin Center for Public Administration, University of Kentucky, September.
- Fay, C. H.; M. J. Wallace, Jr.; and N. F. Crandall. (1981) Internal and External Determinants of Salaries in a Local Labor Market. U.K. Working Paper BA 71.
- Wallace, M. J., Jr. and C. H. Fay. (1981) Job Evaluation and Job Worth: Toward a Model of Organizational Judgments of Job Value. U.K. Working Paper BA 72.

Wallace, M. J., Jr. and C. H. Fay. (1981) Labor Markets, Job Evaluation, and Job Worth: Toward a Model of Organizational Judgments of Job Value. U.K. Working Paper BA 74.

MANAGEMENT DEVELOPMENT ACTIVITIES

Global Remuneration Organization, Instructor for Course GR3, Certification Program, Job Analysis, Design, Documentation and Evaluation, June 1996 – present. Two and one-half day seminar.

Global Remuneration Organization, Instructor for Course GR4, Certification Program, Base Pay Management, June 1996 – present. Two and one-half day seminar.

American Compensation Association, Instructor for Course C12, Certification Program, Alternative Reward Systems. October, 1994 - 1997. Two and one-half day seminar.

American Compensation Association. Instructor for Course C1, Certification Program, Objectives, Principles and Regulation of Compensation Programs. November 1993 - present. Two and one-half day seminar.

American Compensation Association. Instructor for Course C2, Certification Program, Job Analysis, Job Documentation and Job Evaluation. November 1993 - present. Two and one-half day seminar.

American Compensation Association. Instructor for Course C4, Certification Program, Pay Structures, Pay Rate Determination and Program Administration. September 1993 - present. Two and one-half day seminar.

American Compensation Association. Instructor for Course 10B, Certification Program, Human Resource Information Systems. December 1989 - November 1991. Two and one-half day seminar.

State of New Jersey. Department of Personnel. Personnel College. Developed and conducted a five day sequence of presentations on organizational diagnosis, human resource planning, evaluating the human resource function, human resource information systems, and job analysis for top human resource managers in the State of New Jersey. Developed and conducted a four day sequence of presentations on compensation for the same managers. April 1988-July 1988.

American Compensation Association, Instructor for Course 11, Certification Program, Performance Appraisal. February 1987 - December 1989, 1997 – present. Two and one-half day seminar.

State of New Jersey. Certified Public Manager Program. Level VI, Organizational Change and Development. Conducted a sequence of six one-day workshops covering Introduction to Organizational Development and Change, Organizational Diagnosis, Job Design and Sociotechnical Systems, Team Development and Other Interventions, Power and Control, and Conflict and Conflict Resolution. 1985, 1986. Approximately 60 midlevel managers were taught each year. Developed and conducted a one day workshop on Performance Management for

11 groups with approximately 30 midlevel managers per group, 1987, 1988, 1989.

Rutgers, Institute of Management and Labor Relations, Management Development Center. Developed and conduct a variety of workshops and seminars on subjects related to general management and human resource management. September 1984 - 1989. Courses presented on a repeating basis in Human Resource Management Certificate Series include: Overview of Human Resource Management, Interviewing Techniques, Wage and Salary Administration, Performance Appraisal, and Human Resource Information Systems. A course on Comparable Worth and Sex-Based Discrimination was developed and taught in the Equal Employment Opportunity Workshop Series and Certificate Program.

American Compensation Association. Instructor for Course T3, Certification Program, Quantitative Analysis for Compensation Decision Making. March 1982 - present. Two and one-half day seminar.

University of Kentucky, College of Business and Economics, Management Center. Performance Appraisal. March 1981-1984. Two-day seminar.

University of Kentucky, College of Business and Economics, Management Center. Wage and Salary Administration. November 1980 -1984. Three-day seminar.

SERVICE ACTIVITIES

Chair, NTT Recruitment Committee. 2013, 2014, 2016

Executive MHRM program committee. 2013-2014

Chair, Recruitment Committee. 2009

Chair, CHRS Futures Committee - 2009

Rutgers University. Software Site Licensing/Budget Committee. 2006 -

Admissions Committee, MHRM Program – 2004 - present

Rutgers University. School of Management and Labor Relations. Dean's Search Committee. 2005 - 2006

Rutgers University. UHR Research/Technical Job Classification Committee. 2004 -

Rutgers University. HECIP New Brunswick/Piscataway Classroom Committee . 2003.

Rutgers University. Copyright Committee. 2000 - 2004. Working Committee. – 2001 – 2004.

Rutgers University. Computing Services. Advisor on Human Resource Planning Project. 1999 – 2000.

Rutgers University. Interdisciplinary Transportation Committee. SMLR Representative. 1999 – 2002.

School of Management and Labor Relations. Acting Director, Overseas Programs, 1998.

School of Management and Labor Relations, Director of Information Services, 1998 – 2001.

Rutgers University. New Brunswick Faculty Assembly. 1998 – 2001.
Personnel Committee, 2000 – 2001.

Rutgers University. Advisor to Personnel Department (revised 1998 to Department of Human Resource Management) on the revision of the compensation program and performance management program for Administrative Assembly employees, 1997 - 2004.

School of Management and Labor Relations, Director, Off-Campus HRM Programs, 1995 – present.

School of Management and Labor Relations, Member, PL/AD Committee, 1995 – present.

Institute of Management and Labor Relations. Industrial Relations and Human Resources Department. Singapore Project Director, 1989-1992.

Institute of Management and Labor Relations. Associate Director (Acting), 1987-1988, Associate Director, 1988-1991.

Rutgers University. TIAA/CREF Pension Study Committee, 1988 – 1989.

School of Business. Management Department Search Committee. Chairperson, 1986-1987.

Institute of Management and Labor Relations. Executive Committee, 1985-1986.

Institute of Management and Labor Relations. IRHR Student Recruiting Committee, 1985-1986.

Institute of Management and Labor Relations. IRHR Search Committee. Member, 1984-; Chairperson, 1985-1988.

University of Kentucky Business and Economics Teacher Evaluation Revision Committee, Chairperson, 1983-1984.

University of Kentucky Business and Economics Library Committee, Chairperson, 1981-1984.

Revision of University of Kentucky Personnel Policy Manual with M. J. Wallace), 1981.

University of Kentucky Faculty Senate, Academic Planning and Priorities Committee, 1980-1982.

University of Kentucky Faculty Senate, 1980-1982; 1983-1984.

Faculty Advisor, American Society for Personnel Administration, University of Kentucky Student Chapter, 1980-1984.

University of Kentucky B.A. Undergraduate Studies Committee, 1979-1984.

University of Kentucky Faculty Advisor, Personnel Administration/Industrial Relations majors, 1979-1984.

PROFESSIONAL AFFILIATIONS

Academy of Management

Chair, PHR Division Liaison Committee, 2005 - 2007

Member, PHR Division Mahoney Mentoring Award Selection Committee, 2005 - 2007

Editor, PHR Division Newsletter, 1984- 1992

Reviewer, PHR Division Annual Meetings, 1982- 1991, 1993 - 2016

Executive Committee, 1987-1989; *ex officio* 1989- 1992

Academy of Management Journal

Ad Hoc Reviewer, 1988- 1991

American Compensation Association

Chair, Research Committee, 1990 - 1992

Member, Research Committee, 1986 - 1992

Representative to Consortium for Alternative Reward Strategies, 1991- 1992

Association of Human Resource Systems Professionals

Compensation & Benefits Review

Editor, 2016 - 2018

Consortium for Alternative Reward Strategies Research

Advisory Board, 1993 - 1998

Decision Sciences Institute

Reviewer, OB/OT Track Meetings, 1990-1997

Group and Organization Studies

Ad Hoc Reviewer, 1989- 1993

Human Resource Information Management Society

Member of the Board, 1987-1988, 1989-1991

Coordinator, Special Interest Groups, 1987-1988

Chair, PC Special Interest Group, 1987-1988

Member, Education Committee, 1988-1991

Human Resource Management Journal

Associate Editor, 2008 - 2019

Member, Editorial Board, 2001 - 2019

Ad Hoc Reviewer, 1993 - 2001

Human Resource Planning Journal

Editor, 1993 - 1998

Member, Editorial Board, 1989, 1990-

Human Resource Planning Society

Editor, HRPS Newsletter, 1987-1988

Editor, HRPS Research Symposium Proceedings, 1993 - 1998

Member, Board of Directors, 1993 - 1997

Member, Publications Committee, 1987-1991, 1993-

Member, Research Committee, 1989-

IHRIM (International Human Resource Information Management) Journal

Member, Editorial Board, 2000-

International Journal of Human Resource Management Education

Member, Editorial Board, 2000-

Journal of Applied Psychology
Ad Hoc Reviewer, 1986-
Journal of Business and Psychology
Consulting Editor, 1986-1995
Personnel Psychology
Ad Hoc Reviewer, 1988-
Perspectives in Total Compensation
Member, Editorial Board, 1991-1992
Singapore Management Review
Editorial Advisory Board, 2000-
Topics in Total Compensation
Editorial Advisory Board, 1987-1990

SERVICE AS EXPERT WITNESS

Presidential Emergency Board No 243. Disputes between railroads represented by the National Carriers' Conference Committee and their employees represented by American Train Dispatchers Association, International Association of Machinists and Aerospace Workers, International Brotherhood of Electrical Workers, Transportation Communications International Union, Transport Workers Union, and The Rail Labor Bargaining Coalition. 2011.

Arbitration Dispute between The South Kansas & Oklahoma Railroad, The Stillwater Central Railroad and The Brotherhood of Maintenance of Way Employes(sic) Division – International Brotherhood of Teamsters. Preparation of expert witness report and rebuttal to BMW report concerning various wage issues. Arbitrators determined testimony not required. April 2009.

Improving Performance: A Review of Pay-for-Performance Systems in the Federal Government Testimony before the Senate Subcommittee on Oversight of Government Management, the Federal Workforce and the Federal Government. Testified on design and implementation shortcomings of pay for performance and related compensation systems. July 22, 2008.

Robbing Mary to Pay Peter and Paul: The Administration's Pay for Performance System Testimony before the House Subcommittee on the Federal Workforce, Postal Service, and the District of Columbia. Testified on the implementation and effect of pay for performance systems, at the Security and Exchange Commission, the Internal Revenue Service, the Government Accountability Office, and the Department of Defense . February 12, 2008.

GAO Personnel Reform: Does it Meet Expectations? Testimony before the House Subcommittee on the Federal Workforce, Postal Service, and the District of Columbia, and the Senate Subcommittee on the Oversight of Government Management, the Federal Workforce, and the District of Columbia. Testified on market pricing practices and a market pricing project done for the Government Accountability Office. May 22, 2007

Kimberly A. Kennedy v. SEPTA, Cecil Landon v SEPTA, Howard G. Patton v. SEPTA, and Catherine E. Showell v. SEPTA, Leslie Hickman. Wage discrimination cases. 2006 -

John Honrath v. Gerdau Ameristeel, Dave Hinton, John Trusheim, Richard Kowal and John Does (1-30) Sexual harassment suit. 2006 – 2007. Settled out of court based on preparatory work.

Edith Acantilado v. Merck & Company, Inc. Wrongful discharge suit. 2006 – 2007. Settled out of court based on preparatory work.

Dauphers vs. The Medical Center at Princeton. Wrongful hiring suit brought by patient and therapist's employer. Preparatory work only. (2004)

Arbitration Board No. 579. Wages and health and welfare dispute between railroads represented by the National Carriers' Conference Committee and their employees represented by the Transportation Communications International Union, et. al. 2003.

H.R. 1602, the Rewarding Performance in Compensation Act. Testimony before the Subcommittee on Workforce Protections of the Education and Workforce Committee of the U.S. House of Representatives. July 31, 2001.

Ponder et al. V. PSE&G. 1998 – 2000.

Presidential Emergency Board No 228. Disputes between railroads represented by the National Carriers' Conference Committee and their employees represented by the Transportation Communications International Union. 1996.

Presidential Emergency Board No 229. Disputes between railroads represented by the National Carriers Conference Committee and their employees represented by the Brotherhood of Maintenance of Way Employees. 1996.

Presidential Emergency Board No. 230. Wage and rules dispute between railroads represented by the National Carriers Conference Committee and their employees represented by the International Association of Machinists and Aerospace Workers, the International Brotherhood of Electrical Workers, and the Sheet Metal Workers' International Association. 1996

Presidential Emergency Board No. 220. Disputes between railroads represented by the National Carriers' Conference Committee and their employees represented by the International Association of Machinists and Aerospace Workers. 1992.

Presidential Emergency Board No. 221. Disputes between Consolidated Rail Corporation and its employees represented by the Brotherhood of Maintenance of Way Employees. 1992.

Public Service Alliance of Canada v Canada Post Corporation H30195. Pay equity case brought under the Canadian Human Rights Act. 1992.

Ontario Energy Board - HR 21 1993 Rate Hearing. Testified for Ontario Hydro with respect to executive compensation. 1992

Ontario Nurses' Association v. Haldimand Norfolk, Hearing before the Ontario Pay Equity Board. 1990-1991.

Miguel Angel, et al. v. 21 Club, Inc., et al., C. A. No. 87 Civ. 4137 (LBS) (S.D. N. Y.)
(Discriminatory employment practices. Preparatory work only; settled prior to
testimony) 1988.

Integral Systems, Inc. v. Peoplesoft, Inc.; David A. Duffield; and Albert W. Duffield, No. C-
90-2598-DLJ (Intellectual property rights. Preparatory work only; settled prior to
testimony) 1986 – 1987.

PUBLIC SERVICE

U.S. Federal Salary Council (Presidential appointment) 1991-1995

Chair, Working Group, 1992-1995

New Jersey Department of Personnel: Commissioner's Executive Task Force on the
Senior Executive Service - 1989

New Jersey Department of Personnel: Commissioner's Executive Task Force on Title
Consolidation - 1990