

Robert E. Ployhart, Ph.D.

Bank of America Professor of Business Administration
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PROFESSIONAL EMPLOYMENT

Bank of America Professor of Business Administration Department of Management, University of South Carolina	(September, 2011 – present)
Professor (with tenure) Department of Management, University of South Carolina	(August, 2010 – present)
Associate Professor (with tenure) Department of Management, University of South Carolina Department of Psychology, George Mason University	(August, 2004 – August, 2010) (August, 2003 – August, 2004)
Assistant Professor Department of Psychology, George Mason University Department of Psychology, University of Maryland	(August, 2001 – August, 2003) (August, 1999 – August, 2001)

EDUCATION

Michigan State University Industrial/Organizational Psychology Dissertation: <i>Integrating Personality with Situational Judgment for the Prediction of Customer Service Performance</i>	Ph.D.: June, 1999
Bowling Green State University Industrial/Organizational Psychology Master's Thesis: <i>Applicant Reactions to Perceived Unfairness and Administrative Consistency</i>	M.A.: August, 1996
North Dakota State University Psychology and Business Administration, with Honors Honor's Thesis: <i>Toward an Integrated Theory of Goal Commitment</i>	B.S. May, 1994

SELECTED AWARDS AND HONORS

M. Scott Meyers Award for Applied Research in the Workplace, Society for Industrial and Organizational Psychology (Co-authored with William Shepherd)	(2017)
Wiley Award for Excellence In Survey Research, Society for Industrial and Organizational Psychology (Co-authored with William Shepherd)	(2016)
Academy of Management HR Division Scholarly Achievement Award (Co-authored with Younsgang Kim)	(2015)
SEC Academic Leadership Development Program Fellow	(2014 – 2015)
William A. Owens Scholarly Achievement Award, Society for Industrial and Organizational Psychology	(2013)
Academy of Management HR Division's Best Student Convention Paper Award (Co-authored with Matt Call)	(2013)
USC Educational Foundation Research Award	(2012)
Society for Industrial and Organizational Psychology Scholar	(2012 – present)
Business Partnership Fellow, Darla Moore School of Business	(Fall, 2006 – present)
<i>Journal of Management</i> Scholarly Impact Award	(2011)
Fellow, American Psychological Association	(2011)
Fellow, Association for Psychological Science	(2011)
Fellow, Society for Industrial and Organizational Psychology	(2011)
Best Paper in Research Methods Track, Southern Management Association	(Fall, 2010)
Alfred G. Smith, Jr., Excellence in Teaching Award	(2010)
University of South Carolina Rising Star	(2010)
American Psychological Association Distinguished Scientific Award for Early Career Contributions to Applied Psychology	(2009)
Best Paper of 2006 Award, <i>Journal of Management</i>	(2006)
Professor of the Year, Doctoral Student Assoc., Moore School of Business	(Fall, 2006 – Spring, 2007)
Two Thumbs Up Award, USC Office of Student Disability Services	(Summer, 2006)
S. Rains Wallace Dissertation Award, SIOP	(Spring, 2001)
Ralph Alexander Dissertation Award, HR Division, Academy of Management	(Summer, 2000)
HumRRO Fellowship, Human Resources Research Organization	(Fall, 1998 – Spring, 1999)
Best Student Paper, HR Division, Academy of Management	(Summer, 1998)

SUMMARY OF RESEARCH INTERESTS

- Human capital resources
- Intersection of psychology and strategy
- Staffing; recruiting; personnel selection; individual differences
- Performance management
- Leadership development
- Cross-cultural issues
- Applied statistical models (multilevel; longitudinal)

REFEREED JOURNAL PUBLICATIONS

1. Sitzmann, T., Ployhart, R. E., & Kim, Y. (in press). A Process Model Linking Occupations to Individual Outcomes: The Explanatory Role of Occupational Personality Heterogeneity. *Journal of Applied Psychology*.

2. DeOrtentiis, P.S., Van Iddekinge, C. H., Ployhart, R. E., & Heetderks, T. D. (2018). Build or buy? The individual and unit-level performance of internally versus externally selected managers over time. *Journal of Applied Psychology, 103*, 916-928.
3. Kim, Y., & Ployhart, R. E. (2018). The strategic value of selection practices: Antecedents and consequences of firm-level selection practice usage. *Academy of Management Journal, 61*, 46-66.
4. Campion, M. C., Ployhart, R. E., & Campion, M. A. (2017). Using recruitment source timing and diagnosticity to enhance applicants' occupation-specific human capital. *Journal of Applied Psychology, 102*, 764-781.
5. Kim, A., Kim, Y., Kyongji, H., Jackson, S. E., & Ployhart, R. E. (2017). Multilevel influences on voluntary workplace green behavior: Individual differences, leader behavior, and coworker advocacy. *Journal of Management, 43*, 1335-1358.
6. Ployhart, R. E., Schmitt, N., & Tippins, N. T. (2017). Solving the supreme problem: 100 years of recruitment and selection research at the *Journal of Applied Psychology*. *Journal of Applied Psychology, 102*, 291-304. [Invited but peer-reviewed]
7. Hale, D. Jr., Ployhart, R. E., & Shepherd, W. (2016). A two-phase longitudinal model of a turnover event: Disruption, recovery rates, and moderators of collective performance. *Academy of Management Journal, 59*, 906-929.
8. Ward, A. K., Ravlin, E. C., Klaas, B. S., Ployhart, R. P., & Buchan, N. R. (2016). When do high-context communicators speak up? Exploring contextual communication orientation and employee voice. *Journal of Applied Psychology, 101*, 1498-1511.
9. Call, M. L., Nyberg, A. J., Ployhart, R. E., & Weekley, J. A. (2015). The dynamic nature of collective turnover and unit performance: The impact of time, quality, and replacements. *Academy of Management Journal, 58*, 1208-1232.
10. McFarland, L. A., & Ployhart, R. E. (2015). Social media: A contextual framework to guide research and practice. *Journal of Applied Psychology, 100*, 1653-1677.
11. Ployhart, R. E. (2015). Strategic Organizational Behavior (STROBE): The missing voice in the strategic human capital conversation. *Academy of Management Perspectives, 29*, 342-356.
12. Campion, M. C., Ployhart, R. E., & MacKenzie, W. (2014). The state of research on situational judgment tests: A content analysis and directions for future research. *Human Performance, 27*, 283-310.
13. Fagan, J., & Ployhart, R. E. (2014). The information processing foundations of human capital resources: Leveraging insights from information processing approaches to intelligence. *Human Resource Management Review, 25*, 4-11. [Invited but peer-reviewed]
14. Fulmer, I. S., & Ployhart, R. E. (2014). "Our most important asset:" A multidisciplinary/multilevel review of human capital valuation for research and practice. *Journal of Management, 40*, 161-192.
15. Kim, Y., & Ployhart, R. E. (2014). The effects of staffing and training on firm productivity and

- profit growth before, during, and after the Great Recession. Monograph. *Journal of Applied Psychology*, 99, 361-389.
16. Malhotra, M. K., Singhal, C., Shang, G., & Ployhart, R. E. (2014). A critical evaluation of alternative methods and paradigms for conducting mediation analysis in operations management research. *Journal of Operations Management*, 32, 127-137.
 17. Ployhart, R. E., Nyberg, A. J., Reilly, G., & Malrich, M. (2014). Human capital is dead; long live human capital resources! *Journal of Management*, 40, 371-398.
 18. Nyberg, A., & Ployhart, R. E. (2013). Contextual-emergent turnover (CET) theory: A theory of collective turnover. *Academy of Management Review*, 38, 109-131.
 19. Molloy, J., & Ployhart, R. E. (2012). Construct clarity: Multidisciplinary considerations and an illustration using human capital. *Human Resource Management Review*, 22, 152-156.
 20. Sluss, D., Ployhart, R. E., Cobb, G. M., Ashforth, B. (2012). Converging newcomer's relational and collective identifications: Prototypicality as moderator. *Academy of Management Journal*, 55, 949-975.
 21. Ployhart, R. E. (2012). The content validity of cognitively-oriented tests: Commentary on Schmidt (2012). *International Journal of Selection and Assessment*, 20, 19-23. [Invited commentary, but peer-reviewed]
 22. Ployhart, R. E. (2012). The psychology of competitive advantage: An adjacent possibility. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 62-81.
 23. Ployhart, R. E. (2012). From possible to probable: The psychology of competitive advantage. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, 5, 120-126.
 24. Sharma, S., Srinivas, S., & Ployhart, R. E. (2012). The analysis of mean differences using mean and covariance structure analysis: Effect size estimation and error rates. *Organizational Research Methods*, 15, 75-102.
 25. Chen, G., Ployhart, R. E., Cooper-Thomas, H. D., Anderson, N., & Bliese, P. D. (2011). The power of momentum: A new model of dynamic relationships between job satisfaction change and turnover intentions. *Academy of Management Journal*, 54, 159-181.
 26. Molloy, J., Chadwick, C., Ployhart, R. E., & Golden, S. (2011). Making "intangibles" tangible: A cross-disciplinary review and multilevel framework for future research. *Journal of Management*, 37, 1496-1518.
 27. Molloy, J. C., Ployhart, R. E., & Wright, P. M. (2011). The myth of "the" micro-macro divide. *Journal of Management*, 37, 581-609.
 28. Ployhart, R. E., & Moliterno, T. P. (2011). Emergence of the human capital resource: A multilevel model. *Academy of Management Review*, 36, 127-150.
 29. Ployhart, R. E., Van Iddekinge, C., & MacKenzie, W. (2011). Acquiring and developing human capital in service contexts: The interconnectedness of human capital resources. *Academy of Management Journal*, 54, 353-368.

30. Ployhart, R. E., & Ward, A. K. (2011). The “quick start guide” to conducting and publishing longitudinal research. *Journal of Business and Psychology*, 26, 413-422. [Invited, but peer-reviewed]
31. MacKenzie, W., Ployhart, R. E., Weekley, J. A., & Ehlers, C. (2010). Contextual effects on SJT responses: An examination of construct validity and mean differences across applicant and incumbent contexts. *Human Performance*, 23, 1-21.
32. Pitariu, A., & Ployhart, R. E. (2010). Explaining change: Theorizing and testing dynamic mediated longitudinal relationships. *Journal of Management*, 36, 405-429.
33. Ployhart, R. E., & Vandenberg, R. J. (2010). Longitudinal research: The theory, design, and analysis of change. *Journal of Management*, 36, 94-120.
34. Ployhart, R. E., Weekley, J. A., & Ramsey, J. (2009). The consequences of human resource stocks and flows: A longitudinal examination of unit service orientation and unit effectiveness. *Academy of Management Journal*, 52, 996-1015.
35. Harold, C. M., & Ployhart, R. E. (2008). What do applicants want? Examining changes in attribute importance judgments over time. *Journal of Occupational and Organizational Psychology*, 81, 191-218.
36. Ployhart, R. E., & Holtz, B. C. (2008). The diversity-validity dilemma: Strategies for reducing racioethnic and sex subgroup differences and adverse impact in selection. *Personnel Psychology*, 61, 153-172.
37. Pyburn, K., Ployhart, R. E., & Kravitz, D. A. (2008). The diversity-validity dilemma: Overview and legal context. *Personnel Psychology*, 61, 143-151.
38. Van Iddekinge, C. H., & Ployhart, R. E. (2008). Developments in the criterion-related validation of selection procedures: A critical review and recommendations for practice. *Personnel Psychology*, 61, 871-925.
39. Bliese, P. D., Chan, D., & Ployhart, R. E. (2007). Multilevel methods: Future directions in measurement, longitudinal analyses, and non-normal outcomes. *Organizational Research Methods*, 10, 551-563.
40. LeBreton, J. M., Hargis, M. B., Griepentrog, B., Oswald, F. L., & Ployhart, R. E. (2007). A multidimensional approach to evaluating new variables in organizational research and practice. *Personnel Psychology*, 60, 475-498.
41. Lim, B. C., & Ployhart, R. E. (2006). Assessing the convergent and discriminant validity of Goldberg’s International Personality Item Pool: A multitrait-multimethod examination. *Organizational Research Methods*, 9, 29-54.
42. Ployhart, R. E. (2006). Staffing in the 21st century: New challenges and strategic opportunities. *Journal of Management*, 32, 868-897.
43. Ployhart, R. E., Weekley, J. A., & Baughman, K. (2006). The structure and function of human

- capital emergence: A multilevel examination of the Attraction-Selection-Attrition model. *Academy of Management Journal, 49,* 661-677.
44. Ellis, A. J. P., Bell, B. S., Ployhart, R. E., Hollenbeck, J. R., & Ilgen, D. R. (2005). An evaluation of generic teamwork skills training with action teams: Effects on cognitive and skill-based outcomes. *Personnel Psychology, 58,* 641-672.
45. Holtz, B. C., Ployhart, R. E., & Dominguez, A. (2005). Testing the rules of justice. The effects of frame-of-reference and pre-test information on personality test responses and test perceptions. *International Journal of Selection and Assessment, 13,* 75-86.
46. Ployhart, R. E., Holcombe-Ehrhart, K., & Hayes, S. C. (2005). Using attributions to understand the effects of explanations on applicant reactions: Are reactions consistent with the covariation principle? *Journal of Applied Social Psychology, 35,* 259-296.
47. Weekley, J. A., & Ployhart, R. E. (2005). Situational judgment: Antecedents and relationships with performance. *Human Performance, 18,* 81-104.
48. LeBreton, J. M., Ployhart, R. E., & Ladd, R. T. (2004). Use of dominance analysis to assess relative importance: A Monte Carlo comparison with alternative methods. *Organizational Research Methods, 7,* 258-282.
49. Lim, B. C., & Ployhart, R. E. (2004). Transformational leadership: Relations to the Five Factor Model and team performance in typical and maximum contexts. *Journal of Applied Psychology, 89,* 610-621.
50. Ployhart, R. E., & Harold, C. M. (2004). The applicant attribution-reaction theory (AART): An integrative theory of applicant attributional processing. *International Journal of Selection and Assessment, 12,* 84-98.
51. Ployhart, R. E., & Oswald, F. L. (2004). Applications of mean and covariance structure analysis: Integrating correlational and experimental approaches. *Organizational Research Methods, 7,* 27-65.
52. Weekley, J. A., Ployhart, R. E., & Harold, C. M. (2004). Personality and situational judgment tests across applicant and incumbent contexts: An examination of validity, measurement, and subgroup differences. *Human Performance, 17,* 433-461.
53. Ployhart, R. E., & Ehrhart, M. G. (2003). Be careful what you ask for: Effects of response instructions on the construct validity and reliability of situational judgment tests. *International Journal of Selection and Assessment, 11,* 1-16.
54. Ployhart, R. E., Weekley, J. A., Holtz, B. C., & Kemp, C. F. (2003). Web-based and paper-and-pencil testing of applicants in a proctored setting: Are personality, biodata, and situational judgment tests comparable? *Personnel Psychology, 56,* 733-752.
55. Ployhart, R. E., Wiechmann, D., Schmitt, N., Sacco, J. M., & Rogg, K. (2003). The cross-cultural equivalence of job performance ratings. *Human Performance, 16,* 49-79.
56. Ployhart, R. E., Ziegert, J. C., & McFarland, L. A. (2003). Understanding racial differences on

- cognitive ability tests in selection contexts: An integration of stereotype threat and applicant reactions research. *Human Performance*, 16, 231-259.
57. Schilling, M.A., Vidal, P., Ployhart, R. E., & Marangoni, A. (2003). Learning by doing something else: Variation, relatedness, and organizational learning. *Management Science*, 49, 39-56.
58. Bliese, P. D., & Ployhart, R. E. (2002). Growth modeling using random coefficient models: Model building, testing, and illustrations. *Organizational Research Methods*, 5, 362-387.
59. Ployhart, R. E., & Ehrhart, M. G. (2002). Modeling the practical effects of applicant reactions: Subgroup differences in test-taking motivation, test performance, and selection rates. *International Journal of Selection and Assessment*, 10, 258-270.
60. Ployhart, R. E., Holtz, B. C., & Bliese, P. D. (2002). Longitudinal data analysis: Applications of random coefficient modeling to leadership research. *Leadership Quarterly*, 13, 455-486.
61. Ployhart, R. E., McFarland, L. A., & Ryan, A. M. (2002). Examining applicants' attributions for withdrawal from a selection procedure. *Journal of Applied Social Psychology*, 32, 2228-2252.
62. Hough, L. M., Oswald, F. L., & Ployhart, R. E. (2001). Determinants, detection, and amelioration of adverse impact in personnel selection procedures: Issues, evidence, and lessons learned. *International Journal of Selection and Assessment*, 9, 152-194.
63. Ployhart, R. E., Lim, B. C., & Chan, K. Y. (2001). Exploring relations between typical and maximum performance ratings and the five factor model of personality. *Personnel Psychology*, 54, 809-843.
64. Ryan, A. M., Horvath, M., Ployhart, R. E., Schmitt, N., & Slade, E. A. (2000). Hypothesizing differential item functioning in global employee opinion surveys. *Personnel Psychology*, 53, 531-562.
65. Ryan, A. M., & Ployhart, R. E. (2000). Applicants' perceptions of selection procedures and decisions: A critical review and agenda for the future. *Journal of Management*, 26, 565-606.
66. Ployhart, R. E., Ryan, A. M., Bennett, M. (1999). Explanations for selection decisions: Applicants' reactions to informational and sensitivity features of explanations. *Journal of Applied Psychology*, 84, 87-106.
67. Rogelberg, S. G., Ployhart, R. E., Balzer, W. K., & Yonker, R. D. (1999). Using policy capturing to examine tipping decisions. *Journal of Applied Social Psychology*, 29, 2567-2590.
68. Ryan, A. M., Chan, D., Ployhart, R. E., & Slade, L. A. (1999). Employee attitude surveys in a multinational organization: Considering language and culture in assessing measurement equivalence. *Personnel Psychology*, 52, 37-58.
69. Schmitt, N., & Ployhart, R. E. (1999). Estimates of cross-validity for stepwise-regression and with predictor selection. *Journal of Applied Psychology*, 84, 50-57.
70. DeShon, R. P., Ployhart, R. E., & Sacco, J. M. (1998). The estimation of reliability in longitudinal models. *International Journal of Behavioral Development*, 22, 493-515.

71. Hinsz, V. B., & Ployhart, R. E. (1998). Trying, intentions, and the processes by which goals influence performance: An empirical test of the theory of goal pursuit. *Journal of Applied Social Psychology*, 28, 1051-1066.
72. Ployhart, R. E., & Hakel, M. D. (1998). The substantive nature of performance variability: Predicting interindividual differences in intraindividual performance. *Personnel Psychology*, 51, 859-901.
73. Ployhart, R. E., & Ryan, A. M. (1998). Applicants' reactions to the fairness of selection procedures: The effects of positive rule violations and time of measurement. *Journal of Applied Psychology*, 83, 3-16.
74. Ryan, A. M., Ployhart, R. E., & Friedel, L. (1998). Using personality tests to reduce adverse impact: A cautionary note. *Journal of Applied Psychology*, 83, 298-307.
75. Ryan, A. M., Ployhart, R. E., Greguras, G. J., & Schmit, M. J. (1998). Test preparation programs in selection contexts: Self-selection and program effectiveness. *Personnel Psychology*, 51, 599-642.
76. Ployhart, R. E., & Ryan, A. M. (1997). Toward an explanation of applicant reactions: An examination of organizational justice and attribution frameworks. *Organizational Behavior and Human Decision Processes*, 72, 308-335.
77. Ryan, A. M., Greguras, G., & Ployhart, R. E. (1996). Physical abilities testing for firefighters: Exploring variations in reactions. *Human Performance*, 9, 219-240.
78. McCaul, K. D., Ployhart, R. E., Hinsz, V. B., & McCaul, H. S. (1995). Appraisals of a consistent versus a similar politician: Voter preferences and intuitive judgments. *Journal of Personality and Social Psychology*, 68, 292-299.

BOOKS

1. Ployhart, R. E., Weekley, J. A., & Dalzell, J. (2018). *Talent without borders: Global talent acquisition for competitive advantage*. Oxford University Press. ISBN 9780199746897
2. Ployhart, R. E., Schneider, B., & Schmitt, N. (2006). *Staffing organizations: Contemporary practice and research*. Mahwah, NJ: Lawrence Erlbaum Associates. ISBN 0-8058-5579-3
3. Weekley, J. A., & Ployhart, R. E. (2006). *Situational judgment tests*. In the Frontiers Series of the Society for Industrial and Organizational Psychology. Mahwah, NJ: Lawrence Erlbaum Associates. ISBN 0-8058-5251-4

BOOKS: SECTION EDITOR OR ADVISORY BOARD MEMBER

1. Section Editor. (2017). *The handbook of employee selection (2nd Edition)*. Editors J. Farr and N. Tippins. New York, NY: Routledge. ISBN 978-1138915497
2. Advisory Board Member. (2008). *Major works in employee selection and performance*

management. Editors N. R. Anderson & U. Hulsheger. Thousand Oaks, CA: Sage. ISBN 978-1-84787-041-4

3. Section Editor. (2010). *The handbook of employee selection*. Editors J. Farr and N. Tippins. New York, NY: Routledge. ISBN: 978-0-8058-6437-3
4. Section Editor. (forthcoming). *The handbook of employee selection (2nd Edition)*. Editors J. Farr and N. Tippins. New York, NY: Routledge. ISBN: 978-0-8058-6437-3

CHAPTERS (chronologically)

1. Ployhart, R. E., & Hendricks, J. (2019). The missing levels in microfoundations. In S. E. Humphreys & J. M. LeBreton (Eds.), *The Handbook of Multilevel Theory, Measurement, and Analysis* (pp. 141-162). American Psychological Association.
2. McFarland, L. A., & Ployhart, R. E. (in press). Strategic training. In K. Brown (Ed.), *The Oxford Handbook of Training and Development*. New York, NY: Oxford University Press.
3. Nyberg, A. J., Ployhart, R. E., & Moliterno, T. P. (in press). *Final commentary chapter and point of departure*. In A. J. Nyberg & T. P. Moliterno (Eds.), *The Handbook of Research on Human Capital Resources*.
4. Ployhart, R. E., & Chen, G. (in press). *The vital role of teams in the mobilization of strategic human capital resources*. In A. J. Nyberg & T. P. Moliterno (Eds.), *The Handbook of Research on Human Capital Resources*.
5. Wright, P. W., Nyberg, A. J., & Ployhart, R. E. (2018). A research revolution in SHRM: New challenges and new research directions. *Research in Personnel and Human Resources Management*, 36, 141-163.
6. Lepak, D., Jiang, K., & Ployhart, R. E. (2017). HR strategy, structure, and architecture. In C. L. Cooper & P. Sparrow (Eds.), *A Research Agenda for Human Resource Management* (pp. 23-38). Edward Elgar, UK.
7. Ployhart, R. E., Call, M. L., & McFarland, L. A. (2017). Autonomous learning, human capital resources, and value capture. In R. Noe. & J. Ellingson (Eds.), *Autonomous Learning in the Workplace* (pp. 287-303). Routledge: New York, NY.
8. Ployhart, R. E. & Kautz, J. (2017). Managing the selection and retention of human capital resources. In C. L. Cooper & P. Sparrow (Eds.), *A Research Agenda for Human Resource Management* (pp. 78-94). Edward Elgar, UK.
9. Ployhart, R. E., & Weekley, J. (2017). Strategy, selection, and sustained competitive advantage. In J. Farr & N. Tippins (Eds.), *The Handbook of Employee Selection (2nd Edition)*, pp. 195-212. New York, NY: Routledge. [Note: a revised chapter from one published in 2010]
10. Ployhart, R. E., & Nyberg, A. J. (2016). The strategic value of talent: From anecdote to evidence. In P. M. Wright, D. Ulrich, R. L. Antoine, & E. Sartain (Eds.), *View from the top* (pp. 185-194). Washington, DC: SHRM.

11. Felin, T., Foss, N., & Ployhart, R. E. (2015). The microfoundations movement in strategy and organization theory. *Academy of Management Annals*, 9, 575-632.
12. Moliterno, T. P., & Ployhart, R. E. (2015). Multilevel models for strategy research: An idea whose time (still) has come. In C. Cinici & G. B. Dagnino (Eds.), *Research Methods for Strategic Management*.
13. Weekley, J. A., Hawkes, B., Guenole, N., & Ployhart, R. E. (2015). Low-fidelity simulations. *Annual Review of Organizational Psychology and Organizational Behavior*, 2, 295-322.
14. Korsgaard, A. M., Ployhart, R. E., & Ulrich, M. (2014). The emergence of intragroup conflict: Variations in conflict configurations. In O. B. Ayoko, N. M. Ashkanasy, & K. A. Jehn (Eds.), *The Handbook of Conflict Management Research* (pp. 51-65). Edward Elgar Publishing.
15. Ployhart, R. E., & Hale, D. Jr. (2014). The fascinating psychological microfoundations of strategy and competitive advantage. *Annual Review of Organizational Psychology and Organizational Behavior*, 1, 145-172.
16. Ployhart, R. E., & Hale, D. Jr., (2014). Human resource management is out of time. In A. J. Shipp & Y. Fried (Eds.), *Time and Work* (Vol. 2, pp. 76-96).
17. Ployhart, R. E., Hale, D., Jr., & Campion, M. C. (2014). Staffing within the social context. In B. Schneider & K. Barbera (Eds.), *The Handbook of Organizational Climate and Culture: Antecedents, Consequences, and Practice* (pp. 23-43). New York, NY: Oxford University Press.
18. Ployhart, R. E., & Kim, Y. (2014). Strategic recruitment. In D. Cable & K. Y. T. Yu (Eds.), *The Oxford Handbook of Recruitment* (pp. 5-20). New York, NY: Oxford University Press.
19. Ployhart, R. E., & MacKenzie, W. (2014). Two waves of measurement a longitudinal study does not make. In R. Vandenberg & C. Lance (Eds.), *Methodological Urban Myths and Legends* (Vol. 2). Routledge/Taylor & Francis.
20. Ployhart, R. E., & Turner, S. F. (2014). Organizational adaptability. In D. Chan (Ed.), *Individual adaptability to changes at work: New directions in research* (pp. 73-91). New York, NY: Routledge/Taylor & Francis.
21. Ployhart, R. E., & Weekley, J. A. (2014). Recruitment and selection in the global organization. In D. G. Collings, G. Wood, & P. Caligiuri (Eds.), *The Routledge Companion to International Human Resource Management*. Routledge.
22. Ryan, A. M., & Ployhart, R. E. (2014). A century of selection. *Annual Review of Psychology*, 65, 693-717.
23. Campion, M. C., & Ployhart, R. E. (2013). Assessing personality with situational judgment measures: Interactionist psychology operationalized. In N. Christiansen & R. Tett (Eds.), *Handbook of Personality at Work* (pp. 439-456). New York, NY: Rutledge.
24. Narayan, A., & Ployhart, R. E. (2013). Multilevel perspectives on personality in organizations In N. Christiansen & R. Tett (Eds.), *Handbook of Personality at Work* (pp. 153-170). New York, NY: Routledge.

25. Ployhart, R. E. (2013). The study of phenomena that matter. In J. K. Ford, J. R. Hollenbeck, & A. M. Ryan (Eds.), *The nature of work: Advances in psychological theory, methods, and practice*. Washington, D. C.: American Psychological Association.
26. Ployhart, R. E., & Kim, Y. (2013). Dynamic longitudinal growth models. In J. M. Cortina and R. S. Landis (Eds.), *Frontiers of Methodology in Organizational Research* (pp. 63-98). New York, NY: Routledge.
27. Ployhart, R. E., & Ward, A. K. (2013). Situational judgment measures. In K. F. Geisinger, B. B. Bracken, J. F. Carlson, J. C. Hansen, N. R. Kuncel, S. P. Reise, and M. C. Rodriguez (Eds.), *APA Handbook of Testing and Assessment in Psychology* (Vol. 1), pp. 551-564). Washington, DC: American Psychological Association.
28. Ryan, A. M., & Ployhart, R. E. (2013). Customer service behavior. In N. Schmitt & S. Highhouse (Eds.), *Handbook of psychology*, vol. 12 (pp. 470-492). Hoboken, NJ: Wiley & Sons.
29. McFarland, L. A., Van Iddekinge, C., & Ployhart, R. E. (2012). Measurement and methodology in organizational politics. In G. Ferris & D. Treadway (Eds.), *Politics in Organizations*, pp. 99-129. Taylor-Francis.
30. Ployhart, R. E. (2012). Personnel selection: Ensuring sustainable organizational effectiveness through the acquisition of human capital. In S. W. J. Kozlowski (Ed.), *The Oxford Handbook of Organizational Psychology*, pp. 221-246. Oxford, England: Oxford University Press.
31. Ployhart, R. E. (2012). Multilevel selection and the paradox of sustained competitive advantage. In N. Schmitt (Ed.), *The Oxford Handbook of Assessment and Selection*, pp. 667-685. Oxford University Press.
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34. Ployhart, R. E., & MacKenzie, W. I. (2010). Situational judgment tests. In S. Zedeck (Ed.), *The Handbook of Industrial and Organizational Psychology*. American Psychological Association. Washington, DC: American Psychological Association.
35. Ployhart, R. E., & Weekley, J. (2010). Strategy, selection, and sustained competitive advantage. In J. Farr & N. Tippins (Eds.), *The Handbook of Employee Selection*, pp. 195-212. New York, NY: Routledge.
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38. Ployhart, R. E. (2007). Multilevel modeling: Theory and practice. In S. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology*, pp. 492-494. Thousand Oaks, CA: Sage.
39. Ployhart, R. E., & Pitariu, A. (2007). Hierarchical linear modeling. In S. Rogelberg (Ed.), *Encyclopedia of Industrial and Organizational Psychology*, pp. 494-497. Thousand Oaks, CA: Sage.
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42. Ployhart, R. E., & Weekley, J. A. (2006). Situational judgment tests: A research synthesis and directions for future research. In J. A. Weekley & R. E. Ployhart (Eds.), *Situational Judgment Tests*, pp. 345-350. Lawrence Erlbaum.
43. Weekley, J. A., & Ployhart, R. E. (2006). An introduction to Situational Judgment Tests: Their nature and history. In J. A. Weekley & R. E. Ployhart (Eds.), *Situational Judgment Tests*, pp. 1-10. Lawrence Erlbaum.
44. Weekley, J. A., Ployhart, R. E., & Holtz, B. C. (2006). Scaling, scoring, and developing situational judgment tests. In J. A. Weekley & R. E. Ployhart (Eds.), *Situational Judgment Tests*, pp. 157-182. Lawrence Erlbaum.
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50. Ryan, A. M., & Ployhart, R. E. (2003). Customer service behavior. In R. J. Klimoski, W. C. Borman, & D. R. Ilgen (Eds.), *Handbook of Psychology* (Vol. 12), pp. 377-397. Wiley & Sons: Hoboken, N.J.
51. Ployhart, R. E., & Schneider, B. (2002). A multilevel perspective on personnel selection research and practice: Implications for selection system design, assessment, and construct validation. In F. J. Dansereau & F. Yamarino (Eds.), *Research in Multi-Level Issues Volume 1: The Many Faces of Multi-Level Issues* (Vol. 1), pp. 95-140. Elsevier Science Ltd: Oxford, U.K.
52. Ployhart, R. E., & Schneider, B. (2002). A multilevel perspective on personnel selection: When will practice catch up? In F. J. Dansereau & F. Yamarino (Eds.), *Research in Multi-Level Issues Volume 1: The Many Faces of Multi-Level Issues* (Vol. 1), pp. 165-175. Elsevier Science Ltd: Oxford, U.K.

OTHER PUBLICATIONS

- Kim, P. H., Ployhart, R. E., & Gibson, C. B. (2018). Editor's Comments: Is OB over-theorized? *Academy of Management Review*, 43, 541-545. [invited].
- Ployhart, R. E. (2015). The reluctant HR Champion. In D. Ulrich, W. Al Schiemann, & L. Sartain (Eds.). *The Rise of HR: Wisdom from 73 Thought Leaders*. HRCI. E-Book distributed by HRCI.
- Ployhart, R. E. (2011). Winning the competition for talent. *Greater Columbia Business Monthly*, March, 8-9.
- Ployhart, R. E. (2008). Book Review of *Longitudinal Models in the Behavioral and Related Sciences*. *Organizational Research Methods*, 11, 635-637.
- Ployhart, R. E., Truxillo, D., & McHenry, J. (2003). (Almost) everything you wanted to know about the SIOP program but were afraid to ask. *The Industrial-Organizational Psychologist*, 41, 25-27.
- Ployhart, R. E. (1998). A multilevel perspective on personnel selection. *Proceedings of the 1998 Academy of Management Conference*. San Diego, CA.

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- Ployhart, R. E. (1999). The Customer Service Inventory (CSI) Test.
- Ployhart, R. E. (2004). The Individual ADAPTability (I-ADAPT) Measure.
- Ployhart, R. E., Korsgaard, M. A., & Bliese, P. D. (2018). The Leadership Transitions Survey.

WORKSHOPS & EXECUTIVE EDUCATION

1. Ployhart, R. E. (2018). *Talent analytics*. Executive Education for HRBP Program, Columbia, SC.
2. Ployhart, R. E. (2018). *The conceptualization, design, and analysis of repeated*

measures/longitudinal research. Center for the Advancement of Research Methods and Analysis, University of South Carolina, Columbia, SC.

3. Ployhart, R. E. (2017). *The conceptualization, design, and analysis of repeated measures/longitudinal research.* Center for the Advancement of Research Methods and Analysis, University of South Carolina, Columbia, SC.
4. Ployhart, R. E. (2017). *Talent analytics.* Executive Education for HRBP Program, Columbia, SC.
5. Ployhart, R. E. (2014). *Talent strategy.* Executive Education for Lowe's, Columbia, SC.
6. Ford, D., & Ployhart, R. E. (2014). Panel-based job analysis. *Institute for Credentialing Excellence* (Webinar).
7. Ployhart, R. E. (November-December, 2013). *Leadership in State Government.* Workshop presented to the South Carolina Governor's Cabinet and State Agency Directors, Columbia, SC.
8. Shipp, A., & Ployhart, R. E. (August, 2013). *How should I study time?* Professional Development Workshop, Academy of Management, Orlando, FL.
9. Molloy, J., Chadwick, C., & Ployhart, R. E. (August, 2010). *Do you see what I see? Bridging disciplinary divides in human capital scholarship.* Professional Development Workshop, Academy of Management, Montreal, Canada.
10. Ployhart, R. E. (June, 2010). *The conceptualization, design, and analysis of repeated measures/longitudinal research.* Center for the Advancement of Research Methods and Analysis, Virginia Commonwealth University, Detroit, MI.
11. Molloy, J., & Ployhart, R. E. (August, 2009). *Narrowing the micro-macro divide through intellectual capital research.* Professional Development Workshop, Academy of Management, Chicago, IL.
12. Ployhart, R. E. (July, 2009). *Introduction to confirmatory factor analysis and structural equation modeling.* Bank of America, Charlotte, NC.
13. Ployhart, R. E. (May, 2008). *The conceptualization, design, and analysis of repeated measures/longitudinal research.* Center for the Advancement of Research Methods and Analysis, Virginia Commonwealth University, Richmond, VA.
14. Ployhart, R. E. (May, 2007). *The conceptualization, design, and analysis of repeated measures/longitudinal research.* Center for the Advancement of Research Methods and Analysis, Virginia Commonwealth University, Richmond, VA.
15. Ployhart, R. E. (May, 2006). *The conceptualization, design, and analysis of repeated measures/longitudinal research.* Center for the Advancement of Research Methods and Analysis, Virginia Commonwealth University, Richmond, VA.
16. Ployhart, R. E. (2005). *Multilevel staffing and classification: Linking individual competencies to higher level effectiveness.* International Military Testing Association. Singapore.
17. Ployhart, R. E. (2005). *An introduction to multilevel modeling.* University of North Carolina-

Charlotte, Charlotte, N.C.

18. Ployhart, R. E., & Tsacoumis, S. (2001). *Strategies for reducing adverse impact*. Personnel Testing Council of Metropolitan Washington, Washington, D.C.

INVITED PRESENTATIONS

1. Ployhart, R. E. (2018). *Across the universe: Toward a unified theory of human capital resource acquisition*. Temple University, Philadelphia, PA.
2. Ployhart, R. E. (2017). *Civil rights and social change*. Invited Theme Track session presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
3. Ployhart, R. E. (2016). *Strategic selection. How individual differences contribute to organizational differences*. Michigan State University, East Lansing, MI.
4. Ployhart, R. E. (2016). *Managing your professional reputation*. Center for Teaching Excellence, University of South Carolina.
5. Ployhart, R. E. (2014). *Human capital resources: How individual differences contribute to organizational heterogeneity*. Wharton, University of Pennsylvania, Philadelphia, PA.
6. Ployhart, R. E. (2014). *Emerging questions in longitudinal research*. Center for the Advancement of Research Methods and Analysis, Wayne State University, Detroit, MI.
7. Ployhart, R. E. (2014). *Strategic organizational behavior? The dark energy of the resource universe*. USC Human Capital Conference; University of South Carolina.
8. Ployhart, R. E. (2014). *Establishing the link between human capital and performance*. Chief Human Resource Officer Conference; University of South Carolina.
9. Ployhart, R. E. (2014). *Human capital advantage: The surprisingly strategic role that talent plays in generating growth*. Webinar for I4CP.
10. Ployhart, R. E. (2014). *Employability*. Invited Speaker; Provost's Retreat; University of South Carolina.
11. Ployhart, R. E. (2013). *Human capital resources: How individual differences contribute to organizational heterogeneity*. Robinson College of Business; George State University.
12. Ployhart, R. E. (2013). Keynote speaker; University of South Carolina Doctoral Hooding Ceremony.
13. Ployhart, R. E. (2012). *Selection and assessment for competitive advantage*. International Personnel Assessment Council, Las Vegas, NV.
14. Ployhart, R. E. (2012). *Psychology and competitive advantage*. Management and Psychology Department, University of North Carolina-Charlotte.
15. Ployhart, R. E. (2011). *Psychological microfoundations of competitive advantage*. Management Department, University of Maryland.

16. Ployhart, R. E. (2011). *Swill, thread, and scientific thought*. Psychology and Management Departments, Michigan State University.
17. Ployhart, R. E. (2010). *Staffing and organizational effectiveness*. Health Services Policy and Management Department, University of South Carolina.
18. Ployhart, R. E. (2010). *Staffing for human capital advantage*. Clemson University, SC.
19. Ployhart, R. E. (2008). *The space between what's wrong and right: Multilevel and longitudinal modeling in management and applied psychology*. Statistics Department, University of South Carolina.
20. Ployhart, R. E. (2008). *Balancing teaching and research*. New Faculty Orientation, Center for Teaching Excellence, University of South Carolina.
21. Ployhart, R. E. (2008). *How to publish as a doctoral student*. Doctoral Student Association, Moore School of Business, University of South Carolina.
22. Ployhart, R. E. (2008). *Strategies for finding a job*. Career Management, Moore School of Business, University of South Carolina.
23. Chen, G., Kanfer, R., Pritchard, R. D., Ployhart, R. E., et al. (2008). *SIOP Organizational Frontiers Series: Work motivation: Past, present, and future*. Invited session presented at the annual conference for the Society for Industrial and Organizational Psychology, San Francisco, CA.
24. Ployhart, R. E. (2007). *When individual differences create organizational differences*. American Psychological Society, Washington, D.C.
25. Ployhart, R. E. (2007). *Theoretical and methodological issues in longitudinal research*. Center for the Advancement of Research Methods and Analysis, Richmond, VA.
26. Ployhart, R. E. (2007). *Staffing for human capital advantage*. Reigel & Emory/Master of Human Resources annual meeting. Charleston, SC.
27. Ployhart, R. E. (2006). *The role of staffing in the creation of human capital emergence*. Cornell University, Labor and Industrial Relations, Ithaca, NY.
28. Pritchard, R. D., Weekley, J. A., & Ployhart, R. E. (2006). *SIOP Organizational Frontiers Series: Situational judgment tests: Theory, measurement, and application*. Invited session presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
29. Ployhart, R. E. (2005). *Leadership adaptability for 21st century warfare*. International Military Testing Association, Singapore.
30. McGurk, D., & Ployhart, R. E. (2004). *The antecedents, consequences, and measurement of individual adaptability of ROTC cadets*. U. S. Army Accessions Command, Accessions Research Consortium. Ft. Jackson, SC.
31. Ployhart, R. E. (2004). *A multilevel model of organizational staffing*. Pennsylvania State University, Department of Psychology, State College, PA.

32. Ployhart, R. E. (2004). *Internet-based employment testing: Opportunities, issues, and data*. Personnel Testing Council of Metropolitan Washington, Washington, D.C.
33. Ployhart, R. E. (2004). *An introduction to mean and covariance structure analysis*. Center for the Advancement of Research Methods and Analysis, Virginia Commonwealth University, Richmond, VA.
34. Ployhart, R. E., & Schmitt, N. (2004). *The ASA model's impact on staffing*. A Festschrift in honor of Benjamin Schneider. College Park, MD.
35. Ployhart, R. E. (2003). *Strategies for the reduction of subgroup differences—updates and extensions*. Keynote speaker. International Personnel Management Association—Assessment Council, Baltimore, MD.
36. Ployhart, R. E. (2002). *The antecedents and consequences of individual level adaptability*. Portland State University, Department of Psychology, Portland, OR.
37. Ployhart, R. E. (2002). *The future of leadership: Excellence in uncertain times*. Human Resources Leadership Foundation, Arlington, VA.
38. Ployhart, R. E. (2002). *Strategies for the reduction of subgroup differences*. International Personnel Management Association—Assessment Council. Keynote speaker, New Orleans, LA.
39. Ployhart, R. E. (2002). *Development and construct validity of a measure of adaptability*. Mid-Atlantic Personnel Assessment Consortium, Baltimore, MD.
40. Ployhart, R. E. (2001). *Improving customer service by assessing and developing people skills*. Human Resources Research Organization, Alexandria, VA.
41. Ployhart, R. E. (2000). *Broadening the scope of applicant reactions research: Understanding how applicants perceive and react toward selection procedures*. University of Maryland, Department of Social Psychology, College Park, MD.
42. Ployhart, R. E. (1999). *An interactionist approach to assessing personality in work contexts: Construct validation of a predictor of customer service performance*. Human Resources Research Organization, Alexandria, VA.

PEER-REVIEWED CONFERENCE PAPERS AND PRESENTATIONS (chronologically)

1. Ward, W., Ployhart, R. E., & Shepherd, W. J. (2019). *The impact of inclusion practices on generational cohort differences in engagement*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Washington, D.C.
2. Weekley, J. W., Ployhart, R. E., & Kim, Y. (2019). *Diversity and unit performance: The mediating effects of engagement and turnover*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Washington, D.C.
3. Chung, H., Kim, Y., & Ployhart, R. E. (2018). *Antecedents and consequences of usage of contingent*

- workers: A meta-analytic review and future research agenda.* Paper presented at the annual Wharton People and Organizations Conference, Wharton, University of Pennsylvania, Philadelphia, PA.
4. Kim, Y., Ployhart, R. E., & Kim, A. (2018). *Organizational change, contingent workers, and firm performance.* Symposium presented at the annual conference of the Academy of Management, Chicago, IL.
 5. Liu, X., Kautz, J., Thatcher, S. M. B., & Ployhart, R. E. (2018). *Dynamic team faultlines and team performance after turnover.* Symposium presented at the annual conference of the Academy of Management, Chicago, IL.
 6. Ployhart, R. E., Shepherd, W. J., & Hendricks, J. L. (2018). *The impact of collective psychological resources on business unit sales.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
 7. Shepherd, W. J., Ployhart, R. E., & Kautz, J. (2018). *Customer perceptions and employee attitudes as determinants of collective turnover.* Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
 8. Weekley, J. A., Ployhart, R. E., Klabzuba, A., & Guenole, N. R. (2018). *Internal versus external mobility effects: An examination of moderators.* Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
 9. Hendricks, J. L., & Ployhart, R. E. (2017). *Star teams: Types, antecedents, and consequences.* Symposium presented at the annual conference of the Academy of Management, Atlanta, GA.
 10. Kautz, J., Ployhart, R. E., Shepherd, W., & Hale, D. (2017). *Employee emotional influences on the service-profit chain.* Symposium presented at the annual conference of the Academy of Management, Atlanta, GA.
 11. Sitzmann, T., Ployhart, R. E., & Kim, Y. (2017). *From occupations to individual outcomes: Mediating role of occupational personality heterogeneity.* Symposium presented at the annual conference of the Academy of Management, Atlanta, GA.
 12. McFarland, L. A., Kim, Y., & Ployhart, R. E. (2017). *Effects of recruiting sources on test reactions and performance.* Poster presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
 13. Ployhart, R. E. (2017). *Panelist. Practical advice on assessing and developing key managerial transitions.* Panel discussion session at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
 14. Ployhart, R. E. (2016). *Discussant. It's about time: Advancing theories and methods of dynamic research.* Symposium presented at the annual conference of the Academy of Management, Anaheim, CA.
 15. Call, M., & Ployhart, R. E. (2015). *On star employees and value capture: When do the stars align?* Paper presented at the annual conference of the Society for Strategic Management, Denver, CO.
 16. DeOrtentiis, P., Van Iddekinge, C., Ployhart, R. E., & Heetderks, T. (2015). *In or out:*

Differences between internal and external hires on individual- and unit-level outcomes.
 Symposium presented at the annual conference of the Academy of Management, Vancouver, BC.

17. Campion, M. C., Ployhart, R. E., Posthuma, R. A., & Campion, M. A. (2014). *Can we create more ideal applicants? Adding a new dimension to recruitment methods to enhance applicant occupation-specific human capital.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
18. Hale, D., Shepherd, W., & Ployhart, R. E. (2014). *The customer-employee-profit chain: Customer-employee contagion and the impact of customer perception.* Symposium presented at the annual conference of the Academy of Management, Philadelphia, PA.
19. Firth, B.M., Chen, G., Tangirala, S., & Ployhart, R.E. (2014). *Upward influence in teams: From individual proactivity to team performance.* Symposium presented at the Israeli Organizational Behavior Conference, Tel Aviv, Israel.
20. Hedricks, C. A., Robie, C., Ployhart, R. E., & Rupayana, D. (2014). *Use of other-ratings and technology to address applicant faking.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Honolulu, HI.
21. Call, M., Ployhart, R. E., Nyberg, A., Weekley, J. (2013). *Collective turnover: Who leaves, when did they leave, and who did they leave behind.* Paper presented at the annual meeting of the Academy of Management, Orlando, FL.
22. Hale, D. Jr., Ployhart, R. E., & Shepherd, W. (2013). *A two-staged longitudinal model of collective turnover on unit-level performance.* Paper presented at the annual meeting of the Academy of Management, Orlando, FL.
23. Maltarich, M., Reilly, G., Ployhart, R. E., & Nyberg, A. (2013). *A multi-component conceptualization of the human capital resource.* Symposium presented at the annual conference of the Strategic Management Society, Atlanta, GA.
24. Ployhart, R. E. (2013). Random coefficient modeling. Presentation in Empirical Investigation of Multilevel Research Questions in Strategy Professional Development Workshop, Academy of Management, Orlando, FL.
25. Thatcher, S. M. B., Korsgaard, M. A., & Ployhart, R. E. (2013). *Intragroup conflict configurations over time.* Symposium presented at the annual meeting of the Academy of Management, Orlando, FL.
26. Schmit, M. J., Ployhart, R. E., & McFarland, L. A. (2013). *The science and practice of social media use in organizations.* Master Tutorial presented at the annual conference of the Society for Industrial and Organizational Psychology, Houston, TX.
27. Kim, Y., & Ployhart, R. E. (2012). *The buffering effects of human capital resources on firm recession performance.* Paper presented at the annual conference of the Academy of Management, Boston, MA.
28. Ployhart, R. E., Shepherd, W., & Hale, D. (2012). *The antecedent effects of star employees on developing customer resources.* Symposium presented at the annual conference of the Academy of Management, Boston, MA.

29. Campion, M. C., & Ployhart, R. E. (2012). *Situational judgment tests as interactionist psychology*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
30. Campion, M. C., & Ployhart, R. E. (2012). *Reliability and situational judgment tests: A review of the literature*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
31. Hale, D., Ployhart, R. E., & Shepherd, W. (2012). *Customer advocacy in service contexts: Implications for unit effectiveness*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
32. Kim, Y., & Ployhart, R. E. (2012). *Meta-analysis of the relationship between staffing practices and unit performance*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
33. Okyere, K., Ployhart, R. E., Hale, D., & Shepherd, W. (2012). *Consequences of managerial attitudes on collective turnover and unit performance*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
34. Moliterno, T. P., & Ployhart, R. E. (2011). *The criterion problem in resource based research*. Paper presented at the annual conference of the Strategic Management Society, Miami, FL.
35. MacKenzie, W. I., Ployhart, R. E., & Van Iddekinge, C. (2011). *Human capital: The importance of staffing levels*. Paper presented at the annual conference of the Academy of Management, San Antonio, TX.
36. Ployhart, R. E., & MacKenzie, W. I. (2011). *Two waves of measurement do not a longitudinal study make*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
37. Molloy, J., Chadwick, C., & Ployhart, R. E. (2010). *Making intangibles “tangible:” A multidisciplinary critique and validation framework*. Southern Management Association, St. Pete Beach, FL.
38. Nyberg, A., & Ployhart, R. E. (2010). *A multilevel model of turnover: Nature, antecedents, and consequences across levels of analysis*. Paper presented at the annual conference of the Strategic Management Society, Rome, Italy.
39. Sluss, D. M., Cobb, G. M., & Ployhart, R. E. (2010). *Converging Newcomer’s relational and collective identification: Prototypicality as moderator*. Paper presented at the annual conference of the Academy of Management, Montreal, Canada.
40. Kozlowski, S. W. J., Ployhart, R. E., & Lim, B. C. (2010). *The developmental role of team leaders*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Atlanta, GA.
41. MacKenzie, W. I., Ployhart, R. E., & Van Iddekinge, C. (2010). *Single autoregressive latent trajectory models: Controlling for prior time periods*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Atlanta, GA.

42. Ployhart, R. E. (2010). *A multilevel view of the validity-diversity dilemma*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Atlanta, GA.
43. Catano, V., Lamerson, C., & Ployhart, R. E. (2009). *Beyond multiple choice: The potential for situational judgment tests in credentialing*. Symposium presented at the annual Educational Conference for the National Organization for Competency Assurance, Phoenix, AZ.
44. Harold, C. M., McFarland, L. A., & Ployhart, R. E. (2009). *Applicant reactions over time: An investigation of how and why change occurs*. Paper presented at the annual conference of the Academy of Management, Chicago, IL.
45. MacKenzie, W. I., Ployhart, R. E., Hawks, D., & Hakel, M. D.. (2009). *Subgroup differences in job performance over time*. Paper presented at the annual conference of the Academy of Management, Chicago, IL.
46. MacKenzie, W. I., Ployhart, R. E., Weekley, J., & Ehlers, C. (2009). *An examination of SJT construct validity across employment contexts*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, New Orleans, LA.
47. Moliterno, T., & Ployhart, R. E. (2009). *Microfoundations of the human capital resource: A multilevel model*. Paper presented at the annual conference of the Strategic Management Society, Washington, D. C.
48. Ployhart, R. E., Ford, D., Layla Mansfield, A. C. (2009). *Influences of Personality and Role Clarity on Job Analysis Ratings*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New Orleans, LA.
49. Ployhart, R. E., MacKenzie, W. I., & Van Iddekinge, C. (2009). *Mediated latent growth models*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New Orleans, LA.
50. Ployhart, R. E., & Moliterno, T. (2009). *A multilevel model of human capital*. Paper presented at the 2nd Annual People and Organizations Conference: Understanding Human Capital as a Valuable and Variable Asset, Philadelphia, PA.
51. Ployhart, R. E., Van Iddekinge, C., & MacKenzie, W. I. (2009). *Human resources in the service context: A multilevel model*. Symposium presented at the annual conference of the Academy of Management, Chicago, IL.
52. Weekley, J. A., & Ployhart, R. E. (2009). *Human capital, customer service, and unit effectiveness*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, New Orleans, LA.
53. Ployhart, R. E., & Moliterno, T. (2008). *A multilevel model of human capital*. Symposium presented at the annual conference for the Academy of Management, Anaheim, CA.
54. Davis, L., & Ployhart, R. E. (2008). *Validity of unproctored assessments for Wachovia's high volume jobs*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, San Francisco, CA.

55. Ford, D., Truxillo, D., Wang, M., Ployhart, R. E., & Bauer, T. (2008). *Individual differences and the quality of job analysis ratings*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, San Francisco, CA.
56. McDaniel, M. A., & Ployhart, R. E. (2007). *IQ estimates for counties and independent cities in the commonwealth of Virginia*. Paper presented at the annual conference of International Society of Intelligence Research. Amsterdam, Netherlands.
57. Dunleavy, E. M., Morris, S. B., Bobko, P., Murphy, K. R., Ployhart, R. E., & Switzer, F. S. (2007). *Programmatic adverse impact research: Discussing implications and future research*. Roundtable session presented at the annual conference for the Society for Industrial and Organizational Psychology, New York, NY.
58. Harold, C. M., Ployhart, R. E., Steiner, Z. J., & Kotheimer, D. A. (2007). *Determinants of job-seeker organization attraction: The relative importance of person-job, organization, and group fit*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New York, NY.
59. MacKenzie, W., Ployhart, R. E., & Weekley, J. A. (2007). *The relationship between culture and situational judgment responses*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, New York, NY.
60. Ployhart, R. E. (2007). *Discussant. Situational judgment tests: Future directions*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New York, NY.
61. Ployhart, R. E., Weekley, J. A., & Ramsey, J. (2007). *The nature and determinants of retail store performance over time*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, New York, NY.
62. Chan, D., Borman, W. C., Lievens, F., McDaniel, M. A., Ployhart, R. E., & Schmitt, N. (2006). *Situational judgment tests: Construct validity and directions for future research*. Panel discussion presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
63. Chen, G., Ployhart, R. E., Cooper, H. A., & Anderson, N. R. (2006). *Can job satisfaction change predict turnover inclination?* Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
64. Holtz, B. C., & Ployhart, R. E. (2006). *The effects of veterans preference on adverse impact and job performance*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
65. Pitariu, A., & Ployhart, R. E. (2006). *Mediation in longitudinal and multilevel contexts: The Longitudinal Multilevel Mediation (LMM) model*. Symposium presented at the annual conference of the Academy of Management, Atlanta, GA.
66. Ployhart, R. E. (2006). *Ask the selection experts: Situational judgment tests*. Roundtable session (Philip Roth, Chair) presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.

67. Ployhart, R. E., Weekley, J. A., & Ramsey, J. (2006). *A longitudinal examination of unit level turnover on store effectiveness*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
68. Porr, W. B., Baughman, K. L., Ployhart, R. E., & McFarland, L. A. (2006). *Reactions to a situational judgment test*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
69. Weekley, J. A., Ployhart, R. E. (2006). *Differences in raters' sensitivity to constraints on ratee performance*. Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, Dallas, TX.
70. Chen, G., & Ployhart, R. E. (2005). *Explaining turnover intentions: Changes over time in job attitudes matter*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
71. Holtz, B. C., Ployhart, R. E., Lozzi, D. E., Ferreter, J. (2005). *Reactions to feedback about performance on web-based tests*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
72. LeBreton, J. M., Ingerick, M., Bower, M. C., & Ployhart, R. E. (2005). *Relative importance of general vs. facet intelligence in predicting job performance*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
73. Ployhart, R. E. (2005). *Psychometric validation of the U.S. Army's psychological screening survey*. Symposium presented at the annual conference of the American Psychological Association, Washington, D.C.
74. Ployhart, R. E. (2005). *Discussant. Enhancing recruitment utility: A stage perspective*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
75. Ployhart, R. E. (2005). *Discussant. Precision in psychological contract research: The next generation*. Symposium presented at the annual conference for the Academy of Management, Honolulu, HI.
76. Ployhart, R. E., & Ford, D. K. (2005). *Meta-analytic estimates of subgroup differences in job analysis ratings*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
77. Ployhart, R. E., Weekley, J. A., Harold, C. M., & Cooper-Hakim, A. (2005). *The influence of subject matter experts on SJT validity*. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
78. Ployhart, R. E., Weekley, J. A., & Ramsey, J. (2005). *A longitudinal examination of human capital's consequences*. Symposium presented at the annual conference for the Academy of Management, Honolulu, HI.
79. Sacco, J. M., Ployhart, R. E., & Nishii, L. H. (2005). *Academic-practitioner collaborations:*

Diversity and organizational performance as an example. Symposium presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.

80. Weekley, J. A., & Ployhart, R. E. (2005). *On the development of measures of the O*NET work styles.* Paper presented at the annual conference for the Society for Industrial and Organizational Psychology, Los Angeles, CA.
81. Chen, G., & Ployhart, R. E. (2004). *Towards a theory of performance change.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
82. Ford, D. K., Ployhart, R. E., Lozzi, D. E., & Young, P. (2004). *An evaluation of individual attributes and perceptions on job analysis ratings.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
83. Lozzi, D. E., Cracraft, M., McKee, S., Ployhart, R. E., & Zaccaro, S. (2004). *Adaptive leadership: Assessing adaptive leadership through a new measurement technique.* Presentation at the annual mid-year conference of the Engineering and Military Psychology Divisions. Ft. Belvoir, VA.
84. Mayer, D. M., Ployhart, R. E., & Shteynberg, G. (2004). *Demographic differences in banding procedures: A policy-capturing approach.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
85. Ployhart, R. E., Ford, D. K., Lozzi, D. E., Ricci, T. M., Wright, C., & Rodriguez, D. A. (2004). *Subgroup differences in competency ratings: A meta-analysis across jobs.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
86. Ployhart, R. E., Sacco, J. M., Nishii, L. H., & Rogg, K. (2004). *The influence of culture on criterion-related validity and job performance.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
87. Porr, W. B., & Ployhart, R. E. (2004). *Validity of empirically and constructed-oriented situational judgment tests.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
88. Weekley, J. A., Harding, R., Creglow, A., & Ployhart, R. E. (2004). *Scoring situational judgment tests: Does the middle matter?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
89. Yun, G., & Ployhart, R. E. (2004). *The effect of explanation framing on applicants' reactions.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
90. Bliese, P. D., & Ployhart, R. E. (2003). *Advances in growth modeling: Time varying covariates and dual-outcome models.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
91. Ellis, A. P., Bell, B. S., Ployhart, R. E., Hollenbeck, J. R., & Ilgen, D. R. (2003). *The impact of transportable teamwork skills training on project team effectiveness.* Paper presented at the annual conference of the Academy of Management, Seattle, WA.

92. Harold, C. M., & Ployhart, R. E. (2003). *What do applicants want? A longitudinal examination of changes in applicant decision-making policies.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
93. Mayer, D. M., & Ployhart, R. E. (2003). *The influence of explanations and individual differences on applicants' perceptions.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
94. Ployhart, R. E., Holtz, B. C., & Viera, L. (2003). *An approach for testing and explaining differential item functioning.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
95. Ployhart, R. E., Bliese, P. D., & Lebiecki, J. E. (2003). *The substantive consequences of growth curve specification.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
96. Ployhart, R. E., Weekley, J. A., & Baughman, K. (2003). *The consequences of personality for individual job satisfaction and organizational citizenship behaviors across individual, job, and organizational levels.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
97. Porr, W. B., Yun, G., & Ployhart, R. E. (2003). *Adaptability during an organizational change.* Paper presented at the annual conference of the International Personnel Management Association Assessment Council, Baltimore, MD.
98. Schneider, A. L., Ployhart, R. E., & Sliegh, M. J. (2003). *Undergraduate students' beliefs, attitudes, and anxieties related to the use of web-based teaching tools.* Poster presented at the 25th annual conference of the National Institute on the Teaching of Psychology. St. Petersburg Beach, Florida.
99. Bliese, P. D., & Ployhart, R. E. (2002). *Growth modeling as an ill-conceived regression analysis.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
100. Hancock, G. R., & Ployhart, R. E. (2002). *Second-order latent growth models with shifting indicators.* Paper presented at the annual meeting of the American Educational Research Association, New Orleans, LA.
101. Hayes, S. C., & Ployhart, R. E. (2002). *Using cultural mistrust to understand Black-White test taking and test performance differences.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
102. LeBreton, J. M., Griepentrog, B., Hargis, M. B., & Ployhart, R. E. (2002). *Beyond incremental validity: Use of relative importance in personnel selection.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
103. Lim, B. C., & Ployhart, R. E. (2002). *Transformational leadership: Relations to the FFM, typical and maximum performance.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.

104. Lim, B. C., & Ployhart, R. E. (2002). *Assessing the convergent and discriminant validity of Goldberg's International Personality Item Pool: A multitrait-multimethod examination*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
105. Ployhart, R. E. (2002). *Situational judgment tests: Validity evidence for an alternative development method*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
106. Ployhart, R. E., Saltz, J. L., Mayer, D. M., & Bliese, P. D. (2002) *Individual adaptability: Measurement, construct validity, and relations to leadership performance*. Paper presented at the annual conference of the International Personnel Management Association Assessment Council, New Orleans, LA.
107. Ployhart, R. E., Weekley, J. A., Holtz, B. C., & Kemp, C. F. (2002). *Web-based vs. paper and pencil testing: A comparison of factor structures across applicants and incumbents*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
108. Ployhart, R. E., & Hayes, S. C. (2002). *The test-taker's bill of rights: What do applicants want?* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
109. Weekley, J. A., & Ployhart, R. E. (2002). *Situational judgment and training experience: Antecedents and correlates*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
110. Ziegert, J. C., Ployhart, R. E., & McFarland, L. A. (2002). *Perceived stereotype threat: Development of a self-report scale*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, CA.
111. Chapman, D. S., & Ployhart, R. E. (2001). *Gender and perceptions of justice violations in the magnitude of perceived injustice*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
112. Ehrhart, M. G., & Ployhart, R. E. (2001). *Methodological issues involving the test-retest reliability of noncognitive measures*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
113. Hayes, S., Ployhart, R. E., & Ehrhart, K. (2001). *Using attributions to understand the effects of explanations on applicant reactions*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
114. LeBreton, J. M., Ployhart, R. E., & Ladd, T. (2001). *Determining the relative importance of regressors in multiple regression analysis via dominance analysis*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
115. Nishii, L. H., Ployhart, R. E., Sacco, J. M., Wiechmann, D., & Rogg, K. L. (2001). *The influence of culture on situational judgment test responses*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

116. Ployhart, R. E. (2001). *Situational judgment tests*. Panel presentation at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
117. Ployhart, R. E., Dominguez, A., & Klein, K. (2001). *Applicants reactions to using work-specific measures of personality*. Symposium presented at the annual conference of the Academy of Management, Washington, D.C.
118. Ployhart, R. E., & Ehrhart, M. G. (2001). *Effects of response instructions on the criterion-related validity, construct validity, and reliability of situational judgment tests*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
119. Ployhart, R. E., Wiechmann, D., Schmitt, N., Sacco, J. M., & Rogg, K. (2001). *The cross-cultural equivalence of job performance*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
120. Ployhart, R. E., Ziegert, J. C., McFarland, L. A., & Lev-Arey, D. (2001). *Explaining racial differences on cognitive ability tests: An integration of face validity and stereotype threat research*. Symposium presented at the annual conference of the Academy of Management, Washington, D.C.
121. Ellis, A., Bell, B., & Ployhart, R. E. (2000). *Team training: An application of Stevens and Campion's teamwork knowledge, skill, and ability instrument*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
122. Horvath, M., Ployhart, R. E., Ryan, A. M., & Slade, A. (2000). *Understanding the micro side of matrix management: Assessing the equivalence of subordinates' ratings of primary and matrix supervisors*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
123. Maynard, D. C., & Ployhart, R. E. (2000). *Relationships among procedural and distributive justice, job attractiveness, and job choice*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
124. Ployhart, R. E., & Ehrhart, M. (2000). *Modeling the practical effects of applicant reactions*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
125. Ployhart, R. E., Lim, B. C., & Chan, K. Y. (2000). *Exploring relations between typical and maximum performance ratings and the Five Factor Model*. Paper presented at the annual conference of the Academy of Management, Toronto, Canada.
126. Ployhart, R. E., & Oswald, F. L. (2000). *Applications of mean and covariance structure analysis: Uniting experimental and correlational approaches*. Paper presented at the annual conference of the Academy of Management, Toronto, Canada.
127. Ployhart, R. E., & Ryan, A. M. (2000). *Integrating personality tests with situational judgment tests for the prediction of customer service performance*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
128. Ployhart, R. E., Schmitt, N., & Rogg, K. L. (2000). *Linking job analysis ratings to firm*

- performance.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
129. Ryan, A. M., & Ployhart, R. E. (2000). *Research on applicant reactions: A critical review and directions for the future.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
 130. West, B. J., Horvath, M., Ryan, A. M., Ployhart, R. E., Slade, L. A. (2000). *The relationship between perceptions of organizational survey feedback and attitudinal change.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
 131. Ployhart, R. E. (1999). Discussant on symposium titled, “*Person-Organization fit and employee selection.*” Presented at the annual conference of the Academy of Management, Chicago, IL.
 132. Ployhart, R. E., & Maynard, D. C. (1999). *Broadening the scope of applicant reactions research.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
 133. Ployhart, R. E., Ryan, A. M., Conley, P. R., & West, B. J. (1999). *Effects of test preparation programs on applicants’ perceived predictive validity and self-efficacy.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
 134. Ployhart, R. E., Ryan, A. M., Horvath, M., & Slade, A. (1999). *Assessing the appropriateness of aggregating survey responses across cultures.* Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
 135. Ployhart, R. E. (1998). *A multilevel perspective on personnel selection.* Paper presented at the annual conference of the Academy of Management, San Diego, CA.
 136. Ployhart, R. E., & Hakel, M. D. (1998). *The substantive nature of performance: Interindividual differences in intraindividual performance.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
 137. Ployhart, R. E., & Hakel, M. D. (1998). *Assessing intraindividual change: Statistical tools for substantive questions, with application.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
 138. Ployhart, R. E., McFarland, L. A., & Ryan, A. M. (1998). *Applicant reactions to selection procedures: Expanding the justice framework.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
 139. Ployhart, R. E., Ryan, A. M., & Bennett, M. (1998). *Explanations for selection decisions: Applicants’ reactions to informational and sensitivity features of explanations.* Paper presented at the annual conference of the Academy of Management, San Diego, CA.
 140. Ryan, A. M., Chan, D., & Ployhart, R. E., & Slade, A. (1998). *The cross-cultural equivalence of an attitude survey.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
 141. Ployhart, R. E., & Ryan, A. M. (1997). *The relative importance of procedural and distributive*

- justice in determining applicants' reactions.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
142. Rogelberg, S. G., Ployhart, R. E., Balzer, W. K., & Yonker, R. D. (1997). *Using policy capturing to examine tipping decisions.* Paper presented at the annual conference of the American Psychological Association, Chicago, IL.
 143. Ryan, A. M., Ployhart, R. E., & Friedel, L. (1997). *Using personality tests to reduce adverse impact: A cautionary note.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
 144. Ryan, A. M., Ployhart, R. E., Greguras, G. J., & Schmit, M. J. (1997). *Predicting applicant withdrawal: An exploration of alternative perspectives.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
 145. Balzer, W. K., Greguras, G., Ployhart, R. E., Irwin, J., Thorsteinson, T., O'Connor, G. T., & Roberts, D. (1996). *Rater and ratee perspectives on sources of performance information.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
 146. Balzer, W. K., Parra, L., Ployhart, R. E., Shepherd, W., & Smith, P. C. (1996). *Equivalence of the revised JDI: The same only more so.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
 147. Ployhart, R. E., & Ryan, A. M. (1996). *Applicants' reactions to positive and negative administrative inconsistency.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
 148. Ryan, A. M., Greguras, G., & Ployhart, R. E. (1996). *Perceived job relatedness of physical ability tests.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
 149. Hinsz, V. B., & Ployhart, R. E. (1995). *An empirical test of the theory of goal pursuit.* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
 150. Ployhart, R. E., Hinsz, V. B., & Kalnbach, L. R. (1995). *Expectancies in the process of committing persons to goals: An empirical test with the theory of goal pursuit.* Paper presented at the annual conference of the Midwestern Psychological Association, Chicago, IL.
 151. Hinsz, V. B., Ployhart, R. E., McCaul, K. D., & McCaul, H. S. (1993). *Political consistency and voter preferences.* Paper presented at the annual conference of the American Psychological Society, Chicago, IL.
 152. Ployhart, R. E., & McCaul, K. D. (1992). *Risk and decision making.* Paper presented at the annual Red River Psychology Conference, Fargo, ND.

TECHNICAL ADVISORY BOARDS

ICF International (Fairfax, VA)

(2011 – present)

Crosslead (Alexandria, VA)	(2014 – present)
SkillSurvey (Philadelphia, PA)	(2012 – present)

PROFESSIONAL EXPERIENCE

AgFirst, Columbia, SC (June, 2015 – present)
 Project: Create and implement leadership developmental assessment exercises.
 Duties: Create management development exercises to target strategic competencies; provide executive coaching.

Sonoco, Hartsville, SC (July, 2010 – present)
 Project: Create and implement leadership development center.
 Duties: Conduct interviews with incumbents to identify developmental needs; create management development center and process; implement center and 360 degree feedback program.

Palmetto Health, Columbia, SC (August, 2010 – October, 2014)
 Project: Create and implement leadership development center.
 Duties: Conduct interviews with incumbents to identify developmental needs; create management development center and process; implement center and 360 degree feedback program.

URS, Aiken, SC (March, 2009 – November, 2014)
 Project: Create and implement leadership development program.
 Duties: Conduct interviews with incumbents to identify developmental needs; create management development center and process; implement center and 360 degree feedback program.

URS, Aiken, SC (December, 2011 – February, 2013)
 Project: Executive level leadership succession planning.
 Duties: Conduct interviews with incumbents to identify developmental needs; create development and succession planning scorecard; perform analyses; conduct talent review.

Savannah River Remediation, Aiken, SC (June, 2011 – August, 2011)
 Project: Create management development center.
 Duties: Create and administer management development center and processes. Conduct pilot test and assist in generating developmental feedback.

Palmetto Health, Columbia, SC (July, 2010 – November, 2010)
 Project: Create and implement leadership development center.
 Duties: Conduct interviews with incumbents to identify developmental needs; create management development center and process; implement center and 360 degree feedback program.

Wachovia, Charlotte, NC (February, 2010 – July, 2010)
 Project: Evaluate assessment center for branch managers.
 Duties: Conduct job analysis to establish content validity of branch manager assessment center.

Wachovia, Charlotte, NC (May, 2009 – February, 2010)
 Project: Evaluate selection system for financial advisors.
 Duties: Conduct job analysis to establish content validity; conduct concurrent criterion-related validity study.

Canadian Council of

Human Resources Associations , Ottawa, Canada	(November, 2008 – December, 2008)
Project: Evaluate technical adequacy of a SJT for HR licensure.	
Duties: Evaluate details of SJT and provide a written evaluation and recommendations.	
Army Research Institute , Ft. Jackson, SC	(August, 2007 – November, 2008)
Project: Evaluate training effectiveness on soldier and DI engagement.	
Duties: Assist in training program design; compile measures and design survey; conduct analyses to evaluate training effectiveness; prepare written report.	
Equal Employment Opportunity Commission , Charlotte, NC	(April, 2008 – May, 2008)
Project: Provide expert opinion for Title VII litigation case.	
Duties: Evaluate details of selection system and provide a written evaluation.	
Wachovia , Charlotte, NC	(August, 2005 – May, 2007)
Project: Design selection system for investment bankers.	
Duties: Interview incumbents to determine recruiting strategy, design staffing procedures, develop interview questions, and develop data integration procedures.	
Kenexa , Lincoln, NE	(September, 2006 – November, 2006)
Project: Content validity study and knowledge test development.	
Duties: Conduct job analysis, perform content validity study, create knowledge test (develop, pilot, and revise), conduct SME meetings, set cut scores (using Angoff method), meetings with HR personnel and staffing specialists.	
Wachovia , Charlotte, NC	(December, 2005 – May, 2006)
Project: Evaluate selection system validity for bank tellers.	
Duties: Review internal validity studies to evaluate the adequacy of a teller selection system for predicting objective and subjective criteria.	
Wachovia , Charlotte, NC	(June, 2005 – September, 2005)
Project: Design selection system for upper level managers.	
Duties: Helped in the design and development of staffing procedures for upper level management positions (e.g., interview structure and format, interviewer training, panel composition).	
Walter Reed Army Institute of Research , Heidelberg, Germany	(April, 2005 – July, 2005)
Project: Determine item scoring key for deployment readiness survey.	
Duties: Used item response theory to determine the optimal scoring of items on a deployment readiness survey.	
Walter Reed Army Institute of Research , Heidelberg, Germany	(April, 2005 – July, 2005)
Project: Assess equivalence of pre- and post-deployment measures.	
Duties: Across five domains, determined the measurement equivalence of a reduced readiness survey using multiple group confirmatory factor analysis.	
Walter Reed Army Institute of Research , Heidelberg, Germany	(August, 2004 – January, 2005)
Project: Identify most predictive deployment readiness items.	
Duties: Across five domains, identified the five most predictive items of combat psychological readiness. In each domain, conducted multiple regression, sensitivity, and specificity analyses to set cut scores and develop final scoring key.	
Walter Reed Army Institute of Research , Heidelberg, Germany	(July, 2004 – August, 2004)

Project: Comparison of pre- and post-deployment measures.

Duties: Conducted multiple group confirmatory factor analysis of psychological readiness predictor items. Demonstrated psychometric equivalence of measures and identified problematic items.

Walter Reed Army Institute of Research, Heidelberg, Germany (May, 2004 – July, 2004)

Project: Item response theory analysis of predictor items.

Duties: Performed item response theory analyses on predictor items to identify problematic items and refine the scoring key.

Walter Reed Army Institute of Research, Heidelberg, Germany (February, 2004 – May, 2004)

Project: Evaluate criterion-related validity of psychological readiness predictors.

Duties: Evaluated the criterion-related validity of a predictor battery to identify soldiers with behavioral and/or mental health problems. Also compared the utility and validity of various scoring schemes to produce the simplest and most predictive system.

Walter Reed Army Institute of Research, Heidelberg, Germany (December, 2003 – February, 2004)

Project: Evaluate construct validity of psychological readiness predictors and criteria.

Duties: Assess quality and equivalence of criteria and ratings. Conduct confirmatory factor analysis of predictors to assess construct validity.

CPS, Sacramento, CA (November, 2002 – June, 2003)

Project: Develop a situational judgment test for social workers.

Duties: Conducted subject matter expert meetings to develop the test.

HumRRO, Alexandria, VA (October, 2002 – May, 2003)

Project: Advisor to develop a civilian situational judgment test for military selection.

Duties: Advised with test developing and collected data to create a situational judgment test that uses civilian situations, but is useful for predicting military performance in the first term.

Kenexa, Plano, TX (April, 2003)

Project: Assess the construct validity of a personality measure.

Duties: Examined the reliability, item characteristics, factor structure, and construct (discriminant and convergent) validity of a personality measure. Provided recommendations in a final report.

Grubb & Ellis, New York, NY (September, 2001 – May, 2002)

Project: Assess adaptability competencies of existing managerial staff.

Duties: Developed a web-based survey to assess individuals' ability to adapt to upcoming organizational restructuring.

Kenexa, Plano, TX (August, 2001 – May, 2002)

Project: Assess equivalence of web-based selection tests.

Duties: Compared the equivalence (item and scale level) of web-based measures of personality, biodata, and situational judgment tests. Examined this question using classical test theory and multiple group confirmatory factor analysis.

George Mason University, Fairfax, VA (February, 2002 – September, 2002)

Project: Assess employee adaptability competencies and readiness for training.

Duties: Assessed individual differences in adaptability to identify who may need additional training in social, technological, and cultural dimensions.

National Skills Standards Board, Washington, D. C. (October, 2001 – November, 2001)

Project: Assess competency levels for airport security personnel.

Duties: Served as expert to identify the major knowledge, skill, and ability requirements for entry level airport security personnel.

Kenexa, Plano, TX

(August, 2001 – December, 2001)

Project: Compare validity of predictive and concurrent designs for noncognitive tests.

Duties: Reviewed literature on the validity of predictive and concurrent designs for personality, biodata, and situational judgment tests. Prepared report summarizing major similarities and differences.

Manufacturing Skills Standards Council, Washington, D.C.

(March, 2001 – July, 2001)

Project: Determine competency level required for different tasks.

Duties: Assessed, for each of 6 major task clusters relevant to all manufacturing positions, the competency level required of different academic and employability knowledge, skill, and ability clusters. Analyzed job analysis data and provided summary report of analyses.

Regional Grocery Chain (name withheld), Pittsburgh, PA

(April, 2000 – August, 2001)

Project: Assess links between employee and manager perceptions of service climate, managerial personality, and customer service.

Duties: Developed questionnaire and administered it to several thousand employees at multiple geographic locations. Examined relations between service “personality” and performance.

Ford Motor Company, Dearborn, MI

(October, 2000 – August, 2000)

Project: Examine psychometric properties of matrix management measure.

Duties: Examined construct equivalence of measures of primary and matrix supervisor for each employee. Additionally, examined the influence of method factors on these perceptions. Conducted multiple group structural equation modeling and presented reports to management. Prepared a technical report to describe these findings.

Manufacturing Skills Standards Council, Washington, D.C.

(Fall, 2000)

Project: Determine competency level required for different tasks.

Duties: Assessed, for each of 6 major task clusters relevant to all manufacturing positions, the competency level required of seventeen different knowledge, skills, and abilities.

Department of Psychology, University of Maryland, College Park, MD

(Summer, 2000)

Project: Identify graduate applicant reactions to rejection notification.

Duties: Developed a questionnaire based on existing applicant reaction and social psychological literature. Administered questionnaire to all graduate applicants. Entered and analyzed data, provided technical report and results to psychology department.

Michigan State University Residence Halls, East Lansing, MI

(September, 1998 – June, 1999)

Project: Assess the validity of a new personality-based predictor of customer service.

Duties: Developed an integrated personality-situational judgment test for predicting customer service performance, and criterion measures that assessed all areas of customer service. Administered a battery of personality and cognitive ability tests in a concurrent validation study. Developed performance appraisal instruments and provided rater training. Analyzed data, including assessment of predictive, convergent, and discriminant validity, quality of ratings, and estimation of cross-validity. Gave test feedback to study participants and provided technical report.

Ford Motor Company, Dearborn, MI

(June, 1998)

Project: Assess effects of survey feedback on later survey responses.

Duties: Examined how feedback (based on earlier survey responses) related to subsequent survey responses. Conducted various analyses to determine the extent to which change in survey responses was attributable to organizational feedback. Prepared a technical report describing these findings.

Ford Motor Company, Dearborn, MI (April, 1998 - June, 1998)

Project: Assess construct validity of an organizational survey.

Duties: Conducted a multitrait-multimethod study to assess the construct validity of an organizational survey. Performed various statistical analyses and prepared a technical report.

Ford Motor Company, Dearborn, MI (January, 1998 - May, 1998)

Project: Examine revisions and yearly change of cross-cultural equivalence of a global survey.

Duties: Assessed adequacy of revisions to a global survey. Classical item and test analyses were used to examine item and scale characteristics across languages (e.g., percentage of omissions, item-total correlations, scale reliabilities, distractor analyses).

Denso Manufacturing, Battle Creek, MI (February, 1997 - January, 1998)

Project: Development of a selection battery.

Duties: Developed various predictors in a selection test battery (i.e., situational judgment test, interview, accomplishment record, simulation, job knowledge test). Two primary responsibilities were for the situational judgment test and simulation. First, developed situational judgment test, including writing of situations, meeting with incumbents to generate situations and responses, creating and pilot testing the judgment test, and creating a scoring key. Second, developed four simulations, including generation of simulation and stimulus materials, creating ratings scales, pilot testing simulations, and developing training materials. Provided rater training for use of simulation.

Ford Motor Company, Dearborn, MI (October, 1997 - December, 1997)

Project: Aggregation and agreement for work group, function, country, and language.

Duties: Assessed appropriateness of providing survey report data at the work group, function, country, and language levels of analysis. Agreement (i.e., R_{wg}) and variability (i.e., variance estimation in hierarchical linear modeling) in each level of the grouping factors were estimated to determine if sufficient agreement was present for providing aggregate reports. Large numbers of groups and sample sizes lead to the development of a custom SAS R_{wg} program. A technical report was prepared summarizing major findings and recommendations.

Ford Motor Company, Dearborn, MI (September, 1997 - December, 1997)

Project: Differential item functioning of a cross-cultural attitude survey.

Duties: Applied Hofstede's cultural dimensions to examine differential item functioning in a global survey. By classifying countries based on hypothesized cultural differences, item response theory was applied to assess the amount of differential item functioning across cultures. A technical report was prepared summarizing major findings and recommendations.

Ford Motor Company, Dearborn, MI (November, 1996 - June, 1997)

Project: Examination of cross-cultural equivalence of a global survey.

Duties: Reviewed and summarized research on measurement equivalence and cross-cultural equivalence. Performed multiple tests of equivalence across 21 different languages (e.g., confirmatory factor analysis). Prepared various classical item and test analyses to examine item and scale characteristics across languages (e.g., percentage of omissions, item-total correlations, scale reliabilities, distractor analyses). Prepared these results for a presentation and technical report.

Ford Motor Company, Dearborn, MI (November, 1996 - March, 1997)

Project: Clustering of constructs from a global survey across languages.

Duties: Performed several cluster analyses to assess the cross-language groupings of a global survey.

Nine dimensions of the survey were clustered by 31 languages to determine which languages demonstrated similar perceptions. A technical report was prepared to discuss major findings and recommendations.

Ford Motor Company, Dearborn, MI

(November, 1996 - January 1997)

Project: Examined the validity and accuracy of data cleaning steps for a global survey.

Duties: Assessed the necessity and accuracy of a vendor's data cleaning steps for a client's large global survey. Completed an independent assessment of the validity of the data cleaning steps, with a particular focus on whether such steps were required, and whether they met the intended objectives in the most parsimonious manner. A final report with my recommendations was provided to the client.

Toledo Human Resources Department, Toledo, OH

(October, 1996)

Project: SPSS training program.

Duties: Performed needs assessment and developed core competencies for using SPSS for most common data analysis problems. Prepared training program to develop these core competencies.

Developed and provided a on-hands training program, and prepared training manual/user's handbook.

Toledo Police Department, Toledo, OH

(June, 1996 - August, 1996)

Project: Examined reasons for why applicants withdrew from a police officer selection process.

Duties: A questionnaire was administered in phone interviews with individuals who withdrew from the selection process. Performed analyses to identify key problems or groups of individuals who are withdrawing from the selection process for potentially harmful reasons (e.g., perceptions of unfairness, inappropriate treatment).

Organizational Research and Development, Inc., Bowling Green, OH (May, 1996 - August, 1996)

Project: Revision and re-assessment of predictive validity of a predictor battery.

Duties: Used a variety of approaches (e.g., weighted application blank, rational) to develop scoring keys for a biodata inventory to predict a variety of criteria (i.e., gross sales, net sales, new account development, rejection of job offer, turnover) over an eighteen month period. Assessed predictive validity of the biodata inventory and a structured interview. Prepared multiple technical reports, calculated adverse impact statistics, recommended cut scores and ways of combining several predictors to achieve organizational objectives. Examined different cut scores and their effects on adverse impact.

City of Toledo, Toledo, OH

(May, 1996 - August, 1996)

Project: Entry level police officer selection test development.

Duties: Performed all analyses, including item statistics (e.g., distractor analyses, item difficulties and bias) and scale development. Examined adverse impact using a variety of cut scores, bands, and combinations of test scores. Provided recommendations and a final report to the City.

Transformed test scores to meet the City's consent decree, and provided analyses and recommendations for incumbents who should be promoted.

Department of Psychology, Bowling Green, Ohio

(November, 1996 - May, 1996)

Project: Examination of graduate applicants' perceptions of the selection process.

Duties: Worked with faculty to develop measures for major constructs and factors of interest.

Administered questionnaire before and after acceptance decision. Analyzed data, examined scale characteristics, and performed various descriptive and inferential statistics. Prepared final report and provided recommendations.

Wood County Council on Alcoholism and Drug Abuse, Bowling Green, OH (July, 1995 - July, 1996)

Project: Development and evaluation of performance appraisal instruments, system, and training.

Duties: Interviewed employees and assessed previous appraisal system to define performance domain.

Validated and assessed the acceptability of the performance dimensions, then presented to management board for revisions. Developed the final performance appraisal instrument.

Developed the performance appraisal process to be used by the organization for making merit-based pay decisions. Provided rater training, including such topics as administrative procedures, how to make the most effective use of the form, delivering effective performance feedback, and avoiding rater errors. Prepared comprehensive training manuals to accompany training program.

City of Toledo, Toledo, OH

(February, 1996 - April, 1996)

Project: Validation of Hogan Personality Inventory.

Duties: Developed police performance dimensions and rating scales. Administered and scored the Hogan Personality Inventory, analyzed data and examined differential relationships between various personality and performance dimensions.

Midwest Stamping, Bowling Green, Ohio

(February, 1996 - April, 1996)

Project: Employee attitude survey.

Duties: Administered employee attitude survey. Content coded and analyzed data, and prepared report.

Department of Psychology, Bowling Green, Ohio

(January, 1996 - March, 1996)

Project: Powerpoint training program.

Duties: Developed core psychological competencies for typical applications of Microsoft Powerpoint.

Prepared and pilot-tested training program to directly tap these core competencies, and developed training evaluation forms. Administered hands-on training, provided individual instruction, and evaluated training effectiveness. Prepared a final report.

Proctor & Gamble, Cincinnati, Ohio

(August, 1995 - December, 1995)

Project: Validation of biographical inventory.

Duties: Explored effects of various empirical and rational scoring methodologies on validity estimates for a variety of criteria. Other analyses examined adverse impact, social and job desirability influences on validity, and differential relationships between various scoring methods and alternative criteria. Performed all analyses and prepared a technical report.

Alpha Beta Tube Corporation, Toledo, Ohio

(March, 1995 - May, 1995)

Project: Employee attitude survey.

Duties: Prepared employee attitude survey, analyzed data, and prepared a technical report.

Owens/Illinois, Toledo, Ohio

(February, 1995 - June, 1995)

Project: Evaluation of a rater training program.

Duties: Developed survey to assess rater training program. Analyzed rater responses and prepared a technical report.

General Mills Inc., Toledo, Ohio

(January, 1995 - May, 1995)

Project: Identify motivation problems and recommend interventions.

Duties: Assessed nature of motivational problems, developed restructuring interventions, and prepared a technical report.

California Gas Utility, Los Angeles, California (August, 1994 - December, 1994)
 Project: Develop alternative forms for a selection test.
 Duties: Administered tests to subjects. Analyzed data and examined equivalence of alternative tests.
 Prepared technical report for the Human Resource Department at California Gas Utility.
 Recommended items to be included on final version of test.

GRANTS AND SOURCES OF FUNDING

Riegel & Emory Human Resource Center. \$5,000.00.	(October, 2013 – present)
Riegel & Emory Human Resource Center. \$4,400.00.	(Fall, 2017 – present)
Principle Investigator. <i>Human capital, consumer, and financial risk: The buffering effects of employee attitudes.</i> Agency: Society for Human Resource Management. \$98,791.21.	(October, 2012 – December, 2014)
USC CIBER grant. \$2,000.00.	(September, 2012 – December, 2013)
Riegel & Emory Human Resource Center. \$6,800.00.	(November, 2012 – August, 2013)
Riegel & Emory Human Resource Center. \$6,800.00.	(October, 2011 – August, 2012)
Riegel & Emory Human Resource Center. \$7,765.00.	(October, 2008 – August, 2009)
Riegel & Emory Human Resource Center. \$6,000.00.	(May, 2006)
Society for Industrial and Organizational Psychology, APA Division 14, Small Grant Program. \$2,500.00	(September, 2004 – May, 2006)
Co-Principle Investigator. <i>An interactionist approach to soldier retention across career stages and time.</i> Agency: U.S. Army Research Institute, Gilad Chen Primary Investigator. \$15,000.00.	(June, 2004 – September, 2005)
Principle Investigator. <i>The assessment of leader attributes and developmental work experiences that contribute to effective adaptive leadership.</i> Agency: U.S. Army Research Institute, through Mirum Inc. Subcontract to George Mason University. \$175,310.00.	(October, 2002 – 2004)
<i>Graduate Research Assistant Award.</i> George Mason University.	(2002 – 2004)
<i>Research Support Award.</i> University of Maryland, College Park, MD, \$3,100.00.	(2000 – 2001)

TEACHING EXPERIENCE

Undergraduate:

- Decision Making and Critical Thinking
- Field Research Methods
- Staffing/Personnel Selection

- Psychological Measurement
- Statistics
- Introduction to Management (Honors)
- Training and Development

Graduate:

- Applied Decision Making
- General Linear Model (Regression and ANOVA)
- Human Capital
- Organizational Research Methods
- Psychometrics & Measurement
- Staffing
- Structural Equation Modeling
- Hierarchical Linear Modeling

EDITORIAL BOARDS

Associate Editor, <i>Academy of Management Review</i>	(July, 2017 – present)
Associate Editor, <i>Journal of Applied Psychology</i>	(January, 2008 – December, 2013)
Guest Associate Editor, <i>Organizational Behavior and Human Decision Processes</i>	(March, 2007 – July, 2007)
Invited Co-Editor on Multilevel Special Issue, <i>Organizational Research Methods</i>	(2005 – 2007)
<i>Academy of Management Journal</i>	(2016 – present)
<i>International Journal of Selection and Assessment</i>	(2007)
<i>Organizational Behavior and Human Decision Processes</i>	(2004 – 2007)
<i>Organizational Research Methods</i>	(2007; 2013 – present)
<i>Journal of Applied Psychology</i>	(2002 – 2007; 2014 – present)
<i>Journal of Management</i>	(2002; 2014 – 2017)
<i>Personnel Psychology</i>	(2001 – 2007; 2014 – 2017)

AD HOC REVIEWING EXPERIENCE

<i>Academy of Management Journal</i>
<i>Academy of Management Review</i>
<i>Human Factors</i>
<i>Human Performance</i>
<i>Human Resources Management Journal</i>
<i>Human Resources Management Review</i>
<i>International Journal of Selection and Assessment</i>
<i>Journal of Applied Social Psychology</i>
<i>Journal of Business Research</i>
<i>Journal of Occupational and Organizational Psychology</i>
<i>Journal of Personality and Social Psychology</i>
<i>Leadership Quarterly</i>
<i>National Science Foundation</i>
<i>Organizational Behavior and Human Decision Processes</i>
<i>Organizational Research Methods</i>

Psychological Methods

Academy of Management:

- Careers Division
- Human Resources Division
- Organizational Behavior Division
- Research Methods Division

American Psychological Association, Division 5

Society for Human Resource Management Foundation

Society for Industrial and Organizational Psychology

Strategic Organization

PROFESSIONAL SERVICE

Co-Chair, SIOP Metrics Task Force	(2017 – present)
Distinguished Scientific Contributions Award, Soc. Ind. Org. Psychology	(2016 – 2017)
<i>Journal of Applied Psychology</i> , Editor Search Committee	(2012 – 2013)
Strategic Management Society, Best Paper Prize Committee	(2013)
Academy of Management, HR Div., Alexander Dissertation Award Committee	(2013)
SIOP Ad Hoc Committee to Oversee the Revision of <i>The Principles</i>	(2009 – 2010)
SIOP Graduate Student Scholarship Award Committee	(2006 – 2008)
Academy of Management, Human Resources Div., Scholarly Achievement Committee	(2007)
SIOP Strategic Program Planning Subcommittee	(2000 – 2006)
SIOP S. Raines Wallace Best Dissertation Subcommittee	(2001 – 2006)
SIOP Program Chair, Outgoing	(2004 – 2005)
SIOP Program Chair	(2003 – 2004)
SIOP Program Chair-in-Training	(2002 – 2003)
SIOP Expanded Tutorial Chair	(2002 – 2003)
SIOP Public Policy/Visibility Committee	(2000 – 2003)
Academy of Management, Human Resources Division, Best Student Paper Committee	(2001 – 2003)

DEPARTMENT, COLLEGE, & UNIVERSITY SERVICE

University of South Carolina

University Service:

- Chair, USC Educational Foundation Research Award (Fall, 2013 – Spring, 2015)
- University Committee on Tenure and Promotion (Spring, 2012 – August, 2013)
- USC Educational Foundation Research Award (Spring, 2013)
- COEE Chair in HRSM Search Committee, outside member (Spring, 2009 – Summer, 2009)

School Service:

- BPF Committee (Fall, 2012 – 2017)
- Faculty Advisory Committee, Chair (Fall, 2011 – 2012)
- Faculty Advisory Committee (Fall, 2009 – 2012)
- Moore School of Business Tenure & Promotion Committee (Fall, 2011)
- Senior Associate Dean Search Committee (Summer, 2011)
- Moore School of Business Strategic Planning Committee (Spring, 2006 – Spring, 2007)
- Moore School of Business Dean's Search Committee (Fall, 2006 – Spring, 2007)

Department Service:

- Chair, Management Department (Fall, 2015 – Summer, 2018)

- Academic Director, MHR Program (Summer, 2005 – Fall, 2008; Fall, 2014-Spring, 2015)
- Master of Human Resources Task Force (Fall, 2004 – present)
- Ph.D. Executive Committee, Management Department (Fall, 2004 – present)
- Tenure and Promotion Chair (Fall, 2010 – Spring, 2013)
- Management Chair Search Committee (Summer, 2011)
- Department Strategic Planning Committee (Fall, 2008 – Fall, 2008)

George Mason University, Department Service:

- Chair, Subject Pool Overview Committee (Fall, 2003 – Spring, 2004)
- IOPSA Coordinator (Fall, 2001 – Spring, 2004)
- Comps Co-chair (Spring, 2002)

University of Maryland, Department Service:

- Undergraduate Committee (Fall, 1999 – Spring, 2001)
- Graduate Student Selection Co-chair (Spring, 2000)
- Department Graduation Representative (Fall, 1999)

PROFESSIONAL AFFILIATIONS

Academy of Management:

- Human Resources Division
- Research Methods Division

American Psychological Association:

- Division 14, Society for Industrial and Organizational Psychology

Association for Psychological Science

HR Council, HRCI

Personnel and Human Resources Research Group (PHRRG)

Society for Applied Psychology (SAP)

Society of Organizational Behavior (SOB)

Strategic Management Society

STUDENT THESES AND DISSERTATIONS

Dee Abdulsalam, Dissertation Committee Member

Paige Bader, Dissertation Committee Member

Jordan Beckman, Undergraduate Honors Thesis Committee Chair

Sandi Blood, Undergraduate Honors Thesis Committee Member

Erica Burgos, Master's Thesis Committee Member

Matt Call, Dissertation Committee Chair

Michael Campion, Dissertation Committee Chair

Rodney Cruzan, Honors Thesis Committee Chair

Joshua Davis, Dissertation Committee Member

Lisa Dilks, Master's Thesis Committee Member

Mark Ehrhart, Dissertation Committee Member

Patrick Flynn, Dissertation Committee Member

James Goff, Undergraduate Honors Thesis Committee Chair

Jeff Hall, Undergraduate Honors Thesis Committee Chair

Donald Hale, Dissertation Committee Chair
Crystal Harold, Dissertation Committee Member
Jon Hendricks, Dissertation Committee Chair
Seth Hayes, Master's Thesis Advisor
Karen Holcombe-Ehrhart, Dissertation Committee Member
Brian Holtz, Dissertation Advisor
Sophia Jeong, Dissertation Committee Member
Ababneh Khaldoun, External Examiner, Dissertation, McMaster University
Youngsang (Ray) Kim
Malayka Klimchak, Dissertation Committee Member
Mary Lambert, Dissertation Committee Member
Catharine Lubin, Honors Thesis Committee Member
William MacKenzie, Dissertation Chair
Michael Mayercyzk, Dissertation Committee Member
David Mayer, Master's Thesis Advisor
Dalit Lev-Arey Margalit, Dissertation Committee Member
Anthony Medio, Undergraduate Honors Thesis Committee Member
Ashley Metcalf, Dissertation Committee Member
Kara Orvis, Dissertation Committee Member
Jieun Park, Dissertation Committee Member
Adrian Pitariu, Dissertation Committee Member
Dan Qu, Dissertation Committee Member
Jase Ramsey, Dissertation Co-Chair
Andi Rittman, Dissertation Committee Member
Raina Rutti, Dissertation Committee Member
Cynthia Schlegel, Undergraduate Honors Thesis Member
Jason Schoeneberger, Dissertation Committee Member
Michael Ulrich, Dissertation Committee Member
Anna Katherine Ward, Dissertation Committee Member
Sophia Yeong, Dissertation Committee Member
Seokwon Yoo, Dissertation Committee Member
Janet Yun, Dissertation Advisor
Liwen Zhang, Dissertation Committee Member, Florida State University
Jonathan Ziegert, Thesis Committee Member

Last Update: 12/31/2018