

**Carl P. Maertz, Jr.**  
Professor of Management and Chair  
Department of Management  
College of Business  
University of Louisville  
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#### **EDUCATION**

A.B. Wabash College

Major: Psychology; Concentration: Business May 1989

M.S. Purdue Graduate School of Science, IUPUI  
Industrial/Organizational Psychology August 1995

Ph.D. Krannert Graduate School of Management, Purdue University,  
Organizational Behavior and Human Resource Management  
(Dissertation Chair: Michael A. Campion) August 1998

#### **ACADEMIC EXPERIENCE**

- 2019-present Professor of Management and Department Chair, College of Business, University of Louisville
- 2016-2019 Mary Louise Murray Endowed Professor of Management, John Cook School of Business, Saint Louis University
- 2012-2019 Professor of Management, John Cook School of Business, Saint Louis University  
**Courses Taught:** 1.) MBA HR, 2.) MBA/Undergraduate Compensation Management, 3.) MBA Employee Performance and Turnover Management 4.) Introductory HR, 5.) International HR, 6.) Introductory OB
- 2007-2012 Associate Professor of Management, John Cook School of Business, Saint Louis University
- 2003-2007 Assistant Professor of Management, John Cook School of Business, Saint Louis University
- 1998-2003 Assistant Professor of Management, College of Business, Mississippi State University  
**Courses Taught:** 1.) MBA HR (*distance and internet sections*), 2.) Introductory HR, 3.) MBA OB, 4.) Doctoral OB, 5.) Cross-Cultural Management, 6.) Principles of Management, 7.) MBA Survey of Management (*internet section*)

1991-1992                    Teaching Assistant, IUPUI: Taught 1/2 of classes and did all grading for undergraduate statistics, three semesters.

### **JOURNAL PUBLICATIONS**

- Porter, C.M., Posthuma, R.A., Maertz, C.P., Joplin, J.R., Rigby, J., Gordon, M., & Graves, K. (2018, online Dec. 10). On-the-job and off-the-job embeddedness differentially influence relationships between informal job search and turnover. **Journal of Applied Psychology**.
- Posthuma, R., Ramsey, J., Flores, G., Maertz, C.P., & Ahmed, R. (2018, online). A risk management model for research on expatriates in hostile work environments. **International Journal of Human Resource Management**.  
DOI: [10.1080/09585192.2017.1376222](https://doi.org/10.1080/09585192.2017.1376222)
- Montag-Smit, T. & Maertz, C.P. (2017). Searching outside the box in creative problem solving: The role of creative thinking ability and domain knowledge. **Journal of Business Research**, 81, 1-10.
- Smit, B., Maloney, P.W., Maertz, C.P., & Montag-Smit, T. (2016). Expanding boundary theory: How and when cognitive role transition episodes influence employee performance. **Human Relations**, 69, 2141-2168.
- Maertz, C.P., Takeuchi, R., & Chen, J. (2016). An episodic framework of outgroup interaction processing: Integration and re-direction for the expatriate adjustment research. **Psychological Bulletin**, 142, 623-654.
- Maertz, C.P., Stoeberl, P.A., & Magnusson, P. (2014). Finding strategic human resource advantage from building an effective internship capability. **Organizational Dynamics**, 43(4), 303-311.
- Maertz, C.P., Stoeberl, P.A., & Marks, J. (2014). Building successful internships: Lessons from the research for interns, schools, and employers. **Career Development International**, 19(1), 123-142.
- Campbell, N.S., Jansen-Perry, S., Maertz, C.P., Allen, D., & Griffeth, R.W. (2013). All you need is...resources: The effects of justice and support on burnout and turnover. **Human Relations**, 66, 759-782.
- LeRouge, C., Wiley, J.W., & Maertz, C.P. (2013). A comparison of job satisfaction between IT and non-IT women incumbents in clerical, professional, and managerial positions. **DATA BASE for Advances in Information Systems**, 29(2), 62-72.
- Maertz, C.P. (2012). Further clarifying proximal withdrawal states and the turnover criterion space: comment on Hom, Mitchell, Lee, and Griffeth. **Psychological Bulletin**, 138, 859-864.

- Maertz, C.P., Boyar S.L., & Pearson, A. (2012). Extending the 8 forces framework of attachment and voluntary turnover. **Journal of Business and Management**, 18(1), 7-30.
- Maertz, C.P., & Kmitta, K. (2012). Integrating turnover reasons and shocks with turnover process. **Journal of Vocational Behavior**, 81, 26-38.
- Maertz, C.P. & Boyar, S.L. (2012). Theory-driven development of a comprehensive turnover-attachment motive survey. **Human Resource Management**, 51, 71-98.
- Montag, T., Maertz, C.P., & Baer, M. (2012). A criterion-oriented view of workplace creativity research. **Journal of Management**, 38, 1362-1386.
- Boyar, S.L., Valk, R., Maertz, Jr., C.P., & Sinha, R. (2012). Linking turnover reasons to family profiles for IT/BPO employees in India. **Journal of Indian Business Research**, 4(1), 6-23.
- Maertz, C.P., & Boyar, S.L. (2011). Work-family conflict, enrichment, and balance under “levels” and “episodes” approaches. **Journal of Management**, 37, 68-97.
- Kaplan, D.M., Wiley, J.W., & Maertz, C.P. (2011). The role of calculative attachment in the relationship between diversity climate and retention. **Human Resource Management**, 50, 271-287.
- Keough, S.M., & Maertz, C.P. (2011). Should personality play a role in academic admissions? **Journal of Academic Administration in Higher Education**, 7(2), 93-102.
- Maertz, C.P., Wiley, J.W., LeRouge, C., & Campion, M.A. (2010). Downsizing effects on survivors: Layoffs, offshoring & outsourcing. **Industrial Relations**, 49, 275-285.
- Maertz, C.P., Hassan, A., & Magnusson, P. (2009). When learning is not enough: A process model of expatriate adjustment as cultural cognitive dissonance reduction. **Organizational Behavior and Human Decision Processes**, 108, 66-78.
- Mardanov, I.T., Maertz, C.P., & Sterrett, J.L. (2008). Leader-member exchange and job satisfaction: cross-industry comparisons and predicted employee turnover. **Journal of Leadership Studies**, 2(2), 63-82.
- Boyar, S.L., Maertz, C.P., Mosley, D.C., & Carr, J.C. (2008). The role of work and family demand in clarifying work-family conflict antecedents: a study of mediated and interactive effects. **Journal of Managerial Psychology**, 23, 215-235.

- Maertz, C.P., Griffeth, R.W., Campbell, N.S., & Allen, D. (2007). The effects of perceived organizational and supervisor support on employee turnover. **Journal of Organizational Behavior**, 28, 1059-1075.
- Niederman, F.A., Sumner, M., & Maertz, C.P. (2007). Testing and extending the unfolding model of voluntary turnover to IT professionals. **Human Resource Management**, 46, 331-347.
- Posthuma, R.A., Maertz, C.P., & Dworkin, J. (2007). Procedural justice's relationship with turnover: Explaining past inconsistent findings. **Journal of Organizational Behavior**, 28, 381-398.
- Boyar, S.L., Carson, C.M., Mosley, D.C., Maertz, C.P., & Pearson, A.W. (2006). Assessment of the validity of Netemeyer et al.'s (1996) WFC and FWC scales. **International Journal of Conflict Management**, 17(1), 34-44.
- Posthuma, R.A., Joplin, J.R., & Maertz, C.P. (2005). Comparing the validity of turnover predictors in the U.S. and Mexico. **International Journal of Cross-Cultural Management**, 5(2), 165-180.
- Maertz, C.P., Bauer, T.N., Mosley, D.C., Posthuma, R., & Campion, M.A. (2005). Predictors of self-efficacy for cognitive ability employment testing. **Journal of Business Research**, 58, 160-167.
- Boyar, S.L., Maertz, C.P., & Pearson, A. (2005). The effects of work-family conflict and family-work conflict on non-attendance behavior. **Journal of Business Research**, 58, 919-925.
- Maertz, C.P., & Campion, M.A. (2004). Profiles in quitting: Integrating content and process turnover theory. **Academy of Management Journal**, 47, 566-582.
- Maertz, C.P., & Griffeth, R.W. (2004). Eight motivational forces and voluntary turnover: A theoretical synthesis with implications for research. **Journal of Management**, 30, 667-683.
- Maertz, C.P., Bauer, T.N., Mosley, D.C., Posthuma, R., & Campion, M.A. (2004). Do procedural justice perceptions predict outcomes in an employment-testing context? **Journal of Applied Social Psychology**, 34(1), 125-145.
- Maertz, C.P., Stevens, M.J., Campion, M.A. (2003). A turnover model for the Mexican maquiladoras. **Journal of Vocational Behavior**, 63, 111-135.
- Boyar, S.L., Maertz, C.P., Pearson, A., & Keough, S.M. (2003). Work-family conflict: A model of linkages between work and family domain variables and turnover intentions. **Journal of Managerial Issues**, 15(2), 175-190.

- Posthuma, R.A., & Maertz, C.P. (2003). Relationships between integrity-related variables, work performance, and trustworthiness in English and Spanish. **International Journal of Selection and Assessment**, 11, 100-103.
- Maertz, C.P., Mosley, D.C., & Alford, B. (2002). Does organizational commitment fully mediate constituent commitment effects: A re-assessment and clarification. **Journal of Applied Social Psychology**, 32, 1300-1313.
- Morgeson, F.P., Campion, M.A., & Maertz, C.P. (2001). Understanding pay satisfaction: The limits of a compensation system implementation. **Journal of Business and Psychology**, 16, 133-149.
- Maertz, C.P. (1999). Biographical predictors of turnover among Mexican workers: An empirical study. **International Journal of Management**, 16(1), 165-174.
- Bauer, T.N., Maertz, C.P., Dolen, M.R., & Campion, M.A. (1998). Applicant reactions to employment testing: A longitudinal assessment. **Journal of Applied Psychology**, 83, 892-903.
- Maertz, C.P., & Campion, M.A. (1998). 25 years of voluntary turnover research: A review and critique. In C.L. Cooper and I.T. Robertson (Eds.), **International Review of Industrial and Organizational Psychology**, (v.13, pp. 49-83). Wiley & Sons: Chichester, England.
- Maertz, C.P., Morgeson, F.P., & Campion, M.A. (1998). How to make millions in the new millennium. **The Industrial-Organizational Psychologist**, 35(4), 97-99.
- Campion, M.A., Maertz, C.P., Palmer, D.K., & Tan, H.H. (1997). Rules for references: Suggested guidelines for choosing literature citations for research articles in applied psychology. **Personnel Psychology** [Editorial], 50, 165-167.

### **BOOK CHAPTERS**

- Maertz, C. P. (2015). Q&A on studying human resource management. In Vaidya, K. (Ed.), **Human Resource Management for the Curious: Why study HRM?** (pp. 41-47). The Curious Publishing.
- Woo, S.E., & Maertz, C.P. (2012). *Assessment of voluntary turnover in organizations: Answering the questions of why, who, and how much*. In Schmitt, N. (Ed.), **The Oxford Handbook of Personnel Assessment and Selection** (pp. 570-594). New York, NY: Oxford University Press, Inc.
- Maertz, C.P. (2003). *5 Antecedents neglected in employee turnover models: Identifying theoretical linkages to turnover for personality, culture, organizational performance, occupational attachment, and location attachment*. In R. W. Griffeth (Ed.),

**Innovative Theory and Empirical Research on Employee Turnover** (pp. 105-151).  
Greenwich, CT: Information Age Publishing.

#### **PAPERS UNDER REVIEW**

Lee, S.B., Liu, S., & Maertz, C.P. Expanding the domain of extra-role performance: Testing competing theoretical explanations. **Journal of Management**.

Maertz, C. P., Johnson, C., & Bauer, B. Reviewing the benefits of unbundled commitment, engagement, and embeddedness. **Journal of Organizational Behavior**.

Maertz, C.P., Boyar, S.L., & Maloney, P.W. An episodic theory of work-family conflict processing. **Human Resource Management Review**.

Maertz, C.P., Keith, M., Raghuram, S., Porter, C., & Dalton, G. Assessing the reasons for dysfunctional, avoidable turnover: Why good vs. poor performers quit. **Human Resource Management**.

#### **PAPERS IN PROGRESS**

Boyar, S.L., Smit, B., & Maertz, C. P. The theoretical mechanisms of episodic role transitions. (For submission to **Journal of Management**)

Holden, J., Kaburakis, T., & Maertz, C.P. The performance consequences of NFL arrests. (For submission to **Academy of Management Perspectives**)

Takeuchi, R., Kaplan, D., & Maertz, C.P. A structural contingency framework on global team performance: Integration of both internal and external fit. (For submission to **Academy of Management Review**)

Maertz, C.P., Johnson, C. & Bauer, B. The making of commitment and engagement: An episodic model of attitude change and development. (For submission to **Academy of Management Review**).

Maertz, C.P., Boyar, S.L., & Maloney, P.W. A descriptive and predictive typology of work-family conflict episodes. (For submission to **Academy of Management Review**).

Maertz, C.P., Maloney, P.W., Smit, B., & Boyar, S. L. An episodic investigation of work-family interference. (For submission to **Journal of Vocational Behavior**)

Maertz, C.P., Tay, L., Niederman, F.A., Chen, J. Collective constructs and causality: Searching for a new theoretical metaphor. (For submission to **Academy of Management Review**).

- Maertz, C.P. A meta-theoretical episodic approach to the study of organizational behavior. (For submission to **Academy of Management Review**).
- Maertz, C.P. Extending the unfolding model of voluntary turnover: A theory of attachment and withdrawal episodes. (For submission to **Academy of Management Review**).
- Maertz, C.P. & Montag-Smit, T. A theoretical framework of workplace creativity episodes: Clarifying management ‘levers’ of extrinsic incentives, affect, decision-framing, and information search/presentation. (Outline stage - For submission to **Academy of Management Review**).
- Maloney, P.W., Maertz, C.P., Smit, B., & Boyar, S. Testing a theory of work-family conflict episodes and self-determination on employee well-being. (For submission to **Academy of Management Journal**)
- Posthuma, R.A., Gonzalez, C.N., Maertz, C.P., Sim, W., & Ramsey, J. The mechanisms by which “Great Places To Work” surveys relate to firm performance. (For submission to **Academy of Management Journal**)
- Zhang, M., Wang, X., & Maertz, C.P. Perceived success in resolving episodes of work-family conflict. (For submission to **Journal of International Human Resource Management**)

#### **CONFERENCE PAPERS/PRESENTATIONS**

- Posthuma, R.A., Ramsey, J.R., Maertz, C.P., Flores, G.L., & Lorenz, M.P. (2017). A Risk Management Model for Research on Expatriates in Hostile Work Environments. Paper presented at UFHRD 2017 - 18th International Conference on Human Resource Development Research and Practice across Europe, Lisbon, Portugal.
- Maertz, C. P., Bauer, B. C., & Johnson, C. D. (2016). Psychological attachment and work performance unbundled: Clarifying two key nomological nets and their intersection. Paper presented at the 59<sup>th</sup> annual meeting of the Midwest Academy of Management, Fargo, ND.
- Maertz, C.P., Keith, M., & Dalton, G. (2015). The reasons good vs. poor performers quit their jobs. Paper presented at the 75<sup>th</sup> annual meeting of the Academy of Management, Vancouver, BC.
- Maertz, C.P. (2015). Two major challenges in turnover research: Theory proliferation and time. Panel presentation at the 30<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Philadelphia, PA.

- Maloney, P. W. Smit, B., & Maertz, C. P. (2014). Costs of off-task thoughts: Relationships between spillover and performance. Paper to be presented at the 29<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Honolulu, HI.
- Montag, T., Ryan, L. Patel, N., & Maertz, C. P. (2011). Creativity: Exploring the person, process and product perspectives. Paper presented at the 26<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Chicago, IL.
- Maertz, C.P. & Takeuchi, R. (2011). An episodic framework of cross-cultural adjustment processes. Paper presented at the 53<sup>rd</sup> annual meeting of Academy of International Business, Nagoya, Japan.
- Maertz, C.P. & Boyar, S.L. (2010). Development of a comprehensive turnover diagnostic survey based on the 8 forces framework. Paper presented at the 25<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Atlanta, GA.
- Maertz, C.P. (2009). Future directions in voluntary turnover research. Panel presentation at the 24<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, New Orleans, LA.
- Maertz, C.P., Bolton, L., Conley, E., Culbertson, J., Erickson, K., Johnson, T., McVay, P. & Kmitta, K. (2007). Integrating turnover reasons and process characteristics: Extending Maertz & Campion's (2004) profiles approach. Paper presented at the 67<sup>th</sup> annual meeting of the Academy of Management, Philadelphia, PA.
- Posthuma, R., Joplin, J. Maertz, C. P., Berthelot, A., Tomaka, J., Reynolds, A. (2007). Predicting internet job search behavior and turnover. Paper presented at the 22<sup>nd</sup> annual meeting of Society of Industrial and Organizational Psychology, New York.
- Takeuchi, R., & Maertz, C.P. (2005). Existence of multiple interfaces on expatriates: A holistic view of expatriate. Paper presented at an Inaugural Conference of the International Center of Work and Family at University of Navarra, Barcelona, Spain, July 7-9th, 2005.
- Maertz, C.P., Griffeth, R.W., & Campbell, N.S. (2005). The interactive effects of perceived organizational support (POS) and perceived supervisor support on turnover behavior. Paper presented at the 20<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Los Angeles, CA.
- Posthuma, R.A., Joplin, J.R., & Maertz, C.P. (2004). Comparing the potency of turnover predictors in the United States and Mexico. Paper presented at the 64<sup>th</sup> annual meeting of the Academy of Management, New Orleans, LA.
- Boyar, S.L., & Maertz, C.P. (2003). Attribution of conflict: Blaming work or family for causing the conflict. Paper presented at the 19<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Orlando, FL.



- Boyar, S.L., Maertz, C.P., & Mosley, D.C. (2003). Work-Family conflict: The mediating effect of work and family demand. Paper presented at the 19<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Orlando, FL.
- Boyar, S.L., Maertz, C.P., & Mosley, D.C., Carr, J., & Keough, S. (2003). Work-family conflict: the impact of moderators on the demand-conflict relationship. Paper presented at the 63<sup>rd</sup> annual meeting of the Academy of Management, Seattle, WA.
- Hassan, A., & Maertz, C.P. (2003). A cognitive dissonance perspective on the expatriate adjustment process. Paper presented at the 63<sup>rd</sup> annual meeting of the Academy of Management, Seattle, WA.
- Keough, S.M., & Maertz, C.P. (2003). The “Big Five” personality dimensions and academic performance. Proceedings of the Southern Management Association, Annual meeting. (Best Paper in track) Orlando, FL.
- Stevens, M.J., & Maertz, C.P. (2002). Are U.S.-based turnover models applicable abroad? A qualitative investigation in the Mexican maquiladoras. Paper presented at the Annual Meetings of the Academy of International Business, San Juan, PR.
- Maertz, C.P. (2001). Why employees stay with or quit an organization. Paper presented at the 61<sup>st</sup> annual meeting of the Academy of Management, Washington, D.C.
- Maertz, C.P., Bauer, T.N., Mosley, D.C., Posthuma, R., & Campion, M.A. (2001). Background determinants of employment-testing self-efficacy. Paper presented at the 17<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, San Diego, CA.
- House, L., Maertz, C.P., & J. Nail, J. (2000). Mississippi poultry processors and turnover. Proceedings of the second annual Maple Leaf Conference, Chicago, IL.
- Mosley, D.C., Maertz, C.P., Bauer, T.N., Posthuma, R., & Campion, M.A. (1999). Procedural justice perceptions and self-efficacy in an employment testing context: A replication with extensions. Paper presented at the 59<sup>th</sup> annual meeting of the Academy of Management, Chicago, IL.
- Maertz, C.P., Morgeson, F., & Campion, M.A. (1998). The effects of a job evaluation implementation on job satisfaction. Paper presented at the 14<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, Dallas, TX.
- Bauer, T.N., Dolen, M.R., Maertz, C.P., Campion, M.A., & Young, A.L. (1997). A longitudinal assessment of applicant reactions to the selection process. Presented at the annual meeting of Society of Industrial and Organizational Psychology, St. Louis, MO.

Bauer, T.N., Dolen, M.R., Campion, M.A., Maertz, C.P., & Young, A.L. (1997). Job type differences: Applicant reactions to the selection process. Paper presented at the 57th annual meeting of the Academy of Management, Boston, MA.

Maertz, C.P. (1996). Using culturally relevant biographical variables to predict worker turnover in Mexican factories. Presented at the 12<sup>th</sup> annual meeting of Society of Industrial and Organizational Psychology, San Diego, CA.

Maertz, C.P., Stevens, M.J., Campion, M.A., & Fernandez, A. (1996). Worker turnover in Mexican factories: A qualitative investigation and model development. Paper presented at the 56th annual meeting of the Academy of Management, Cincinnati, OH.

Palmer, D.K., Maertz, C.P., Tan, H.H., & Campion, M.A. (1996). Citation behavior and norms as a window on the development of I/O psychology. Proceedings of the 17th Annual IOOB Graduate Student Conference, Toledo, OH.

### **DOCTORAL DISSERTATION COMMITTEES**

Co-Chair – Clark Johnson, To be completed Spring 2019

Co-Chair – Patrick Maloney (Saint Louis University), Completed Fall 2013

Chair – Tamara Montag (Ball State University), Completed Spring 2012

Chair – Scott Boyar (University of Alabama at Birmingham), Completed June 2002

Co-Chair – Donald Mosley (University of South Alabama), Completed Spring 2002

Sang Bong Lee, To be completed Summer 2018

Brandon Smit (Ball State University), Completed Spring 2014

Kelly Reed (CMA consulting), Completed Spring 2012

Vicki Tardino (Boeing Leadership Institute), Completed Spring 2009

Jeff Brice (Texas Southern University), Completed Spring 2002

Jon Carr (Texas Christian University), Completed Spring 2001

Christopher Hopkins (Clemson University), Completed Spring 2001

### **PROFESSIONAL SERVICE**

- Editorial Board: **Journal of Management**, 2014-present
- Editorial Board: **Human Resource Management Review**, 2007-present
- Editorial Board: **International Journal of Conflict Management**, 2006-present
- Special Issue Editor: **Human Resource Management**, 2007
- Since 2004, I have completed timely reviews for many influential journals including: *Academy of Management Journal*, *Academy of Management Review*, *Psychological Review*, *Journal of Management*, *Journal of Applied Psychology*, *Psychological Bulletin*, *Human Resource Management*, *Human Resource Management Review*, *Journal of Conflict Management*, *Human Relations*, *Organizational Behavior and Human Decision Processes*, *Applied Psychology: An International Review*, *International Business Review*, *Journal of Management Studies*, *Journal of Vocational Behavior*, *Journal of Applied Social Psychology*, and *Personnel Psychology*.

- Creator and Lead Organizer: “*Leading for Creativity*” – One-day conference at Saint Louis University on Oct. 26<sup>th</sup>, 2017 to help executives and managers promote workplace creativity among their employees across all job titles.

#### **AWARDS/MEMBERSHIPS/MISCELLANEOUS**

- 2016 Best Paper Research Award – for *Psychological Bulletin*
- 2015 John Cook School of Business Research Award
- 2015 John Cook School of Business Service Award
- 2012 John Cook School of Business Research Award
- 2012 Thomas M. Knapp, S.J., Distinguished Faculty Award
- 2009 John Cook School of Business Research Award
- 2008 John Cook School of Business Service Award
- 2006 John Cook School of Business Research Award
- 2003-2011 Member St. Louis Human Resource Management Association
- 2010-2012 Member of St. Louis Organizational Development Network
- 2003-present Member of Society of Human Resource Management
- 1998-present Member of the Academy of Management
- Understand, write, and speak basic level Spanish & German

## CONSULTING EXPERIENCE

- 1999-2018 Led many pro bono consulting projects for organizations in conjunction with my university roles and/or MBA classes. Organizations include:
- Viking Range
  - Choctaw Maid
  - Mississippi Dept. of Corrections
  - SSM Health
  - ARC Partnership
  - RKD consulting
  - Huntington Bank
  - Roeslein, Inc.
  - Express Scripts
  - Wiese, Inc.
  - Saint Louis University
- 2009-2010 Executive Coach for VP of Human Resource Management, Saint Louis University
- 2008 Consultant, Thomson Global Consumer Network Solutions: Facilitated strategic planning retreat for the global executive staff.
- 2008 Consultant, Brightpoint, North America, Inc.: Designed and conducted the kickoff of a mentoring program, and designed training on mentoring for high potential managers.
- 2005 Consultant, Personnel Assessment Network (PAN): Conducted assessment center exercises with *Accenture* partners and provided feedback to them for the purpose of their personal development and to aid organizational placement.
- 2002 Expert Witness/Consultant, McTeer & Associates: Served as an expert on an employment law case involving religious discrimination.
- 2000-2001 Consultant, Franklin Corporation: Conducted a project on increasing employee retention and identifying turnover problems. This included surveying, data analysis, and recommendations.
- 2000 Consultant, Manufacturing Skill Standards Council: Provided expert ratings of skill levels needed in various manufacturing jobs. These are being used in a federal government initiative by the National Skill Standards Board (NSSB) to create portable skill standards and certifications for use in selection and training.

- 2000                    Consultant, Campion Services: Helped design a rating process for subject matter experts to evaluate manufacturing duties on key job skills.
- 1999                    Consultant, Thomson Consumer Electronics: Collected data and designed interventions to redesign corporate manufacturing engineering and support groups to improve the new product development process.
- 1999                    Consultant, Talent Alliance: Developed content for their web-based career decision center with a focus on making better career decisions and succeeding in: promotions, transfers w/relocation, telecommuting, and expatriate assignments.
- 1997-1998            Consultant, Behavioral Technologies: Designed a situational selection test based on situational interview responses and analyses in order to predict job performance on behavioral dimensions.
- 1997-1998            Consultant, Behavioral Technologies: Designed a training program on effective recruiting practices, to be marketed by the client.
- 1997                    Consultant, Wabash National Corporation: Investigated turnover among manufacturing employees and designed interventions for turnover management including training and exit surveys.
- 1997                    Consultant, U.S. Department of State: Developed a system for functional reclassification of embassy personnel by identifying dimensions from job analysis data and creating evaluation forms.
- 1995                    Consultant, Wabash National Corporation: Conducted job evaluation interviews, synthesized compensable factors, and rated these to design salaried compensation structure.
- 1992-1993            Consultant, Thomson Consumer Electronics, Juarez, Mexico: Conducted job analysis on non-salaried manufacturing jobs in the U.S. and Mexico. Designed and implemented numerous human resource systems for the new Mexican facility including: non-salaried selection, promotion, orientation training, and leadership training and turnover interventions and exit surveys.
- 1992                    Consultant, Thomson Consumer Electronics, Indianapolis: Evaluated work team development, redesigned work team implementation and made other recommendations to management.
- 1991                    Consultant, P.L. Porter Automotive: Conducted job analysis and designed a pay-for-knowledge/skill compensation system.

## Academic References

Riki Takeuchi (valued co-author)  
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Michael A. Campion (dissertation chair and valued co-author)  
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