

**RESUME****Michael A. Campion**

Krannert Graduate School of Management  
 403 West State Street  
 Purdue University  
 West Lafayette, IN 47907-2056  
 Phone: 765-494-5909  
 Fax: 765-494-9658  
 E-mail: CampionM@Purdue.Edu

**Education**

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|-----------|---|---|
| 1980-1982 | North Carolina<br>State University<br>Raleigh, NC | Ph.D. Degree<br>Major: Industrial/Organizational<br>Psychology<br>Minor: Ergonomics |
| 1975-1978 | University of Akron<br>Akron, OH                  | M.A. Degree<br>Major: Industrial/Organizational<br>Psychology<br>Minor: Statistics  |
| 1971-1975 | University of Minnesota<br>Minneapolis, MN        | B.A. Degree<br>Major: Psychology<br>Minor: Sciences                                 |

**Fields of Specialization**

## Human Resource Management

- Selection & staffing, job analysis, equal employment opportunity, performance evaluation, training & development, promotion & turnover, compensation, auditing and benchmarking, records management, and general personnel research.

## Organizational Development

- Organizational consulting, diagnosis, attitude surveys, morale management, facilitation and negotiation, and the design of jobs, work teams, and organizational structures.

## Interdisciplinary Research

- Human Factors, Ergonomics, and Industrial Engineering.

**Employment**

1986-present Purdue University, West Lafayette, IN  
Herman C. Krannert Chaired Professorship in Management (2009-present)  
Professor of Management (1993-present)  
Director of the M.S. in Human Resources Program (1988-1993)  
Associate Professor of Management (1988-1993)  
Assistant Professor of Management (1986-1988)  
 Duties: Conducting research for publication and guiding student research. Teaching in the Organizational Behavior and Human Resource Management Program at the undergraduate, M.S., executive, and Ph.D. levels. Directing academic programs.

Consulting with industry on human resource problems and programs.

1983-1986

IBM Corporation, Santa Clara, CA

Project Manager (1986)

Duties: Planned and implemented the first opinion survey in the ROLM Corporation, a telecommunications subsidiary of IBM with 11,000 employees. Being the first survey, extensive strategy planning and consulting with senior ROLM and IBM corporate management was necessary beyond the usual survey activities (see below). Staff consisted of a programmer and an exempt administrator.

IBM Corporation, Research Triangle Park, NC

College/Professional Recruiting Manager (1985-1986)

Duties: Managed a department responsible for all aspects of recruiting and hiring college and experienced full time professional employees, and co-op, summer, and part-time professional employees for a site of 10,000. This assignment also had the special mission of improving the operating efficiency and effectiveness of the unit. The department had seven exempt employees and a yearly budget of 1 million.

IBM Corporation, Research Triangle Park, NC

Personnel Research Manager (1984-1985)

Personnel Research Specialist (1983-1984)

Duties: Managed a periodic opinion survey for a site of 10,000 employees. Responsibilities included planning, administration, management feedback, training, site action planning, organizational development activities, communications programs and consulting with senior management. The department was also responsible for conducting research on morale, management development, and human resource practices. Staff consisted of another industrial/organizational psychologist and an administrative analyst.

1978-1982

Weyerhaeuser Company, Plymouth, NC

Human Resource Analyst (1978-1980 full time;

1980-1982 part time & supported educational leave of absence)

Duties: Developed, analyzed, and documented human resource systems, including job analysis programs, structured interviews, cognitive aptitude tests, physical ability tests, promotion & placement procedures, performance evaluation programs, equal employment opportunity monitoring systems, and affirmative action plans.

1975-1978

University of Akron, OH

Teaching Assistant (1977-1978)

Research Assistant (1975-1977)

Duties: Taught undergraduate algebra and introductory calculus. Conducted research on motivation, employment interviewing, management development, and perceptual/motor processes involved in automobile driving. Assisted in faculty consulting projects in personnel selection.

## Teaching

### a. Courses taught at Purdue University

1. Human Resource Systems: This course provides an extensive analysis of the components of human resource management, including systems for making decisions about people assets of the organization (e.g., selection, promotion, compensation), developing those assets (e.g., training, performance evaluation), and supervising the relationships between those assets and the organization (e.g., labor relations, job design, morale). The course is oriented to the professional human resource manager and is taught at the graduate level.
2. Human Resource Management: The focus of this course is the same as the above, except it is oriented to line management's human resource responsibilities and the interface between line management and the human resource staff. This course is taught at both the graduate and undergraduate levels.
3. Research Methods for Human Resource Management: This course focuses on the logic and techniques of the research process, especially as it relates to human resource decisions and activities in business organizations. The course is analytical and includes conducting research projects. It is oriented to the professional human resource manager and is taught at the graduate level.
4. Staffing Systems: This is a two-part course. The first part focuses on staffing methods and tools and includes topics such as job analysis, reliability and validity, equal employment laws, selection techniques, and hiring decisions. The second part focuses on staffing processes and issues such as planning, recruiting, promotion and transfer, interviewing, staffing teams, and turnover. This course is oriented to the professional human resource manager and is taught at the graduate level.
5. Managing Your Workforce for High Performance: The course focuses on the high performance workforce management practices that are used by today's best organizations. These state-of-the-art practices include such topics as advanced staffing techniques, the latest training approaches, how to recruit to get the best employees, how to develop the careers of top talent, how to use compensation and benefits to motivate high performance, how to create an organizational culture that reinforces high performance, and other topics. The course is intended to address the needs of the general management audience.
6. Organizational Development: OD refers to the application of behavioral sciences knowledge and techniques to improve organizational effectiveness (e.g., productivity, quality, service, employee satisfaction). The focus is on how to diagnose an organization and then create an intervention to improve it. The course will describe the many theories of organizational development, techniques for diagnosing organizations, and interventions for improving organizations. Specific interventions will be examined in detail including structural interventions (e.g., organizational design, job design), interpersonal process interventions (e.g., process consultation, team building), and human resource interventions (e.g., performance management, career development). The course attempts to both build knowledge and provide practice in the various techniques.
7. Research Seminar in Human Resource Management: This is a Ph.D. seminar focusing on research methods, theories, and issues in human resources. It

is designed for individuals aspiring to a research and teaching career in human resources or organizational behavior.

b. Ph.D. Committees:

Dr. Chi-Sum Wong (1989) -- chair  
 Dr. Laurence S. Fink (1990) -- committee member  
 Dr. John R. Cook (1991) -- committee member (School of Industrial Engineering)  
 Dr. Barbara K. Brown (1992) -- chair  
 Dr. Stephan K. Markham (1992) -- committee member  
 Dr. Michael J. Stevens (1993) -- chair  
 Dr. Gina J. Medsker (1993) -- committee member  
 Dr. Talya N. Bauer (1994) -- committee member  
 Dr. Christi A. Douglas (1994) -- committee member  
 Dr. Stanley B. Malos (1995) -- chair  
 Dr. Vincent Duffy (1996) -- committee member (School of Industrial Engineering)  
 Dr. Byungcho Kim (1996) -- committee member  
 Dr. Lynda Aiman-Smith (1996) -- committee member  
 Dr. Susan Kichuk (1997) -- external examiner (McMaster University, School of Business, Ontario, Canada)  
 Dr. David K. Palmer (1997) -- committee member  
 Dr. Frederick P. Morgeson (1998) -- co-chair  
 Dr. Carl P. Maertz (1998) - chair  
 Dr. Richard A. Posthuma (1999) - committee member  
 Dr. Laura L. Paglis (1999) - committee member  
 Dr. Sheryl L. Shivers (1999) - committee member  
 Dr. Shoshana Magazine (2001) - committee member  
 Dr. Troy V. Mumford (2002) - chair  
 Dr. Julia Levashina (2005) - chair  
 Dr. Rebecca A. Bull (2008) - committee member  
 Dr. Rustin D. Meyer (2009) - committee member

**Editorship**

Personnel Psychology (1990 to 1996)

**Memberships on Editorial Boards**

Personnel Psychology (1984 to present)

Editors: P.R. Sackett, J.R. Hollenbeck, A.M. Ryan, and M.J. Burke

Journal of Applied Psychology (1989 to present)

Editors: N. Schmitt, P. Bobko, K. R. Murphy, S. Zedeck, and S.W.J. Kozlowski

Journal of Management (1990-1992; 2008-2010)

Editors: R. W. Griffin and T. N. Bauer

**Guest Reviewer**

Academy of Management Journal

Academy of Management Review

Organizational Behavior and Human Decision Processes

Psychological Bulletin

Journal of Organizational Behavior

Human Relations

Journal of Management Studies

Journal of Human Resource Management

### Elected or Appointed Positions

- Elected President of the Society for Industrial and Organizational Psychology (President Elect: 1994-1995; President: 1995-1996; Past President: 1996-1997).
- Elected to the Council of Representatives of the American Psychological Association (1994-1997).
- Elected Member-at-Large of the Executive Committee of the Society for Industrial and Organizational Psychology (1991-1994).
- Member of the Fellowship Committee of the Society for Industrial and Organizational Psychology (numerous years).
- Chair of the Program Committee for the 1991 meeting of the Society for Industrial and Organizational Psychology.
- Chair of the Program Committee for the 1990 meeting of the American Psychological Association.
- Elected Member of the Executive Committee of the Personnel/Human Resources Division of the Academy of Management (1989-1992).
- Chair of the 1989 Meeting of the Personnel/Human Resources Research Group.
- Member of the Awards Committee for the 2001 and 2002 meetings of the Society for Industrial and Organizational Psychology. Chair: T. A. Judge
- Member of the Program Committee for the 1988 and 1989 meetings of the Society for Industrial and Organizational Psychology. Chairs: J. A. Breough (1988) and E. D. Pulakos (1989).
- Member of the Program Committee for the 1988 to 1992 meetings of the Personnel/Human Resources Division of the Academy of Management. Chairs: K. N. Wexley (1988), A. S. DeNisi (1989), R. A. Alexander (1990), D. L. Stone (1991), and M. S. Taylor (1992).
- Member of the Scientific Affairs Committee (1984-1988) of the Society of Industrial and Organizational Psychology. Chairs: R. S. Billings (1984-1985), P. R. Sackett (1985-1986), N. Schmitt (1986-1987), and R. G. Lord (1987-1988).

### Awards and Honors

- 2010 Scientific Contribution Award by the Society for Industrial and Organizational Psychology. This is best described as a lifetime scientific contribution award, and it is the most prestigious award given by SIOP.
- 2009 Herman C. Krannert Chaired Professorship. This is a promotion and honorific distinction given by the School of Management at Purdue University for contributions and productivity in scientific research.

- 2009 Certificate of Recognition for Top Posters at the Conference of the Society for Industrial and Organizational Psychology for McCarthy, Van Iddekinge, & Campion. (2009)
- 2008 Faculty Fellow Award given by the Krannert School of Management at Purdue University for outstanding research contributions.
- 2007 Runner up for the Outstanding Publication in Organizational Behavior Award given annually by the Academy of Management for Morgeson, Johnson, Campion, Medsker, & Mumford. (2006).
- 2007 Best Paper Proceedings in the Personnel/Human Resources Division Program of the Academy of Management for Mumford, Van Iddekinge, Campion, & Morgeson (2007).
- 2003 Best Paper Proceedings in the Personnel/Human Resources Division Program of the Academy of Management for Levashina and Campion (2003).
- 2003 Best Paper Proceedings in the Personnel/Human Resources Division Program of the Academy of Management for Mumford, Morgeson, and Campion (2003).
- Tied for 5<sup>th</sup> most published author in the Journal of Applied Psychology and Personnel Psychology in the 1990s [Ones, D. S., & Viswesvaran, C. (2000). Most published authors in Journal of Applied Psychology and Personnel Psychology. The Industrial-Organizational Psychologist, 37(4), 26-31.]
- 6<sup>th</sup> most published author in the Journal of Applied Psychology and Personnel Psychology in the 1980s and 1990s combined. {Same reference.]
- 2001 Certificate of Appreciation. U. S. Department of State.
- 1999 Certificate of Appreciation. U. S. Department of State.
- 1995 Chaired a dissertation that won the Dissertation Award of the Academy of Management, Human Resources Division (M. J. Stevens).
- 1994 Elected President of the Society for Industrial and Organizational Psychology.
- 1993 Elected to the Council of Representatives of the American Psychological Association.
- 1991 Elected Member-at-Large of the Executive Committee of the Society for Industrial and Organizational Psychology.
- 1991 Appointed Editor of Personnel Psychology, a scientific research journal (term 1991-1996).
- 1991 Fellow to the Society for Industrial and Organizational Psychology, the American Psychological Association, and the American Psychological Society.
- 1991 Certificate of Recognition for Serving as Program Chair for the Conference of the Society of Industrial and Organizational Psychology.

- 1989 Best Paper Proceedings in the Personnel/Human Resources Division Program of the Academy of Management for Campion & Stevens (1989).
- 1988 Best Paper Proceedings in the Personnel/Human Resources Division Program of the Academy of Management for Campion & Berger (1988). (This paper was selected as the best paper submitted that year.)
- 1987 Jay N. Ross Young Faculty Scholar Award presented by the Krannert School of Management, Purdue University, and the Arthur Andersen & Co., Chicago, Illinois.
- 1987 One of Eight Best Papers of the Personnel/Human Resources Division Program of the Academy of Management for Campion (1987).
- 1985 IBM Informal Recognition Award.
- 1984 Sigma Xi, The Scientific Research Society (elected).
- 1983 S. Rains Wallace Dissertation Award presented by the Society for Industrial and Organizational Psychology, American Psychological Association, for: Campion, M. A. (1982). Development and field evaluation of an interdisciplinary measure of job design. Dissertation Abstracts International, 43, 4185B.

#### **Membership in Academic, Professional Scholarly Societies**

- Society for Industrial and Organizational Psychology (elected Fellow in 1991)
- American Psychological Association (elected Fellow in 1992)
- Academy of Management
- Personnel/Human Resources Research Group
- American Psychological Society (elected Fellow in 1992)

#### **Research** (Note: Order of authorship is as indicated.)

##### **A. Refereed Publications**

1. Schleicher, D., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (in press). If at first you don't succeed, try, try, again: Understanding race, gender, and age differences in retesting score improvement. Journal of Applied Psychology.
2. Maertz, C. P., Wiley, J. W., LeRouge, C., & Campion, M. A. (in press). Downsizing effects on survivors: Layoffs, offshoring & outsourcing. Industrial Relations.
3. McCarthy, J., Van Iddekinge, C. H., & Campion, M. A. (in press). Are highly structured job interviews resistant to demographic similarity effects? Personnel Psychology.
4. Levashina, J., Morgeson, F. P., & Campion, M. A. (2009). They don't do it often, but they do it well: Exploring the relationship between

- applicant mental abilities and faking on biodata measures. International Journal of Selection and Assessment, 17, 271-281.
5. Levashina, J., & Campion, M. A. (2009). Expected practices in background checking: Review of the human resource management literature. Employee Responsibilities and Rights Journal, 21, 231-249.
  6. Morgeson, F. P., & Campion, M. A. (in press). A framework of potential sources of inaccuracy in job analysis. In M. Wilson, R. Harvey, G. Alliger, & W. Bennett (Eds.), The handbook of work analysis: The methods, systems, applications, and science of work measurement in organizations. New York, NY: Psychology Press.
  7. Morgeson, F. P., Campion, M. A., & Levashina, J. (2009). Why don't you just show me? Performance interviews for skill-based promotions. International Journal of Selection and Assessment, 17, 203-218.
  8. Posthuma, R. A., & Campion, M. A. (2009). Age stereotypes: Common stereotypes, moderators, and future research directions. Journal of Management, 35, 158-188.
  9. Toh, S. T., Morgeson, F. P., & Campion, M. A. (2008). Human resource configurations: Investigating fit with the organizational context. Journal of Applied Psychology, 93, 864-882.
  10. Posthuma, R. A., & Campion, M. A. (2008). Twenty best practices for just employee performance reviews. Compensation & Benefits Review, 40(1), 47-55.
  11. Mumford, T. V., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. (2008). The team role test: Development and validation of a team role knowledge situational judgment test. Journal of Applied Psychology, 93, 250-267.
  12. Morgeson, F. P., Reider, M. H., Campion, M. A., & Bull, R. A. (2008). Review of research on age discrimination in the employment interview. Journal of Business and Psychology, 22, 223-232.
  13. Morgeson, F. P., Campion, M. A., Dipboye, R. L., Hollenbeck, J. R., Murphy, K., & Schmitt, N. (2007). Are we getting fooled again? Coming to terms with limitations in the use of personality tests for personnel selection. Personnel Psychology, 60, 1029-1049.
  14. Mumford, T. V., Van Iddekinge, C. H., Campion, M. A. & Morgeson, F. P. (2007). The team role test: Development and validation of a team role knowledge situational judgment test. In G. T. Solomon (Ed.), Proceedings of the Sixty-Seventh Annual Meeting of the Academy of Management.
  15. Levashina, J., & Campion, M. A. (2007). Measuring faking in the employment interview: Development and validation of an interview faking behavior scale. Journal of Applied Psychology, 92, 1638-1656.
  16. Morgeson, F. P., Campion, M. M., Dipboye, R. L., Hollenbeck, J. R., Murphy, K., & Schmitt, N. (2007). Reconsidering the use of personality tests in personnel selection contexts. Personnel Psychology, 60, 683-729.
  17. Levashina, J., & Campion, M. A. (2006). A model of faking likelihood in the employment interview. International Journal of Selection and

Assessment, 14, 299-316.

18. Bauer, T. N., Truxillo, D. M., Tucker, J. S., Weathers, V., Bertolino, M., Edrogan, B., & Campion, M. A. (2006). Selection in the information age: The impact of privacy concerns and computer experience on applicant reactions. Journal of Management, 32, 601-621.
19. Schleicher, D., Venkataramani, V., Morgeson, F. P., & Campion, M. A. (2006). So you didn't get the job...now what do you think? Examining opportunity-to-perform fairness perceptions. Personnel Psychology, 59, 559-590.
20. Shin, S. J., Morgeson, F. P., & Campion, M. A. (2007). What you do depends on where you are: Understanding how domestic and expatriate work requirements depend upon the cultural context. Journal of International Business Studies, 38, 64-83.
21. Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2007). Leadership skills strataplex: Leadership skill requirements across organizational levels. Leadership Quarterly, 18, 154-166.
22. Truxillo, D. M., Bauer, T. N., Campion, M.A., & Paronto, M. E. (2006). A field study of the role of Big Five personality in applicant perceptions of selection fairness, self and hiring organization. International Journal of Selection and Assessment, 14, 269-277.
23. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2006). Applying U.S. employment discrimination laws to international employers: Advice for scientists and practitioners. Personnel Psychology, 59, 703-737.
24. Morgeson, F. P., Johnson, M. D., Campion, M. A., Medsker, G. J., & Mumford, T. V. (2006). Understanding reactions to job redesign: A quasi-experimental investigation of the moderating effects of organizational context on perceptions of performance behavior. Personnel Psychology, 59, 333-363.
25. Reiter-Palmon, R., Mumford, M., & Campion, M. A. (2006). What we can learn from large-scale human resources initiatives in the Federal Government and Department of Defense. Human Resource Management Review, 16, 281-283.
26. Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2006). Situational judgment in work teams: A team role typology. In J. Weekley & R. Ployhart (Eds.), Situational judgment tests (pp. 319-343). Mahwah, NJ: Lawrence Earlbaum.
27. Morgeson, F. P., Medsker, G. J., & Campion, M. A. (2006). Job and team design. In G. Salvendy (Ed.), Handbook of human factors and ergonomics (3<sup>rd</sup> ed., pp. 428-455). New York: Wiley.
28. Campion, M. A., Mumford, T. V., Morgeson, F. P., & Nahrgang, J. R. (2005). Work redesign: Eight obstacles and opportunities. Human Resource Management, 44, 367-390.
29. Morgeson, F. P., Reider, M. H., & Campion, M. A. (2005). Selecting individuals in team settings: The importance of social skills, personality characteristics, and teamwork knowledge. Personnel Psychology, 58, 583-611.

30. Posthuma, R. A., & Campion, M. A. (2005). When Do Multiple Dimensions of Procedural Justice Predict Agreement to Publicly Endorse Your Employer in Recruitment Advertisements? Journal of Occupational and Organizational Psychology, 78, 431-452.
31. Posthuma, R. A., Campion, M. A., & Vargas, A. L. (2005). Predicting counterproductive performance among temporary workers: A note. Industrial Relations, 44, 550-554.
32. Morgeson, F. P., Mumford, T. V., & Campion, M. A. (2005). Coming full circle: Using research to address 27 questions about 360-degree feedback programs. Consulting Psychology Journal: Practice and Research, 57, 196-209.
33. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2005). Employment discrimination law exposure for international employers: A risk assessment model. Academy of Management Best Papers Proceedings.
34. Posthuma, R. A., Campion, M. A., & Vargas, A. L. (2005). The marginal temp syndrome: Predicting job performance and counterproductive behaviors. Current Topics in Management, 10, 161-172.
35. Maertz, C. P., & Campion, M. A. (2004). Profiles in quitting: Integrating process and content turnover theory. Academy of Management Journal, 47, 566-582.
36. Morgeson, F. P., Delaney-Klinger, K. A., Mayfield, M. S., Ferrara, P., & Campion, M. A. (2004). Self-presentation processes in job analysis: A field experiment investigating inflation in abilities, tasks, and competencies. Journal of Applied Psychology, 89, 674-686.
37. Bauer, T. N., Truxillo, D.M., Paronto, M.E., Campion, M.A., Weekley, J.A. (2004). Applicant reactions to different selection technology: Face-to-face interactive voice response, and computer-assisted telephone screening interviews. International Journal of Selection and Assessment, 12, 135-148.
38. 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.
39. Maertz, C. P., Stevens, M. J., & Campion, M. A. (2003). A turnover model for the Mexican Maquiladoras. Journal of Vocational Behavior, 63, 111-135.
40. Maertz, C. P., Bauer, T. N., Mosley, D. C., Posthuma, R., & Campion, M. A. (2003). Do procedural justice perceptions in a selection testing context predict applicant attraction and intentions toward the organization? Journal of Applied Social Psychology, 33, 1-22.
41. Levashina, J., & Campion, M. A. (2003). Faking in the employment interview. In D. H. Nagao (Ed.), Proceedings of the Sixty-third Annual Meeting of the Academy of Management.
42. Morgeson, F. P., & Campion, M. A. (2003). Work design. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), Handbook of psychology: Industrial and organizational psychology (Vol. 12, pp. 423-452). Hoboken, NJ: John Wiley.

43. Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2003). A leadership skills strataplex: Leadership skill requirements across organizational levels. Best Paper Proceedings, 62nd Annual Meeting of the Academy of Management, Seattle, WA.
44. Truxillo, D. M., Bauer, T. N., Campion, M. A., & Paronto, M. E. (2002). Selection fairness information and applicant reactions: A longitudinal field study. Journal of Applied Psychology, 87, 1020-1031.
45. Morgeson, F. P. & Campion, M. A. (2002). Minimizing tradeoffs when redesigning work: Evidence from a longitudinal quasi-experiment. Personnel Psychology, 55, 589-612.
46. Posthuma, R. A., Morgeson, F. P., & Campion, M. A. (2002). Beyond employment interview validity: A comprehensive narrative review of recent research and trends over time. Personnel Psychology, 55, 1-81.
47. Desrosiers, E., Sherony, K., Barros, E., Ballinger, G. A., Senol, S., & Campion, M. A. (2002). Writing research articles: Update on the Article Review Checklist. In S. G. Rogelberg (Ed.), Handbook of research methods in industrial and organizational psychology (pp. 459-478). London: Blackwell.
48. Bauer, T. N., Truxillo, D. M., Sanchez, R. J., Craig, J. M., Ferrara, P., & Campion, M. A. (2001). Applicant reactions to selection: Development of the Selection Procedural Justice Scale (SPJS). Personnel Psychology, 54, 387-419.
49. Peterson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., Fleishman, E. A., Levin, K. Y., Campion, M. A., Mayfield, M. S., Morgeson, F. P., Pearlman, K., Gowing, M. K., Lancaster, A., & Dye, D. (2001). Understanding work using the occupational information network (O\*NET): Implications for practice and research. Personnel Psychology, 54, 451-492.
50. Campion, M. A., Outtz, J. L., Zedeck, S., Schmidt, F. L., Kehoe, J. F., Murphy, K. R., & Guion, R. M. (2001). The controversy over score banding in personnel selection: Answers to 10 key questions. Personnel Psychology, 54, 149-185.
51. Medsker, G. J., & Campion, M. A. (2001). Job and team design. In G. V. Salvendy (Ed.), Handbook of industrial engineering (3<sup>rd</sup> ed., pp. 868-898). New York: Wiley.
52. McDaniel, M. A., Morgeson, F. P., Finnegan, E. B., Campion, M. A., & Braverman, E. P. (2001). Use of situational judgment tests to predict job performance: A clarification of the literature. Journal of Applied Psychology, 86, 730-740.
53. 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(1), 133-149.
54. Malos, S. J., & Campion, M. A. (2000). Human resource strategy and career mobility in professional service firms: Test of an options-based model. Academy of Management Journal, 43, 749-760.
55. Morgeson, F. P., & Campion, M. A. (2000). Accuracy in job analysis: Toward an inference-based model. Journal of Organizational Behavior, 21,

819-827.

56. Campion, M. A., Palmer, D. K., & Campion, J. E. (1999). Structuring employment interviews to improve reliability, validity, and users' reactions. Current Directions in Psychological Science, 7(3), 1-6.
57. Palmer, D. K., Campion, M. A., & Green, P. C. (1999). Interviewing training for both applicant and interviewer. In R. W. Eder & M. M. Harris (Eds.), The employment interview: Theory, research, and practice (2nd ed.). Newbury Park, CA: Sage.
58. Stevens, M. J., & Campion, M. A. (1999). Staffing work teams: Development and validation of a selection test for teamwork settings. Journal of Management, 25(2), 207-228.
59. Campion, M. A., Morgeson, F. P., & Mayfield, M. S. (1999). O\*Net's theoretical contributions to job analysis research (pp. 297-304). In N. G. Peterson, M. D. Mumford, W. C. Borman, P. R. Jeanneret, & E. A. Fleishman (Eds.), An occupational information system for the 21<sup>st</sup> century: the development of O\*NET. Washington, DC: American Psychological Association.
60. Maertz, C. P., & Campion, M. A. (1998). 25 years of voluntary turnover research: A review and critique. In C. L. Cooper & I. T. Robertson (Eds.), International review of industrial & organizational psychology. New York: Wiley.
61. Bauer, T. N., Maertz, C. P., Dolen, M. R., & Campion, M. A. (1998). Longitudinal assessment of applicant reactions to employment testing and test outcome feedback. Journal of Applied Psychology, 83(6), 892-903.
62. Gollub-Williamson, L. G., Campion, J. E., Malos, S. B., Roehling, M. V., & Campion, M. A. (1997). Employment interview on trial: Linking interview structure with litigation outcomes. Journal of Applied Psychology, 82(6), 900-912.
63. Morgeson, F. P., & Campion, M. A. (1997). Social and cognitive sources of potential inaccuracy in job analysis. Journal of Applied Psychology, 82(5), 627-655.
64. Campion, M. A., Palmer, D. K., & Campion, J. E. (1997). A review of structure in the selection interview. Personnel Psychology, 50, 655-702.
65. Medsker, G. J., & Campion, M. A. (1997). Job and team design. In G. Salvendy (Ed.), Handbook of human factors and ergonomics (2nd ed., pp. 450-489). New York: Wiley.
66. Morgeson, F. P., Aiman-Smith, L. D., & Campion, M. A. (1997). Implementing work teams: Recommendations from organizational behavior and development theories. In M. Beyerlein, D. Johnson, & S. Beyerlein (Eds.), Advances in interdisciplinary studies of work teams: Issues in the implementation of work teams (Vol. 4, pp. 1-44). Greenwich, CT: JAI Press.
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#### **B. Articles Submitted for Publication**

1. Morgeson, F. P., Spitzmuller, M., & Campion, M. A. Convergence in holistic and decomposed job-related judgments: The moderating role of different forms of work experience. Manuscript submitted for publication.
2. Posthuma, R. A., & Campion, M. A. Deciding whom to layoff: Expected human resource practices during downsizing. Manuscript submitted for publication.
3. Campion, M. A., Fink, A. A., Ruggeberg, B. J., Carr, L., Phillips, G. M., & Odman, R. B. Doing competencies well: Best practices in competency modeling. Manuscript submitted for publication.

#### **C. Other Publications**

1. Truxillo, D. M., Bauer, T. N., & Campion, M.A. (2009). Commentary: Organizational justice interventions: Practicalities, concerns, and potential. Industrial and Organizational Psychology, 2, 211-214.
2. Schleicher, D., Van Iddekinge, C. H., Morgeson, F. P., & Campion, M. A. Demographic differences in improvement with retesting: All tests are not created equal. (June, 2008). Personnel Testing Council Research Brief.
3. 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.
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#### **D. Refereed Papers Presented at Professional Society Meetings**

1. McCarthy, J., Van Iddekinge, C., & Campion, M. A. (April, 2009). Birds of a feather: Does demographic similarity influence interview ratings? Paper presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
2. Campion, M. A. (April, 2009). Panelist. In C. Norris-Watts (Chair), Job analysis: Overture, theme, and coda. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
3. Posthuma, R. A., Lievens, F., Schollaert, E., Tsai, W. C., Levashina, J., Garcia, M. F., & Campion, M. A. (2008, August). Comparing employment interviews across countries and cultures. Paper presented at the meeting of the Academy of Management, Anaheim, CA.
4. Levashina, J., Morgeson, F., & Campion, M. A. (2008, April). They don't do it often, but they do it well. In J. Levashina & M. A. Campion (Co-Chairs), That can't be true! Detecting faking using bogus items. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
5. Schleicher, D., Van Iddekinge, C., Morgeson, F., & Campion, M. A. (2008, April). Demographic differences in improvement with retesting. In J. Hausknecht (Chair), Recent research on retesting and its implications for selection. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
6. Campion, M. A. (2008, April). Panelist. In J. Arnold & L. Nieminen (Co-Chairs), Validation research strategies: Ensuring situational sufficiency and appropriate professional rigor? Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
7. Campion, M. A. (2008, April). Panelist. In J. Jolton (Chair), I/O war stories: Facing and learning from professional mishaps? Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
8. Mumford, T. V., Van Iddekinge, C. H., & Campion, M. A. (2007 August). The team role test: Development and validation of a team role knowledge situational judgment test. In R. S. Blackburn (Chair), HR and teams.

Symposium presented at the meeting of the Academy of Management, Philadelphia, PA.

9. Spitzmuller, M., Morgeson, F. P., & Campion, M. A., (2007, April). Decomposed and holistic job analysis judgments: Experience as a moderator. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
10. Campion, M. A., & Posthuma, R. A. (2007, April). Research on age stereotypes in the workplace. In R. A. Posthuma & M. A. Campion (Co-chairs), Workplace stereotypes and legal defensibility. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
11. Posthuma, R. A., Roehling, M. V., & Campion, M. A., (2007, April). Employee selection procedure legal risks and defensibility factors. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
12. Campion, M. A. (2007, April). Discussant. In A. A. Fink (Chair), Doing competencies well. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
13. Campion, M. A. (2007, April). Panelist. In M. A. Marks (Chair), Is the future of I/O at risk? Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
14. Campion, M. A. (2006, May). Discussant. In F. P. Morgeson & J. D. Nahrgang (Co-chairs), Innovations in work design: Going beyond the usually suspects. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
15. Posthuma, R. A., Tsai, W., Garcia, M. F., & Campion, M. A. (2006, May). Comparing interview structure and constructs across countries and cultures. In U. C. Klehe & K. L. Ferstl (Co-chairs), Structured interviews: Current practices and investigations of scoring issues. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
16. Campion, M. A., & Levashina, J. (2006, May). Co-chairs. Impression management and faking in the employment interview. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
17. Levashina, J., & Campion, M. A., (2006, May). Faking behaviors during the structured interview: A function of question type and follow-up questioning. Impression management and faking in the employment interview. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
18. Levashina, J., & Campion, M. A., (2006, May). Construction and validation of the interview faking behaviors scale. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
19. Campion, M. A. (2006, Chair). Chair. That wasn't in the I/O handbook RJP for consulting careers. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

20. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2005, August). Employment discrimination law exposure for international employers: A risk assessment model. Paper presented at the meeting of the Academy of Management, Honolulu, Hawaii.
21. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2005, July). When are Multinational Employers Exposed to the Risk of Employment Discrimination Lawsuits? Paper presented at the Academy of International Business annual meeting, Quebec City, Canada.
22. Campion, M. A. (2005, April). Panelist. In D. H. Reynolds (Chair), Defining the Internet applicant: Current guidance and issues. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
23. Schleicher, D., Venkataramani, V., Morgeson, F., & Campion, M. (2005, April). So you didn't get the job: Candidate fairness perceptions after rejection. In Byrne, Z. (Chair), What is organizational justice? Augmenting and consolidating the justice construct. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
24. Bauer, T. N., Truxillo, D. M., Sommers, J., Wathers, V., Bertolino, M., & Campion, M. A. (2005, April). Justice perceptions during initial online screening: The role of online information privacy concerns in applicant reactions. In M. A. Marks & C. M. Harold (Co-Chairs), Enhancing recruitment utility: A stage perspective. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
25. Campion, M. A. (2004, April). Panelist. In M. Hakel (Chair), The University of Michigan court cases: Promises and problems. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
26. Campion, M. A. (2004, April). Discussant. In D. K. Ford & R. E. Ployhart (Co-Chairs), Individual and subgroup differences in job analysis and competency ratings. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
27. Campion, M. A. (2004, April). Panelist. In F. P. Morgeson (Chair), Won't get fooled again? Editors discuss faking in personality testing. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
28. Posthuma, R. A., Roehling, M. V., & Campion, M. A. (2004, April). Applying U.S. employment discrimination laws to multinational enterprises. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
29. Johnson, M., Morgeson, F. P., Medsker, G. J., Campion, M. A., & Mumford, T. V. (2004, April). When teams are more effective than workgroups. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
30. Posthuma, R. A., Campion, M. A., & Curtis, M. J. (2004, April). Structured interviews and multiple dimensions of performance. In C. V. Iddekinge & R. A. Posthuma (Co-Chairs), Using structured employment interviews to predict multiple dimensions of performance. Symposium

presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.

31. Sommers, J. A., Bauer, T. N., Truxillo, D. M., & Campion, M. A. (2004, April). Applicant reactions to online screening. In M. Ingerick & J. M. Cortina (Chairs), Understanding the consequences of applicant reactions. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
32. Bauer, T. N., Truxillo, D. M., Paronto, M., Weekley, J.A., & Campion, M. A. (2003). Applicant reactions and legal intentions. In Derous, E. (Symposium Chair), Applicant Reactions to Recruitment and Selection. Symposium presented at the 11th Annual European Congress of Work and Organizational Psychology, Lisbon, Portugal.
33. Mumford, T. V., Campion, M. A., & Morgeson, F. P. (2003, August). A leadership skills strataplex: Leadership skill requirements across organizational levels. Best Paper Proceedings. 62nd Annual Meeting of the Academy of Management, Seattle, WA.
34. Truxillo, D. M., Bauer, T. N., Campion, M.A., & Paronto, M. E. (2003, August). Big Five Personality and Applicant Reactions: A Field Study. Paper presented at the meeting of the Academy of Management, Seattle, WA.
35. Levashina, J., & Campion, M. A. (2003, August). Faking in the employment interview. Best Paper Proceedings. 62nd Annual Meeting of the Academy of Management, Seattle, WA.
36. Bauer, T. N., Truxillo, D. M., Paronto, M., Weekley, J., & Campion, M. A. (2003). Applicant reactions and legal intentions. In E. Derous (Chair), Applicant Reactions to Recruitment and Selection. Symposium presented at the 11th Annual European Congress of Work and Organizational Psychology, Lisbon, Portugal.
37. Paronto, M. E. Bauer, T. N., Truxillo, D. M., Campion, M. A., & Weekley, J. A. (2003, April). Differential reactions to computer adaptive testing. In M. E. Paronto & T. N. Bauer (Co-Chairs), Applicant reactions to high-tech recruitment and selection methods. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
38. Campion, M. A. (2003, April). Chair. In M. A. Campion (Chair), Assessing personality in structured interviews. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
39. Campion, M. A. (2003, April). Discussant. In P. L. Roth (Chair), Multiple dimensions of structured interview effectiveness. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
40. Morgeson, F. P., Bauer, T. N., Truxillo, D. M., Campion, M. A. (2003, April). Assessing situational judgment with a structured interview: Construct validity and adverse impact. In F. L. Oswald (Chair), Advances and construct validity issues in situational judgment tests. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.

41. Campion, M. A. (2003, April). Discussant. In Chapman, D. S. (Chair), Recruiting and applicant attraction processes across the recruitment cycle. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
42. Posthuma, R., & Campion, M. A. (2003, April). The comparative validity of general mental ability, social skills, personality, and emotional intelligence tests in English and Spanish samples from the U.S. and Mexico. In R. A. Posthuma (Chair), Multiple dimensions of effective global employee selection procedures. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
43. Posthuma, R. A., & Campion, M. A. (2003, April). Procedural justice to willingness to recruit for your employer. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
44. Campion, M. A. (2002, April). Chair. What I/Os need to know about the skills standards movement. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
45. Shin, S. J., Morgeson, F. P., & Campion, M. A. (2002, April). Expatriate assignments: How the requirements of international jobs differ from domestic jobs and how cultural values impact work behavior. In M. Erez (Chair), HRM across cultures: From selection, through adaptation, to performance appraisal. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
46. Morgeson, F. P., Reider, M. H., & Campion, M. A. (2002, April). Selecting individuals in team settings: Comparing a structured interview, personality test, and teamwork ability test. In F. P. Morgeson (Chair), Selecting for teams: A tale of five approaches. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
47. Mumford, T. V., Morgeson, F. P., & Campion, M. A. (2002, April). Research answers to common questions in implementing 360-degree feedback programs. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
48. Campion, M. A. (2002, April). Discussant. In J. M. Cortina, M. Ingerick, & D. L. Margalit (Co-Chairs), Understanding the nature, antecedents, and moderators of test-related perceptions. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
49. Morgeson, F. P., Reider, M. H., & Campion, M. A. (2002, April). Using a scored background questionnaire for selection: Construct and criterion-related validity. In M. R. Redmond (Chair), Work experience measures - most used, least validated, often overlooked. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
50. Campion, M. A. (2002, April). Discussant. In M. R. Redmond (Chair), Work experience measures - most used, least validated, often overlooked. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.

51. Shin, S. J., Morgeson, F. P., & Campion, M. A. (2001, August). Expatriate managers: Understanding skill requirements and cultural influences on work. Paper presented at the meeting of the Academy of Management, Washington, DC.
52. Toh, S. M., Morgeson, F. P., & Campion, M. A. (2001, April). Understanding why firms adopt certain human resource practices. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
53. Reider, M. H., Morgeson, F. P., & Campion, M. A. (2001, April). Selecting individuals for teams: The role of teamwork and personality. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
54. Campion, M. A. (2001, April). Panelist. In F. P. Morgeson (Chair), Developing human resource systems in legally contentious environments. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
55. Campion, M. A. (2001, April). Discussant. In N. W. Martineau (Chair), Is there a role for strategic evaluation in I/O Psychology? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
56. Campion, M. A. (2001, April). Chair. What are the constructs tapped by Situational Judgment Tests? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
57. Campion, M. A. (2001, April). Co-host. In L. M. Keeping (Chair), Did I miss something in graduate school? Discussing applied issues. Roundtable discussion presented at the meeting of the Society for Industrial and Organizational Psychology, San Diego, CA.
58. Campion, M. A. (2000, April). Debater. In J. R. Hollenbeck (Chair), Shootout at the I/O corral: Debating the accuracy of job analysis. Debate presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
59. Campion, M. A. (2000, April). Co-chair. In M. A. Campion & S. B. Morris (Co-chairs), Sources of inaccuracy in SME judgments. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
60. Campion, M. A. (2000, April). Panelist. In D. Baker (Chair), Measuring teamwork in the International Life Skills Survey. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
61. Campion, M. A. (2000, April). Co-chair. In M. A. Campion & D. S. Rose (Co-chairs), Entrepreneurship in I/O Psychology: The good, bad, and ugly of going out on your own. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
62. Mosley, D. C., Maertz, C. P., Bauer, T. N., Posthuma, R., & Campion, M. A. (1999, August). Procedural justice perceptions and self-efficacy in an employment testing context: A replication with extensions. In C. Pinder (Chair), Justice: Domestic and international perspectives.

Paper session presented at the meeting of the Academy of Management, Chicago, IL.

63. Campion, M. A. (1999, April). Discussant. In T. Maurer (Chair), Coaching interviewees for structured employment interviews: Scientific and practical perspectives. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
64. Campion, M. A. (1999, April). Panelist. In L. L. Foster, D. W. Dorsey, D. L. Riddle, & R. J. Klimoski (Chairs), Getting a job: Words of wisdom from those who know. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
65. Campion, M. A. (1999, April). Discussant. In A. M. Ryan & M. E. Mullins (Chairs), Issues in team selection: Individual differences and team composition. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
66. Campion, M. A. (1999, April). Discussant. In S. J. Zaccaro (Chair), Team development interventions: What's appropriate and when? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
67. Morgeson, F. P., Mayfield, M. A., Ferrara, P., & Campion, M. A. (1999, April). Examining differences in job analysis responses. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
68. Campion, M. A., & Morgeson, F. P. (1998, April). Chairs. Job analysis inaccuracy: Cracks in the foundation of HR management? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
69. Posthuma, R. A., Morgeson, F. P., & Campion, M. A. (1998, April). Review of the employment interview: Findings, trends, and future directions. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
70. Mayfield, M. S., & Campion, M. A. (1998, April). Relationships between work teams and "complementary" HR practices. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
71. Morgeson, F. P., & Campion, M. A. (1998, April). Work reinvention: Redesigning jobs to improve satisfaction and efficiency. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
72. Posthuma, R. A., Morgeson, F. P., & Campion, M. A. (1998, April). Research on the employment interview: Current trends and future directions. In P. Roth (Chair), Interviewing: What are we measuring? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
73. Maertz, C. P., Morgeson, F. P., & Campion, M. A. (1998, April). The effects of a compensation system implementation on pay satisfaction. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.

74. Bauer, T. N., Truxillo, D., Craig, J., Sanchez, R., Ferrara, P., & Campion, M. A. (1998, April). In N. Schmitt & D. Chan (Chairs), Longitudinal effects of ten procedural justice roles on organizational outcomes: Current issues in applicant reactions research. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
75. Morgeson, F. P., & Campion, M. A. (1998, April). Framework of social and cognitive sources of potential job analysis inaccuracy. In M. A. Campion & F. P. Morgeson (Chairs), Job analysis inaccuracy: Cracks in the foundation of HR management? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
76. Campion, M. A. (1998, April). Chair. The controversy over score banding in personnel selection. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
77. Campion, M. A., & Morgeson, F. P. (1998, April). Designing teams from the task up. In J. Mathieu & S. Mohammed (Chairs), Team intervention and team effectiveness: Conceptual models and empirical tests. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
78. Arad, S., & Campion, M. A. (1998, April). Chairs. Team research: Methodology and measurement challenges. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
79. Campion, M. A. (1998, April). Panelist. In S. Mohammed (Chair), The craft of reviewing from a 360 degree perspective: The author, the reviewer, and the editor. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
80. Campion, M. A. (1998, April). Panelist. In D. P. Baker & E. Salas (Chairs), Job analysis for teams: Fitting square pegs into round holes? Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
81. Bauer, T. N., Campion, M. A., Dolen, M., Maertz, C. P., & Young, A. (1997). (1997, August). The influence of job type on applicant reactions to selection. In T. N. Bauer (chair), Applicant reactions to selection: Do differences play a role? Symposium presented at the meeting of the Academy of Management, Boston, MA.
82. Campion, M. A. (1997, April). Chair. Challenges to structured interviewing. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
83. Campion, M. A. (1997, April). Discussant. In P. E. Tesluk & J. E. Mathieu (chairs), Work teams and their environments: Exploring the dynamic team-context relationship. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
84. McDaniel, M. A., Finnegan, E. B., Morgeson, F. P., Campion, M. A., & Braverman, E. P. (1997, April). Predicting job performance from common sense. Paper presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.

85. Campion, M. A. (1997, April). Chair. Linking legal reasoning with industrial/organizational psychology. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
86. Stevens, M. J., & Campion, M. A. (1997, April). Personnel selection for whole team composition. In R. J. Klimoski (chair), Suppose we took the staffing of work teams seriously? Symposium presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
87. Bauer, T. N., Dolen, M. R., Maertz, C. P., Campion, M. A., & Young, A. L. (1997, April). A longitudinal assessment of applicant reactions to the selection process. Paper presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
88. Medsker, G. M., & Campion, M. A. (1997, April). Methodological issues in and examples of the measurement of team performance and effectiveness. In C. Viswesvaran & D. Z. Ones (chairs), Assessing productivity and improving job performance: Individual, group, and organizational linkages. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology. St. Louis, MO.
89. Maertz, C. P., Stevens, M. J., Campion, M. A. & Fernandez, A. (1996, August). Worker turnover in Mexican factories: A qualitative investigation and model development. Paper presented at the meeting of the Academy of Management, Cincinnati, OH.
90. Campion, M. A., Stevens, M. J., & Medsker, G. J. (1996, April). An input-process-output (IPO) model of work team effectiveness. Paper presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
91. Morgeson, F. P., & Campion, M. A. (1996, April). Potential sources of inaccuracy and error in job analysis measurement. Paper presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
92. Campion, M. A., Palmer, D. K., & Campion, J. E. (1996, April). A review of structure in the selection interview. Paper presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
93. Campion, M. A. (1996, April). Panelist. In D. A. Johnson (chair), Team models and organizational outcomes. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
94. Campion, M. A. (1996, April). Chair. New research on group effectiveness and adverse impact in selection. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
95. Campion, M. A. (1996, April). Chair. Describing occupations and their requirements: A quest for common language. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
96. Campion, M. A. (1996, April). Chair. The occupational information network: Reinventing the Dictionary of Occupational Titles. Symposium

- presented at the meeting of the Society for Industrial and Organizational Psychology. San Diego, CA.
97. Campion, M. A. (1995, May). Chair. Taking stock of structure in the employment interview. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
  98. Campion, M. A., Papper, E. M., & Medsker, E. J. (1995, May). Relations between work team characteristics and effectiveness: Replication and extension. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
  99. Campion, M. A. (1995, May). Discussant. In J. Hogan (Chair), Beyond technical requirements for job performance. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
  100. Campion, M. A. (1995, May). Panelist. In P. Y. Chen (Chair), Trained to be a competent reviewer: A neglected but critical issue. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
  101. Stevens, M. J., & Campion, M. A. (1994, April). Staffing teams: Development and validation of the teamwork-KSA test. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
  102. Campion, M. A., Campion, J. E., & Hudson, J. P. (1994, April). Cutting the edge in personnel selection with structured interviews. In M. L. Tenopyr (Chair), Cutting edge developments in selection. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
  103. Stevens, M. J., & Campion, M. A. (1994, April). Predicting the individual-level team behaviors through the KSAs required for teamwork. In K. J. Nilan (Chair), Understanding teams and the nature of teamwork. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
  104. Campion, M. A. (1994, April). Discussant. In F. Drasgow (Chair), Work group empowerment: Conceptual and practical issues. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Nashville, TN.
  105. Campion, M. A. (1993, May). Discussant. In D. L. Denning (Chair), Psychometric analysis of the structured interview. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco.
  106. Campion, M. A., Cheraskin, L., & Stevens, M. J. (1993, May). The role of job rotation for training and development. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco.
  107. Brown, B. K., & Campion, M. A. (1993, May). Biodata phenomenology: Recruiters' perceptions and use of biographical information. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, San Francisco.

108. Fink, L. S., Bauer, T., & Campion, M. A. (1992, August). A longitudinal study of the job search/choice process: What is the influence of the site visit on applicant decision making? Paper presented at the Meeting of the Academy of Management, Las Vegas.
109. Campion, M. A., & Medsker, G. J. (1992, May). Delineation and validation of design dimensions related to work group effectiveness. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Montreal.
110. Campion, M. A., & McClelland, C. L. (1992, May). Follow-up and extension of the interdisciplinary costs and benefits of enlarged jobs. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Montreal.
111. Campion, M. A. (1992, May). Discussant. In J. J. McHenry (Chair), Selecting members for work teams. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Montreal.
112. Campion, M. A., Cheraskin, L., & Stevens, M. J. (1991, August). The rewards and costs of job rotation as a means of preparing personnel for promotion. In C. J. Berger (Chair), Motivation and reward aspects of promotion. Symposium presented at the Meeting of the Academy of Management, Miami, FL.
113. Campion, M. A., & Stevens, M. J. (1989, August). A laboratory investigation of how people design jobs: Naive predispositions and the influence of training. Paper presented at the meeting of the Academy of Management, Washington, DC.
114. Campion, M. A. (1989, April). Chair. Alternatives in structured interviewing: Examples from diverse organizations. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Boston.
115. Campion, M. A., & McClelland, C. L. (1989, April). Job redesign quasi-experiment: Interdisciplinary examination of costs and benefits. Paper presented at the meeting of the Society for Industrial and Organizational Psychology, Boston.
116. Campion, M. A. (1989, April). Roundtable discussion co-host. In M. J. Avedon (Chair), Initiatives for enhancing scientist/practitioner interface: Feasibility, implementation, action plans. Roundtable discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Boston.
117. Campion, M. A. (1989, April). Chair. Master tutorial: A practitioner's approach to job analysis (C. H. Lawshe, Presenter). Tutorial presented at the meeting of the Society for Industrial and Organizational Psychology, Boston.
118. Campion, M. A., & Berger, C. J. (1988, August). Conceptual and empirical integration of job design and job evaluation. Paper presented at the meeting of the Academy of Management, Anaheim, CA.
119. Campion, M. A., Kosiak, P. L., & Langford, B. A. (1988, August). Convergent and discriminant validity of the Multimethod Job Design Questionnaire. Paper presented at the meeting of the American

Psychological Association, Atlanta.

120. Campion, M. A. (1988, April). Chair and presenter. New directions in job design: Expanding predictors, criteria, and theory. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas.
121. Campion, M. A. (1988, April). Chair and presenter. Structured interviewing: Improving the reliability, validity, and relevance of the selection interview. Symposium presented at the meeting of the Society for Industrial and Organizational Psychology, Dallas.
122. Campion, M. A. (1987, August). Interdisciplinary approaches to job design: A replication with methodological extensions. Paper presented at the meeting of the Academy of Management, New Orleans.
123. Campion, M. A. (1987, August). Ability requirement implications of job design: An interdisciplinary perspective. Paper presented at the meeting of the American Psychological Association, New York.
124. Campion, M. A. (1987, April). Panelist. In A. S. DeNisi (Chair), From manager to academician and academician to manager: A look at transitions. Panel discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta.
125. Campion, M. A. (1987, April). Roundtable session host. In M. A. Campion (Chair), Link-up: An opportunity for SIOP members in search of research collaborations to find each other. Roundtable discussion presented at the meeting of the Society for Industrial and Organizational Psychology, Atlanta.
126. Campion, M. A., & Campion, J. E. (1986, August). Interviewee skills training: A natural field experiment with four levels of evaluation. Paper presented at the meeting of the American Psychological Association, Washington, DC.
127. Campion, M. A. (1985, August). Human resource implications of robotics: A survey study at IBM. In L. M. Saari (Chair), The impact of computers in the work place. Symposium conducted at the meeting of the Academy of Management, San Diego.
128. Campion, M. A., & Mitchell, M. M. (1984, August). Management turnover: Experiential differences between former and current managers. Paper presented at the meeting of the American Psychological Association, Toronto.
129. Campion, M. A. (1983, August). Development and field evaluation of an interdisciplinary measure of job design. Invited address presented at the meeting of the American Psychological Association, Anaheim, CA.
130. Campion, M. A., & Pursell, E. D. (1980, August). Adverse impact, validity, expected job performance, and the determination of cut scores. Paper presented at the meeting of the American Psychological Association, Montreal.
131. Campion, M. A. (1978, May). Identification of variables most influential in determining interviewers' evaluations of applicants in a college placement center. Paper presented at the meeting of the Midwestern Psychological Association, Chicago.

**E. Other Presentations**

1. Workshop at the Society for Industrial and Organizational Psychology Convention, San Francisco, CA (2008, April). Topic: Doing competencies well in applied settings (with A. A. Fink & B. J. Ruggeberg).
2. Keynote address at the Meeting of the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, Indianapolis, IN (2007, March). Topic: A Not-Too-Serious Set of Lessons on How to Be Successful in IOOB.
3. Campion, M. A. (2005, November). The role of faking in non-cognitive assessment. Invited presentation on "Current Challenges in Educational Testing." Sponsored by American College Testing and the University of Iowa's Center for Advanced Studies in Measurement and Assessment in Iowa City, IA.
4. Presentation at the University of Texas at El Paso program on Building Value through People (2004, November). Topic: Employment: Yesterday, Today, and Tomorrow.
5. Campion, M. A., & Mumford, M. D. (2003, April). How to use O\*NET to do a job analysis. Special session presented at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
6. Keynote address at the Meeting of the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, Akron, OH (2003, March). Topic: A Not-Too-Serious Set of Lessons on How to Be Successful in IOOB.
7. Campion, M. A. (2003, February). Future research on selection for team environments. Invited paper presented at a workshop on new directions in selection and classification. Sponsored by the U.S. Army Research Institute for the Behavioral and Social Sciences, and hosted by the Human Resource Research Organization in Washington, DC.
8. Interview with Dr. Michael A. Campion in the Early Careers column by Riddle, D.L., & Foster Thompson, L. (2002). The Industrial-Organizational Psychologist, 39, 71-78.
9. Presentation at the Doctoral Student Consortium, Society for Industrial and Organizational Psychology, San Diego, CA (2001, April). Topic: How to start your own consulting business.
10. Roundtable discussion at the Doctoral Student Consortium, Society for Industrial and Organizational Psychology, San Diego, CA (2001, April). Topic: How to be a scientist in a practical world (or using your science to promote your practice and using your practice to promote your science).
11. Presentation at the Ohio Psychological Association Annual Convention, Columbus, OH (1999, October). Topic: Staffing work teams to maximize effectiveness.

12. Presentation at the Human Resources Doctoral Student Consortium, Academy of Management, Chicago, IL (1999, August). Topic: Creating research opportunities.
13. Presentation at the Meeting of the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, Washington, DC (1999, March). Topic: Take this job and push it.
14. Presentation at the Meeting of the Gateway Industrial and Organizational Psychologists, St. Louis, MO (1998, December). Topic: Designing teams for the new millennium.
15. Presentation at the Meeting of the Houston Association of Industrial and Organizational Psychology, Houston, TX (1997, September). Topic: An approach to designing jobs and teams.
16. Presentation at the University of Houston, Department of Psychology, Houston, TX (1997, September). Topic: Potential sources of inaccuracy in job analysis: Cracks in the foundation of HR management?
17. Presentation at Jeanneret & Associates, Houston, TX (1997, September). Topic: Practical applications of teams in the work place.
18. Workshop at the Society for Industrial and Organizational Psychology Convention, St. Louis, MO (1997, April). Topic: Jobs, teams, and organizations: Fads or effective innovations? (with C. Higgs).
19. Presentation at the Personnel and Human Resources Doctoral Student and Junior Faculty Consortium, Academy of Management, Cincinnati, OH (1996, August). Topic: Panel of journal editors.
20. Presentation at the 1996 Conference of the International Personnel Management Association Assessment Council, Boston, MA (1996, June). Topic: Taking stock of structure in the employment interview.
21. Presentation at the Summer Conference of the Center for the Study of Work Teams, University of North Texas, Dallas, TX (1996, May). Topic: Implementing work teams: Recommendations from organizational behavior and development theories.
22. Presentation at the Meeting of the Greater Chicago Association of Industrial and Organizational Psychologists, Chicago, IL (1996, May). Topics: Structured interviewing: How far should we go? and Trends in I/O research and practice.
23. Presidential Address delivered at the Meeting of the Society for Industrial and Organizational Psychology, San Diego, CA (1996, April). Topic: Reinventing work: A new area of I/O research and practice.
24. Presentation at the Meeting of the Gateway Industrial and Organizational Psychologists, St. Louis, MO (1996, March). Topics: Structured interviewing: How far should we go? and Trends in I/O research and practice.
25. Presentation at the Tippecanoe Area Personnel Association, Lafayette, IN (1995, September). Topic: Employee selection.
26. Presentation at Wayne State University, Department of Psychology, Detroit, MI (1995, March). Topic: Research on work teams.

27. Workshops at the Spring Conference of the Center for the Study of Work Teams, University of North Texas, Dallas, TX (1995, February). Topics: Designing, staffing, and evaluating work teams to enhance productivity and satisfaction.
28. Workshops at the Fall Conference of the Center for the Study of Work Teams, University of North Texas, Dallas, TX (1994, September). Topics: Designing, staffing, and evaluating work teams to enhance productivity and satisfaction.
29. Presentation at the Personnel and Human Resources Doctoral Student and Junior Faculty Consortium, Academy of Management, Dallas, TX (1994, August). Topic: Panel of journal editors.
30. Presentation at the meeting of the Personnel/Human Resources Research Group, Iowa City, IA (1994, June). Topic: Rules for reference citations in research articles.
31. Presentation at the Doctoral Student Consortium, Society for Industrial and Organizational Psychology, Nashville, TN (1994, April). Topic: Luncheon speaker on the journal publication process.
32. Workshops at the Spring Conference of the Center for the Study of Work Teams, University of North Texas, Dallas, TX (1994, March). Topics: Evaluating team interventions and Designing and staffing teams to enhance productivity and satisfaction.
33. Presentation at the Industrial/Organizational Psychology and Organizational Behavior Graduate Student Conference, Chicago, IL (1994, March). Topic: Discovering corporate consciousness.
34. Presentation at the Kosciusko County Personnel Association, Warsaw, IN (1993, September). Topic: Work teams.
35. Presentation in the Organizational Behavior Junior Faculty Consortium, Academy of Management, Atlanta, GA (1993, August). Topics: Making a difference through research and teaching, case discussion, and managing competing demands.
36. Presentation at the Personnel and Human Resources Doctoral Student and Junior Faculty Consortium, Academy of Management, Atlanta, GA (1993, August). Topic: Panel of journal editors.
37. Presentation at Texas A & M University, Department of Management, College Station, TX (1992, November). Topic: Research on job and work group design.
38. Presentation at the American Psychological Association Workshop on the Revision of the Dictionary of Occupational Titles, Washington, DC (1992, September). Topic: Job analysis for the proposed revision of the Dictionary of Occupational Titles.
39. Presentation at the Personnel and Human Resources Doctoral Student and Junior Faculty Consortium, Academy of Management, Las Vegas, NV (1992, August). Topics: Panel of journal editors, and career session.

40. Presentation at the U. S. Army Research Institute Conference on Selection and Classification, Washington, DC (1992, May). Topic: Job analysis for the future.
41. Presentation at the Doctoral Student Consortium, Society for Industrial and Organizational Psychology, Montreal (1992, May). Topic: Luncheon speaker on journal editorship.
42. Presentation at the Metropolitan New York Association for Applied Psychology, New York (1991, December). Topic: Designing effective work groups.
43. Presentation at the Personnel and Human Resources Doctoral Student and Junior Faculty Consortium, Academy of Management, Miami, FL (1991, August). Topics: Panel of journal editors, and careers session.
44. Presentation at the Fifth Federal Aviation Administration/Office of Aviation Medicine Meeting on Human Factors in Aviation Maintenance and Inspection, Atlanta, GA (1991, June). Topic: Job design and productivity.
45. Presentation as part of the Human Factors Interdisciplinary Seminar Series, Department of Industrial Engineering, Purdue University (1991, March). Topic: Interdisciplinary research on job design.
46. Presentation at the meeting of the Personnel/Human Resources Research Group, Washington, DC (1990, June). Topic: A model of job rotation for training and development.
47. Workshop at the Society for Industrial and Organizational Psychology Convention, Miami, FL (1990, April). Topic: Interdisciplinary research on job design.
48. Presentation at the University of Minnesota, Industrial Relations Center, Minneapolis, MN (1990, January). Topic: Interdisciplinary research on job design.
49. Presentation at the University of Kansas, School of Business, Lawrence, KS (1989, December). Topic: Interdisciplinary research on job design.
50. Presentation at Purdue University, Krannert School of Management, West Lafayette, IN (1989, February). Topic: A laboratory investigation of how people design jobs: Naive predispositions and the influence of training.
51. Presentation at the I/O and O/B Doctoral Student Consortium at the meeting of the American Psychological Association, Atlanta, GA (1988, August). Topic: Interdisciplinary approaches to job design.
52. Discussant in a symposium presented at the meeting of the Academy of Management, Anaheim, CA (1988, August). Topic: Personnel training and development.
53. Presentation at the meeting of the Personnel/Human Resources Research Group, Denver, CO (1988, June). Topic: How a staunch field researcher goes about conducting a lab study: Dilemmas in job design research.

54. Presentation at the meeting of the Personnel/Human Resources Research Group, Chicago, IL (1987, June). Topic: Interdisciplinary job design research.
55. Presentation at Purdue University, Department of Psychology, West Lafayette, IN (1986, October). Topic: Future interdisciplinary research on job design.
56. Presentation at the University of Nebraska, College of Business Administration, Lincoln, NE (1986, April). Topics: Future interdisciplinary research on job design, Employment decision making at IBM, and Applied research in attitude measurement and climate.
57. Presentation at the North Carolina State University, Department of Psychology, Raleigh, NC (1984, November). Topic: Development and field evaluation of an interdisciplinary measure of job design.
58. Presentation at the University of North Carolina, Graduate School of Business Administration, Chapel Hill, NC (1984, February). Topic: Development and field evaluation of an interdisciplinary measure of job design.
59. Presentation at the East Carolina University, Department of Psychology, Greenville, NC (1979, March). Topic: Motivating tree planters through schedules of reinforcement.

### Grants

- 2004 Center for International Business Education and Research Grant (\$11,700)
- 2000 Dauch Center for the Management of Manufacturing Enterprises Grant (\$10000)
- 1997 Center for the Management of Manufacturing Enterprises Grant (\$8000)
- 1990 Center for the Management of Manufacturing Enterprises Grant (\$1420)
- 1988 Summer Faculty XL Grant (\$3900)
- 1988 Center for the Management of Manufacturing Enterprises Grant (\$7585)

### Licenses

- 1985-present Practicing Psychologist License, State of North Carolina (License No. 1069, permanent)

### Technical Expert Reviewer or Panel Member

- U. S. Department of the Navy (2004-2005): SkillsNet Technical Advisory Board.
- U. S. Department of State (2000-2005): Technical adviser for an entrance examination for the Foreign Service.

Department of Education, Educational Statistics Services Institute.  
(1998-1999): Member of technical panel for the International Life Skills Survey.

National Skills Standards Board (1998-1999): Member of technical panel for the development of employability skills standards and measurements.

Manufacturing Skills Standards Council (1998): Member of technical panel for the development of skills standards.

U. S. Department of State (1996-1999): Technical adviser for a job analysis and entrance examination for the Foreign Service.

U. S. Department of Labor (1994-1998): Technical adviser for the development of the Occupational Information Network (O\*Net).

Federal Bureau of Investigation (1992-1994): Technical Review panel for the development of the latent fingerprint examiner selection system.

(Revised 11-15-09)