

## CONSULTANT RESUME

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#### **Brief Description**

Michael Campion is an Industrial and Organizational Psychologist and specializes in human resource management and organizational behavior. Dr. Campion operates a small consulting firm that has conducted over 400 projects on a wide range of human resource topics for over 100 clients in both private and public sector settings. He has been a Professor of Management at Purdue University since 1986. Previously he worked full time for 8 years at IBM and Weyerhaeuser Cos.

#### **Fields of Specialization**

##### **Employment Interviewing, Assessment, and Testing**

Design and implement recruiting and selection systems, including structured interviews, tests, assessment exercises, and customized procedures.

##### **Job and Skill Analysis**

Analyze the tasks, duties, knowledge, skills, abilities, and personality traits necessary for successful job performance.

##### **Performance Management**

Create and implement custom performance appraisal and improvement systems, also including performance rating systems, 360 feedback programs, and balanced scorecards.

##### **Litigation Support**

Provide objective expert evaluation of HR systems, scientific evaluation of evidence, reviews of scientific literature, statistical analysis, and testimony relevant to discrimination lawsuits and arbitrations.

##### **Skills / Career Development**

Design systems to develop employee skills and careers, including career development programs, promotion systems, and skills standards and certifications.

##### **Compensation and Reward Systems**

Conduct job evaluations and wage surveys and develop pay structures to improve equity, control labor costs, and increase employee motivation, also including the development of pay-for-skills programs and incentive systems.

##### **Surveys**

Conduct surveys and develop programs to improve employee satisfaction, morale, labor relations, culture/climate, customer satisfaction, safety, quality, and other topics.

##### **Validation and Legal Defensibility**

Evaluate and document the job relatedness and legal defensibility of selection, performance appraisal, and other human resource (HR) systems.

##### **Work, Team, and Organizational Design**

Design and reengineer jobs, teams, organizational structures, and processes to increase efficiency of the process, service to customers, and satisfaction of employees

##### **Training and Management Development**

Design and implement programs to increase worker and management skill and productivity, also including training needs assessment, training evaluation, and web page content development.

##### **Turnover Management**

Diagnose causes of turnover and develop reduction strategies, also including realistic job previews, incentives, exit interviews, and socialization programs.

##### **Recruiting Services**

Recruit Industrial and Organizational Psychologists for consulting and managerial positions.

### **Example Projects:**

**Employment Assessment:** Developed assessment centers (including group exercises, role-plays, structured interviews, case exercises, writing exercises, and in-baskets) for two large government agencies that are used to assess thousands of candidates per year.

**Employment Interviewing and Testing:** Developed and validated structured interviews and employment tests for hiring team-based production jobs in several steel mills, pulp and paper mills, automotive parts manufacturers, and petrochemical refineries.

**Job Analysis:** Conducted job analyses of a wide range of jobs (e.g., management, production, technical, professional) in a variety of industries (e.g., pharmaceutical, government, steel, manufacturing, insurance, and many others).

**Job Analysis:** Served as the technical advisor for the U.S. Department of Labor to develop the government's nation-wide job analysis system (Occupational Information Network or O\*NET).

**Performance Management:** Conducted feedback-based management training programs (i.e., 360 programs) for hundreds of managers from a wide range of organizations.

**Performance Management:** Revised the performance evaluation system used for 5000 professional and managerial employees in a large international government agency.

**Performance Management:** Developed a performance appraisal system for team leaders including objective productivity and quality measures, a performance appraisal rating form, and a customer satisfaction survey for a parts manufacturing company.

**Litigation Support:** Provided research, reports, testimony, and other litigation support for numerous lawsuits relating to race, gender, and age discrimination and other topics.

**Skill Development:** Developed skill standards for manufacturing and retail jobs as part of the implementation of the National Skills Standards Act.

**Career Development:** Developed promotion and career development systems for several types of manufacturing employees, engineers, and technical personnel.

**Career Development:** Conducted a study to determine the antecedents and consequences, and develop a model, of the role of job rotation in career management of professional employees.

**Compensation:** Conducted a job evaluation and developed a compensation system for 250 salaried employees in a medium-sized manufacturing company.

**Compensation:** Developed 8 different pay-for-skills programs for maintenance, production, clerical, and engineering employees, including the development of competency models, training programs, promotion criteria, assessments, and administrative procedures.

**Surveys:** Conducted 3 opinion surveys of 10,000 employees, including survey design, implementation, analysis, training, organizational development, and morale management activities.

**Validation:** Conducted criterion-related validation studies (showing statistical relationships between the hiring procedure and job performance) and content-related validation studies (showing content linkages between hiring procedures and job tasks and skills) for a wide range of jobs and industries.

**Validation:** Served as technical advisor to several major government agencies on validation and the job relatedness (legal defensibility) of their hiring and performance appraisal systems.

**Job Design:** Conducted two large-scale studies to evaluate the benefits and costs of job redesign among 1100 administrative employees.

**Job Design:** Developed a process for redesigning jobs and restructuring organizational units to improve efficiency and satisfaction in an information systems department in a large company.

**Team Design:** Conducted two studies to determine how to design work teams to enhance productivity and satisfaction among teams of office employees and professional employees.

**Team Design:** Designed and implemented self-managed work teams in a factory of 120 employees.

**Training Needs Assessment:** Conducted training needs assessment studies of several populations (e.g., financial, manufacturing, sales, human resources) using a range of methods (e.g., interviews, surveys, focus groups, personnel files, benchmarking) for a pharmaceutical company.

**Training:** Developed training programs on teamwork and on balancing work/nonwork for 120 sales employees and their spouses.

**Management Development:** Conducted executive education programs on a range of HR topics for executives from a variety of organizations (e.g., printing, agribusiness, pharmaceutical).

**Recruiting Services:** Placed over 60 Industrial and Organizational Psychologists in a wide range of consulting and managerial positions in a variety of private and public sector organizations.

## Consulting Clients

- Aircraft Services International
- Alexander Hawes & Audet, LLP
- Allstate
- Altshuler Berzon
- American Institutes for Research and the U.S. Department of Education
- Anna's Linens
- Applied Extrusion Technology
- Army Research Institute
- Arthur Andersen
- Assessment Systems Inc.
- Behavioral Technology
- Bradley & Riley
- Brooks-Pierce
- Buchanan & Edwards
- Cambria Consulting
- Carolina Systems Technology
- Central Soya
- Chugach Systems Integration
- Cinergy PSI
- City of Chicago
- Companhia Siderurgica Nacional
- Consulting Psychologists, Inc. for Kellogg
- Corya and Premalean Farms, 1994
- CSN
- Cummins Engine
- Department of Animal Sciences, Purdue
- Development Dimensions, Inc.
- Donnelley
- Elanco Animal Health and Pig Improvement Company
- Eli Lilly and Company
- Employment Risk Advisors
- Equal Employment Opportunity Commission
- Exxon
- FAIR
- FBI
- Federal Aviation Administration
- FedEx
- FedEx Express
- FedEx Ground
- Galen Kroeck
- General Cable
- Gray Plant Mooty
- Heartland Steel
- IBM
- Ice Miller, LLP
- Indiana Automotive Fasteners
- Indiana Precision Technology
- Indiana State Teacher's Association
- Jackson's Realty and Building Company
- JBS United
- Johnson-Smith
- Keihin Aircon
- Kenexa and Pepper Hamilton LLP
- Kentucky Electric Steel
- Kessler & Collins, P.C.
- Knauf Fiberglass
- Lafayette Eye Center
- Lominger Limited
- London House
- Lufkin Industries
- Michigan Consolidated Gas Company
- Michigan U.S. Employment Service
- Microsoft/Cambria Consulting
- MindLeaders
- Murray & Murray
- National Coalition for Advanced Manufacturing
- National Institute for Literacy
- National Retail Federation and Assessment Systems Inc.
- National Skills Standards Board
- NCS Pearson
- New Millennium Structural Steel
- North Carolina U.S. Employment Service
- North Texas Center for the Study of Work Teams; Society for Industrial and Organizational Psychology
- Nucor Steel
- Ocwen Financial
- PAN Testing
- Pepper Construction
- Pittco
- Playback Media
- Positive Impact Consulting for New Millennium Steel
- Positive Impact Consulting for New Process Steel
- Positive Impact Consulting for Steel Dynamics
- PremaLean
- Purdue University
- R. R. Donnelley & Company
- Ranger Aerospace Corporation
- Research Triangle Institute
- Rotary Lift
- Saint Gobain
- Siegel, Brill, Greupner, Duffy, & Foster, P.A.
- SIOP
- SkillsNet
- Snyder & Snyder, P.A.
- Solution Group
- State Farm Insurance Company
- Steel Dynamics, Inc.
- Talbert
- Talent Alliance
- Turtle Creek Management
- United Technologies Corporation
- U.S. and Foreign Commercial Service
- U.S. Department of Commerce
- U.S. Department of Commerce, Office of International Operations
- U.S. Department of Education
- U.S. Department of Labor
- U.S. Department of State
- U.S. Environmental Protection Agency
- U.S. Environmental Protection Agency and Buchanan & Edwards
- U.S. Patent and Trademark Office
- U.S. Postal Service
- Vinson & Elkins, LLP
- Wabash National
- Walgreens
- Weyerhaeuser
- Wilson Learning
- Young Conaway Stargatt & Taylor, LLP

## Recruiting Clients

- Alignmark
- Amerada Hess
- American Express
- American Guidance Service, Inc.
- American Institutes for Research
- Amoco
- Anheuser Busch
- Aon Consulting
- Batrus Hollweg International
- Black & Veatch
- Bristol-Meyer Squibb
- Capital One
- Center for Creative Leadership
- Consulting Psychologists, Inc.
- CPP, Inc.
- Corvitus, Inc. (DeCotiisErhard, Inc.)
- Dell, Inc.
- Devine Group
- Dow Chemical
- e-Predix
- Fields Consulting Group
- Gartner Institute
- Institute for Personality and Ability Testing, Inc.
- Development Dimensions International (DDI)
- Genesee Survey Services, Inc.
- Grainger, Inc.
- Hay Group
- Home Depot
- ICF International, Inc.
- International Survey Research
- JCPenney
- Johnson Controls, Inc.
- Johnson & Johnson, Inc.
- Linguis-Techs, Inc.
- Lominger Limited
- Lucent Technologies
- Johnson Controls, Inc.
- Johnson & Johnson
- McKinsey and Company
- Managing People and Change, Inc.
- MDA Leadership Consulting
- Merrill Lynch
- Microsoft
- National Skills Standards Board
- Novo Nordisk, Inc.
- Payless ShoeSource
- National Coalition for Advanced Manufacturing
- Personnel Decisions Research Institute
- PCI HR Consulting, Inc.
- Pentair, Inc.
- PepsiCo, Inc.
- Performaworks
- Personnel Decisions International
- Pfizer
- Plante & Moran
- Pradco
- PsyMax Solutions
- Psychological Services, Inc.
- Right Management Consultants
- Safeway, Inc.
- Saville Holdsworth, Limited (SHL)
- St. James Associates
- Starbucks Coffee Company
- Stanard and Associates
- Sutter Health
- TRW
- Valero Energy Corporation
- Wal-Mart Stores, Inc.
- William M. Mercer
- Wilson Learning
- Wm. Schiemann & Associates, Inc.
- Personnel Research Associates (Valtera)

## **Work Experience**

Campion Services, Inc., West Lafayette, IN (1988-present)

- Campion Consulting Services has conducted over 400 projects on a wide range of topics for over 100 clients in both private and public sector settings since 1988.
- Campion Recruiting Services has placed about 60 Industrial and Organizational Psychologists in a wide range of consulting and managerial positions in a variety of different client organizations since 1997.
- Campion Services, Inc. operates with 4 to 8 associates each year on both full and part-time basis.

Purdue University, West Lafayette, IN (1986-present)

- Current position: Professor of Management
- Former Director of the Master of Science in Human Resources Program
- Research record: Over 100 publications in scientific and professional journals, and over 200 papers and presentations at professional meetings.

IBM Corporation, Research Triangle Park, NC and Santa Clara, CA (1983-1986)

- Managed personnel research department responsible for opinion surveys, organizational development, and research on human resources for a site of 10,000 employees.
- Managed college/professional recruiting department responsible for hiring all salaried employees for a site of 10,000, with 1 million dollar annual budget and staff of 7.

Weyerhaeuser Company, Plymouth, NC (1978-1982)

- Conducted research and developed systems on personnel selection and testing, performance appraisal, equal employment opportunity, and affirmative action planning for a region of 5,000 employees.

## **Education**

Ph.D. North Carolina State University (1982)

Major: Industrial/Organizational Psychology  
Minor: Human Factors Engineering

M.A. University of Akron, OH (1978)

Major: Industrial/Organizational Psychology  
Minor: Statistics

B.A. University of Minnesota (1975)

## **Other Professional Achievements**

Herman C. Krannert Chaired Professor of Management

Scientific Contribution Award given by the Society for Industrial and Organizational Psychology

Editor of Personnel Psychology, a leading research journal in human resources

President of the Society for Industrial and Organizational Psychology (SIOP)

Editorial board member of Journal of Applied Psychology and Journal of Management

Fellow of the American Psychological Association (APA), American Psychological Society, and SIOP; and member of the Academy of Management (AM)

Other elected and appointed positions in professional societies: Executive Committee of SIOP, APA Council of Representatives, Chair of the Program Committees for the SIOP and APA conferences

Other awards and honors: Top 10 list of most published authors in last 10 and 20 years in his field, 3 Certificates of Appreciation from clients, Faculty Scholar Award, 3 Best Paper Awards at Academy conference, IBM Recognition Award, Dissertation Award, and others.

Licensed (Practicing Psychologist)

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