Welcome to the W. T. Beebe Newsletter, written by the students of the W. T. Beebe Institute of Personnel and Employment Relations in the Department of Managerial Sciences at Georgia State University. In this issue we put a special focus on research, featuring both student and faculty accomplishments.

FOCUS ON RESEARCH

Spotlight on Beebe Faculty Member Todd Maurer’s Recent Research:
The Motivational Mindset Driving Leadership Development

This month we highlight research by one of Beebe’s faculty (and Director), Todd Maurer, and focus particular attention on one of his most recent projects. Dr. Maurer is a psychologist by training and works in Organizational Behavior and Human Resource Management in the Department of Managerial Sciences and the Beebe Institute of Personnel & Employment Relations. However his orientation is interdisciplinary by nature, and his research has included ideas from domains ranging from management and psychology, to statistics and law. Some of his work has been supported by outside sponsors with the research having received over $1.6 million in funding to date. Dr. Maurer is a Fellow of the American Psychological Association and the Society for Industrial and Organizational Psychology. Additionally, his research has a scientific as well as practical nature, enabling the conclusions of his research to be applied to the business classroom with issues that resonate with managers and executives. This type of orientation has always been present within the Beebe Institute. We interviewed Dr. Maurer to find out what kind of research he has been focused on recently and what it means for the Beebe Institute and HR professionals.

Some of the research you have conducted has been funded by outside sponsors. What kinds of sponsors have funded your work and how are such funded projects unique? Can you give a recent example?

Since working for the University System of Georgia (at both GA State and GA Tech), several of my research projects have been funded by federal agencies including NSF, NIH and the US Army as well as by private organizations. While funded projects of this type can sometimes have greater administrative and preparatory demands and can have longer cycle times compared to unfunded work, the funding helps ensure good work (i.e. the most competitive scientific work gets funded) and it is gratifying to have an opportunity to help to address key research priorities (that are relevant to HR) identified by these kinds of sponsors. And, of course, funding is helpful to the university system for a variety of reasons. As an example of one of these projects, some of my recent research on leadership development was funded by the US Army Research Institute and dealt with motivation to develop leadership capability. The conclusions of this research were recently presented at an international research conference just this past summer.
Why is research on leadership development and motivation important for HR professionals?

Leadership development constitutes a very large investment by organizations today and a variety of forces have converged to increase the need to develop leadership talent in business, education and the military. Despite this, relatively little attention has been given to research on predicting development of leadership or to understanding motivation to develop leadership. There is often an implicit assumption that by identifying those candidates with high leadership potential and/or motivation to be a leader, leadership development will naturally follow. In this way of thinking, those who are motivated to be leaders should naturally be motivated to develop leadership capability. However, my research suggests that there is significant value in distinguishing between “motivation to lead” and “motivation to develop leadership capability.”

What did the results of your research suggest and what can organizations learn from it?

The results of this research suggest that organizations should not assume that employees who want leadership roles will necessarily be motivated to develop their leadership skills. In actuality, those who want to be leaders may or may not want to develop leadership talent. Further, the motive to develop leadership may sometimes be a more meaningful characteristic than just the motive to lead. In this research, differences in workers’ motivation to develop leadership capability were generally better than motivation to lead at predicting outcomes such as involvement in voluntary leadership development activities, leadership performance/behavior ratings, increases in pay over time, increases in leadership responsibility, job promotions and career satisfaction. Although conventional wisdom suggests that the motive to be in leadership roles will predict ascendency, success and similar outcomes for employees, this research suggests instead that the motive to enhance and improve leadership capabilities should be an even stronger predictor of these types of career outcomes. A development-oriented motivational mindset may be more adaptive and may lead to success more so than just the motive to lead. The research not only established valid measures of this idea, but also provided detailed insight into the mindset, background and situations that should contribute to possessing a strong motivation to develop leadership capability.

How can the results of your research be applied in real-world practice by organizations and HR professionals?

From a practical point of view, organizations might consider the idea of using the kinds of measures developed by the research as diagnostic tools prior to investing in leadership development, or to placing individuals identified as most likely to succeed in roles that will demand development and leader ascendency in the organization. Such measures could potentially help to identify individuals who will likely benefit most from leadership training, as well as those who are most likely to take initiative to continually develop and improve leadership relevant characteristics in themselves. Additionally, organizations may find the detailed research results (such as empirical models built in understanding the motivational mindset) useful as a guide to changing or impacting the motivation to develop leadership skills among members of the organization. Finally, feedback from these kinds of measures might also provide insight to individual employees about their own development and ways they can enhance their development plans. Further applied research in specific organizational contexts could facilitate all of this.

If you are an HR leader in your organization and would like to discuss how these ideas may relate to ongoing HR challenges and opportunities that your company faces, Dr. Maurer can be reached in the Beebe Institute at: tmaurer@gsu.edu.
Beebe Alumnae Take Part in Recruiting Event

The Robinson College of Business hosted a Human Resources & Recruiter Round-table event. The event featured a panel of 5 professionals that discussed HR/Recruiting trends and offered advice for students. The panel included:

- **Heleen Grossman**- Sr. VP/HR Consultant, Consultant in Private Practice
- **Courtney Bell Field**- Operations Team Leader, Ameriprise Financial Services, LLC
- **Jennifer Vogel**- Managing Partner, Envision Evolution Group, LLC
- **Tenera McPherson**- CSP Senior Recruiter, VantagePoint Staffing Solutions
- **José A. De La Cruz, J.D.**- HR Manager, Southeast Division, Manpower

Three of the 5 panelists are Beebe alumnae—Heleen Grossman, Courteney Bell Field, and Jennifer Vogel. The event was organized by Sharon Cohen, Career Counselor, RCB Career Management Center, and attended by a large group of GSU students.

This was especially beneficial for Beebe and MBA students, because the event was somewhat informal, allowing students to ask questions and the professionals to share their insights individually. Some of the topics addressed included candidate selection, pre-screening issues that students face, and the recruitment process in this challenging economy. Watch a video of the event at [http://webdb.gsu.edu/dmg/mediaplayer/mediaplayer.cfm?file=dce/wwwdlsl/HR_Panel_Compress/l.mp4](http://webdb.gsu.edu/dmg/mediaplayer/mediaplayer.cfm?file=dce/wwwdlsl/HR_Panel_Compress/l.mp4)

Upcoming CMC Events

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<tr>
<td>Monday, February 15</td>
<td>Mock Interviews</td>
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<tr>
<td>Friday, February 19</td>
<td>Spring 2010 EXPO and Hospitality Career Fair</td>
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<td>Wednesday, March 3</td>
<td>Social Networking Information Session</td>
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<td>Thursday, March 4</td>
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For more information or to RSVP for events, please visit: [http://robinson.gsu.edu/career/students/calendar/graduate.html](http://robinson.gsu.edu/career/students/calendar/graduate.html)
Beebe student Heleen Grossman was selected to receive a $1,375 academic scholarship for working professionals from the SHRM Foundation underwritten by the J.J. Keller Foundation. The response to this year’s call for applications was unprecedented, with nearly 650 applications submitted. It was certainly a monumental task for the judging committee to choose the winners. Only 40 scholarships were awarded nationally, eight per region. Heleen is the only student from GSU to ever win this national award. She is currently working towards a Masters in Managerial Sciences with a concentration in Human Resources Management. In addition to being a Beebe student, Heleen also works as an independent HR consultant. Congrats Heleen!

For more information about SHRM at Georgia State University or how to join please visit their website at:

www.gsu.edu/~wwwshr

Chapter News… The kick-off meeting was held September 17th. Jennifer Mayfield went over the benefits of becoming a SHRM Student Member. Matt Dotson and Karen Ransom, economists for Bureau of Labor Statistics joined the meeting, where Matt presented a workshop on using BLS data.

This academic year the SHRM chapter will focus on member development through programs such as certification study groups for the PHR exam. The chapter will be coordinating study groups and possibly mock PHR games. This will be driven by the member desire and response to participate. To learn more about the current eligibility requirements for the exam, please visit www.hrci.org.

Officers this year are Jennifer Mayfield and Tricia Laws. Dr. Kay Bunch is advisor for the chapter.
Robinson Students Start AIESEC Local Committee at Georgia State University

Local Committee President, K. Quinlan, tells us what AIESEC is all about and how you can get involved.

What is AIESEC all about?
AIESEC offers unparalleled leadership development experiences to its members and creates a network of global change agents that have a positive impact on our society. The AIESEC Experience includes international internships, leadership opportunities, and a global learning environment. AIESEC also offers regional, national, and international conferences where members can network with people from around the globe and discuss international issues.

Who should join AIESEC?
AIESEC is open to students from all academic majors... We strongly encourage students with an interest in leadership development and global issues to apply! AIESEC is currently seeking students to fill general member and leadership roles. AIESEC focuses on developing skill sets that are desired by the world’s future leaders: entrepreneurial spirit, cultural sensitivity, social responsibility, and active learning. Members have the opportunity to participate in a variety of leadership roles within the organization. We also have exchange-only participants, which is a fast-track to an international internship. For more information on joining AIESEC, email aiesec.gsu@gmail.com.

How can HR practitioners get involved?
AIESEC is currently seeking businesses to partner with in a variety of areas, from advisement and guest speakers to sponsorship opportunities. But our number one priority is finding businesses that would like to host an international intern. International internships are the most intense educational experience offered by AIESEC. Each year thousands of members have the opportunity to live and work in a foreign country in the areas of management, technology, education, and development. Because we are located in over 1,700 universities with more than 35,000 members worldwide, we can provide businesses with interns from nearly anywhere in the world! For more information on how your business can get involved with AIESEC, please contact the VP of Business Development at bd.aiesec.gsu@gmail.com.

GSU Student’s win the Business Strategy Game Grand Champion Award
A GSU student team won the Business Strategy Game Grand Champion award. The business simulation called Business Strategy Game (BSG) is part of the capstone course for RCB’s undergraduate program. Students are divided into teams and each team given a virtual company to run. All companies within a given class compete against one another, but each company's performance is also logged by a centralized system run by the game publisher. This system compares the performance of each team with all other teams that exist worldwide and at the end of the period, the top performing company is recognized and designated as BSG Grand Champion. The winning team was a student section from summer semester, taught by PhD student Andreea Kiss. In addition, Andreea was named Master Professor by the publisher. Both the student team and Andreea have been inducted into the BSG Hall of Fame. Congratulations to Andreea and the winning team members and GSU grads- William Prevost, David Stephens, Kaka Moiz, and Tony Lin!
On the Job...

GRADY INTERNS- Congratulations to our students who were selected for an internship opportunity at Grady Hospital. The interns will conduct exit interviews; assist with the implementation of focus groups and job satisfaction assessments; create action plans in follow-up of revealed employee concerns; and generally share in creating strategies to reduce attrition and improve employee engagement & retention within Grady Health System. These internships will provide invaluable OD experience, exposure to various employee job satisfaction challenges, and give the opportunity to propose creative solutions and apply their education in a dynamic organization. We’d like to give a special thanks to Ms. Marilyn Morales and GSU HR Alum Unisha Marshall for providing this wonderful opportunity for our students! Congrats to Beebe students and Grady interns Julia Fen, Misha Chauhan, Shalena Baker, Sarah Alpers, and Kristen Nothstein!

We would also like to congratulate Kristen Nothstein on her internship with Honey Baked Ham and Fran Bonaparte Carroll who is interning with the Atlanta Falcons!

Former Beebe Newsletter Editor and GSU Senior, Katie Wilson has a new job as a loan underwriter at Provident Funding. Congrats Katie! (shown right, with fellow classmate Andy Kite)

Want to be in our next newsletter?

We would like to hear from you! If you have recently taken a job promotion, gotten married, had a child, graduated, passed the HR exam, or just have any interesting, fun, or exciting news let us know! Please e-mail the Beebe Institute your exciting information and include a picture of the event or yourself!

beebenewsletter@langate.gsu.edu

Beebe students! We would like to hear from you too! Have you recently taken an internship in HR, received a scholarship or impressive award, or simply just have some good news? LET US KNOW. Please e-mail the Beebe Institute at the address listed above and add a picture of yourself!
Fall 2009 Graduates

Congratulations Graduates!

Aaron Lee, MS

Hema Shinde, MS

We would also like to congratulate summer MBA graduates Cheryl Strong and Quinton Owens!

Spring 2010 Courses

MGS 8020 Business Intelligence
MGS 8040 Data Mining
MGS 8140 Management Science
MGS 8150 Business Modeling
MGS 8300 HR Management
MGS 8360 HR Recruitment
MGS 8425 Coaching for Leadership
MGS 8428 Corporate Governance
MGS 8430 Negotiation

MGS 8440 Team Design and Develop
MGS 8455 Strategic Leadership
MGS 8460 Consulting Practice
MGS 8500 Entrepreneurship
MGS 8510 Business Plan Develop
MGS 8590 Entrepreneur Field Study
MGS 8730 Project Management
MGS 8770 Service Operations
Most recently Jewel Denson, Masters student seeking an M.S. in Managerial Sciences with an emphasis in Human Resource Management and Organizational Change, had her paper "Assessment Center Implementation a Viable Response to Consent Decree & Other Litigation" presented at the 30th Annual Industrial Relations and Human Resources Conference in Louisville, Kentucky. The paper, whose executive summary is featured later in this edition, was the result of her summer '09 independent study with Dr. Lucy McClurg, co-author of the paper. "I was very eager to do this research on assessment centers and consent decrees as a way of blending my experiences in the classroom with work opportunities I've had since becoming a Beebe student," Jewel states. "I was very excited and honored by the opportunity to have that work presented in front of HR professionals, and I am very grateful to Dr. McClurg for her help."

The LexisNexis legal database contains more than 700 decided federal and state court cases of Title VII violations since the Civil Rights Act of 1991 amended employment law to allow discrimination victims to sue for punitive and compensatory damages. Just recently, in 2008, the largest settlement for an individual claim of race discrimination involved a reward of $2.5 million (Fears, 2008). In light of the prevalence of litigation and the resulting costs to employers, this paper considers the use of the assessment center method in the selection process, and the consent decree in legal proceedings as viable measures to remedying past and thwarting future employment discrimination. Assessment centers, when effectively linked to an appropriate job analysis, have often served as a bona-fide defense against charges of discrimination in hiring and promotion. This has been particularly true in cases where allegations of discrimination resulted in both parties entering into a consent decree.

Job Analysis:
Job analysis is a critical first step for developing selection methods in part because it serves as a bona-fide legal defense to charges of discrimination in employment practices, on the basis of content validity. In fact, the Supreme Court has repeatedly criticized the lack of job analysis in validation studies of employment tests. Various meta-analyses have shown that personality testing, structured interviews, and situational judgment tests all achieve higher validity when developed from a job analysis (Cook, 2004). Furthermore, the results of a job analysis can be directly applied to other extremely useful human resource management tools: job descriptions, job specifications, job evaluations, and performance criteria (Riggio, 2003).

Assessment Centers:
The assessment center method has been strongly and consistently supported by the courts in cases of employment litigation. Specifically, judges have upheld the validity of the assessment center method and rejected a challenge to related selection decisions in a majority of court cases. As a selection tool, the method is able to measure complex attributes, is seen as fair and at least face valid by participants, creates very little adverse impact, and can efficiently predict various criteria such as job performance and career advancement (Thornton III & Rupp, 2006). It is uniquely different from other selection tools in that it involves combining several assessment measures in a systematic process in order to reach an overall evaluation of a candidate’s potential. Because of its flexibility, the method can be applied across a wide range of human resource management functions, such as training & development, promotions and transfers, layoffs, and organizational development (Howard 1997; Thornton III & Rupp, 2006).
Employment Law:
Several employment laws require significant attention in consent decrees and assessment centers. Title VII of the Civil Rights Act of 1964 made it unlawful to discriminate against an individual in any employment decision on the basis of race, color, religion, sex or national origin. Other key discrimination laws include the Age Discrimination in Employment Act (ADEA), the Equal Pay Act, and the Americans with Disabilities Act of 1990 (ADA). Recently the ADA was amended by the Americans with Disabilities Act Amendment Acts of 2008 (ADAAA), to broaden the EEOC’s interpretation of the ADA’s definition of disability. More information about the amendments can be found on the EEOC’s website at http://eeoc.gov/policy/ada.html.

Consent Decree:
The consent decree is a valuable remedy to costly litigation because it sets up a plan for remedying discrimination without the employer’s admission of guilt that, when properly implemented, can establish goodwill, improve diversity in the organization, and stands up as a strong legal defense in the event of future charges of discrimination. Out of more than 100 federal and state court cases involving consent decrees and charges of workplace discrimination, more than half show the courts upheld the terms and intentions of the decree. Given the difficulty of changing the terms of a consent decree, and providing that employees can pursue their rights under the Equal Employment Opportunity Commission to address instances of discrimination not covered by the decree, organizations should take great care in negotiating these terms to proactively resolve the matter while protecting the organization from future liability. Common examples of meeting these ends, as deduced from case history, include: drafting anti-discriminatory employment policies; implementing anti-discrimination/harassment training; and adopting job-related selection measures that satisfy validity tests while minimizing adverse impact against protected groups.

Case Study:
An example of how consent decree and the assessment center method can be integrated as a strategy for remedying employment discrimination and insulating an organization against future liability is provided by the case of the Personnel Board of Jefferson County. In 1977 and 1979, the Board was involved in litigation related to discrimination against black and female employees which resulted in a 1981 consent decree, whereby court-approved quotas were set for hiring black and female candidates into the police and fire departments. The Board would also take on the responsibility of developing non-discriminatory, valid selection measures for all jobs maintained within the Merit System (United States of America v. Jefferson County, et al., 1981). In the following years, the implementation of the consent decree was repeatedly challenged, until finally the courts amended it in 2002, placing the Board under the receivership of Dr. Ronald Sims, whose responsibilities included institutionalizing expertise in job analysis and the assessment center method for establishing content validity and low adverse impact. Under this receivership, the Board implemented innovative assessment center procedures that would effectively ensure nondiscriminatory selection. On November 20, 2008, Judge Lynwood Smith signed an order terminating the consent decree and releasing the Personnel Board from federal oversight (PBJC, March 2009).

Summary & Conclusion:
Legal history shows that both consent decrees and assessment centers are consistently upheld by the courts and have contributed significantly to employer defenses against discrimination claims. It is because of this rich history that this paper suggests organizations consider using consent decrees to address charges of discrimination (when appropriate), and assessment centers to remedy and deter discriminatory selection and promotion procedures. The case of the Personnel Board of Jefferson County provides a complete example of how an organization can use the consent decree and the assessment center method to address and rectify discrimination litigation.

About the Author: Jewel Denson is a student member of the Society of Human Resource Management, as well as the Society of Industrial & Organizational Psychology. She recently obtained her PHR certification and is slated to graduate in May 2010.
IN FOCUS: ALUMNI NEWS

JoAnn Fields is employed by Southern Company and is currently completing her MSHRM at Troy University. In her role as a HR Policies and Programs Specialist she serves over 26,000 employees, retirees and their families. Her responsibilities include researching and interpreting company policies and benefits, providing user assistance with HR systems and Learning Management Systems, conducting exit interviews, responding to subpoenas and unemployment claims and managing the tuition reimbursement benefit.

Beebe alum Michael Riccio was hired by the US Army Reserve Command at Ft. McPherson in March 09. He was recruited as a developmental employee, otherwise known as an intern. Michael states “my position gives me a great opportunity to learn and grow as a professional.” The program offers funding for job-related training and graduate school opportunities. The USARC will be relocating to Fayetteville, NC in the summer of 2011. Given the predicted turnover rate caused by relocation, Michael feels the USARC offers a great opportunity to move up in the organization. Michael graduated from GSU in 2008 with a BBA in Managerial Science (HRM focus.)

In the next issue... We’ll be featuring a story on Beebe Alum who have started their own businesses. Find out how they are making their mark in this challenging economy.

On the Move...

Carlton Burroughs is Americas Region Compensation Manager at Hewlett-Packard.

John Shepard is Compensation Survey Team Lead at Culpepper and Associates, Inc.

Tina Spencer is a VP with SHRM Atlanta on the Community Outreach program, where she is involved with sponsoring the Mayor’s Youth Program. Tina is HR director at Ivan-Allen Co.

Leslie Hawkins is now Director of Human Resources at Carlisle Interconnect Technologies.

Jennifer Dunbar became President at AT&T-The Real Toastmasters in July 2009.

Monique Brown is a Sr. Administrative Assistant at UPS.

Congrats to Fran Bonaparte, Jewel Denson, and Rachel Watters on passing the PHR Exam!!!
FACULTY ACCOMPLISHMENTS & RECOGNITION

Congratulations to Dr. Bruce Kaufman for the glowing review of his book *Managing the Human Factor: The Early Years of Human Resource Management in American Industry* in the journal *Human Resource Management* (V 48 July/August, pp. 669-74). The reviewer, renowned human resource management scholar Dr. Wayne Cascio, said the book “is destined to become a landmark in human resource management (HRM) for several reasons, not the least of which is the 57 pages worth of amazingly detailed and precise examples, quotations, and citations that support Kaufman’s arguments.” The book documents the management of people spanning the mid-1870s through 1933, detailing the transition of HRM from the dawn of the Industrial Revolution through the early years of the Great Depression. Dr. Kaufman is a Professor of Economics in the Andrew Young School of Policy Studies at Georgia State University and a Senior Associate with the W.T. Beebe Institute of Personnel and Employment Relations.

GSU FACULTY ABROAD

Among GSU’s many international associations is the joint Executive MBA Program we have with the Economics University in Poznan, Poland. Deborah Butler and Louis St. Peter recently returned from the initiation of the fall session. Deborah Butler’s activities included facilitating the Orientation Session for this year’s incoming cohort of new MBA students. Beebe alum and retired SVP-Human Resources for Delta Air Lines, Beth Johnston, also attended the session, providing students with some valuable insight.

Louis St. Peter kicked off the fall session for the second year students with “Leadership and Change Management” which focuses on understanding the role of change and innovation in today’s dynamic, competitive global environment and the unique leadership challenges it poses, especially in transition economies. An important highlight of their yearly visits to Poznan is the opportunity to address the graduates at commencement.

Dr. Deborah Butler, Rector, Prof. Marian Gorynia, and Dr. Louis St. Peter.
Beebe Babies

Congrats to Dr. Yusen Xia, his wife Liping Wang, and daughter Maggie, on welcoming the arrival of their son, Matthew. Baby Matthew was born October 26th.

Congratulations to doctoral student Pingping Song and her husband Rocky, on the birth of their new daughter, Claire, on August 18. Claire entered this world at 7 pounds 6 ounces and 20 inches long.

Beebe Alum Alicia (Zellweger) Foy gave birth to a baby boy on Sept 22, 2009. Holden Elliot Foy was 19.5 inches long and weighed 6 lbs 12 oz. Alicia and the new baby are pictured (right) with husband Joel and son Parker.

Congrats to Beebe student Jane Barrett, husband Adam and daughter Emma on the arrival of baby Anna Rosemary on November 9, 2009. Anna was 7lbs 4 oz at birth.

We want to hear from you!

Current and previous editions of the Beebe Newsletter are available online at www.robinson.gsu.edu/beebe/newsletter. If you have any comments, suggestions, submissions, or for more information about our programs, please email the Faculty Advisor at mgtlnm@langate.gsu.edu, visit the Beebe Institute website at robinson.gsu.edu/beebe/index.html, or write to:

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