



December 2003

Welcome to the third edition of the W.T. Beebe newsletter! Written by the students of the W.T. Beebe Institute of Personnel and Employment Relations, part of the Robinson College of Business at Georgia State University. This newsletter is sent to friends and well-wishers of the Institute. Along with providing information on Beebe events, it provides interesting reading for HR professionals and students alike.

FOCUS ON HONORS DAY AWARD 2003 RECIPIENTS

Several outstanding Beebe students were recognized at the Robinson College of Business Honors Day in 2003. Congratulations to all the winners!

William T. Rutherford Scholarship - Anne Corry, MS-HRM 2003

This award is for students in any graduate level human resource management programs who best exemplify the high achievement and zest for learning which Professor Rutherford so valued.

Anne Corry is Director - In-Flight Service Performance Systems for Delta Airlines at its world headquarters in Atlanta, Georgia. She is responsible for flight attendant training and certification, leadership development, and organizational effectiveness for In-Flight Service, in addition to strategic and business planning, project management and technology improvement.



Mrs. Corry has been in her present position since 1999, having joined Delta in 1973 as a Flight Attendant based in Dallas/Ft. Worth and then Miami/Ft. Lauderdale. She was promoted to positions of increasing responsibility in In-Flight Service including Supervisor in April, 1980, Manager - Scheduling in April, 1990 and System Manager - In-Flight

Service Product Delivery in August, 1994. Mrs. Corry was named Director of On-Board Services in 1995 with responsibility for catering operations, worldwide. She has subsequently served as Director - Reservation Sales for North America, and Director – Recruitment and Leadership Development.

A native of Kettering, Ohio, Mrs. Corry graduated with honors from Miami University in Oxford, Ohio. She is currently pursuing her Masters of Science degree in Human Resource Management from Georgia State University and plans to complete her degree in December 2003. Mrs. Corry and her husband, Al, reside in Peachtree City, Georgia, with their two children.

Michael Jay Jedel Scholarship - Tom E. Allen, MS-HRM, 2004

This scholarship is named in honor of Michael Jay Jedel, a former associate dean of the Robinson College of Business and director of the W.T. Beebe Institute of Personnel and Employment Relations. It is presented annually to an M.S. or M.B.A. student who exhibits high standards of academic achievement, strong commitment to the human resources field, and outstanding leadership potential.

(from left to right, Tom Allen, Dr Miles)



William P Key Scholarship - Christopher Silvers, MBA-HRM 2003

Name in honor of a distinguished Atlanta human resource professional who was a Georgia State University graduate, as well as Executive in Residence at the Beebe Institute, this scholarship is awarded for outstanding performance in a masters' level human resource management degree program.

FOCUS ON BEEBE FACULTY

Accomplishments by Beebe faculty:

Kay Bunch spoke on the Americans with Disabilities Act and the Family and Medical Leave Act at the eighth annual Epilepsy Symposium hosted by the Epilepsy Foundation of Georgia in Atlanta, Georgia, November 1, 2003. She also presented paper entitled “Sexual Harassment Policies and Perceptions of Women in Management” at the Southern Management Association, Annual Conference in Clearwater, Florida, November 12-15, 2003.

Bruce E. Kaufman’s paper “The Role of Economics and Industrial Relations in the Development of the Field of Personnel/Human Resource Management” was published in *Management Decision* (formerly the *Journal of Management History*). Kaufman also published a book, co-authored by Richard A. Beaumont and Roy B. Helfgott titled *Industrial Relations to Human Resources and Beyond*.

Lucy McClurg was extensively quoted in the November 21, 2003 edition of the Atlanta Journal-Constitution’s Business section article, *Gender pay gap persists (but cause is hard to determine)*. The piece focused on the General Accounting Office (GAO) report which found that the earnings gap has not lessened in the last twenty years, in spite of attempts to promote workplace gender equality. Even after taking into account many external factors (such as hours worked and marital status) women inherently earn less than men. McClurg held that discrimination could play a role but to determine its impact, the influence of other factors have to be reduced, such as: fewer women working full time than men, women taking longer breaks from workforce participation, more women working in smaller companies that generally pay less, psychological factors like that of women undervaluing their work and possibly, less aggressive bargaining tendencies with regard to pay.

FOCUS ON RECENT HR RESEARCH

Common misconceptions about HR practices

Recent research has shown that certain common HR practices limit performance. The following are HR beliefs that did **not** match with research findings:

● Myth 1

“Companies that screen job applicants for values have higher performance than those that screen for intelligence.”

The best single predictor of performance is intelligence. Though the matching of values does predict employee satisfaction and retention, there is limited evidence for a direct link between values and performance. Even if a link is found in the future, it is highly unlikely to be as strong as the association between intelligence and performance.

Ways to apply the finding:

- Measure general mental ability and conscientiousness before assessing values.
- Think about what values are important to for the job, and which personality constructs are likely to be associated with them. Then, use well validated tests to measure personality.

● **Myth 2**

“Integrity tests don’t work well in practice because so many people lie on them.”

People try to appear a little more ethical than they really are. Still, this does not seem to affect the usefulness of integrity tests as performance predictors.

Ways to apply the finding:

- Use integrity tests in combination with ability tests to get a very high overall predictability of job performance.

● **Myth 3**

“Integrity tests have adverse impact on racial minorities.”

Differences in integrity test scores by race and ethnicity have been found to be trivial. Scores of Hispanics, Asians, Native Americans and African Americans vary very slightly from scores of Caucasians.

Ways to apply the finding:

- Using integrity tests in combination with general mental ability tests may reduce adverse impact in overall selection systems since minorities and Caucasians score about the same on integrity tests.

● **Myth 4**

“Most errors in performance management appraisal can be eliminated by providing training that describes the kinds of errors managers tend to make and suggesting ways to avoid them.”

Errors in performance appraisal are really difficult to eliminate. Training, by itself is not enough to eliminate errors, and often introduces other types of errors. Leniency error is most common. To increase accuracy, systematic actions are needed, such as intensive monitoring or forced rankings.

Ways to apply the finding:

- Use alternative approaches to evaluation, such as forced distribution.
- Top managers should act as strong role models for the performance evaluation process and attach managerial consequences to the quality of performance reviews.

Source: Rynes, Brown, & Colbert, *The Academy of Management Executive*, Vol. 16, No. 3, August, 2002.

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 or suggestions about the Beebe Newsletter, or for more information about our programs, please email the Faculty Advisor at mgtlnm@langate.gsu.edu, visit the Beebe Institute website at www.cba.gsu.edu/beebe, or write to:

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