

J. EDWARD KELLOUGH

Curriculum Vitae (Fall 2013)

PERSONAL INFORMATION

Work Address: Department of Public Administration and Policy
School of Public and International Affairs
The University of Georgia
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EDUCATION

Ph.D. in Political Science, Miami University, December 1987
Fields: Public Administration, Public Policy, and
American Politics

M.A., Miami University, August 1982
B.S., Berea College, May 1977

RESEARCH AND TEACHING FIELDS

Public Administration	Research Methods
Public Personnel Management	Program Evaluation
Public Sector Labor Relations	Organizational Theory
Affirmative Action and Diversity	American Politics

ACADEMIC EMPLOYMENT

Professor, University of Georgia, 2006 - present, Department of Public Administration and Policy.

Department Head 2008 – present, Department of Public Administration and Policy.

Graduate Coordinator and MPA Program Director 2002 – 2008, Department of Public Administration and Policy.

Doctoral Program Director (DPA and PhD) 1999 – 2008, Department of Political Science and Department of Public Administration and Policy.

Associate Professor, University of Georgia, 1994 - 2006, Department of Public Administration and Policy, 2002 - 2006, Department of Political Science 1994-2002

Assistant Professor, University of Georgia, 1988-1994, Department of Political Science.

Assistant Professor, Texas A&M University, 1986-1988, Department of Political Science.

PUBLICATIONS

Books:

The New Public Personnel Administration, 7th edition, (Boston: Wadsworth, Cengage Learning, 2014) with Lloyd G. Nigro.

The New Public Personnel Administration, 6th edition, (Fort Worth: Wadsworth Publishing, 2007) with Lloyd G. Nigro and Felix A. Nigro.

Understanding Affirmative Action: Politics, Discrimination, and the Search for Justice, (Washington D.C.: Georgetown University Press, 2006).

Civil Service Reform in the States: Personnel Policy and Politics at the Sub-National Level, (Albany: State University of New York Press, 2006) edited with Lloyd G. Nigro.

Federal Equal Employment Opportunity Policy and Numerical Goals and Timetables: An Impact Assessment, (New York: Praeger Publishers, 1989).

Articles:

“At-will Employment in the States: Examining the Perceptions of Agency Personnel

- Directors” with Jungin Kim. Forthcoming in the *Review of Public Personnel Administration*.
- “Does Civil Service Reform Affect Behavior? Linking Alternative Personnel Systems, Perceptions of Procedural Justice, and Complaints,” *Journal of Public Administration Research and Theory*, Vol. 22, No. 1 (January 2012), pp. 121-141, with Ellen V. Rubin.
- “Representative Bureaucracy: Assessing the Evidence on Active Representation,” *American Review of Public Administration*, Vol. 41, No. 2 (March 2011) pp. 157-167, with Mark Bradbury.
- “Civil Service Reform Under George W. Bush: Ideology, Politics, and Public Personnel Administration,” *Review of Public Personnel Administration*, Vol. 30, No. 4 (December 2010) pp. 404-422, with Lloyd G. Nigro and Gene A. Brewer.
- “Personnel Reform in the States: A Look at Progress Fifteen Years after the Winter Commission,” *Public Administration Review*, Vol. 68, Supplement, (December 2008), pp. S50-S57, with Lloyd G. Nigro.
- “Representative Bureaucracy: Exploring the Potential for Active Representation in Local Government,” *Journal of Public Administration Research and Theory*, Vol. 19, No. 4 (October 2008), pp. 697-714, with Mark D. Bradbury.
- “Choosing Public Sector Employment: The Impact of Wages on the Representation of Women and Minorities in State Bureaucracies,” *Journal of Public Administration Research and Theory*, Vol. 18, No. 3, (July 2008), pp. 397-413, with Jared Llorens and Jeffrey Wenger.
- “A Revolution in Public Personnel Administration: The Growth of Web-Based Recruitment and Selection Processes in the Federal Service,” *Public Personnel Management*, Vol. 36, No. 3, (Fall 2007), pp. 207-221, with Jared J. Llorens.
- “Leadership with an Enduring Impact: The Legacy of Chief Burtell Jefferson of the Metropolitan Police Department of Washington D.C.,” *Public Administration Review*, Vol. 66, No. 6, (November/December 2006), pp. 813-822, with Brian N. Williams.
- “Dramatic Reform of the Civil Service: At-Will Employment and the Creation of a New Public Workforce,” *Journal of Public Administration Research and Theory*, Vol. 16, No. 3, (July 2006), pp. 447-466, with Lloyd G. Nigro.
- “Who Contributes to *PAR*? Examining the Characteristics of Authors Who Submit Manuscripts to the Journal,” *Public Administration Review*, Vol. 65, No. 1, (January/February 2005) pp. 3-7, with David W. Pitts.

- “Responding to a Wake-Up Call: An Examination of Federal Agency Diversity Management Programs,” *Administration and Society*, Vol. 36, No. 1, (March 2004) pp. 62-90, with Katherine C. Naff.
- “Ensuring Employment Equity: Are Diversity Programs Making A Difference?” *International Journal of Public Administration*, Vol. 26, No 12 (October 2003) pp. 1307-1336, with Katherine C. Naff.
- “The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States,” *Public Administration Review*, Vol. 63, No. 2 (March/April 2003) pp. 165-176, with Sally Coleman Selden.
- “Pay for Performance in Georgia State Government: Employee Perspectives on GeorgiaGain after Five Years,” *Review of Public Personnel Administration*, Vol. 22, No. 2 (Summer 2002) pp. 146-166, with Lloyd G. Nigro.
- “Achieving Accountability for Workforce Diversity Programs,” *The Business of Government*, (Spring 2002) pp. 59-61, with Katherine C. Naff.
- “Civil Service Reform in Georgia: Going to the Edge?,” *Review of Public Personnel Administration*, Vol. 20, No. 4 (Fall 2000) pp. 41-54, with Lloyd G. Nigro.
- “The Americans with Disabilities Act: A Note on Personnel Policy Impacts in State Government,” *Public Personnel Management*, Vol. 29, No. 2 (Summer 2000) pp. 211-224.
- “Volunteers in State Government: Involvement, Management, and Benefits,” *Nonprofit and Voluntary Sector Quarterly*, Vol. 29, No. 1 (March 2000) pp. 111-130, with Jeffrey L. Brudney.
- “Reinventing Public Personnel Management: Ethical Implications for Managers and Public Personnel Systems,” *Public Personnel Management*, Vol. 28, No. 4 (Winter 1999) pp. 655-671.
- “The Reinventing Government Movement: A Review and Critique,” *Public Administration Quarterly*, Vol. 22, No. 1 (Spring 1998) pp. 6-20.
- “Bureaucracy as a Representative Institution: Toward a Reconciliation of Bureaucratic Government and Democratic Theory,” *American Journal of Political Science*, Vol. 42, No. 3 (July 1998) pp. 717-744, with Sally Coleman Selden and Jeffrey L. Brudney.

- “Reliability, Validity, and the MV Index: Toward the Clarification of Some Fundamental Issues,” *Public Administration Review*, Vol. 58, No. 2 (March/April 1998) pp. 167-173.
- “Affirmative Action and Equal Employment Opportunity Reconsidered,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997) pp. 5-8.
- “Affirmative Action Under Fire: The Current Controversy and the Potential for State Policy Retrenchment,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997) pp. 52-74, with Sally Coleman Selden and Jerome S. Legge, Jr.
- “Pay-for-Performance Systems in State Government: Perceptions of State Agency Personnel Directors,” *Review of Public Personnel Administration*, Vol. 17, No. 1 (Winter 1997) pp. 5-21, with Sally Coleman Selden.
- “Cross-Agency Comparisons of Quit Rates in the Federal Service: Another Look at the Evidence,” *Review of Public Personnel Administration*, Vol. 15, No. 4 (Fall 1995) pp. 58-68, with Will Osuna.
- “Women and Minorities in Federal Government Agencies: Examining New Evidence from Panel Data,” *Public Administration Review*, Vol. 54, No. 3 (May/June 1994) pp. 265-270, with Christopher Cornwell.
- “Pay for Performance in the Public Sector: Reviewing the Evidence,” *Public Productivity and Management Review*, Vol. 17, No. 2 (Winter 1993) pp. 113-115, with Stephen E. Condrey.
- “The Paradox of Merit Pay in the Public Sector: Persistence of a Problematic Procedure,” *Review of Public Personnel Administration*, Vol. 13, No. 2 (Spring 1993) pp. 45-64, with Haoran Lu.
- “Affirmative Action in Government Employment,” *The Annals of the American Academy of Political and Social Science*, Vol. 523 (September 1992) pp. 117-130.
- “Demographic and Organizational Influences on Racial/Ethnic and Gender Integration in Federal Agencies,” *Social Science Quarterly*, Vol. 73, No. 1 (March 1992) pp. 1-11, with Euel Elliott.
- “The Supreme Court, Affirmative Action, and Public Management: Where Do We Stand Today?” *The American Review of Public Administration*, Vol. 21, No. 23, (September 1991) pp. 255-269.
- “Integration in the Public Workplace: Determinants of Minority and Female Employment in Federal Agencies,” *Public Administration Review*, Vol. 50, No. 5. (September/October 1990) pp. 557-566.

“Federal Agencies and Affirmative Action for Blacks and Women,” *Social Science Quarterly*, Vol. 71, No. 1, (March 1990) pp. 83-92.

“The 1978 Civil Service Reform and Federal Equal Employment Opportunity,” *The American Review of Public Administration*, Vol. 19, No. 4 (December 1989) pp. 313-324.

“Affirmative Action in the Federal Bureaucracy: An Impact Assessment,” *Review of Public Personnel Administration*, Vol. 6, No. 2, (Spring 1986) pp. 1-13, with Susan Ann Kay.

Book Chapters:

“Combating Discrimination and Its Legacy: Affirmative Action and Diversity in the Public Sector” In Steven W. Hays, Richard C. Kearney, and Jerrell D. Cogburn, eds., *Public Human Resource Management: Problems and Prospects*, sixth edition, (New York, Longman, forthcoming).

“Employee Turnover in Public Agencies: Examining the Extent and Correlates,” In Ron Burke, Andrew Noblet, and Cary Cooper, eds. *Human Resources Management in the Public Sector: Achieving High Quality Service and Effectiveness*, (Edward Elger Publishers, forthcoming) with Mark Bradbury and Jessica E. Sowa.

“Managing Human Resources to Improve organizational Productivity: The Role of Performance Evaluation,” In Norma M. Riccucci, ed., *Public Personnel Management: Current Concerns, Future Challenges*, fifth edition, (New York: Longman, 2012).

“Civil Service Reform in the United States: Patterns and Trends,” In Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, third edition, (San Francisco: Jossey-Bass, 2010), pp. 73-94, with Lloyd G. Nigro.

“Affirmative Action and Diversity in the Public Sector” In Steven W. Hays, Richard C. Kearney, and Jerrell D. Cogburn, eds., *Public Human Resource Management: Problems and Prospects*, fifth edition, (New York, Longman, 2009), pp. 219-235.

“Employee Performance Appraisal in the Public Sector: Uses and Limitations,” in Norma M. Riccucci, ed., *Public Personnel Management: Current Concerns, Future Challenges*, forth edition, (New York: Longman, 2006), pp. 177-189.

“Personnel Policy and Public Management: The Critical Link,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany, State University of New York Press, 2006), pp. 1-8, with Lloyd G. Nigro.

- “Civil Service Reform in Georgia: A View from the Trenches,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany, State University of New York Press, 2006), pp. 117-144, with Lloyd G. Nigro.
- “The States and Civil Service Reform: Lessons Learned and Future Prospects,” in J. Edward Kellough and Lloyd G. Nigro, eds. *Civil Service Reform in the States: Personnel Policy and Politics at the Subnational Level*, (Albany, State University of New York Press, 2006), pp. 315-324, with Lloyd G. Nigro.
- “Radical Civil Service Reform: Ideology, Politics, and Policy,” in Stephen E. Condrey, ed. *Handbook of Human Resource Management in Government*, second edition, (San Francisco: Jossey-Bass, 2005), pp. 58-75, with Lloyd G. Nigro.
- “Equal Employment Opportunity and Affirmative Action in the Public Sector,” In Steven W. Hays and Richard C. Kearney, eds., *Public Personnel Administration: Problems and Prospects*, fourth edition, (Englewood Cliffs, New Jersey: Prentice-Hall, 2003), pp. 209-224.
- “A Changing Workforce: Understanding Diversity Programs in the Federal Government,” in Mark A. Abramson and Nicole Willenz Gardner, eds., *Human Capital 2002*, (Lanham, Maryland: Rowman and Littlefield, 2002), pp. 355-410, with Katherine C. Naff.
- “Performance Appraisal and Merit Pay in Public Agencies: A Critical Examination,” in Carolyn Ban and Norma M. Riccucci, eds., *Public Personnel Management: Current Concerns, Future Challenges*, third edition, (New York: Longman, 2002), pp. 181-193.
- “Civil Service Reform and Incentives in the Public Service,” In James P. Pfiffner and Douglas R. Brook, eds., *The Future of Merit*, (Washington D.C.: The Woodrow Wilson International Center for Scholars and The Johns Hopkins University Press, 2000), pp. 127-145, with Hal G. Rainey.
- “The Americans With Disabilities Act: Implications for Public Personnel Management,” In Steven W. Hays and Richard C. Kearney, eds., *Public Personnel Administration: Problems and Prospects*, third edition, (Englewood Cliffs, New Jersey: Prentice Hall, 1995), pp. 247-257, with Robert C. Gamble.
- “Representative Bureaucracy and the EEOC: Did Civil Service Reform Make a Difference?” In Patricia W. Ingraham and David H. Rosenbloom, eds., *The Promise and Paradox of Civil Service Reform*, (Pittsburgh: The University of Pittsburgh Press, 1992), pp. 245-266, with David H. Rosenbloom.

Symposia Edited:

“Affirmative Action and Equal Employment Opportunity: Looking Toward the Twenty-First Century,” *Review of Public Personnel Administration*, Vol. 17, No. 4 (Fall 1997).

“Pay for Performance: Evaluating its Prospects for the 1990s and Beyond,” *Public Productivity and Management Review*, Vol. 17, No. 2 (Winter 1993).

Research Monograph:

Transforming Public Organizations: Diversity Programs in the Federal Government, Arlington, Virginia: The Pricewaterhouse Coopers Endowment for the Business of Government, December 2001, with Katherine C. Naff.

Other Contributions:

“Civil Service,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, New York: Marcel Dekker, 2003).

“Merit System,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, New York: Marcel Dekker, 2003).

“Human Resources Management in Local Government,” in Jack Rabin, editor, *Encyclopedia of Public Administration and Public Policy*, New York: Marcel Dekker, 2003).

“Adverse Impact,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Affirmative Action,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Affirmative Action Plan,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Equal Employment Opportunity,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Goals and Quotas,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

“Reverse Discrimination,” in Jay M. Shafritz, editor, *The International Encyclopedia of Public Policy and Administration*, (Boulder, Colorado: Westview Press, 1997).

Book Reviews:

How Do Public Managers Manage? Bureaucratic Constraints, Organizational Culture, and the Potential for Reform, by Carolyn Ban, in *Public Productivity and Management Review*, Vol. 19, No. 2 (December 1995) pp. 235-237.

The Budget-Maximizing Bureaucrat: Appraisals and Evidence, edited by Andre Blais and Stephane Dion, in *Journal of Public Administration Education*, Vol. 1, No. 1 (May 1994) pp. 86-87.

Seedtime for the Modern Civil Rights Movement: The President's Committee on Fair Employment Practice 1941-1946, by Merl E. Reed, and *Forbidden Grounds: The Case Against Employment Discrimination Laws*, by Richard A. Epstein, in *Journal of Policy History*, Vol. 6, No. 4 (1994) pp. 504-508.

Public Sector Bargaining, second edition, edited by Benjamin Aaron, Joyce M. Najita, and James L. Sterns, in *Review of Public Personnel Administration*, Vol. 12, No. 5 (January/April 1992) pp. 69-71.

The Managerial Presidency, edited by James P. Pfiffner, in *Public Administration Review*, Vol. 51, No. 5 (September/October 1991), p. 455.

Program Evaluation and the Management of Government, edited by Ray C. Rist, in *The American Review of Public Administration*, Vol. 20, No. 4 (December 1990).

The Merit System and Municipal Civil Service: A Fostering of Social Inequality, by Frances Gottfried, in *The Journal of Politics*, (Spring 1989) pp. 454-456.

Selected Work in Progress:

“The Impact of Federal Employee Perceptions of Justice and Fairness on Job Satisfaction, Organizational Performance, and Turnover Intentions,” with Gene Brewer. Invited to revise and resubmit at the *Journal of Public Administration Research and Theory*.

“Human Resource Professionalism in Georgia Counties: An Exploratory Analysis of the Extent of and Determinants of Public Managers’ Understanding of EEO Law,” with Christine Rush, Invited to revise and resubmit at *Public Administration Review*.

“Administrative Values and Administrative Reform: An Assessment in the Wake of the New Public Management,” with Gene Brewer.

“The effect of Incentives on Job Involvement for Professionals in the public and Nonprofit Sectors,” with Derrick Anderson and Justin Bullock.

“An Integrated Model of Employee Turnover Intention and Behavior,” with Mark Bradbury and Jessica Sowa.

“Pre-career Public Service Motivation: Public Service Orientation Among New College Freshmen,” with Gene Brewer, Rob Christensen, and Justin Stritch.

“Emergent Public Service Motivation Among University Students: A Preliminary Look,” with Gene A. Brewer, Robert K. Christensen, and Justin M. Stritch.

CONFERENCE AND INVITED PRESENTATIONS

International:

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, April 12-14, 2012, Rome, Italy, “Emergent Public Service Motivation Among University Students: A Preliminary Look,” with Gene A. Brewer, Robert K. Christensen, and Justin M. Stritch.

Invited Speaker at Seoul National University, June 13, 2012, “Civil Service Reform in the United States.”

Invited Speaker at the Korean National Information Agency, June 14, 2012, “Political and Administrative Values Underlying Administrative Reform.”

Keynote Speaker for an International Human Resources Conference, sponsored by Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister, United Arab Emirates and Ruler of Dubai and the UAE, Federal Authority for Government Human Resources Management, Dubai International Convention and Exhibition Centre, Dubai, UAE, January 19-20, 2011, “The Critical Importance of Research and Education for Effective Human Resources Management.”

Paper Presentation at The International Conference for Administrative Development: Towards Excellence in Public Sector Performance, November 1-4, 2009, Institute of Public Administration, Riyadh, Saudi Arabia, “Managing Human Resources to Improve the Performance of Public Organizations: The Role of Performance Evaluation.”

Paper Presentation at The International Conference for Administrative Development: Towards Excellence in Public Sector Performance, November 1-4, 2009, Institute of Public Administration, Riyadh, Saudi Arabia, "Administrative Values and Administrative Reform: An Assessment in the Wake of the New Public Management," with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the American Political Science Association, September 2-6, 2009, Toronto, Canada, "Civil Service Reform Under George W. Bush: Ideology, Politics, and Public Personnel Administration," with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, April 6-8, 2009, Copenhagen, Denmark, "Civil Service Reform and Personnel System Values," with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the International Research Society for Public Management, March 26-28, 2008, Brisbane, Australia, "Employee Assessments of Fairness in U.S. Federal Agencies: An Exploratory Analysis," with Gene A. Brewer.

Invited Speaker at the Russian Academy of Public Administration, Moscow, Russia, November 14-19, 2006; February 28 - March 5, 2006; and September 17-21, 2005. Topics included Public Sector Human Resource Management Reform and Government Performance.

Paper Presentation at an International Conference on Human Resources Management Reforms in the Public Services, sponsored by the European Institute of Public Administration, Maastricht, Netherlands, September 26-27, 2005, "Civil Service Reform: Lessons Learned from Experience in the United States."

Paper Presentation at the International Meeting on New Public Management and Civil Service Reform, Sponsored by the Korean Civil Service Commission, "Recent Trends in Civil Service Reform: A Cautionary Note," Seoul, South Korea, May 2000.

Domestic:

Discussant at the Annual Meeting of the American Political Science Association, August 30 - September 2, 2012, New Orleans, Louisiana, Panel on "Diversity and Representation in the Public Sector" (conference canceled due to Hurricane Isaac).

Paper Presentation at the Annual Meeting of the American Political Science Association, August 30 - September 2, 2012, New Orleans, Louisiana, "The Pre-Career Consequences of Public Service Motivation: Exploring Service Orientation

Among College Freshman,” with Gene A. Brewer, Robert K. Christensen, and Justin M. Stritch. (conference canceled due to Hurricane Isaac).

Discussant at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2011, Seattle, Washington, Panel on “Public Personnel Systems: The Evolution and Impact of Employee Rights and Protections.”

Paper Presentation at the National Conference of the American Society for Public Administration, March 20-24, 2009, Miami, Florida, “Three Issues Regarding Affirmative Action in the United States.”

Paper Presentation at the Minnowbrook III Conference, September 5-7, 2008, Lake Placid, New York, “Representative Bureaucracy and Administrative Responsiveness: An Assessment of Theory and Research,” with Vicky Wilkins.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 28-31, 2008, Boston, Massachusetts, “The Impact of Federal Employee Perceptions of Justice and Fairness on Job Satisfaction, Organizational Performance, and Turnover Intentions,” with Gene A. Brewer.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 28-31, 2008, Boston, Massachusetts, “Examining Perceptions of Discrimination in the Federal Service: Agency and Demographic Effects,” with Jungin Kim.

Paper Presentation at the National Conference of the American Society for Public Administration, March 7-11, 2008, Dallas, Texas, “Overcoming Disciplinary Myopia: Evidence of Representative Bureaucracy in the Criminal Justice Literature,” with Mark Bradbury.

Paper Presentation at the Public Management Research Conference, October 25-27, 2007, Tucson, Arizona, University of Arizona University, “Employee Assessments of Fairness in U.S. Federal Agencies: An Exploratory Analysis,” with Gene A. Brewer.

Paper Presentation at the Third Transatlantic Dialogue – Leading the Future of the Public Sector, Newark, Delaware, University of Delaware, May 31-June 2, 2007, “Pushed into the Public Sector: Private Sector Discrimination and the Employment of Women and Minorities in State Government,” with Jared Llorens and Jeffrey Wenger.

Paper Presentation at the Annual Meeting of the American Political Science Association, August 30 - September 1, 2007, Chicago, Illinois, “Contracting and the Bureaucratic Representation of Minorities and Women: Examining Evidence from Federal Agencies,” with Janelle Williams.

- Paper Presentation at the Annual Meeting of the American Political Science Association, September 1-4, 2005, Washington D.C., "Representative Bureaucracy: Exploring the Potential for Active Representation in Local Government," with Mark Bradbury.
- Paper Presentation at the Annual Meeting of the Georgia Political Science Association, January 30 - February 1, 2003, Savannah, Georgia, "Administrative Theory and Civil Service reform: The Georgia Experience," with Lloyd G. Nigro.
- Paper Presentation at the Annual Meeting of the American Political Science Association, August 29 - September 1, 2002, Boston, Massachusetts, "Classified vs. Unclassified State Employees in Georgia: A Difference that Makes a Difference?," with Lloyd G. Nigro.
- Paper Presentation at the National Public Management Research Conference, October 18-20, 2001, Bloomington, Indiana, Indiana University, "Managing Diversity in the Federal Service: An Examination of Agency Programs," with Katherine C. Naff.
- Paper Presentation at the Southeastern Conference on Public Administration, October 11-13, 2001, Baton Rouge, Louisiana. "Examining Civil Service Reform in Georgia," with Lloyd G. Nigro.
- Paper Presentation at the Midwest Political Science Association, April 19-22, 2001, Chicago, Illinois, "Ensuring Employment Equity: Are Diversity Programs Making a Difference?" with Katherine C. Naff.
- Paper Presentation at the National Conference of the American Society for Public Administration, March 10-13, 2001, Newark, New Jersey, "Civil Service Reform in Georgia: Findings of A Survey of State Employees' Views About *GeorgiaGain* and Act 816," with Lloyd G. Nigro.
- Co-Chair for the Human Resources Management Section of the Program for the Annual Conference of the National Association of Schools of Public Affairs and Administration (NASPAA), Richmond Virginia, October 19-21, 2000.
- Paper Presentation at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2000, Washington D.C., "Diversity Programs in Federal Agencies: A Dog that Didn't Bark?" with Katherine C. Naff.
- Paper Presentation at the Annual Meeting of the American Political Science Association, August 31 - September 3, 2000, Washington D.C., "The Reinvention of Public Personnel Administration: An Analysis of the Diffusion of Personnel Management Reforms in the States," with Sally Coleman Selden.

- Paper Presentation at the Midwest Political Science Association, April 27-30, 2000, Chicago, Illinois, "Diversity Initiatives in Federal Government Organizations: A Preliminary Look at Variation in Agency Efforts," with Katherine C. Naff.
- Paper Presentation at the Fifth National Public Management Research Conference, December 3-4, 1999, College Station, Texas. "Reinventing Public Personnel Management: Ethical Implications for Managers and Public Personnel Systems."
- Service as a Panel Chair and Discussant at the National Conference of the American Society for Public Administration, April 10-13, 1999, Orlando, Florida, panel on "Looking at State Government: Key Reforms and Trends in Human Resource Management."
- Paper Presentation at a Symposium on the Future of Merit sponsored by The Woodrow Wilson International Center for Scholars in Washington D.C., November 18, 1998. "Civil Service Reform and Incentives in the Public Service," with Hal G. Rainey.
- Paper Presentation at the Annual Meeting of the American Political Science Association, September 3-6, 1998, Boston, Massachusetts. "Volunteers in State Government: Use, Program Management, and Results," with Jeffrey L. Brudney.
- Paper Presentation at the Annual Meeting of the American Political Science Association, September 3-6, 1998, Boston, Massachusetts. "The Americans with Disabilities Act: A Note on Personnel Policy Impacts in State Government."
- Service as Panel Chair at the National Public Management Research Conference, October 30 - November 1, 1997, Athens, Georgia, panel on "Performance and Quality: What Counts?"
- Paper Presentation at the Annual Meeting of the American Political Science Association, August 28-31, 1997, Washington D.C. "Affirmative Action Under Fire: The Current Controversy and the Potential for State Policy Retrenchment," with Sally Coleman Selden and Jerome S. Legge.
- Paper Presentation at the Southwest Social Science Association Annual Meeting, March 26-29, 1997, New Orleans, Louisiana, "The Reinventing Government Movement: A Review and Critique."
- Paper Presentation at the Southeastern Conference on Public Administration, October 3-5, 1996, Miami, Florida. "Pay-for-Performance Systems in State Government: Perceptions of State Agency Personnel Managers," with Sally Coleman Selden.
- Service as Panel Chair at the Annual Meeting of the American Political Science Association, September 1-4, 1994, New York, New York, panel on "New Perspectives on Public Employee Research."

- Paper Presentation at the Annual Meeting of the American Political Science Association, September 1-4, 1994, New York, New York. "Turnover in the Federal Service: A New Look at the Evidence," with Will Osuna.
- Paper Presentation at the Annual Meeting of the American Political Science Association, September 1-4, 1993, Washington D.C. "A Typology of Federal Government Agencies: Development and Applications," with Jeffrey L. Brudney and Euel Elliott.
- Service as a Discussant at the Annual Meeting of the Southern Political Science Association, November 5-7, 1992, Atlanta, Georgia, panel on "Labor-Management Relations, Personnel Policy, and Professional Training."
- Service as A Discussant at the Annual Meeting of the American Political Science Association, September 3-6, 1992, Chicago, Illinois, panel on "Current and Future Challenges to the Public Work Force."
- Paper Presentation at the Southeastern Conference on Public Administration, October 7-9, 1992, Montgomery, Alabama, "Understanding Turnover in the Federal Government," with Will Osuna.
- Organized and Chaired a Panel at the Southeastern Conference on Public Administration, October 16-18, 1991, Charlotte, North Carolina, panel on "Current Issues in Public Administration Education."
- Service as a Discussant at the Annual Meeting of the American Political Science Association, August 29 - September 1, 1991, Washington D.C., panel on "Representative Bureaucracy: Looking for Correlates and Potential Impacts."
- Organized and Chaired a Panel at the Southwest Social Science Association Annual Meeting, March 27-30, 1991, San Antonio, Texas, panel on "Representative Bureaucracy: Recent Research on Minority and Female Employment in the Public Workforce."
- Paper Presentation at the Southwest Social Science Association Annual Meeting, March 27-30, 1991, San Antonio, Texas, "Organizational and Political Influences on Federal Agency Integration: A Pooled Regression Analysis," with Euel Elliott.
- Paper Presentation at the Southern Political Science Association Annual Meeting, November 8-10, 1990, Atlanta, Georgia, "The Supreme Court, Affirmative Action, and Public Management: Where Do We Stand Today?"
- Service as a Discussant at the Southern Political Science Association Annual Meeting, November 8-10, 1990, Atlanta, Georgia, panel on "Trends in Public Personnel Administration."

Paper Presentation at the National Conference of the American Society for Public Administration, April 7-9, 1990 Los Angeles, California, "A Conceptual Framework for Analysis of Appointee-Careerist Relations: Drawing on Concepts From Organizational Behavior," with Hal G. Rainey.

Service as a Discussant at the Southern Political Science Association Annual Meeting, November 2-4, 1989, Memphis, Tennessee, panel on "Challenging Issues in Public Administration."

Service as a Discussant at the Southern Political Science Association Annual Meeting, November 2-4, 1989, Memphis, Tennessee, panel on "Politics and Administration: A National Perspective."

Paper Presentation at the Southeastern Conference on Public Administration, October 4-6 1989, Jackson, Mississippi, "Correlates of Federal Agency Integration."

Service as a Discussant at the Annual Meeting of the American Political Science Association, August 31 - September 3, 1989, Atlanta, Georgia, panel on "Problems in Public Personnel Policy."

Paper Presentation at the National Conference of the American Society for Public Administration, March 28 - April 1, 1987, Boston, Massachusetts, "The 1978 Civil Service Reform and Federal Equal Employment Opportunity."

Participant in Roundtable Discussion at the Annual Meeting of the Southwest Social Science Association, March 18-21, 1987, Dallas, Texas, discussion on "New Directions in Affirmative Action Research."

Paper Presentation at the National Conference of the American Society for Public Administration, April 13-16, 1986, Anaheim, California, "Conceptual, Methodological, and Data Base Difficulties in Assessing Federal EEO Efforts."

Paper Presentation at the Region VI meeting of the American Society for Public Administration, October 6-8, 1983, Chicago, Illinois, "Affirmative Action in the Federal Bureaucracy: An Evaluation," with Susan Ann Kay.

SERVICE ON EDITORIAL BOARDS

Member of the Board of Editors of the *Journal of Public Affairs Education*, 1995- 1997 and 2010 - present.

Member of the Board of Editors of the *Review of Public Personnel Administration*, 1997- present.

Member of the Board of Editors of the *Chinese Public Administration Review*, 2007 - present.

Member of the Board of Editors of the *International Journal of Management Studies and Research*, 2008 - present.

Member of the Board of Editors of the *Journal of Public Administration Research and Theory*, 2002 - 2010.

Member of the Board of Editors of *Public Administration Review*, 1998 - 2001.

SERVICE TO PROFESSIONAL ORGANIZATIONS

Network of Schools of Public Policy, Affairs, and Administration (NASPAA):

Vice President and President-elect, 2013 – 2014

Member of the National Council of Pi Alpha Alpha, The National Honor Society for Students in Public Affairs and Administration, 2008 – 2012.

Chair of the NASPAA Accreditation Site Visit Teams for the Truman School of Public Affairs at the University of Missouri 2011, the University of South Florida 2010, Villanova University 2009, and Grambling State University 2008.

Member of the NASPAA Taskforce on Eligibility for Accreditation, fall 2009 – spring 2010.

Member of the NASPAA Executive Council, 2003 - 2006.

Member of the NASPAA Commission on Peer Review and Accreditation (COPRA - the National Accreditation Body for Graduate Programs in Public Affairs and Administration), 2004 - 2007.

Chair of the NASPAA Conference Site Selection Committee 2004 and 2005.

Chair of the NASPAA Dissertation Award Committee 2004 and 2005.

Member of the National Council of Pi Alpha Alpha, 2003 - 2005.

American Political Science Association (APSA):

Chair, Section on Public Administration, American Political Science Association, 2007 - 2008.

Chair Elect, Section on Public Administration, American Political Science Association, 2006 - 2007.

Program Chair, Section on Public Administration, American Political Science Association, 2006 National Conference.

Section Treasurer, Section on Public Administration, American Political Science Association, 1999 - 2004.

Member of the Executive Committee of the American Political Science Association Section on Public Administration, 1999 - 2004.

Member of the Executive Committee of the American Political Science Association, Section on Public Administration, 1991-1994.

Editor of *Administration and Politics*, the newsletter for the Section on Public Administration of the American Political Science Association, 1991-1994.

American Society for Public Administration (ASPA):

Chair, Section on Public Administration Education, American Society for Public Administration, 2003 - 2005.

Chair-Elect, Section on Public Administration Education, American Society for Public Administration, 2001- 2003.

Member of the Executive Committee of the Section on Personnel Administration and Labor Relations, American Society for Public Administration, 1999 - 2005.

Member of the Chapter Council of the Georgia Chapter of the American Society for Public Administration, 1996 - 1997 and 1999 - 2000.

Member of the Executive Committee of the Section on Public Administration Education, American Society for Public Administration, 1990-2001.

Editor of *SPAEE Forum*, the quarterly newsletter for the Section on Public Administration Education of the American Society for Public Administration, 1990-1994.

Other Professional Service:

Member of the Academic Advisory Board of the Partnership for Public Service, 2001 - 2008.

Manuscript Referee for:

Journal of Public Administration Research and Theory

Public Administration Review

American Journal of Political Science

Review of Public Personnel Administration

The American Review of Public Administration

International Public Management Journal

Journal of Policy Analysis and Management

International Review of Administrative Sciences
Governance
Journal of Public Administration Education
Social Science Quarterly
Policy Studies Journal
Urban Affairs Quarterly
State and Local Government Review
International Journal of Public Administration
Journal of Higher Education Outreach and Engagement

UNIVERSITY SERVICE

Chair of the Program Review Committee to review the University of Georgia, Equal Opportunity Office, fall 2010 – spring 2011.

Member of the School of Public and International Affairs, Faculty Council, University of Georgia, 2002 - 2008, elected position.

Member of the School of Public and International Affairs, Curriculum Committee, University of Georgia, 2002 - 2008.

Member of the Department of Public Administration and Policy faculty recruitment committee, 2002 – 2005 and 2006 – 2007 (Committee Chair) University of Georgia.

Member of the University of Georgia search committee to review candidates for the position of Associate Director of the Carl Vinson Institute of Government, 2006 - 2007.

Member of the University of Georgia search committee to review candidates for the position of Associate Vice President for Human Resources, 2000 - 2001.

Member of the University of Georgia search committee to review candidates for the position of Director of the Carl Vinson Institute of Government, 2000 - 2001.

Member of the University of Georgia, Franklin College of Arts and Sciences, Computing Committee, 1995 - 2000.

Chair of a University of Georgia, Franklin College of Arts and Sciences, Computing Subcommittee for the distribution of funding for technology assistance to academic departments, Spring 1997.

Member of the University of Georgia, Campus Information Technology Forum, 1997-1998.

Member of the Department of Political Science, Graduate Committee, University of Georgia, 1992-1995 and 1999 - 2002.

Chair of the Department of Political Science, Computing and Instructional Technologies Committee, University of Georgia, 1992 - 2000.

Member of the Department of Political Science, Faculty Executive Committee, University of Georgia, 1995-1996, 1997-1998, 1998-1999, and 1999-2000 - elected position.

Member of the Department of Political Science, Diversity Committee, University of Georgia, 1990 – 1991.

Editor of the Department of Political Science Newsletter, University of Georgia, 1994-1995.

GRANTS

Pricewaterhouse Coopers Endowment for the Business of Government, grant of \$15,000 for research on diversity management programs in federal agencies, with Katherine C. Naff, 2000.

University of Georgia, Franklin College of Arts and Sciences, grant of \$15,700 for computing facilities for the Baldwin Data Analysis Laboratory, spring 1999.

University of Georgia, Campus Information Technology Policy Board, grant of \$18,100 for computing facilities for the Baldwin Data Analysis Laboratory, spring 1998.

University of Georgia, Office of the Vice President for Research, grant of \$800 to support a national survey of state government personnel executives, spring 1994.

University of Georgia, Carl Vinson Institute of Government, grant of \$1,000 plus staff support for a national survey of state government personnel executives, spring 1994.

University of Georgia, Sarah H. Moss Fellowship, grant of \$2,000 to attend the ICPSR summer program at the University of Michigan, 1991.

OTHER PROFESSIONAL ACTIVITIES

International:

Consultant to the United Arab Emirates, Ministry on Higher Education and Scientific Research, Commission for Academic Accreditation. Accreditation study at the Dubai School of Government, March 11-14, 2012; September 7 - 11, 2008 and the University of Sharjah, April 26 – 29, 2008.

Consultant to the Georgian Institute for Public Administration, Tbilisi, Republic of Georgia on curriculum development and research, June 2006 – 2008.

Instruction in Public Management, Georgian Institute for Public Administration, Tbilisi, Republic of Georgia, November 28 – December 12, 2011; June 8-12, 2009, May 19 - June 6, 2008; June 12 - 30, 2006; and May 17 - June 4, 2004.

Training Seminars in Public Sector Human Resources Management for Chinese local and regional government officials in Shanghai and Beijing, Peoples Republic of China, June 2000.

Training Seminars in Public Management for Ukrainian local government officials, Uzhgorad State University, Uzhgorad, Ukraine, February 1996.

Domestic:

Invited Speaker at the Conference of The Council for State Personnel Administration, August 23, 2005, Athens, Georgia, sponsored by the Carl Vinson Institute of Government.

Consultant to the Central Savannah River Area, Regional Development Center, Augusta, Georgia for job evaluation and compensation studies for McDuffie County, Georgia and the City of Sandersville, Georgia, Spring 2001.

Consultant to the Jackson County, Georgia, Board of Commissioners for a study involving job analysis, job evaluation, and the development of a new compensation system for the county work force, Fall 2000 - Spring 2001.

Consultant to the State Merit System of Georgia for an evaluation of the implementation and impact of civil service reform in Georgia including the state's merit pay system (Georgia Gain) and the decentralization of the state's personnel management function accomplished through the civil service reform law of 1996 (known as Act 816), January - December 2000.

Testimony before the Senate Government Operations Committee, Georgia Senate, Atlanta, Georgia, November 8, 1999, delivered comments on legal issues that help to distinguish public sector management from management in the private sector and a summary of research findings on pay for performance in the public sector.

Testimony before the House Government Operations Committee, Georgia House of Representatives, Atlanta, Georgia, October 20, 1999, delivered comments on legal constraints on personnel management in the public sector and the significance of merit systems of employment.

Testimony at a Legislative Policy Conference, Rayburn House Office Building, United States Congress, Washington D.C., July 15 - 16, 1999, delivered comments on implications of the reinventing government movement.

Training Courses in Human Resources Management at the U. S. Patent and Trademark Office, April 29 - May 1, 1999 and the U. S. Defense Security Service, October 4-6, 1999.

Consultant to Athens/Clarke County, Solid Waste Division/Recycling Division, project to evaluate the government's recycling program, Summer - Fall, 1997.

Consultant to the Gwinnett County, Georgia, Tax Commissioner's Office, Commissioner's Reorganization Project, 1996-1997.

Consultant to the Oconee County, Georgia, Board of Commissioners for a job evaluation and compensation study for the county work force, Spring, 1994.

Keynote Speaker at the 5th Annual Southeast Regional Federal Affirmative Action Conference sponsored by the U.S. Equal Employment Opportunity Commission, "Affirmative Action and Equal Employment Opportunity: Looking Toward the Future," Atlanta, Georgia, August 17-22, 1993.

Guest Speaker at the 1989 Fall Conference of Georgia State Personnel Directors, "The Merit Principle and Public Personnel Administration," Savannah, Georgia, October 30-31, 1989.

TEACHING AWARDS:

Selected by Public Administration graduate students at the University of Georgia to receive an award as "Professor of the Year" for the academic years 1991-1992, 1994-1995, and 1995-1996.

PHD STUDENTS SUPERVISED

Sally Coleman Selden, 1995
Jennifer Ann Wade, 2000
Mark Daniel Bradbury, 2004
Peter Larry Gess, 2006
Anne Lockwood Williamson, 2007
Jared James Llorens, 2007
Christine Ledvinka Rush, 2009
Ellen Rubin, 2009
Jungin Kim, 2010

MEMBERSHIP IN PROFESSIONAL ORGANIZATIONS

American Society for Public Administration
American Political Science Association
Public Management Research Association
International Research Society for Public Management