

Dr. Rick Jacobs

Rick Jacobs is professor of psychology at Penn State University and is CEO of EB Jacobs, a consulting firm specializing in selection and assessment. As professor, he is responsible for graduate and undergraduate education in the area of industrial psychology. As head of EB Jacobs, he sets strategic vision for the company, consults with private and public sector organizations on the design of selection and appraisal systems, and works with them on matters of fair employment. He has extensive experience in individual assessment and has developed numerous executive assessment programs.



Dr. Jacobs has been at Penn State since 1979. Prior to forming EB Jacobs, he was Vice President of Consulting, North America, for SHL, a worldwide consulting organization operating in 40 countries. In that capacity, he was responsible for the 40 consultants operating in 7 offices in the U.S. and Canada. He was also part of the international research initiative at SHL and worked with clients on developing assessment programs that could succeed across geographic and cultural boundaries.

His professional career began as a Professor of Psychology at the University of California, Riverside, where he taught for three years prior to coming to the Pennsylvania State University.

Dr. Jacobs holds a bachelor's degree from UCLA, a master's degree from San Diego State University, and a Ph.D. from UC Berkeley. He has received the Ghiselli award for research excellence from the Society of Industrial and Organizational Psychology (1982), the Yoder-Heneman award for research from the Society for Human Resource Management (1992), the William Owens award for research from the Society of Industrial and Organizational Psychology (2000), and the Robert McDonald advancement of organizational research methodology award from the Academy of Management. He has been awarded major research grants from the U.S. Departments of Labor and Transportation, the Nuclear Regulatory Commission and PNC Bank. He has testified on equal employment issues in various courts ranging from local to U.S. District. He is the author of over 50 research articles and book chapters and a fellow in the Society of Industrial and Organizational Psychology, the American Psychological Association and the American Psychological Society.

VITA

Name: Rick R. Jacobs

Home Address: 237 W. Linn St. Birth date: 1-16-51
Bellefonte, PA 16823 Birthplace: Cleveland

Office Address: Department of Psychology EB Jacobs
Penn State University 300 South Burrowes Street
University Park, PA 16802 State College, PA 16801

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Education

Ph.D.: University of California, Berkeley, 1978
M.A.: San Diego State University, 1974
B.A.: University of California, Los Angeles, 1972

Professional Experience

August 1979 - Present: Professor / Associate Professor / Assistant Professor,
Department of Psychology, Pennsylvania State University &
Schreyer Honors College Distinguished Faculty Member (2011)
Justice & Safety Institute Senior Research Fellow (2011)

January 2004-Present: President & CEO EB Jacobs, State College, PA
(acquired from SHL, January, 2004)

January 1980 – December 2003: Vice President Consulting, Americas, SHL North
formerly a principal in the Consulting Firm of Landy, Jacobs and Associates, Inc.
(acquired by SHL March, 1998)

September 1976 - August 1979: Assistant Professor of Psychology,
University of California, Riverside.

September 1974 - September 1976: Research and Teaching Assistantships,
University of California, Berkeley.

February 1974 - September 1974: Personnel Research Psychologist,
Naval Personnel Research and Development Center, San Diego, California.

Teaching Interests

Industrial/Organizational Psychology, Employee Selection & The Law, Adverse Impact, Assessment Centers, Applied Psychological Research

Research Interests

Selection Models, Adverse Impact, Longitudinal Perspective on Performance, Utility in HR Programs, Disruptive Organizational Behavior, Assessment Centers

Professional Organizations

American Psychological Association
Society of Industrial and Organizational Psychologists
American Psychological Society
International Association of Chiefs of Police

Honors and Awards

- 2010: Robert McDonald Advancement of Organizational Research Methodology Award
Academy of Management, Research Division (with Dan Newman, Dave Bartram)
- 2000: W.A. Owens Scholarly Achievement Award. Society of Industrial and
Organizational Psychology (with Paul Tesluk)
- 1997: Fellow of the Society of Industrial and Organizational Psychology
Fellow of the American Psychological Society
Fellow of the American Psychological Association
- 1992: Yoder-Heneman Personnel Research Award. Society for Human Resource
Management (with David Hofmann)
- 1980: James McKeen Cattell Award for Excellence in Research Design.
Division 14 (Industrial and Organizational Psychology), American
Psychological Association (with Frank J. Landy, James L. Farr)

Editorial Boards/Journal Activities

Human Performance, Member of Editorial Board
Psychology of Human Resources, (Romania) Member of Editorial Board
Regular reviewer for *Journal of Applied Psychology*
Periodic reviewer for *Personnel Psychology & Applied Psychology - International Review*

Papers Published (Students in **BOLD**)

Tate, B. W. Thoroughgood, C. & Jacobs, R.R. (In Press). Bad to the Bone: Empirically Defining and Measuring Destructive Leadership. *Journal of Leadership and Organizational Studies*.

Murphy, K. & Jacobs, R.R. (In Press). Using Effect Size Measures to Reform the Determination of Adverse Impact in Equal Employment Litigation. *Psychology, Public Policy and Law Journal*.

Jacobs, R.R., **Deckert, P.J. & Silva, J.** (2011). Adverse impact is far more complicated than the uniform guidelines indicate. *Industrial and Organizational Psychology; Perspectives on Science and Practice, 4, 558-561*.

Zettlemoyer, D. & Jacobs, R.R. (2010) Transforming A Police Agency by Connecting Training, Performance and Assessment to Promotion. *The Police Chief*. 54-56.

Caligiuri, P., Tarique, I., & Jacobs, R.R. (2009) Selection for International Assignments. *Human Resource Management Review*. 19: 251-262.

Lindsay, D.R., Tate, B.W., & Jacobs, R. R. (2008). Practicum: A Teaching Tool to Highlight the Scientist Practitioner Model. *The Industrial Organizational Psychologist*. 45 (3), 39-47.

Newman, D., Jacobs, R. R., & Bartram, D. (2007) Estimating Local Validity and Adverse Impact: Using a Bayesian Combination of Meta-Analysis and Local Validity Results. *Journal of Applied Psychology*. V.92, no. 5, 1394-1413.

Lovinsky, G.E., Trevino, L.K., & Jacobs, R.R. (2007) Assessing Managers' Ethical Decision Making: An Objective Measure of Managerial Moral Judgment. *Journal of Business Ethics*, V. 73, no. 3, 263-285.

Conte, J. M., & Jacobs, R. R. (2003). Validity evidence linking polychronicity and Big 5 personality dimensions to absence, lateness, and supervisory ratings of performance. *Human Performance*. V. 16, no. 2, 107-129.

Bowen, C.-C., Swim, J. K., & Jacobs, R. R. (2000). Evaluating gender biases on actual job performance of real people: A meta-analysis. *Journal of Applied Social Psychology*, 30, 2194-2215.

Caligiuri, P., Jacobs, R.R., & Farr, J.L. (2000) The Attitudinal and Behavioral Openness Scale: Scale Development and Construct Validation. *International Journal of Intercultural Relations*. 24. 27-46.

- Tesluk, P.** & Jacobs, R.R. (1998) Experience, tenure and seniority: A review and directions for future research. Personnel Psychology. 51. 321-355.
- Conte, J.M.** & Jacobs, R.R. (1997) Redundant systems and task performance. Human Performance. 10 (4). 361-380.
- Jacobs, R.R., **Conte, J.M.**, Day, D.V., **Silva, J.M.**, & Harris, R. (1996) Selecting bus Driver multiple perspectives on validity and multiple estimates of validity. Human Performance. 9 (3). 199-218.
- Griffin, M., Tesluk, P.** & Jacobs, R.R. (1995) Negotiating Cycles: A test of the threat rigidity hypothesis. Academy of Management Journal. 38 (6). 1709-1725.
- Hofmann D.**, Jacobs, R.R. & Landy, F.J. (1995) Safety in High Reliability Process Organizations. Journal of Safety Research. 26 (3). 131-149.
- Ringenbach, K.** & Jacobs, R.R. (1995) Injuries and Aging Workers. Journal of Safety Research. 26 (3). 169-176.
- Kelley, P.**, Jacobs, R.R. & Farr, J.L. (1994) Effect of Multiple Administration on MMPI Interpretation. Personnel Psychology. 47. 575-591.
- Jacobs, R.R. & Haber, S. (1994) Organizational Processes and Nuclear Power Safety. Reliability and Engineering and System Safety. 45. 75-83.
- Silva, J.** & Jacobs, R.R. (1993) Assessing the impact of increased selection of minority applicants on performance and monetary utility. Journal of Applied Psychology. 78 (6). 591-601.
- Hofmann, D.A.**, Jacobs, R.R. & **Baratta, J.E.** (1993) Investigating individual patterns of performance over time: Insurance sales. Journal of Applied Psychology. 78 (2). 194-204.
- Colvin, C.** & Jacobs, R.R. (1993) Cognitive and physiological correlates of goal-directed behavior. Human Performance. 6 (2). 115-134.
- Jacobs, R. R. & Farr, J. L. (1993). Industrial and Organizational Psychology at The Pennsylvania State University. The Industrial Organizational Psychologist, 30 (3), 75-79.
- Hofmann, D.A.**, Jacobs, R.R. & **Gerras, S.J.** (1992) Mapping individual performance over time. Journal of Applied Psychology. 77 (2). 185-195.

- Jacobs, R.R., **Hofmann, D.** & Kriska, S.D. (1990). Performance and seniority. Human Performance. 3(2). 107-121.
- Hofmann, D.**, Mathieu, J. & Jacobs, R.R. (1990) Multiple group confirmatory factor analysis evaluation of teachers' work related perceptions and reactions. Educational and Psychological Measurement. 50 (4). 943-955.
- Crowe, M.B., **Grogan, J.M.**, Jacobs, R.R., Lindsay, C.A. & Mark, M.M. (1985). Delineation of the roles of clinical psychology: A survey of practice in Pennsylvania. Professional Psychology: Research & Practice. 16(1). 124-137.
- Craig, J.M.** & Jacobs, R.R. (1985). The effect of working with women on male attitudes toward female fire fighters. Basic and Applied Psychology. 6(1). 61-74.
- Jacobs, R.R. & **Kozlowski, S.W.J.** (1985). An exploration of halo error in performance ratings. Academy of Management Journal. 28(1). 201-212.
- Cotton, W.**, Jacobs, R.R. & **Giancola, J.** (1983). Subjective versus normative stimulus scaling in linear models of decision making. Applied Psychological Measurement. 7(2). 159-171.
- Jacobs, R.R., **Kozlowski, S.W.J.** & Shotland, R.L. (1982). The problem in predicting the outcome of national league games and other phenomena of equivalent interest. Basic and Applied Social Psychology. 3(4). 249-257.
- Jacobs, R.R., Landy, F.J. & Farr, J.L. (1982). Cost benefit analysis of police personnel practices. Police Chief. 49(6). 36-39.
- Landy, F.J., Farr, J.L. & Jacobs, R.R. (1982). The bottom line in performance evaluation. Public Productivity Review. 6(1-2). 78-92.
- Landy, F.J., Farr, J.L. & Jacobs, R.R. (1982). Utility concepts in performance measurement. Organizational Behavior and Human Performance. 30. 15-40.
- Zimmerman, R.**, Jacobs, R.R. & Farr, J.L. (1982). Clustering job analytic data: A comparative analysis of four methods. Applied Psychological Measurement. 6(3). 353-366.
- Jacobs, R.R. (1981). Performance differences: Implications for effective police personnel actions. Police Chief. 46(1). 30-31;62.
- Jacobs, R.R., Kafry, D. & Zedeck, S. (1980). Expectations of behavioral rating

scales. Personnel Psychology. 33. 595-640.

Jacobs, R.R. (1979). Behavioral criteria for evaluation of police performance. Police Chief. 46(1). 36-38.

Jacobs, R.R., Kafry, D. & Zedeck, S. (1979). Consistency in multidimensional performance evaluations: An analysis of raters and dimension. Selected documents in psychology. Journal of Supplement Abstract Services.

Kafry, D., Jacobs, R.R. & Zedeck, S. (1979). Discriminability in multidimensional performance evaluations. Applied Psychological Measurement. 3(2). 187-192.

Hewitt, B. & Jacobs, R.R. (1978). Student perceptions of grading practices in differing major fields. Journal of Educational Measurement. 15(3). 213-218.

Jacobs, R.R. & Solomon, T.L. (1977). Strategies for enhancing prediction of job performance from satisfaction. Journal of Applied Psychology. 62(4). 417-421.

Jacobs, R.R. & Manese, W.R. (1977). An empirical keying approach to academic prediction. Journal of Experimental Education. 45(3). 18-23.

Kafry, D., Zedeck, S. & Jacobs, R.R. (1976). The scalability of behavioral expectation scales as a function of development criteria. Journal of Applied Psychology. 61(4). 519-522.

Zedeck, S., Jacobs, R.R. & Kafry, D. (1976). Behavioral expectations: Development of parallel forms and analysis of scale assumptions. Journal of Applied Psychology. 61(1). 112-115.

Zedeck, S., Kafry, D. & Jacobs, R.R. (1976). Format and scoring variations in behavioral expectation scales. Organizational Behavior and Human Performance. 17. 171-184.

Book Chapters

Jacobs, R.R. & **Johnson, J.** Chapter in forthcoming book Using I-O Psychology for the Greater Good: Helping Those Who Help Others. J.B. Olson-Buchanan, L.L. Koppes-Bryan & L. Foster Thompson (Eds). Non-Profit Leadership & Governance.

Jacobs, R.R. & Zettlemyer, D., **Houston, L.** Chapter in forthcoming Encyclopedia of Criminology and Criminal Justice. G. Bruinsma & D. Weisburd (Eds). Police Performance Assessment.

Jacobs, R.R., **Pesin, L.**, & **Grabarek, P.** (in press) Assessments for Selection and Promotion of Police Officers. In J. Kitaeff (Ed.) Handbook of Police Psychology. New York, NY: Routledge.

Jacobs, R.R., **Thoroughgood, C.**, & **Sawyer, K.** (in press) Appraising and Managing Police Officer Performance. In J. Kitaeff (Ed.) Handbook of Police Psychology. New York, NY: Routledge.

Jacobs, R.R., & Denning, D. (2010) Public Sector Employment. In J. Farr & N. Tippens (Ed.) Handbook of Employee Selection. New York, NY: Routledge. 705-719.

Cascio, W.F., Jacobs, R.R., & **Silva, J.** (2010) Validity, Utility, and Adverse Impact: Practical Implications from 30 Years of Data. In J. Outtz (Ed.), Adverse Impact. New York, NY: Routledge. 271-288

Jacobs, R.R., & Echemendia, J. (2008) Why Join a Firm When You Can Start Your Own? In Hedge & Borman (eds) The I/O Consultant's Handbook. APA. 148-155.

Farr, J.L., & Jacobs, R. (2006) Unifying Perspectives: The Criterion Problem Today and Into the 21st Century. In Bennett, Lance and Woehr (ed). Performance Measurement: Current Perspectives and Future Challenges. LEA. 321-337.

Dalgleish, Mary & Jacobs, R. R. (2002). Maximizing and Maintaining the Impact of Psychological Interventions, in I. Robertson, M. Callinan, & D. Bartram. (Ed.). Organizational Effectiveness The Role of Psychology. West Sussex, UK, John Wiley & Sons, Ltd. 61-81.

Jacobs, R.R. & **Baratta, J.** (1989). Tools for staffing decisions: What can they do? What do they cost. in W.F. Cascio (Ed.). Human Resource Planning Employment and Placement. Washington, D.C. ASPA-BNA.

Jacobs, R.R. (1986). Numerical rating scales in R. Berk. (Ed.). Performance Assessment: Methods and Applications. Baltimore, MD, Hopkins Press.

Papers Under Review – In Preparation

Johnson, J.E., Caligiuri, P., & Jacobs, R.R. Facilitating International Assignee Success through Organizational Support: The Moderating Role of Gender and Marital Status. Journal of Organizational Behavior. (Revise and Resubmit)

Papers Presented

Jacobs, R.R. Letting CAT Out of the Bag: Using CAT for Selection (Panel Discussion) Annual Meeting of Society of Industrial Psychology, San Diego, 2012

Jacobs, R.R. Demonstrating the Effectiveness of Human Resources Planning in Police. Association of Caribbean Commissioners of Police. Antigua, May, 2011.

Jacobs, R.R. Integrating Human Resources for More Effective Policing. 2nd International Conference on Results Driven Policing, PSU Justice and Safety Institute/Canadian Association of Chiefs of Police/Atlantic Police Academy, PEI. Philadelphia, 2011.

Jacobs, R.R. I/O Psychology in the Management of Human Capital Risk (Panel Discussion) Annual Meeting of Society of Industrial and Organizational Psychology, Chicago, 2011.

Jacobs, R.R. Personality Assessment in Law Enforcement Symposium Discussant) Annual Meeting of Society of Industrial and Organizational Psychology, Chicago, 2011.

Jacobs, R.R. Essential Data from the Human Resources Arena. International Conference on Results Driven Policing, PSU Justice and Safety Institute/Canadian Association of Chiefs of Police/Atlantic Police Academy, PEI. Maryland, 2010.

Jacobs, R.R. Adverse Impact: Implications for Organizational Staffing and High-stakes Selection (Panel Discussion) Annual Meeting of Society of Industrial and Organizational Psychology, Atlanta, 2010.

Jacobs, R.R. Archiving Data: Pitfalls and Possibilities (Panel Discussion) Annual Meeting of Society of Industrial and Organizational Psychology, Atlanta, 2010.

Tate, B.W., & Jacobs, R.R. Progressing by Stepping Back: An Assessment of Negative Leadership Behavior. Annual Meeting of Society of Industrial and Organizational Psychology, Atlanta, 2010.

Jacobs, R.R. Two Steps Forward, One Step Back – Adverse Impact in Civil Service Jobs. Invited address, University of Akron, November, 2009

Lindsay, D., & Jacobs, R.R. Polychronicity and Influence on Leader-Member Exchange Annual Meeting of Society of Industrial and Organizational Psychology, New Orleans, 2009.

Tate, B.W., & Jacobs, R.R. Bad to the bone: Empirically defining and measuring negative leadership. Annual Meeting of Society of Industrial and Organizational Psychology, New Orleans, 2009.

Jacobs, R.R. Making a Difference with I-O Psychology (Panel Discussion). Annual Meeting of Society of Industrial and Organizational Psychology, San Francisco, April, 2008.

Johnson, J., Caligiuri, P., & Jacobs, R.R. Barriers and Support for Expatriates: Facilitating Success. Annual Meeting of Society of Industrial and Organizational Psychology, San Francisco, April, 2008.

Lindsay, D.R., Tate, B.W., & Jacobs, R.R. Practicum: A Teaching Tool to Highlight the Scientist-Practitioner Model. Paper presented at the 115th Annual Meeting of the American Psychological Association, San Francisco, 2007.

Jacobs, R.R. Fear Factor: Personality Assessment in Public Sector Personnel Selection (Roundtable). Annual Meeting of the Society for Industrial and Organizational Psychology, New York, April, 2007.

Jacobs, R.R. Talking with Clients: What to Say, When to Shut Up (Roundtable). Annual Meeting of the Society for Industrial and Organizational Psychology, New York, April, 2007.

Jacobs, R.R. Strategic Helping Theory in Industrial-Organizational: A Call for Research (Discussant). Annual Meeting of the Society for Industrial and Organizational Psychology, New York, April, 2007.

Jacobs, R.R. What is I/O Psychology: An Overview of Research, Practice and New Ideas Juniata College, November, 2006.

Jacobs, R.R. Teaching Practice and Practicing Science: I-O Psychology Beyond the Classroom (Educational Forum) Annual Meeting of the Society for Industrial and Organizational Psychology, Dallas, May, 2006.

Jacobs, R.R. When Science Outpaces Practice: New Applications for Computer Adaptive Testing. Annual Meeting of the Society for Industrial and Organizational Psychology, Dallas, May, 2006.

Jacobs, R.R. Validity, Diversity, and Legal Challenges: Multiple Predictors and Adverse Impact. Annual Meeting of the Society for Industrial and Organizational Psychology, Los Angeles, April, 2005.

- Jacobs, R.R. Experiencing Career Transition in I-O: Challenges, Benefits and Insights. Panelist. Annual Meeting of the Society for Industrial and Organizational Psychology, Los Angeles, April, 2005.
- Jacobs, R.R. Balancing Diversity and Validity in Police Selection, International Test Commission's Conference on Assessment, Williamsburg, VA, October, 2004.
- Jacobs, R.R. Ten Year Report on the BOSS, American Public Transportation Association's Risk Management Conference, Chicago, IL, June, 2004.
- Jacobs, R.R. Delivering Impact by Aligning Development of People with Organizational Strategy, Colorado State Conference on HR, Arvada, CO, October, 2003.
- Jacobs, R.R. The Future of Selection: Ramblings of a Frustrated Scientist-Practitioner Colorado State Conference on HR, Arvada, CO, October, 2003.
- Jacobs, R.R. Scientific Selection, A Seminar on New Approaches in HR, SHL Asia Pacific Workshop, Hong Kong, Kuala Lumpur, Singapore, September, 2003.
- Jacobs, R.R. Police Officer Selection in the e-Business World. International Personnel Management Association, Western Regional Conference, Denver, CO, April, 2003.
- Jacobs, R.R. The Great Eight Competencies: A Criterion-Centric Approach to Validation. Discussant. Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, April, 2003.
- Lovisky, G.E.,** Trevino, L.K. & Jacobs, R.R. Assessing Manager's Ethical Decision Making: The Managerial Moral Judgment Test. Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, April, 2003.
- Jacobs, R.R. Can Ipsative Personality Measures be Used for Selection? Chair, Annual Meeting of the Society for Industrial and Organizational Psychology, Toronto, April, 2002.
- Jacobs, R.R. The Selection Process: Design of Physical Tests for Firefighter Applicants. Women in Firefighting: Walking the Legal Tightrope. Cleveland, Ohio. October, 2001.
- Jacobs, R.R. Identifying Talent in Law Enforcement Agencies: Issues to Consider from the Front Line to the Bottom Line. Key Note Speaker, Commission on Peace Officers Standards and Training Conference on Strategies for Identifying, Attracting, and Retaining Law Enforcement Candidates of the Future. Los Angeles, CA, July, 2001.

Jacobs, R.R. Understanding the Contributions of Applied Psychology. Invited Address, Vanderbilt University, Nashville, TN, April, 2001.

Jacobs, R.R. Developing Human Resources Systems in Legally Contentious Environments. Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, April, 2001.

Jacobs, R.R. A Tribute to Sidney Fine and Frank Landy. Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, April, 2001.

Jacobs, R.R. Using the Internet to Maximize Selection Utility. Congres HRMgaatdigitaal.nl, Amsterdam, April, 2001.

Jacobs, R.R. I/O Psychologists, Justice, and Employment Opportunities: A View from the Trenches. IOOB Graduate Student Conference, Penn State University, University Park, PA, March 2001.

Jacobs, R.R. The Utility of Assessing More Than Just Cognitive Abilities. Keynote Address Objective Assessment of Personnel for Uniformed Services, SHL Mediterranean, Rome, Italy, January 2001.

Jacobs, R.R. Hiring in Today's Labor Market: More (or less) than Ability. Keynote Address Annual IPMA Assessment Council Conference, Arlington, Virginia, June, 2000.

Jacobs, R.R. Hiring in Today's Labor Market: More (or less) than Ability. Chair. Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana, April, 2000.

Jacobs, R.R. Getting Physical: The Union of I-O Psychology and Exercise Physiology. Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana, April, 2000.

Jacobs, R.R. Setting Cut-off Scores: Practical Considerations, Technical Difficulties, And Innovative Solutions. Discussant. Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana, April, 2000.

Howard, M.J. & Jacobs, R.R. Modeling Performance Over Time. Annual Meeting of the Society for Industrial and Organizational Psychology, New Orleans, Louisiana, April, 2000.

Jacobs, R.R. Measuring the Impact of Psychological Interventions in Organizations. Effectiveness at Work, SHL/UMIST Research Centre in Work and Psychology, Manchester, England, September, 1999.

Conte, J.M. & Jacobs, R.R. Temporal and Personality Predictors of Absence and Lateness. Annual Meeting of the Society for Industrial and Organizational Psychology, Atlanta, Georgia, April, 1999.

Jacobs, R.R. Law Enforcement: Police Physical Abilities Training and Testing Programs. Annual Meeting of the Society for Industrial and Organizational Psychology, St. Louis, Missouri, April, 1997.

Jacobs, R.R. Measuring Human Resources Effectiveness: So How Are We Doing? Symposium Chair, Annual Meeting of the Society for Industrial and Organizational Psychology, St. Louis, Missouri, April, 1997.

Ringenbach, K.L. & Jacobs, R.R. Age Stereotypes and the Interview. Annual Meeting of the Society for Industrial and Organizational Psychology, St. Louis, Missouri, April, 1997.

Jacobs, R.R. Organizational Effectiveness: Downsizing, One of Many Alternatives. Keynote Address. Eighteenth Annual Industrial Organizational/Organizational Behavior Graduate Conference, Roanoke, Virginia, March, 1997.

Conte, J.M., Tesluk, P.E., Jacobs, R.R. The Utility of Biodata Measures in Public Transit Industry. First Biennial Biodata Conference, Athens, Georgia, October, 1996.

Jacobs, R.R. & **Conte, J.M.** Why Biodata Works in Forecasting the Success of Bus Operators: Synthesis of Results Across Predictors. First Biennial Biodata Conference, Athens, Georgia, October, 1996.

Westaby, J.D., Jacobs, R.R., & Farr, J.L. Changing Organizational Behavior Based on Survey Methodology. Annual Meeting of the Society for Industrial and Organizational Psychology, San Diego, California, April, 1996.

Conte, J.M. & Jacobs, R.R. Redundant systems influence on performance. Annual Meeting of the Academy of Management, Vancouver, Canada, August, 1995.

Jacobs, R.R. Work place safety and health: Issues/opportunities from different perspectives. Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida, May, 1995.

Caligiuri, P., Farr, J. L. & Jacobs, R. R. Expatriate performance: Beyond just being there. Annual Meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida, May, 1995.

Haber, S., Shurberg, D.A., Jacobs, R.R., & **Hofmann, D.** Safety culture management: The importance of organizational factors, American Nuclear Society, International Topics Meeting, Vienna, Austria, April, 1995.

Jacobs, R.R. & Haber, S. Organizational Processes and Nuclear Power Safety. Annual meeting of the Society of Industrial/Organizational Psychology. Nashville, TN, April 1994.

Ringenbach, K.L. & Jacobs, R.R. Development of Age Stereotypes in the Workplace. Annual meeting of the Society of Industrial/Organizational Psychology. Nashville, TN, April 1994.

Ringenbach, K.L. & Jacobs, R.R. Injuries and Aging Workers. Annual meeting of the Society of Industrial/Organizational Psychology. Nashville, TN, April 1994.

Jacobs, R.R. & Risdorfer, A.J. Project Management: Developing a Competency Model, Measuring Current Capabilities, and Analyzing Corporate Impact. Human Resource Planning Society Research Symposium, Ithaca, June 1993 (published in conference proceedings).

Jacobs, R.R., Mathieu, J., Landy, F.J., Barratta, A., Robinson, G., Hofmann, D.A. & Ringenbach, K. Organizational Influences on Nuclear Power Plant Safety. Annual Meeting of the American Nuclear Society, Clearwater, Florida, February 1993 (published in conference proceedings).

Mahn, J.A., Germann, R.P. & Jacobs, R.R. Insights from Implementation of a Risk Management Methodology. Annual Meeting of the American Nuclear Society, Boston, June, 1992.

Jacobs, R.R., Mathieu, J., Landy, F.J., Barratta, A., Robinson, G., Hofmann, D.A. & Ringenbach, K. Safety and the Organization of Nuclear Power Plants. Annual Meeting of IEEE, Monterey, California, June, 1992.

Jacobs, R. R. Internship Experiences and Practicum Projects in the Training of I/O Graduate Students. Society for Industrial and Organizational Psychology (SIOP). Annual Meeting, Montreal, Quebec, Canada, May, 1992.

- Hofmann, D.A.**, Jacobs, R.R. & **Gerras, S.J.** Individual performance over time: Growth curve applications. Annual meeting of the Academy of Management, Miami, Florida, August, 1991 (Published in Best Papers Proceedings).
- Jacobs, R.R., Landy, F.J. & Mathieu, J. Organizational factors in nuclear power plant safety. Water Reactor Safety meetings, Bethesda, Maryland, October, 1991.
- Jacobs, R.R. Wellness programs designed to enhance employee morale, attendance and health. Advances in Health Care Research, Snowbird, Utah, April, 1987
- Jacobs, R.R. Utility analysis for strategic decision making, Annual meeting of the Human Resource Management Congress, Chicago, May, 1986.
- Jacobs, R.R. Commentary on Walk through Performance Assessment Research, 1st Annual Mid-Year meeting of the Society of I/O Psychologists, Chicago, April, 1986.
- Jacobs, R.R. Utility applications in Personnel Management, Annual Workshop of the Personnel Testing Council of Southern California, Los Angeles. October, 1984.
- Jacobs, R.R. Utility estimates and their impact for a variety of jobs, American Psychological Association, Annual Meeting, Los Angeles, August, 1983.
- Kozlowski, S.W.J.** & Jacobs, R.R. An exploration of halo error in performance ratings. Eastern Academy of Management. April, 1982.
- Cotton, W., Fader, A.** & Jacobs, R.R. Human judgment models: Comparison of four methods of scaling predictor cues. Western Psychological Association. Los Angeles, 1980.
- Blackman, S.** & Jacobs, R.R. Cognitive evaluation strategies of mental patients. Western Psychological Association. San Diego, April, 1979.
- Cotton, W.**, Jacobs, R.R. & **Giancola, J.** Use of subjective vs. normative scaling models. Western Psychological Association. San Diego, April, 1979.
- Jacobs, R.R. Predicting winners in the NFL: A method for beating the spread. Western Psychological Association. San Diego, April, 1979.
- Jacobs, R.R. & **Cotton, W.** Policy capturing results: Meaningful differences or differences in meanings? Western Psychological Association. Los Angeles, April, 1979.

Kafry, D., Pines, A. & Jacobs, R.R. Coping strategies and the experience of tedium. American Psychological Association. Los Angeles, August, 1978.

Jacobs, R.R. & Manese, W.R. Non-cognitive correlates of academic performance. Western Psychological Association. Los Angeles, April, 1976.

Grants Awarded

Schreyer Honors College Leadership Assessment Program – A program funded by donations to the Honors College - \$250,000 (2010) from PNC Bank along with other smaller donations.

Practicum in Industrial Psychology - during the past 33 years this program has attracted in excess of \$500,000 to fund applied projects with such organizations as Philadelphia Electric Company, Pennsylvania State Educational Association, Pennsylvania House Furniture, ALCOA, Computer Science Corporation and Williamsport and Bethlehem PD.

PSEA Fellowship in Industrial Psychology (\$25,000), for the academic years 1996-97 through 1997-98. Funding for one graduate student to work cooperatively with PSEA under my supervision.

Brookhaven National Laboratory, New York. Organizational Factors Assessment. (\$80,000). May, 1994 - May, 1995.

Nuclear Regulatory Commission, Washington, D.C. Human resource auditing in nuclear power plants. (\$597,095). (with J. Mathieu, F. Landy - CABS) October 1990 - October 1992. Extended through May 1994 (\$10,000)

ATL Fellowship in Industrial Psychology (\$125,000), For the academic years 1990-91 through 1994-95. Funding for one graduate student to work cooperatively with ATL under my supervision.

PSU Office of Human Resources and PSU College of Health and Human Development. Correlates and Consequences of the University's Smoking Ban. (\$25,000). (with Judy Vicary) April 1990 - December 1990.

Department of Transportation, Washington, D.C., Bus Driver Absence: Causes and Consequences (\$85,000), 1983.

External Consulting and Research Contacts – Selected Examples

Private Industry

Advanced Technology Laboratories	RCA
AT&T	Heidrick & Struggles
AICOA	World Bank
Computer Science Corporation	US West
E-Systems	US Healthcare
Foremost-McKesson Co.	Hercules
Johnson and Johnson	Genelogic
Echo-Ultrasound	Chemtura
IREX	
Technicare-Denver	
Minitab	
PARADE Magazine	
Philadelphia Electric Company	
Pittsburgh Plate Glass	
General Public Utilities-Three Mile Island, Oyester Creek	

Police and Fire Departments in the Cities of:

Akron, OH	Wilmington, DE	Capitol PD, D.C.
Cleveland, OH	New York, NY	Washington, D.C.
Cincinnati, OH	Denver, CO	Kansas City, KS
Columbus, OH	Colorado Springs, CO	North Carolina State Police
Pittsburgh, PA	Grand Rapids, MI	Pennsylvania State Police
St. Louis, MO	Chicago, IL	Massachusetts State Police

Law Firms and Public Sector Lawyers

City of Denver, City Attorney's Office
City of Akron Department of Law
City of Columbus (Ohio) City Attorney's Office
Mexican American Legal Defense Fund
New Jersey State Attorney General's Office
Wilkie, Farr, and Gallagher
Killian and Gephart
Foreman and Wickes
Gordon, Scheckman and Gordon
King, Ballou and Little
PSEA Legal Division

Personnel Departments/Civil Service Commissions

City of New York Personnel Department
New Jersey State Civil Service Commission
New York State Civil Service Commission
State of Maryland
City of Akron (Ohio) Civil Service Commission
City of Cleveland (Ohio) Civil Service Commission
City of Columbus (Ohio) Civil Service Commission
City of Denver Civil Service Commission
City of Grand Rapids Department of Personnel
Washington, D.C. Department of Personnel

Public Health Nursing Association

Riverside County, CA.
Humboldt County, CA.
Hospital
Santa Clara County, CA.
San Francisco County, CA.
Police Department, Riverside, CA.
Veterans Hospital, Loma Linda, CA.
Patton State Hospital, Patton, CA.

Unions/Professional Associations

American Public Transit Association
Pennsylvania State Educational Association
United Mine Workers

Hospitals

Lewistown Hospital
Community General Osteopathic

Jacobs, Rick R., Ph.D., 1978, University of California, Berkeley

Dr. Jacobs' research interests are in the area of industrial psychology and include adverse impact in selection programs, performance analysis, industrial safety and the links between attitudes-intentions-behaviors. The work in performance analysis adopts a longitudinal perspective on performance and attempts to understand why some people improve over time while others remain relatively stable or deteriorate as a function of seniority. This research also looks at the relationship between seniority and experience and attempts to determine the conceptual and practical difference between these two variables. Investigations in adverse impact look at systems for selecting new employees and promoting from within in an attempt to better understand features of the selection context that impact adversely on members of underrepresented groups. This work has identified ways to minimize adverse impact and also conditions when adverse impact is not likely to be eliminated. Dr. Jacobs has been the principal investigator of research grants with the Nuclear Regulatory Commission and Brookhaven National Lab developing new methods for understanding and auditing inhibitors to safety in high reliability (nuclear power plants) work settings. With respect to attitudes-intentions and behaviors, Dr. Jacobs has surveyed 47,000+ teachers over the past 7 years and uses this data base to test hypotheses associated with gender differences, demographics characteristics, and work perceptions on the relationship between seniority and attitudes toward the profession of teaching and the intention to leave the profession of teaching. This research is conducted at both the individual and organizational (school district) level of analysis.