

EDUCATION	Arlington Heights High School: College preparatory course Miami University: AB, Psychology, 1964 University of California (Berkeley): <i>Ph.D.</i> in Industrial-Differential Psychology, 1972
UNIVERSITY AWARDS AND SCHOLARSHIPS	President of Omicron Delta Kappa leadership honorary Outstanding Sophomore of the Year Award, Miami University Culler Physics Prize for outstanding freshman or sophomore undergraduates in physics Naval ROTC Scholarship: four years Navy Midshipman of the Year, Miami University, two years Phi Eta Sigma Honorary Undergraduate Fellowship Award in psychology Erskine Fellowship, University of Canterbury, Christchurch, New Zealand
MILITARY SERVICE	Commissioned January, 1964, as an Ensign, U.S. Navy. Received Naval Flight Officer wings December, 1964. Honorably discharged in August, 1968, as a Lieutenant.
PROFESSIONAL WORK EXPERIENCE	University of South Florida: Professor and Director, Ph.D. Program in Industrial/Organizational Psychology (1992 – 2000) University of South Florida: Professor of Industrial/Organizational Psychology (1990 – 1992, 2000-present)

Personnel Decisions Research Institutes, Inc.: Chief Scientist (2011-2016)

Personnel Decisions Research Institutes, Inc.: Chief Executive Officer
(1996 – 2011)

Personnel Decisions Research Institutes, Inc.: President and Director of
Research (1988 – 1996)

The Ohio State University: Visiting Professor of Psychology (1985 – 1986)

Personnel Decisions Research Institute: Executive Vice President
(1975 – 1982); President (1982-1988)

Personnel Decisions, Inc.: Research and consulting psychologist (1972 –
1975)

University of California: Research assistantship with Dr. Milton Blood
working in the areas of ratings, worker motivation and job satisfaction
(1971 – 1972)

University of California: Teaching assistantships with Dr. David Krech
and Dr. Benbow Ritchie, both in introductory psychology (1969 – 1970)

Miami University: Research assistant to Dr. James H. Davis in the area of
small group behavior (1963 – 1964)

**PROFESSIONAL
AWARDS**

M. Scott Myers Award for Applied Research in the Workplace, for the
project Air Traffic Selection and Training, 2000.

M. Scott Myers Award for Applied Research in the Workplace, for the
project O*NET – A National Occupational Information System, 2002.

Distinguished Scientific Contributions Award, Society for Industrial and
Organizational Psychology, 2003.

M. Scott Myers Award for Applied Research in the Workplace, for the
project Adaptability, 2004.

International HRM Scholarly Research Award, Academy of Management
Human Resource Division, 2009.

M. Scott Myers Award for Applied Research in the Workplace, for the
project Navy Computer Adaptive Personality Scales (NCAPS) and
PreVisor Computer Adaptive Personality Scales (PCAPS), 2010.

American Psychological Foundation Gold Medal Award for Life
Achievement in the Application of Psychology, 2011.

RESEARCH INTERESTS Performance measurement; criterion development; personnel selection; job analysis; person perception; personality assessment; assessment centers

PROFESSIONAL MEMBERSHIPS American Psychological Association:
 Fellow, Division 14, Industrial and Organizational Psychology (1983 – present)
 Member, Council of Representatives (1991 – 1994)
 President, Division 14 (1994 – 1995)
 Member, Division 8, Personality and Social Psychology
 Fellow, Division 19, Military Psychology (2010-present)
 Society for Organizational Behavior (1983 – Present)

EDITORIAL BOARDS Contributing Editor: Journal of Applied Psychology (1982 – 1988; 1994 – 1996; 2002 - 2011)

Consulting Editor: Personnel Psychology (1990 – 1996)

Consulting Editor: Group and Organization Management (1992 – 2003)

Consulting Editor: International Journal of Selection and Assessment (1996 – Present)

Consulting Editor: Human Performance (1996 – 2002)

Associate Editor: Human Performance (2002 - 2005)

Editor: Human Performance (2006 – 2015)

Member of Editorial Board, Frontiers of Industrial-Organizational Psychology (1988 – 1995; 2005 – 2010)

Occasional Reviewer for:
 Journal of Personality and Social Psychology
 Psychological Bulletin
 Applied Psychological Measurement
 Organizational Behavior and Human Decision Processes
 Journal of Military Psychology
 Journal of Studies on Alcohol
 Journal of Personality Assessment
 Journal of Organizational Behavior
 Academy of Management Review
 Applied Psychology: An International Review
 Journal of Applied Social Psychology
 Journal of Occupational and Organizational Psychology
 Human Relations

PUBLICATIONS

- Hedge, J.W., & Borman, W.C. (2018). Employee age and performance in organizations. In K.S. Shultz & G.A. Adams (Eds.), *Aging and work in the 21st century* (2nd edition). Mahwah, NJ: Lawrence Erlbaum, 123-145.
- Silzer R.F. & Borman, W.C. (2017) Leadership potential, In Oxford handbook of talent management, Collins, D.G., Mullahs, K., Casco, W.F. (Eds.) The New York: Oxford University Press, Inc.
- Darr, W., Borman, W., St-Pierre, L., Kubisiak, C., Grossman M., (2017). An applied examination of the computerized adaptive rating scale for assessing performance. *International Journal of Selection and Assessment* 25(2) pp.149-153.
- Borman, W. C., Grossman, M., Bryant, R. H., & Dorio, J. (2017). The measurement of task performance as criteria in selection research second edition. In J. L. Farr and N. Tippins (Eds.), *Handbook of employee selection second edition*. pp.429-447 New York: Psychology Press.
- Ispas, D., & Borman, W. C. (2015) Psychology of personnel selection In J. D. Wright (Ed.), *International encyclopedia of social and behavioral sciences* (2nd ed.). Elsevier.
- Borman, W. C., Brantley, L. B., & Hanson, M. A. (2014). Progress toward understanding the structure and determinants of job performance: A focus on task and citizenship performance. *International Journal of Selection and Assessment*, 22(4), 422-431.
- Borman, W. C. (2014). Intersections between technology and I/O psychology. In M. D. Coovert and L. F. Thompson (Eds.), *The psychology of workplace technology*. New York, NY: Routledge.
- Borman, W. C. (2012). Dimensions, tasks, and mixed models: An analysis of three diverse perspectives on assessment centers. In D. J. R. Jackson, C. E. Lance, and B. J. Hoffman (Eds.), *The psychology of assessment centers* (pp. 309-320). New York, NY: Routledge.
- Borman, W. C., & Smith, T. N. (2012). The use of objective measures as criteria in I/O psychology. In N. Schmitt (Ed.), *The Oxford handbook of personnel assessment and selection* (pp. 532-542). New York, NY: Oxford University Press, Inc.
- Hedge, J. W., & Borman, W. C. (2012). Work and aging. In S. W. J. Koslowski (Ed.), *The Oxford handbook of organizational psychology* (Vol. 2, pp. 1245-1283). New York, NY: Oxford University Press, Inc.
- Hedge, J. W., & Borman, W. C. (2012). *The Oxford handbook of work and aging*. New York, NY: Oxford University Press, Inc.

- Hedge, J. W., Borman, W. C., & Ispas, D. (2012). Personnel recruitment, selection, and turnover. In G. Salvendy (Ed.), *Handbook of human factors and ergonomics* (4th ed) (pp. 475-489. New York, NY: John Wiley & Sons, Inc.
- Borman, W. C. (2010). Cognitive processes related to forced-choice, ideal point responses: Drasgow, Chernyshenko, and Stark got it right! *Industrial and Organizational Psychology, 3*, 504-506.
- Kessler, S. R., Bandelli, A. C., Spector, P. E., Borman, W. C., Nelson, C. E., & Penney, L. M. (2010). Re-examining Machiavelli: A three-dimensional model of Machiavellianism in the workplace. *Journal of Applied Social Psychology, 40*, 1868-1896.
- Borman, W. C., Bryant, R. H., & Dorio, J. (2010). The measurement of task performance as criteria in selection research. In J. L. Farr and N. Tippins (Eds.), *Handbook of employee selection*. New York: Psychology Press.
- Hanson, M. A., Matheson, L. N., & Borman, W. C. (2008). The O*NET occupational information system. In B. F. Bolton and R. M. Parker (Eds.), *Handbook of measurement and evaluation in rehabilitation* (pp. 337-371). Austin, TX: Pro-Ed.
- Hedge, J. W., & Borman, W. C. (2008). *The I/O consultant: Advice and insights for building a successful career*. Washington, DC: American Psychological Association.
- Taylor, P. J., Li, W., Shi, K., & Borman, W. C. (2008). The transportability of job information across countries. *Personnel Psychology, 61*, 69-111.
- Ispas, D., & Borman, W. C. (2008). Beyond task performance: The concept of citizenship performance. *Psychology of Human Resources, 6*(1).
- Hedge, J. W., Borman, W. C., Kubisiak, U. C., & Bourne, M. J. (2007). The development of a methodology for establishing task-level performance standards for apprentice, journeyman, and master skill levels in the U.S. Navy. *Performance Improvement, 46*, 34-41.
- Hedge, J. W., Borman, W. C., & Bourne, M. J. (2006). Designing a system for career development and advancement in the U.S. Navy. *Human Resource Management Review, 16*, 340-355.
- Hanson, M. A., & Borman, W. C. (2006). Citizenship performance: An integrative review and motivational analysis. In W. Bennett, C. E. Lance, and D. J. Woehr (Eds.), *Performance measurement: Current perspectives and future challenges* (141-173). Mahwah, NJ: Lawrence Erlbaum.
- Hedge, J. W., & Borman, W. C., (2006). Personnel selection. In G. Salvendy (Ed.), *Handbook of human factors and ergonomics*. Hoboken, NJ: John Wiley & Sons, Inc.

- Pace, V. L., & Borman, W. C. (2006). The use of warnings to discourage faking on noncognitive inventories. Chapter in R. Griffith (Ed.), *A closer examination of applicant faking behavior* (281-302). Greenwich, CT: Information Age Publishing, Inc.
- Hedge, J. W., Borman, W. C., & Lammlein, S. E. (2006). *The aging workforce: Realities, myths, and implications for organizations*. Washington, DC: American Psychological Association.
- Penney, L. M., & Borman, W. C. (2005). The prediction of contextual performance. In A. Evers, N. Anderson, and O. Voskuijl (Eds.), *The Blackwell handbook of personnel selection* (376-396). Oxford: Blackwell.
- Hedge, J. W., Borman, W. C., Bruskievicz, K. T., & Bourne, M. J. (2004). The development of an integrated performance category system for supervisory jobs in the U.S. Navy. *Military Psychology, 16*, 231-243.
- Borman, W. C. (2004). Introduction to the special issue: Personality and the prediction of job performance: More than the Big 5. *Human Performance, 17*, 267-269.
- Borman, W. C. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science, 13*, 238-241.
- Kaufman, J. D., & Borman, W. C. (2003). Citizenship performance in organizations. Chapter in M. Herson & J. Thomas (Eds.), *Comprehensive handbook of psychological assessment, Volume 4: Industrial and organizational assessment* (412-426). New York: John Wiley.
- Borman, W. C., Hedge, J. W., Ferstl, K. L., Kaufman, J. D., Farmer, W. L., & Bearden, R. M. (2003). Current directions and issues in personnel selection and classification. In J. J. Martocchio & G. R. Ferris (Eds.), *Research in personnel and human resources management* (287-355). Stamford, CT: JAI Press.
- Schneider, R. J., Goff, M., Anderson, S., & Borman, W. C. (2003). Computerized adaptive rating scales for measuring managerial performance. *International Journal of Selection and Assessment, 11*, 237-246.
- Pulakos, E. D., Dorsey, D. W., & Borman, W. C. (2003). Hiring for knowledge-based competition. In S. E. Jackson, M. A. Hitt, & A. S. DeNisi (Eds.), *Managing knowledge for sustained competitive advantage: Designing strategies for effective human resource management* (155-177). San Francisco: Jossey Bass.
- Borman, W. C., Ilgen, D. R., & Klimoski, R. J. (Eds.). (2003). *Industrial and organizational psychology*. Volume 12 in I. B. Weiner (Editor-in-Chief), *Handbook of psychology*. New York: Wiley.

- Borman, W. C., Klimoski, R. J., & Ilgen, D. R. (2003). Stability and change in industrial and organizational psychology. In W. C. Borman, D. R. Ilgen, & R. J. Klimoski (Eds.), *Industrial and organizational psychology*. Volume 12 in I. B. Weiner (Editor-in-Chief), *Handbook of psychology*. New York: Wiley.
- Pulakos, E. D., Schmitt, N., Dorsey, D. W., Arad, S., Hedge, J. W., & Borman, W. C. (2002). Predicting adaptive performance: Further tests of a model of adaptability. *Human Performance, 15*, 299-323.
- Miles, D. E., Borman, W. C., Spector, P. E., & Fox, S. (2002). Building an integrative model of extra role work behaviors: A comparison of counterproductive work behavior with organizational citizenship behavior. *International Journal of Selection and Assessment, 10*, 51-57.
- Borman, W. C., Buck, D. E., Hanson, M. A., Motowidlo, S. J., Stark, S., & Drasgow, F. (2001). An examination of the comparative reliability, validity, and accuracy of performance ratings made using computerized adaptive rating scales. *Journal of Applied Psychology, 86*(5), 965-973.
- Borman, W. C., Penner, L. A., Allen, T. D., & Motowidlo, S. J. (2001). Personality predictors of citizenship performance. *International Journal of Selection and Assessment, 9*, 52-69.
- Borman, W. C. (2001). Performance evaluation in work settings. In *Encyclopedia of the social and behavioral sciences*. Oxford: Elsevier Science Ltd.
- Peterson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., Fleishman, E. A., Levin, K. Y., Campion, M. A., Mayfield, M. S., Morgeson, F. P., Pearlman, K., Gowing, M. K., Lancaster, A. R., Silver, M. B., & Dye, D. M. (2001). Understanding work using the Occupational Information Network (O*NET): Implications for practice and research. *Personnel Psychology, 54*, 451-492.
- Hedge, J. W., Borman, W. C., & Birkeland, S. A. (2001). History and development of multisource feedback as a methodology. In D. Bracken, C. Timmreck, & A. Church (Eds.), *The handbook of multisource feedback* (pp. 15-32). San Francisco: Jossey Bass.
- Borman, W. C., & Penner, L. A. (2001). Citizenship performance: Its nature, antecedents, and motives. In B. Roberts and R. Hogan (Eds.), *Personality psychology in the workplace* (pp. 45-61). Washington DC: American Psychological Association.
- Olson, D., White, L. A., Rumsey, M. G., & Borman, W. C. (2001). Environmental context effects on performance and the prediction of performance. In J. P. Campbell & D. K. Knapp (Eds.), *Exploring the limits of personnel selection and classification* (pp. 507-521). Mahwah, NJ: Lawrence Erlbaum.

- Borman, W. C., Campbell, C. H., & Pulakos, E. D. (2001). Analyzing jobs for performance measurement. In J. P. Campbell & D. K. Knapp (Eds.), *Exploring the limits of personnel selection and classification* (pp. 157-180). Mahwah, NJ: Lawrence Erlbaum.
- Knapp, D. J., Campbell, C. H., Borman, W. C., Pulakos, E. D., & Hanson, M. A. (2001). Performance assessment for a population of jobs. In J. P. Campbell & D. J. Knapp (Eds.), *Exploring the limits of personnel selection and classification* (pp. 181-235). Mahwah, NJ: Lawrence Erlbaum.
- Hanson, M. A., Matheson, L. N., & Borman, W. C. (2000). The O*NET occupational information system. In B. F. Bolton (Ed.), *Handbook of measurement and evaluation in rehabilitation* (pp. 281-309). Gaithersburg, MD: Aspen Publishers, Inc.
- Hedge, J. W., Bruskiwicz, K. T., Borman, W. C., Hanson, M. A., Logan, K. K., & Siem, F. M. (2000). Selecting pilots with crew resource management skills. *International Journal of Aviation Psychology*, *10*, 377-392.
- Le Pine, J. A., Hanson, M. A., Borman, W. C., & Motowidlo, S. J. (2000). Contextual performance and teamwork: Implications for staffing. In G. Ferris and S. Rowland (Eds.), *Research in Personnel and Human Resources Management*, *19*, 53-90.
- Borman, W. C. (2000). Performance evaluation in work settings. Chapter in N. J. Smelser & P. B. Baltes (Eds.), *International encyclopedia of the social and behavioral sciences*.
- Borman, W. C. (2000). Work performance. In A. E. Kazdin (Ed.), *Encyclopedia of psychology*, Washington, DC: American Psychological Association and New York: Oxford University Press.
- Coleman, V. I., & Borman, W. C. (2000). Investigating the underlying structure of the citizenship performance domain. *Human Resource Management Review*, *10*, 25-44.
- Peterson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., & Fleishman, E. A. (Eds.). (1999). *The occupation information network (O*NET)*. Washington, DC: American Psychological Association.
- Borman, W. C., Kubisiak, U. C., & Schneider, R. J. (1999). Work styles. In N. Peterson, M. Mumford, W. Borman, P. Jeanneret, & E. Fleishman (Eds.), *The occupation information network (O*NET)* (pp. 213-226). Washington, DC: American Psychological Association.
- Jeanneret, P. R., Borman, W. C., Kubisiak, U. C., & Hanson, M. A. (1999). Generalized work activities. In N. Peterson, M. Mumford, W. Borman, P. Jeanneret, & E. Fleishman (Eds.), *The occupation information network (O*NET)* (pp. 105-125). Washington, DC: American Psychological Association.

- Hanson, M. A., Borman, W. C., Kubisiak, U. C., & Sager, C. E. (1999). Cross-domain analysis results. In N. Peterson, M. Mumford, W. Borman, P. Jeanneret, & E. Fleishman (Eds.), *The occupation information network (O*NET)* (pp. 247-258). Washington, DC: American Psychological Association.
- Peterson, N. G., Borman, W. C., Hanson, M. A., & Kubisiak, U. C. (1999). Summary of results and implications for O*NET applications. In N. Peterson, M. Mumford, W. Borman, P. Jeanneret, & E. Fleishman (Eds.), *The occupation information network (O*NET)* (pp. 289-295). Washington, DC: American Psychological Association.
- Hanson, M. A., Borman, W. C., Mogilka, H. J., Manning, C., & Hedge, J. W. (1999). Computerized assessment of skill for a highly technical job. In F. Drasgow & J. Olson-Buchanan (Eds.), *Innovations in computerized assessment* (pp. 197-220). Mahwah, NJ: Lawrence Erlbaum.
- Borman, W. C. (1998). Two entries (self-ratings, supervisory ratings). In L. Peters, S. Youngblood and C. Greer (Eds.), *The Blackwell directory of human resource management*. Oxford, UK: Blackwell Publishers.
- Borman, W. C., & Bracken, D. W. (1998). Entry (360 appraisals). In L. Peters, S. Youngblood and C. Greer (Eds.), *The Blackwell directory of human resource management*. Oxford, UK: Blackwell Publishers.
- Villanova, P., Austin, J. T., & Borman, W. C. (1998). Entry (job performance). In L. Peters, S. Youngblood and C. Greer (Eds.), *The Blackwell directory of human resource management*. Oxford, UK: Blackwell Publishers.
- Hogan, J., Rybicki, S., Motowidlo, S. J., & Borman, W. C. (1998). Relations between contextual performance, personality, and occupational advancement. *Human Performance*, 11, 189-207.
- DuBois, D. A., Shalin, V. L., Levi, K. L., & Borman, W. C. (1998). A cognitively oriented approach to task analysis. *Training Research Journal*, 3, 103-141.
- Borman, W. C. (1997). 360° ratings: An analysis of assumptions and a research agenda for evaluating their validity. *Human Resource Management Review*, 7(3), 299-315.
- Borman, W. C., & Motowidlo, S. J. (1997). Introduction: Organizational citizenship behavior and contextual performance. Special issue of *Human Performance*, Borman, W. C., & Motowidlo, S. J. (Eds.). *Human Performance*, 10, 67-69.
- Borman, W. C., & Motowidlo, S. J. (1997). Task performance and contextual performance: The meaning for personnel selection research. *Human Performance*, 10, 99-109.

- Motowidlo, S. J., Borman, W. C., & Schmit, M. J. (1997). A theory of individual differences in task and contextual performance. *Human Performance, 10*, 71-83.
- Borman, W. C., Hanson, M. A., & Hedge, J. W. (1997). Personnel selection. In J. T. Spence, J. M. Darley, & D. J. Foss (Eds.), *Annual review of psychology* (Vol. 48, pp. 299-337). Palo Alto, CA: Annual Review.
- Borman, W. C., & Cox, G. L. (1996, April). Who's doing what: Patterns in the practice of I/O psychology. *The Industrial-Organizational Psychologist, 33*, 21-29.
- Borman, W. C. (1996). The occupational information network: An updated Dictionary of Occupational Titles. *Military Psychology, 8*(3), 263-265.
- Borman, W. C., White, L. A., & Dorsey, D. W. (1995). Effects of ratee task performance and interpersonal factors on supervisor and peer performance ratings. *Journal of Applied Psychology, 80*(1), 168-177.
- Hedge, J. W., & Borman, W. C. (1995). Changing conceptions and practices in performance appraisal. Chapter in Ann Howard (Ed.), *The changing nature of work*. San Francisco: Jossey-Bass, 451-481.
- Hedge, J. W., Borman, W. C., & Carter, G. W. (1995). Personnel selection and training. In W. Kawowski and G. Salvendy (Eds.), *Human factors in advanced engineering*. New York: John Wiley.
- Borman, W. C. (1994). (Ed.) *Performance evaluation in organizations*. London School of Economics: The International Library of Management.
- Borman, W. C., & Brush, D. H. (1993). More progress toward a taxonomy of managerial performance requirements. *Human Performance, 6*, 1-21.
- Borman, W. C., Hanson, M. A., Oppler, S. H., Pulakos, E. D., & White, L. A. (1993). The role of early supervisory experience in supervisor performance. *Journal of Applied Psychology, 78*, 443-449.
- Borman, W. C., & Motowidlo, S. M. (1993). Expanding the criterion domain to include elements of contextual performance. Chapter in N. Schmitt and W. C. Borman (Eds.), *Personnel selection in organizations* (pp. 71-98). San Francisco: Jossey-Bass.
- Schmitt, N., & Borman, W. C. (Eds.). (1993). *Personnel selection in organizations*. San Francisco: Jossey-Bass.
- Borman, W. C., Dorsey, D., & Ackerman, L. (1992). Time-spent responses as time-allocation strategies: Relations with sales performance in a stockbroker sample. *Personnel Psychology, 45*, 763-777.

- Borman, W. C., Peterson, N. G., & Russell, T. L. (1992). Selection, training, and development of personnel. In G. Salvendy (Ed.), *Handbook of industrial engineering* (2nd Edition) (pp. 882-914). New York: John Wiley
- Oppler, S. H., Campbell, J. P., Pulakos, E. D., & Borman, W. C. (1992). Three approaches to the investigation of subgroup bias in performance measurement: Review, results, and conclusions. *Journal of Applied Psychology Monograph*, *77*, 201-217.
- Borman, W. C. (1991). I/O psychology according to Muchinsky: A good mix of science and practice. *Contemporary Psychology*, *36*, 899-900.
- Borman, W. C. (1991). Job behavior, performance, and effectiveness. Chapter in M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational Psychology* (pp. 271-326). Palo Alto, CA: Consulting Psychologists Press.
- Borman, W. C., & Hallam, G. L. (1991). Observation accuracy for assessors of work-sample performance: Consistency across task and individual-differences correlates. *Journal of Applied Psychology*, *76*, 9-16.
- Borman, W. C., White, L. A., Pulakos, E. D., & Oppler, S. H. (1991). Models of supervisory job performance ratings. *Journal of Applied Psychology*, *76*, 863-872.
- Campbell, C. H., Ford, P., Rumsey, M. G., Pulakos, E. D., Borman, W. C., Felker, D. B., De Vera, M. V., & Riegelhaupt, B. J. (1990). Development of Project A job performance measures. *Personnel Psychology*, *43*, 277-300. Received the Scholarly Achievement Award for 1990 from the Personnel/Human Resources Division of the Academy of Management.
- Olson, D. M., & Borman, W. C. (1989). More evidence on relationships between the work environment and job performance. *Human Performance*, *2*(2), 113-130.
- Pulakos, E. D., White, L. A., Oppler, S. H., & Borman, W. C. (1989). An examination of race and sex effects on performance ratings. *Journal of Applied Psychology*, *74*, 770-780.
- Tornow, W. W., Houston, J. S., & Borman, W. C. (1989, June). Summary of codification project results: Evaluation of body-of-knowledge requirements for HR Generalist and specialist positions. *Personnel Administrator*, 136-143.
- Pulakos, E. D., Borman, W. C., & Hough, L. M. (1988). Test validation for scientific understanding: Two demonstrations of an approach to studying predictor-criterion linkages. *Personnel Psychology*, *41*, 703-716.

- Borman, W. C. (1987). Personal constructs, performance schemata, and "folk theories" of subordinate effectiveness: Explorations in an Army officer sample. *Organizational Behavior and Human Decision Processes*, 40, 307-322.
- Borman, W. C. (1986). Behavior-based rating scales. Chapter in R. A. Berk (Ed.), *Performance assessment: Methods and applications*. Baltimore: The Johns Hopkins University Press.
- Kavanagh, M. J., Borman, W. C., Hedge, J. W., & Gould, R. B. (1986). A model of performance measurement quality and its implications for research and practice. In B. Bass, P. Drenth, & P. Weissenberg (Eds.), *Advances in organizational psychology: An international review*. Beverly Hills: Sage Publications.
- Borman, W. C. (1985). Job performance measurement--With a distinctive cognitive flavor. *Contemporary Psychology*, 30, 874-876.
- Edwards, M. R., Borman, W. C., & Sproul, J. R. (1985). Solving the double-bind in performance appraisal: A saga of wolves, sloths, and eagles. *Business Horizons*, No. 85309, 59-68.
- Borman, W. C. (1983). Implications of personality theory and research for the rating of work performance in organizations. In F. Landy, S. Zedeck, and J. Cleveland (Eds.), *Performance measurement and theory*. Hillsdale, N.J.: Lawrence Erlbaum.
- Borman, W. C., Eaton, N. K., Bryan, J. D., & Rosse, R. L. (1983). Validity of Army recruiter behavioral assessment: Does the assessor make a difference? *Journal of Applied Psychology*, 68, 415-419.
- Borman, W. C. (1982). Evaluating performance effectiveness on the job: How can we generate more accurate ratings? In J. Lloyd (Ed.), *Evaluation of non-cognitive skills and clinical performance*. Chicago: American Board of Medical Specialties.
- Borman, W. C. (1982). Validity of behavioral assessment for predicting military recruiter performance. *Journal of Applied Psychology*, 67, 3-9.
- Borman, W. C., & Peterson, N. G. (1981). Selection and training of personnel. In G. Salvendy (Ed.), *Handbook of industrial engineering*. New York: John Wiley.
- Borman, W. C., Rosse, R. L., & Abrahams, N. M. (1980). An empirical construct validity approach to studying predictor-job performance links. *Journal of Applied Psychology*, 65, 662-671.
- Borman, W. C. (1979). Format and training effects on rating accuracy and rater errors. *Journal of Applied Psychology*, 64, 410-421.

- Borman, W. C. (1979). Individual differences correlates of accuracy in evaluating performance effectiveness. *Applied Psychological Measurement, 3*, 103-115.
- Borman, W. C. (1979). Review of LEADS, a test of supervisory ability, in *Buros Mental Measurement Yearbook*.
- Borman, W. C. (1979). Review of the Management Relations Survey, in *Buros Mental Measurement Yearbook*.
- Dunnette, M. D., & Borman, W. C. (1979). Personnel selection and classification systems. In M. R. Rosenzweig, & L. W. Porter (Eds.), *Annual Review of Psychology, 30*, 477-525. Palo Alto, CA: Annual Reviews, Inc.
- Borman, W. C. (1978). Exploring upper limits of reliability and validity in job performance ratings. *Journal of Applied Psychology, 63*, 135-144. Reprinted in R. Hampp and C. Hilgenfeld (Eds.), *Beurteilungspersonal: Perspektivenwechsel in der Personalbeurteilung*.
- Motowidlo, S. J., & Borman, W. C. (1978). Relationships between military morale, motivation, satisfaction, and unit effectiveness. *Journal of Applied Psychology, 63*, 47-52.
- Borman, W. C. (1977). Consistency of rating accuracy and rater errors in the judgment of human performance. *Organizational Behavior and Human Performance, 20*, 238-252.
- Borman, W. C., & Bleda, P. R. (1977). Measuring motivation and work-related satisfaction in a military context. *Journal Supplementary Abstracting Service, Catalog of Selected Documents*.
- Motowidlo, S. J., & Borman, W. C. (1977). Behaviorally anchored scales for measuring morale in military units. *Journal of Applied Psychology, 62*, 177-183.
- Borman, W. C. (1975). Effects of instructions to void halo error on reliability and validity of performance evaluation ratings. *Journal of Applied Psychology, 60*, 556-560.
- Borman, W. C. (1975). Prediction of work performance with an emphasis on first steps--job and skill analysis. *Contemporary Psychology, 20*, 223-224.
- Borman, W. C., & Dunnette, M. D. (1975). Behavior-based versus trait-oriented performance ratings: An empirical study. *Journal of Applied Psychology, 60*, 561-565.
- Borman, W. C. (1974). The rating of individuals in organizations: An alternate approach. *Organizational Behavior and Human Performance, 12*, 105-124.

Borman, W. C., & Vallon, W. R. (1974). A view of what can happen when behavioral expectation scales are developed in one setting and used in another. *Journal of Applied Psychology, 59*, 197-201.

Borman, W. C., & Graham, W. K. (1973). Polarity and "accuracy" of ratings and the meaningfulness of personality dimensions. *Journal of Psychology, 84*, 55-59.

**TECHNICAL
REPORTS**

Borman, W. C., Kubisiak, U. C., Grossman, M. R., Darr, W., & St-Pierre, L. (2013). *Development and field test of the Canadian Forces Computer Adaptive Rating Scales* (Institute Report #796). Tampa, FL: PDRI, a CEB company.

Horgen, K. E., Lentz, E., Borman, W. C., Crutchfield, J. M., Starkey, P. A., Rester, D., & Lowe, S. E. (2011). *FAA Concurrent Validation of AT-SAT for Tower Cab Controller Hiring (CoVATCH) project: Development of performance measures* (Institute Report #720). Tampa, FL: PDRI, an SHL Company.

Lentz, E., Horgen, K. E., Schneider, R. J., Ferstl, K. L., Kubisiak, U. C., & Borman, W. C. (2009). *Air Force officership survey volume I: Performance requirement linkages and predictor recommendations* (Institute Report #669). Tampa, FL: Personnel Decisions Research Institutes, Inc.

Lentz, E., Horgen, K. E., Borman, W. C., Dullaghan, T. R., & Smith, T. (2009). *Air Force Officership Survey Volume I: Survey Development and Analyses* (Institute Report #668). Tampa, FL: Personnel Decisions Research Institutes, Inc.

Weiss, H. M., Ilgen, D. R., & Borman, W. C. (2009). *A model of junior enlisted career continuance* (Institute Report #644). Tampa, FL: Personnel Decisions Research Institutes, Inc.

Horgen, K. E., Borman, W. C., Kubisiak, U. C., & Dullaghan, T. R. (April 2009). *Development of Army core leader competency situational judgment assessment* (Institute Report #641). Tampa, FL: Personnel Decisions Research Institutes, Inc.

Horgen, K. E., Jackson, E. M., Stellmack, A. L., Smith, T., Dullaghan, T. R., & Borman, W. C. (2009). *Phase 4 Expansion of Navy Computer Adaptive Personality Scales (NCAPS)* (Institute Report #632). Tampa, FL: Personnel Decisions Research Institutes, Inc.

Borman, W. C., Kubisiak, U. C., & Jackson, E. M. (2009). *Matching of five Navy ratings to O*NET occupational clusters* (Institute Report #629). Tampa, FL: Personnel Decisions Research Institutes, Inc.

- Kubisiak, U.C., Lentz, E., Horgen, K.E., Bryant, R.H., Connell, P.W., Tuttle, M.D., Borman, W.C., Young, M.C., & Morath, R. (2008). *Review of interventions for reducing enlisted attrition in the U.S. military: An update*. (Institute Report 636). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Lentz, E., Borman, W. C., Bryant, R. H., & Dullaghan, T. R. (2008). *Air Force Officer Qualifying Test (AFOQT) trend analysis* (Institute Report #618). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Lentz, E., Borman, W. C., Bearden, R. M., & Chen, H. T. (2008). *Measuring and utilizing non-cognitive attributes in support of Navy selectin and classification: Navy Computer Adaptive Personality Scales (NCAPS)* (Institute Report #612). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Weiss, H. M., Ilgen, D. R., & Borman, W. C. (2006). *A preliminary model of junior enlisted continuance* (Institute Report #551). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Schneider, R. J., Johnson, J. W., Cullen, M. J., Weiss, H. M., Ilgen, D. R., & Borman, W. C. (2006). *A preliminary model of junior officer retention* (Institute Report #550). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Hedge, J. W., Borman, W. C., Kubisiak, U. C., & Bourne, M. J. (2006). *Capturing the Fleet's policy for weighting the importance of the Navy's five vector model in making advancement decisions* (Institute Report #548). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Schneider, R. J., Ferstl, K. L., Houston, J. S., Borman, W. C., Lords, A. O., & Bearden, R. M. (2006). *Revision and expansion of Navy Computer Adaptive Personality Scales (NCAPS)* (Institute Report #531). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Hedge, J. W., Borman, W. C., Kubisiak, U. C., & Bourne, M. J. (2006). *The development of task-level performance standards for apprentice, journeyman, and master skill levels for Aerographer's Mate (AG) jobs in the U.S. Navy* (Institute Report #527). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., Lentz, E., Connell, P. W., Tuttle, M. D., Horgen, K. E., Borman, W. C., Young, M. C., & Morath, R. (2005). *Review of interventions for reducing enlisted attrition in the U.S. military* (Institute Report #525). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Pace, V. L., Borman, W. C., Penney, L. M., Xu, X., & Bearden, R. M. (2005). *Examination of the effectiveness of warnings for deterring faking on the Navy Recruiter Assessment Battery* (Institute Report #506). Tampa, FL: Personnel Decisions Research Institutes, Inc.

- Houston, J. S., Borman, W. C., Farmer, W. L., & Bearden, R. M. (2005). *Development of the Enlisted Computer Adaptive Personality Scales (ENCAPS) for the United States Navy, Phase 2* (Institute Report #503). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., Horgen, K. E., Connell, P. W., Lentz, E., Xu X., & Borman, W. C. (2005). *Concurrent validation of a selection instrument for U.S. Army drill sergeants* (Institute Report #499). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Horgen, K. E., Kubisiak, U. C., Lee, V. B., Connell, P. W., Penney, L. M., Borman, W. C., Pace, V. & Lentz, E. (2005). *Evaluation and refinement of screening and assessment tools for the U.S. Army* (Institute Report #498). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., Miller, J., Lentz, E., Pace, V. L., & Borman, W. C. (2004). *Identifying and evaluating USAREC station-level business practices, phase II: Recruiter, station commander, and DEP surveys* (Institute Report #485). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Borman W. C., Hedge J. W., Bruskiwicz K. T., Bourne, M. J., Butler, M. C., & Broderick, T. (2004). *Examining the development and advancement process for senior enlisted personnel in the U.S. Navy*. (Institute Report #484). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Horgen, K. E., Kubisiak, U. C., Connell, P. W., White, L. A., Lee, V. B., Penney, L. M., Borman, W. C., & Kaufman, J. D. (2005). *Station commander job analysis and preliminary test validation results* (Institute Report #482). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Hedge, J. W., & Borman, W. C. (2004). *A review of Navy survey data relevant to implementation and evaluation of the Human Performance Feedback and Development Model* (Institute Report #471). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Paullin, C., Zedeck, S., Stellmack, A., Borman, W., & Hanson, M.A. (in progress as of April 2004). *Extending the Alabama Department of Transportation (ALDOT) Employee Development Program (EDP) to job classifications other than Engineering Assistant and Civil Engineer* (Institute Report #459). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Hedge, J. W., Bruskiwicz, K. T., Borman, W. C., & Bourne, M. J. (January, 2004). *Preliminary identification of factors important for Navy officer promotion linked to the Task Force Excel Model* (Institute Report #453). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Houston, J. S., Schneider, R. J., Ferstl, K. L., Borman, W. C., Hedge, J. W., Farmer, W. L., & Bearden, R. M. (2003). *ENCAPS: Development of the Enlisted Computer Adaptive Personality Scales for the United States Navy* (Institute Report #449). Minneapolis: Personnel Decisions Research Institutes, Inc.

- Borman W. C., Hedge J. W., Bruskiwicz K. T., & Bourne, M. J. (2003). *Initial Development Work on an objective Navy advancement system linked to the Task Force Excel Model* (Institute Report #429). Tampa: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., McGonigle, T., Horgen, K. E., Borman, W. C., Kaufman, J. D., & Casper, W. J. (May 2003). *Identifying and evaluating USAREC station-level business practices: Literature review* (Institute Report #426). Tampa, FL: Personnel Decisions Research Institutes.
- Penney, L. M., & Borman, W. C. (May, 2003). *Development of a test battery to select Navy recruiters* (Institute Report #422). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Ferstl, K. L., Schneider, R. J., Hedge, J. W., Houston, J. S., & Borman, W. C. (2003). *Following the roadmap: Evaluating potential predictors for Navy selection and classification* (Institute Report #421). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Hedge J. W., Borman W. C., Bruskiwicz, K. T., & Bourne, M. J. (2002). *The development of performance management systems and feedback tools for supervisory and non-supervisory jobs in the U.S. Navy* (Institute Report #415). Minneapolis: Personnel Decisions Research Institutes, Inc.
- Penney, L. M., Borman, W. C., Hedge, J. W., & Kaufman, J. D. (2002). *Validation of a predictor battery for identifying sailors with high potential for success in recruiting* (Institute Report #414). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Borman, W. C., Hedge, J. W., Ferstl, K., & Kaufman, J. D. (2002). *A roadmap for the future of Navy selection/classification* (Institute Report #413). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Paullin, C., Hanson, M. A., Borman, W. C., & Zedeck, S. (2001). *Investigating the feasibility of linking pay with participation in an Employee Development Program for Engineering Assistants (EAs) and Civil Engineers (CEs) in the Alabama Department of Transportation (ALDOT)* (Institute Report #364). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Borman, W. C., Hedge, J. W., Hanson, M. A., Bruskiwicz, K. T., Mogilka, H., Manning, C., Bunch, L. B., & Horgen, K. (2001). Development of criterion measures of air traffic controller performance. Chapter in R. Ramos (Ed.), *Development of selection procedures for air traffic controllers in the FAA*.
- Borman, W. C., Horgen, K. E., Birkeland, S. A., Penney, L. M., Sutton, M. J., & Mills, L. J. (2001). *Development of recruiter assessment measures for the U.S. Army* (Institute Report #382). Tampa, FL: Personnel Decisions Research Institutes, Inc.

- Penney, L. M., Borman, W. C., Hedge, J. W., Abrahams, N. T., & Drenth D. J. (2001). *Development of recruiter and recruiter-in-charge (RINC) performance criteria* (Institute Report #381). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Sutton, M. J., Horgen, K. E., Borman, W. C., & Kubisiak, U. C. (2001). *Exploring new screening processes for U.S. Army recruiters* (Institute Report #375). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Penney, L. M., Sutton, M. J., & Borman, W. C. (2000). *An annotated bibliography of recruiting research conducted in the U.S. Armed Services and in Foreign Services* (Institute Report #366). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Drenth, D. D., Kubisiak, U. C., & Borman, W. C. (2000). *An examination of the effectiveness of distance learning for the Battle Staff NCO Course* (Institute Report #365). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., Drenth, D. D., & Borman, W. C. (2000). *The Omnia Profile: Final report on convergent and criterion-related validity* (Institute Report #362). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Penney, L. M., Sutton, M. J., & Borman, W. C. (2000). *An annotated bibliography of recruiting research conducted in the U.S. Navy, Marine Corps, and Air Force, and in Foreign Services* (Institute Report #358). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Kubisiak, U. C., Drenth, D. D., & Borman, W. C. (2000). *Validation of the Omnia profile: Interim report on convergent validity* (Institute Report #354). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Borman, W. C., Hanson, M. A., Kubisiak, U. C., Buck, D. (2000). *Computerized Adaptive Rating Scales (CARS): Development and evaluation of the concept* (Institute Report #350). Tampa, FL: Personnel Decisions Research Institutes.
- Hedge, J.W., & Borman, W.C. (2000). Criterion measurement. In E.D. Pulakos & D.W. Dorsey (Eds.). *The development and validation of measures to predict adaptive job performance* (Institute Report # 347). Arlington, VA: Personnel Decisions Research Institutes, Inc.
- Hanson, M. A., Borman, W. C., Zedeck, S., Kubisiak, U. C., Roberts, J., Birkeland, S., & Paullin, C. (2000). *Development of a job rotation and training program for Engineering Assistants (EAs) and Civil Engineers (CEs) in the Alabama Department of Transportation (ALDOT)* (Institute Report # 345). Tampa, FL: Personnel Decisions Research Institutes, Inc.
- Borman, W. C., Horgen, K. E., & Penney, L. M. (2000). *Overview of ARI recruiting research*. ARI Research Note 2000-07.

- Penney, L. M., Horgen, K. E., & Borman, W. C. (1999). *An annotated bibliography of recruiting research conducted by the U.S. Army Research Institute for the Behavioral and Social Sciences* (Institute Report #340). Tampa, FL: Personnel Decisions Research Institutes.
- Hanson, M. A., Kubisiak, U. C., Horgen, K., Buck, D. E., Bunch, L. B., Foster, L., & Borman, W. C. (1998). *Basic research to support development of a career guidance system for displaced Air Force workers* (Institute Report #304). Tampa, FL: Personnel Decisions Research Institutes.
- Hedge, J. W., Hanson, M.A., Borman, W. C., Bruskwicz, K. T., & Logan, K. K. (1997). *Predicting the crew resource management skills of Air Force pilots* (AL/HR-TR-1997-0013). Brooks AFB, TX: Air Force Material Command Armstrong Laboratory.
- Peterson, N. G., Borman, W. C., Jeanneret, P. R., Fleishman, E. A., & Levin, K. Y. (Eds.) (1997). *Occupational information network (O*NET) research and development*. Final report, option year, Utah Department of Employment Security.
- Hanson, M. A., Borman, W. C., Kubisiak, U. C., Arad, S., & Horgen, K. E. (1997). Aggregating and structuring O*NET content domains. Chapter in N. G. Peterson, W. C. Borman, P. R. Jeanneret, E. A. Fleishman, & K. Y. Levin (Eds.), *Occupational information network (O*NET) research and development*. Final report, option year, Utah Department of Employment Security.
- Borman, W. C., Kubisiak, U. C., & Hanson, M. A. (1997). An evaluation of job clusters using O*NET descriptors. Chapter in N. G. Peterson, W. C. Borman, P. R. Jeanneret, E. A. Fleishman, & K. Y. Levin (Eds.), *Occupational information network (O*NET) research and development*. Final report, option year, Utah Department of Employment Security.
- Hedge, J. W., Bruskwicz, K. T., Manning, C., Mogilka, H., & Borman, W. C. (1997). *The development of a high fidelity work sample measure of performance for air traffic controllers* (Institute Report #297). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Cochran, C., Paullin, C., Borman, W. C., Nygren, T., & Buck, D. (1997). *Development of law enforcement examinations for eight Florida state agencies* (Institute Report #296). Minneapolis, MN: Personnel Decisions Research Institute.
- Borman, W. C., Logan, K. K., Hedge, J. W., Hanson, M. A., Bruskwicz, K. T., Schneider, R. J., & Houston, J. S. (1996). *Basic research evaluating the reliability of the Situational Test of Aircrew Response Styles and its ability, personality, and leadership correlates* (Institute Report #282). Minneapolis, MN: Personnel Decisions Research Institutes.

- Borman, W. C., Jeanneret, P. R., Kubisiak, U. C., & Hanson, M. A. (1996). Generalized work activities: Evidence for the reliability and validity of the measures. Chapter in N. G. Peterson, M. D. Mumford, W. C. Borman, P. R. Jeanneret, & E. A. Fleishman (Eds.), *O*NET final technical report*. Utah Department of Employment Security.
- Borman, W. C., & Kubisiak, U. C. (1996). Work style descriptors: Evidence for the reliability and validity of the measures. Chapter in N. G. Peterson, M. D. Mumford, W. C. Borman, P. R. Jeanneret, & E. A. Fleishman (Eds.), *O*NET final technical report*. Utah Department of Employment Security.
- Hanson, M. A., Borman, W. C., & Kubisiak, U. C. (1996). Cross-domain analysis results. Chapter in N. G. Peterson, M. D. Mumford, W. C. Borman, P. R. Jeanneret, & E. A. Fleishman (Eds.), *O*NET final technical report*. Utah Department of Employment Security.
- Borman, W. C., Hanson, M. A., & Kubisiak, U. C. (1996). Issues in O*NET applications. Chapter in N. G. Peterson, M. D. Mumford, W. C. Borman, P. R. Jeanneret, & E. A. Fleishman (Eds.), *O*NET final technical report*. Utah Department of Employment Security.
- Peterson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., & Fleishman, E. A. (Eds.) (1996). *O*NET final technical report*. Utah Department of Employment Security.
- Pulakos, E. D., Keichel, K. L., Plamondon, K., Hanson, M. A., Hedge, J. W., & Borman, W. C. (August, 1996). *SACHA Task 3 final report* (Institute Report #286) Minneapolis, MN: Personnel Decision Research Institutes, Inc.
- DuBois, D. A., Shalin, V. L., Levi, K. R., & Borman, W. C. (1995). *A cognitively-oriented approach to task analysis and test development*. Technical Report submitted to the Office of Naval Research, Arlington, VA.
- Borman, W. C., & Jeanneret, P. R. (1995). Generalized work activities. Chapter in Peterson, N.G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., & Fleishman, E. A. (Eds.), *Development of a prototype occupational information system: Content model and sampling of occupations*. Technical Report submitted to the Department of Labor.
- Borman, W. C., McKee, A. S., & Schneider, R. J. (1995). Work styles. Chapter in Peterson, N.G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., & Fleishman, E. A. (Eds.), *Development of a prototype occupational information system: Content model and sampling of occupations*. Technical Report submitted to the Department of Labor.
- Borman, W. C., Hedge, J. W., & Hanson, M. A. (1995). *Enhancing the accuracy and utility of performance measurement in the Air Force: Phase I results* (Institute Report #274). Minneapolis, MN: Personnel Decisions Research Institutes.

- Hedge, J. W., Hanson, M. A., Bruskiwicz, K. T., Logan, K. K., and Borman, W. C. (1995). *Interim report on progress toward development and validation of a crew resource management test for Air Force transport pilots* (Institute Report #257). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Borman, W. C., Ackerman, L. D., & Kubisiak, U. C. (1994). *Development of a performance rating program in support of Department of Labor test validation research* (Contract Nos. 93-2 and 93-3). Sacramento, CA: Cooperative Personnel Services.
- Hanson, M. A., Hedge, J. W., Logan, K. K., Bruskiwicz, K. T., & Borman, W. C. (1994). *Examining the feasibility of applying the critical incident technique to enhance crew resource management (CRM) training* (Institute Report #254). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Paullin, C., Cox, G., Cureton, J., and Borman, W. C. (1994). *Development of law enforcement promotional examinations for eight Florida state agencies* (Institute Report #261). Minneapolis, MN: Personnel Decisions Research Institutes.
- Hedge, J. W., Hanson, M. A., Borman, W. C., & Bruskiwicz, K. (1994). *Examining the feasibility of developing a situational judgment test for Air Force pilots* (AL/HR-TR-1994-0065). Brooks AFB, TX: Human Resources Directorate Manpower and Personnel Research Division.
- Borman, W. C., Hedge, J. W., Cook, P. J., Harville, D. L., and Skinner, M. J. (1994). *Productive capacity: The concept, research, and applications* (AL/HR-TP-1994-0021). Brooks AFB, TX: Manpower and Personnel Research Division, Armstrong Laboratory Human Resources Directorate.
- Paullin, C., Cox, G., Cureton, J., & Borman, W. C. (1994). *Development of law enforcement promotional examinations for eight Florida state agencies, 1993-1994* (Institute Report #252). Minneapolis, MN: Personnel Decisions Research Institutes, Inc.
- Hedge, J. W., Borman, W. C., Hanson, M. A., Carter, G. W., & Nelson, L. C. (1993). *Progress toward development of ATCS performance criterion measures* (Institute Report #235). Minneapolis, MN: Personnel Decisions Research Institutes.
- Hanson, M. A., Hedge, J. W., Borman, W. C., & Nelson, L. C. (1993). *Plans for developing a set of simulation job performance measures for the air traffic control specialists in the Federal Aviation Administration* (Institute Report #236). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Hedge, J. W., & Cook, P. J. (1993). *Improved methodology for productive capacity measurement*. Final Report to Human Resources Directorate, Armstrong Laboratory, Brooks AFB, TX.

- Borman, W. C., & Hedge, J. W. (1993). *Exploring the concept of productive capacity measurement* (Institute Report #239). Minneapolis, MN: Personnel Decisions Research Institutes.
- DuBois, D., Shalin, V. L., Levi, K. R., & Borman, W. C. (1993). *Job knowledge test design: A cognitively-oriented approach* (Institute Report #241). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Hedge, J. W., & Hanson, M. A. (1992). *Criterion development in the SACHA project: Toward accurate measurement of ATCS performance* (Institute Report #222). Minneapolis, MN: Personnel Decisions Research Institutes.
- Hanson, M. A., & Borman, W. C. (1992). *Development and construct validation of the situational judgment test* (Institute Report #230). Submitted to the U.S. Army Research Institute.
- Hedge, J. W., Carter, G. W., Borman, W. C., Monzan, R. I., & Foley, P. R. (1992). *Evaluation of Navy operational and alternative Armed Services Vocational Aptitude Battery (ASVAB) composites* (Institute Report #216). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C. (1991). *A review of the Air Force job performance measurement project and possible directions for future research and practice*. Submitted to the Armstrong Laboratory, Brooks AFB, TX.
- Owens-Kurtz, C. K., & Borman, W. C. (1991). *Transporting the Naval Reserve Officers Training Corps (NROTC) officer-candidate selection interview to the United States Naval Academy (USNA)* (Institute Report #205). Submitted to the Navy Personnel Research and Development Center.
- Borman, W. C., & Russell, T. L. (1990). *Toward implementation of a structured interview protocol for NROTC selection* (Institute Report #185). Minneapolis, MN: Personnel Decisions Research Institutes.
- Hanson, M. A., Paullin, C., & Borman, W. C. (1990). *Development and pilot test of a biodata/temperament inventory to predict performance and attrition in the Naval Reserve Officer Training Corps (NROTC) scholarship program* (Institute Report #191). Minneapolis, MN: Personnel Decisions Research Institutes.
- Paullin, C., Hedge, J. W., & Borman, W. C. (1990). *Non-cognitive classification measures for CTTs: Final Report* (Institute Report #180). Minneapolis, MN: Personnel Decisions Research Institutes.
- Peterson, N. G., Gialluca, K. A., Borman, W. C., Carter, G. W., & Rosse, R. L. (1990). *An investigation of methods for simplifying Navy classification* (Institute Report #189). Minneapolis, MN: Personnel Decisions Research Institutes.

- Borman, W. C., & Hallam, G. L. (1989). *Relationships between individual differences and accuracy in rating Air Force jet engine mechanic performance* (Institute Report #153). AFHRL-TP-89-2, Air Force Human Resources Laboratory.
- Borman, W. C., & Owens-Kurtz, C. K. (1989). *Development and field test of a structured interview protocol for NROTC selection*. Submitted to Navy Personnel Research and Development Center.
- Owens-Kurtz, C. K., Borman, W. C., Gialluca, K. A., Abrahams, N. M., & Mattson, J. D. (1989). *Refinement of the Naval Reserve Officer Training Corps (NROTC) scholarship selection composite* (NPRDC TN90-1). Navy Personnel Research and Development Center.
- Gialluca, K. A., Borman, W. C., and Owens-Kurtz, C. K. (1988). *Flow analysis of NROTC scholarship attrition and replacement* (Institute Report #165). Minneapolis, MN: Personnel Decisions Research Institutes.
- Houston, J. S., Borman, W. C., Tornow, W. W., & Gialluca, K. A. (1988). *Final report to the Personnel Accreditation Institute: Presenting the body-of-knowledge evaluation results and exploring the knowledge requirement structure of HR generalist and specialist positions*. Submitted to the Personnel Accreditation Institute.
- Borman, W. C., Owens-Kurtz, C. K., & Peterson V. A. (1987). *A review and critical analysis of issues in attrition from the NROTC scholarship program* (Institute Report #127). Submitted to the Navy Personnel Research and Development Center, San Diego, CA.
- Borman, W. C., Russell, T. L., & Skilling, N. J. (1987). *Development of behavior-based rating scales and analysis of Recruiter Selection Battery data for the Army recruiter job* (Research Report No. 1441). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences, Alexandria, VA.
- Kanfer, R., & Borman, W. C. (1987). *Predicting salesperson performance: A review of the literature* (Research Note 87-13). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.
- Kavanagh, M. J., Borman, W. C., Hedge, J. W., & Gould, R. B. (1987). *Job performance in the military: A classification scheme, literature review, and directions for research* (AFHRL-TR-87-15). Brooks AFB, TX: U.S. Air Force Human Resources Laboratory.
- Owens-Kurtz, C. K., Borman, W. C., Peterson, V. A. (1987). *Voluntary turnover: A review of the literature* (Institute Report #130). Submitted to the Navy Personnel Research and Development Center, San Diego, CA.
- Russell, T. L., & Borman, W. C. (1987). *Predicting military recruiter effectiveness: A literature review* (Research Note 87-22). Alexandria, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

- Borman, W. C. (1986). *Identifying performance constructs used naturally by officers in evaluating NCO effectiveness*. Submitted to U.S. Army Research Institute for the Behavioral and Social Sciences, Alexandria, VA.
- Borman, W. C., & Pulakos, E. D. (1986). *Army-wide data analyses and results. In Development and field test report for the Army-wide rating scales and the rater orientation and training program*. Submitted to the U.S. Army Research Institute for the Behavioral and Social Sciences, Alexandria, VA.
- Kavanagh, M. J., Borman, W. C., Hedge, J. W., & Gould, R. B. (1986). *Job performance measurement classification scheme for validation research in the military (AFHRL-TP-85-51)*. San Antonio, TX: U.S. Air Force Human Resources Laboratory.
- McGue, M. K., & Borman, W. C. (1986). *A Monte Carlo study of measures of halo error and restriction-in-range (Institute Report #120)*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Olson, D. M., & Borman, W. C. (1986). *Development and field tests of the Army Work Environment Questionnaire*. U.S. Army Research Institute for the Behavioral and Social Sciences working paper (RS-WP-86-06), Alexandria, VA.
- Pulakos, E. D., & Borman, W. C. (1986). *Developing the basic criterion scores for ratings and administrative measures*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Pulakos, E. D., & Borman, W. C. (1986). *Rater orientation and training. In Development and field test report for the Army-wide rating scales and the rater orientation and training program*. Submitted to the Army Research Institute for the Behavioral and Social Sciences, Alexandria, VA.
- Borman, W. C., Motowidlo, S. J., Rose, S. R., Hanser, L. M. (1985). *Development of a model of soldier effectiveness (Institute Report #95)*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rose, S. R., & Rosse, R. L. (1985). *Identifying persons likely to be successful at recruiting minorities for the Navy (Institute Report #98)*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Pulakos, E. D., & Borman, W. C. (1985). *Administrator's manual: Rater orientation and training for Project A concurrent validation*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Toquam, J. L., McHenry, J. J., Corpe, V. A., Rose, S. R., Lammlein, S. E., Kemery, E., Borman, W. C., Mendel, R. M., & Bosshardt, M. J. (1985). *Behaviorally anchored rating scales for nine MOS: Development activities and field test results (Institute Report #103)*. Minneapolis, MN: Personnel Decisions Research Institutes.

- Borman, W. C., Rosse, R. L., & Rose, S. R. (1983). *Development and validation of an inventory battery to predict performance in Navy officer recruiting* (Institute Report #85). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rosse, R. L., Toquam, J. L., & Lammlein, S. E. (1983). *Addendum: Design and implementation of a combined selection battery for plant operations & maintenance and T & D occupations at Florida Power & Light* (Institute Report #86). Minneapolis, MN: Personnel Decisions Research Institutes.
- Toquam, J. L., Houston, J. S., & Borman, W. C. (1983). *Results from focus group interviews conducted for the Belton Corporation* (Institute Report #87). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Keyes, M. A. (1982). *1981 Merrill Lynch account executive study: An update of the 1975 research* (Institute Report #74). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rosse, R. L., & Rose, S. R. (1982). *Predicting performance in recruiter training: Validity of assessment in the recruiter development center* (Institute Report #73). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rosse, R. L., & Toquam, J. L. (1982). *The impact of environmental factors and considerations of recruit quality on Navy recruiter production* (Institute Report #78). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Toquam, J. L., Rose, S. R., & Abrahams, N. M. (1982). *Evaluation of three programs to assist Navy recruiters* (Institute Report #75). Minneapolis, MN: Personnel Decisions Research Institutes.
- Houston, J. S., & Borman, W. C. (1982). *Final technical report for the Personnel Accreditation Institute codification project: Upgrading the definition of the body of knowledge requirements for personnel professionals* (Institute Report #82). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C. (1981). *Evaluating the validity of the Bennett Mechanical Comprehension Test for predicting operating and maintenance job performance at Florida Power and Light* (Institute Report #66). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C. (1981). The quest for accuracy in performance ratings. In C. J. Mullins (Ed.), *AFHRL Conference on Human Appraisal* (Technical Report 81-20). Brooks AFB, TX: Air Force Human Resources Laboratory.

- Borman, W. C., Mendel, R. M., Lammlein, S. E., & Rosse, R. L. (1981). *Development and validation of a test battery to predict the job performance of transmission and distribution personnel at Florida Power and Light* (Institute Report #70). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Tornow, W. W. (1981). *Interim technical report for the Personnel Accreditation Institute codification project: Upgrading the definition of the body of knowledge requirements for personnel professionals* (Institute Report #60). Minneapolis, MN: Personnel Decisions Research Institutes.
- Toquam, J. L., & Borman, W. C. (1981). *Development of first-line supervisor behavior summary scales* (Institute Report #65). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C. (1980). *General Electric employee relations manager job study* (Institute Report #48). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Dunnette, M. D. (1980). *Examination of past account executive trainee selection procedures using "policy capturing" and other data analyses* (Institute Report #63). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Fischl, M. A. (1980). *Evaluation of the Army recruiter assessment program*. Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C. (1979). *Development of an assessment program for selecting Army recruiters* (Institute Report #33). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Rosse, R. L. (1979). *Peer nominations of U.S. Air Force basic trainees: Development of a scoring strategy and preliminary evidence of reliability and validity* (Institute Report #40). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rosse, R. L., Toquam, J. L., & Abrahams, N. M. (1979). *Development and validation of a recruiter selection battery* (Institute Report #30). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Toquam, J. L., & Rosse, R. L. (1979). *An inventory battery to predict Navy and Marine Corps recruiter performance: Development and validation* (NPRDC TR-79-17). Navy Personnel Research and Development Center.
- Lammlein, S. E., & Borman, W. C. (1979). *Peer rating research: Annotated bibliography* (Institute Report #25). (AFHRL TR-79-9). San Antonio, TX: U.S. Air Force Human Resources Laboratory.

- Borman, W. C., & Dunnette, M. D. (1978). *Results of the Merrill Lynch office management study* (Institute Report #23). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Rosse, R. L. (1978). *Format and training effects on rating accuracy and rater errors* (Institute Report #20). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Rosse, R. L., Abrahams, N. M., & Toquam, J. L. (1978). *Investigating personality and vocational interest constructs and their relationships with Navy recruiter performance* (Institute Report #24). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Toquam, J. L., & Rosse, R. L. (1978). *Development and validation of an inventory battery to predict Navy and Marine Corps recruiter performance* (Institute Report #22). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Borman, K. M., & Rosse, R. L. (1976). *An empirical evaluation of the Needs Assessment Worksheet*. Final report submitted to the Minneapolis Public Schools.
- Borman, W. C., Hough, L. M., & Dunnette, M. D. (1976). *Development of behaviorally based rating scales for evaluating the performance of U.S. Navy recruiters* (Institute Report #6). (NPRDC TR-76-31). Navy Personnel Research and Development Center.
- Borman, W. C., Hough, L. M., & Dunnette, M. D. (1976). *Performance ratings: An investigation of reliability, accuracy, and relationships between individual differences and rater error* (Institute Report #7). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., & Rosse, R. L. (1976). *A study of female-male content differences on the Merrill Lynch account executive job* (Institute Report #9). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Toquam, J. L., & Rosse, R. L. (1976). *Dimensions of the Army recruiter and guidance counselor job* (Institute Report #10). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Dunnette, M. D., & Hough, L. M. (1975). *A study of the Merrill Lynch account executive job* (Institute Report #3). Minneapolis, MN: Personnel Decisions Research Institutes.
- Borman, W. C., Johnson, P. D., Motowidlo, S. J., & Dunnette, M. D. (1975). *Measuring motivation, morale and job satisfaction in Army careers*. Minneapolis, MN: Personnel Decisions Inc.
- Borman, W. C., & Dunnette, M. D. (1974). *Selection of components to comprise a Naval Personnel Status Index (NPSI) and a strategy for investigating their relative importance*. Minneapolis, MN: Personnel Decisions Inc.

Borman, W. C., Dunnette, M. D., & Johnson, P. D. (1974). *The development and evaluation of a behavior-based Naval officer performance assessment package*. Minneapolis, MN: Personnel Decisions Inc.

Hellervik, L. W., Borman, W. C., Douce, L., Dohm, T., Murton T., & Baunach, P. J. (1974). *A model assessment and classification system for men and women in correctional institutions*. Minneapolis, MN: Personnel Decisions Inc.

Motowidlo, S. J., Dowell, B. E., Hopp, M. A., Borman, W. C., Johnson, P. D., & Dunnette, M. D. (1974). *Motivation, satisfaction, and morale in Army careers: A review of theory and measurement*. Minneapolis, MN: Personnel Decisions Inc.

Borman, W. C. (1973). *First-line supervisor validation study*. Minneapolis, MN: Personnel Decisions Inc.

Borman, W. C. (1973). *Skilled trades validation study*. Minneapolis, MN: Personnel Decisions Inc.

**CONVENTIONS/
INVITED PAPERS**

Ramsay, S. P., Mathwich, J. R., Bedwell, W. L., Summers, J. K., & Borman, W. C., (2017, April). *Can video games reduce faking in selection assessments?* Presented at the 32nd Annual Conference of the Society for Industrial and Organizational Psychology, Orland, FL.

Watola, D. J., Raymer, S. D., Borman, W. C., Ilgen, D. R., Lindsay, D., Salas, E., & Zaccaro, S. J., (2016, May). *Panel Discussion: The Military and I-O Psychology: A Century Long Partnership*. Presented at the 31st Annual Conference of the Society for Industrial and Organizational Psychology, Anaheim, CA.

Borman, W. C., Kubisiak, U. C., Darr, W., & St-Pierre, L., (2013, October). *Development of the Canadian Forces computer adaptive rating scales*. Presented at the 55th International Military Testing Association Conference, Seoul, South Korea.

Borman, W. C. (2013, April). *Continuing saga of adaptive testing principles applied to performance and personality measurement*. Presentation for Gateway Industrial-Organizational Psychologists, St. Louis, MO.

Borman, W. C., St-Pierre, L., Houston, J., Schneider, R. J., & Kantrowitz, T. (2012, November). *Continuing saga of adaptive testing principles applied to performance and personality measurement*. Presented at the 54th International Military Testing Association Conference, Dubrovnik, Croatia.

- Borman, W. C. (2012, October). *Continuing saga of adaptive testing principles applied to performance and personality measurement*. Presentation for the Houston Association for Industrial/Organizational Psychology, Inc., Houston, TX.
- Horgen, K. E., Lentz, E. M., Borman, W. C., Lowe, S. E., Starkey, P. A., & Crutchfield, J. M. (2012, April). Applications of simulation technology for a highly skilled job. In M. S. Fetzner (Chair), *Current research in advanced assessment technologies*. Symposium conducted at the 27th Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Borman, W. C., Kantrowicz, T., Schneider, R. J., & Houston, J. (2011, November). *Computer adaptive personality scales: A military and civilian application*. Keynote presentation for the Minnesota Professionals for Psychology Applied to Work, Minneapolis, MN.
- Borman, W. C., St-Pierre, L., Darr, W., & Kubisiak, U.C. (2011, November). *Development of the Canadian Forces performance appraisal system*. Presented at Minnesota State University, Mankato, MN.
- Borman, W. C., Kantrowicz, T., Schneider, R. J., & Houston, J. (2011, October). *Computer adaptive personality scales: A military and civilian application*. Presented at the 53rd International Military Testing Association Conference, Bali, Indonesia.
- Borman, W. C., & Kantrowicz, T. (2011, October). *Computer adaptive personality scales: A military and civilian application*. Presented at the 36th International Congress on Assessment Center Methods, St. Petersburg, FL.
- Borman, W. C. (2010, October). *Development of the Canadian Forces performance appraisal system*. Presented at the Second Seminar on the Selection Standards and Development Strategies of Chinese Party and Government Leaders and State-owned Enterprise Leaders, Peking University, Beijing, China.
- Borman, W. C., & Kubisiak, U. C. (2010, September). *Development of the Canadian Forces performance appraisal system*. Presented at the 52nd International Military Testing Association Conference, Lucerne, Switzerland.
- Ispas, D., Ilie, A., Johnson, R. E., Iliescu, D., & Borman, W. C. (2010, April). *Participation in the development of performance appraisal systems: A quasi-experiment*. Poster presented at the 25th Annual Conference for the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Borman, W. C., Schneider, R. J., Houston, J., & Bearden, R. M. (2009, November). *The Navy computerized adaptive personality scales: Evidence for validity*. Presented at the 51st International Military Testing Association Conference, Tartu, Estonia.

- Kantrowicz, T., McLellan, R. A., Borman, W. C., Houston, J. S., & Schneider, R. J. (2009, April). Validation of computer adaptive personality scales for commercial use. In M. S. Fetzter (Chair), *Validity and utility of computer adaptive testing in personnel selection*. Symposium conducted at the 24th Annual Conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Dullaghan, T. R., & Borman, W. C. (2009, April). *Effects of warnings against faking on personality tests for selection*. Poster presented at the 24th Annual Conference for the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Borman, W. C. (2008, October). *Citizenship performance: Its nature, antecedents, and measurement*. Presented at the Management School, Huazhong University of Science and Technology, Wuhan, Hubei, China.
- Hedge, J. W., Borman, W. C., & Bourne, M. J. (2008, September). *Supporting strategic human resource management in the Navy METOC community through applied R&D*. Presented at the 50th International Military Testing Association Conference, Amsterdam, The Netherlands.
- Borman, W. C., Lentz, E., Schneider, R. J., Houston, J. S., Bearden, R. M., & Chen, H. T. (2008, June). Adaptive personality scales as predictors of job performance: Initial validation results. In M. S. Fetzter (Chair), *Computer adaptive testing (CAT) and personnel selection*. Presented at the 32nd Annual IPMAAC Conference on Personnel Assessment, Oakland, CA.
- Outtz, J., & Borman, W. C. (2008, April). Instilling science, practice and societal values in I/O training. In J. C. Scott (Chair), *Preparing for the future: A critical and constructive look at I/O education: Connecting education to practice*. Theme track conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Taylor, A., & Borman, W. C. (2008, April). *Validity of personality trait interactions for predicting managerial job performance*. Poster presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Brantley, L., Borman, W. C., & Hanson, M. A. (2008, April). *Progress toward understanding the structure and determinants of job performance*. Poster presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.

- Borman, W. C., Lentz, E., Schneider, R. J., Houston, J. S., Bearden, R. M., & Chen, H. T. (2008, April). Adaptive personality scales as predictors of job performance: Initial validation results. In M. S. Fetzter (Chair), *Computer adaptive testing (CAT) and personnel selection*. Symposium conducted at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Kessler, S., O'Brien, K., Spector, P. E., Bandelli, A. C., Borman, W. C., Nelson, C. E., & Penney, L. M. (2008, April). *Is Machiavellianism inherently bad? A reexamination of previously held views*. Poster presented at the 23rd Annual Conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Borman, W. C., Lentz, E., Schneider, R. J., Houston, J., & Bearden, R. M. (2007, October). *Adaptive personality scales: Initial validation results*. Presented at the 49th International Military Testing Association Conference, Surfers Paradise, Queensland, Australia.
- Borman, W. C. (2007, May). *Citizenship performance and its importance for organizational effectiveness*. Presented at the 43rd International Applied Military Psychology Symposium, Bishkek, Kyrgyzstan.
- Hedge, J. W., Barnes-Farrell, J., & Borman, W. C. (2007, April). *Are we ready? Strategic human resource management and the maturing workforce*. Workshop presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Dorio, J. M., Borman, W. C., & Fritzsche, B. A. (2007, April). Gender-role stereotypes, racial stereotypes, and the sex-typing of jobs: The influence on performance evaluations/360-degree feedback. In D. S. Gattton (Chair), *Living up to expectations: Gender stereotyping and work*. Symposium conducted at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Bandelli, A. C., Dorio, J. M., Schmidt, G., & Borman, W. C. (2007, April). *Development and validation of the emotional competency situational judgment test*. Poster presented at the 22nd Annual Conference of the Society for Industrial and Organizational Psychology, New York, NY.
- Borman, W. C., (2007, February). *The contribution of citizenship performance to organizational effectiveness*. Paper presented at the meeting of Metropolitan New York Association for Applied Psychology (Metro), New York, NY.
- Borman, W. C., Hedge, J. W., Bourne, M. J., Kubisiak, U. C., & Bruskiwicz, K. T. (2006, October). *Development of new Navy rating scales and procedures*. Presented at the 48th International Military Testing Association Conference, Kingston, Ontario, Canada.

- Borman, W. C., Hedge, J. W., Bourne, M. J., & Kubisiak, U. C. (2006, May). *Promoting enlisted in the U.S. Navy: The 5-vector model*. Presented at the 42nd International Applied Military Psychology Symposium, Berlin, Germany.
- Chan, D., Borman, W. C., Lievens, F., McDaniel, M., Ployhart, R., & Schmitt, N. (2006, May). *Situational judgment tests: Construct validity and directions for future research*. Panel discussion at the 21st Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Borman, W. C., (2006, February). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation to the 27th Annual Industrial Organizational/Organizational Behavior Graduate Student Conference, Fairfax, VA.
- Borman, W. C., (2005, November). *Citizenship performance: Its nature, antecedents, and measurement*. Invited keynote address to the 47th International Military Testing Association Conference, Singapore.
- Borman, W. C., Houston, J. S., Schneider, R. J., & Ferstl, K. L. (2005, November). *Adaptive personality scales: The concept and initial validation results*. Presented at the 47th International Military Testing Association Conference, Singapore.
- Borman, W. C. (2005, November). *Situational judgment test workshop*. Pre-conference workshop presented at the 47th International Military Testing Association Conference, Singapore.
- Borman, W. C. (2005, June). *Citizenship performance: Its nature, antecedents, and measurement*. Invited keynote address to the 8th Annual Conference, Society for Industrial and Organizational Psychology of South Africa, Pretoria, South Africa.
- Borman, W. C. (2005, June). *Situational judgment tests - development, validity, scoring strategies, and practical application*. Workshop presented at the 8th Annual Conference, Society for Industrial and Organizational Psychology of South Africa, Pretoria, South Africa.
- Borman, W. C., Houston, J. S., Schneider, R. J., Ferstl, K. L., Bearden, R. M., & Farmer, W. L. (2005, May). *Adaptive personality scales: Initial validation results*. Presented at the 41st International Applied Military Psychology Symposium, Washington, DC.
- Pace, V. L., Xu, X., Penney, L. M., Borman, W. C., & Bearden, R. M. (2005, April). Using warnings to discourage personality test faking: An empirical study. In J. A. Weiner (Chair), *Moving from laboratory to field: Investigating situation in faking research*. Symposium conducted at the annual meeting of the Society of Industrial and Organizational Psychology, Los Angeles, CA.

- Borman, W. C., White, L. A., Young, M. C., Kubisiak, U. C., Horgen, K. E., Penney, L. M., Lee, V. B., & Connell, P. W. (2004, November). *U.S. Army recruiter selection research: Development of the Noncommissioned Officer Leadership Skills Inventory (NLSI)*. Paper presented at the 46th Annual Conference of the International Military Testing Association, Brussels, Belgium.
- Borman, W. C. (2004, June). *Citizenship performance: Its nature, antecedents, and measurement*. Invited keynote address to 28th Annual International Personnel Management Association Conference, Seattle, WA.
- Borman, W. C. (2004, June). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation at the Army Research Psychology Professional Postgraduate Short Course Program, Fort Detrick, Maryland.
- Borman, W. C., Houston, J. S., Schneider, R. J., Ferstl, K. L., Farmer W. L., & Bearden, R. M. (2004, May). *A personality testing program in the U.S. Navy*. Presented at the 40th International Applied Military Psychology Symposium, Oslo, Norway.
- Borman, W. C. (2004, April). *Citizenship performance: Its nature, antecedents, and measurement*. Invited Distinguished Scientific Contributions Award Presentation at the 19th Annual Conference, Society for Industrial and Organizational Psychology, Chicago, IL.
- Bruskiewicz, K. T., Hedge, J. W., Borman, W. C., & Bourne, M. (2004, April). *Developing a promotion algorithm for Navy enlisted advancement*. Poster presented at the 19th Annual Conference, Society for Industrial and Organizational Psychology, Chicago, IL.
- Borman, W. C., White, L. A., Bowles, S. V., Horgen, K. E., Kubisiak, U. C., Penney, L. M. (2003, November). *Update on recruiting research in the U.S. Army*. Paper presented at the 45th Annual Conference of the International Military Testing Association, Pensacola, Florida.
- Borman, W. C. (2003, October). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation to the School of Business, Texas A & M University, College Station, TX.
- Borman, W. C. (2003, September). *Citizenship performance and organizational effectiveness*. Invited presentation to the Houston Area I/O Psychology Group, Houston, TX.
- Borman, W. C. (2003, July). *Citizenship performance: Its nature, antecedents, and measurement*. Paper presented at the VIII European Congress of Psychology, Vienna, Austria.
- Borman, W. C. (2003, July). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation to the Institute of Psychology, Erasmus University, Rotterdam, The Netherlands.

- Borman, W. C., Penney, L. M., & Bearden, R. M. (2003, June). *Update on U.S. Navy recruiter selection research*. Paper presented at the 39th International Association of Applied Military Psychology, Brussels, Belgium.
- Borman, W. C. (2003, June). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation at the Annual Conference of the American Psychological Society, Atlanta, GA .
- Borman, W. C., & Motowidlo, S. J. (2003, April). *Contextual performance and its importance for organizational effectiveness*. Tutorial presented at the 18th Annual Conference, Society for Industrial and Organizational Psychology, Orlando, FL.
- Borman, W. C., Hedge, J. W., Bourne, M. J., Schwerin, M. J., & Kubisiak, U. C. (2002, October). *Development of new Navy performance appraisal and counseling tools*. Paper presented at the 44th Annual Conference of the International Military Testing Association, Ottawa, Canada.
- Drenth, D. J., & Borman, W. C. (2002, April). *Diversity and recruitment: A policy-capturing approach*. Paper presented at the 17th Annual Convention of the American Psychological Association. Toronto, Canada.
- Horgen, K. E., Penney, L. M., Birkeland, S. A., Kubisiak, U. C., & Borman, W. C. (2001, August). *Development of an Army recruiter situational judgment test*. Paper presented at the 109th Annual Convention of the American Psychological Association. San Francisco, CA.
- White, L. A., Borman, W. C., & Bowles, S. (2001, August). *New tools for selecting high potential Army recruiters*. Paper presented at the 109th Annual Convention of the American Psychological Association. San Francisco, CA.
- Borman, W. C. (2001, June). *Citizenship performance: Its nature, antecedents, and measurement*. Invited address to the New York Personnel Testing Council, New York City.
- Birkeland, S. A., Borman, W. C., & Brannick, M. T. (2001, April). *Using judgment analysis to investigate assessment center ratings*. Poster presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Borman, W. C., Schneider, R. J., Goff, M., Buck, D. E., Hanson, M. A., & Motowidlo, S. J. (2001, April). *Computerized Adaptive Rating Scales II: Scale development for management jobs*. Paper presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.

- Kubisiak, U. C., & Borman, W. C. (2001, April). *Evaluating supervisors' personal work constructs: Are they idiosyncratic or consistent?* Poster presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Horgen, K. E., Borman, W. C., & Hanson, M. A. (2001, April). *Predictive validity of task and contextual performance.* Paper presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Borman, W. C., Penney, L. M., Horgen, K. E., Birkeland, S. A., Hedge J. W., Bowles, S., & Held, J. D. (2001, April). *Recruiting research in the U.S. Army and Navy.* Invited paper presented at the International Workshop on Military Recruitment and Retention in the 21st Century, The Hague, NL.
- Borman, W. C. (2000, November). *Citizenship performance and its effect on organizational effectiveness.* Invited keynote address to the Personnel Testing Council of Southern California, Long Beach, CA.
- Wisher, R. A., Curnow, C. K., Borman, W. C., & Chase, S. L. (2000, October). *The effects of distance learning on job performance.* American Educational Research Association Conference, Chicago, IL.
- Borman, W. C. (2000, September). *Contextual performance: Its nature, antecedents, and measurement.* Invited presentation to the University of Akron Psychology Department, Akron, OH.
- Borman, W. C. (2000, August). *Citizenship performance and organizational effectiveness.* Invited presentation to Cooperative Personnel Services Conference, Sacramento, CA.
- Morrison, J. D., Ejiogu, K. C., Rose, M., & Borman, W. C. (2000, April). *Getting closer to the constructs: Further evaluation of the Borman and Brush managerial performance taxonomy.* Paper presented at the 15th Annual Conference, Society for Industrial and Organizational Psychology, New Orleans, LA.
- Borman, W. C. (2000, April). *A retrospective on SIOP's Frontiers Series: the Schmitt and Borman volume on personnel selection.* Paper presented at the 15th Annual Conference, Society for Industrial and Organizational Psychology, New Orleans, LA.
- Borman, W. C. (2000, March). *Citizenship performance and its importance for organizational effectiveness.* Invited keynote address to the Northern California Personnel Testing Council.
- Borman, W. C., & Motowidlo, S. J. (1999, June). *Evolution of the "citizenship performance" construct and subsequent research.* Paper presented at the Annual Conference of the American Psychological Society, Denver, CO.

- Borman, W. C. (1999, June). *Citizenship performance and its importance for organizational effectiveness*. Invited address to the 23rd Annual International Personnel Management Association Conference, St. Petersburg, FL.
- Borman, W. C. (1999, June). *Citizenship performance and its importance for organizational effectiveness*. Invited Keynote Address to 3rd Annual Australian Industrial and Organizational Psychology Conference, Brisbane, Australia.
- Borman, W. C. (1999, June). *Developing and using situational judgment tests*. Workshop presented at 3rd Annual Australian Industrial and Organizational Psychology Conference, Brisbane, Australia.
- Borman, W. C. (1999, May). *Developing and using situational judgment tests*. Invited address at Beijing Normal University, Beijing, China.
- Borman, W. C. (1999, May). *Contextual performance: Its nature, antecedents, and measurement*. Invited presentation to the American Psychological Association/University of Tulsa Conference on Applications of Personality Theory in Industrial/Organizational Psychology, Tulsa, OK.
- Borman, W. C. (1999, May). *Citizenship performance: Its nature, antecedents, and measurement*. Invited address at Beijing Normal University, Beijing, China.
- Buck, D., Borman, W. C., & Hanson, M. A. (1999, April). *Computerized adaptive rating scales (CARS): A format comparison study*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, Atlanta, GA.
- Hogan, J., & Borman, W. C. (1999, April). *How and why contextual performance contributes to managerial performance*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, Atlanta, GA.
- Borman, W. C., Hedge, J. W., Hanson, M. A., Bruskiwicz, K. T., Mogilka, H., Manning, C., Bunch, L. B., & Horgen, K. (1999, April). *Development and construct validation of air traffic controller criterion measures*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, Atlanta, GA.
- Hanson, M. A., Horgen, K. E., & Borman, W. C. (1998, October). *Situational judgment tests*. Paper presented at the 40th Annual Conference of the International Military Testing Association, Pensacola, FL.

- Hanson, M. A., Borman, W. C., Hedge, J. W., Bruskiwicz, K. T., Mogilka, H., Manning C., Bunch, L. B., & Horgen, K. (1998, May). *Development and construct validation of air traffic controller criterion measures*. Paper presented at the 69th Annual Conference of the Aerospace Medical Association, Seattle, WA.
- Borman, W. C. (1998, April). *Citizenship performance: Its nature, antecedents, and measurement*. Invited presentation to Houston I/O Psychology Group, Houston, TX.
- Borman, W. C., Hanson, M. A., Motowidlo, S. J., Drasgow, F., Foster, L. L., & Kubisiak, U. C. (1998, April). *Computerized adaptive rating scales that measure citizenship performance*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, Dallas, TX.
- Hanson, M. A., Kubisiak, U. C., & Borman, W. C., (1998, April). *Understanding the underlying structure of work activities and worker ability requirements*. Poster presented at the Annual Conference, Society for Industrial and Organizational Psychology, Dallas, TX.
- Hanson, M. A., Horgen, K., & Borman, W. C., (1998, April). *Situational judgment tests as measures of knowledge/expertise*. Paper presented at the 13th Annual Conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Kubisiak, U. C., Hanson, M. A., & Borman, W. C., (1998, April). *Job clustering using the O*NET*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, Dallas, TX.
- Borman, W. C. (1998, March). *Citizenship performance: Its nature, antecedents, and measurement*. Invited Keynote address to I/O-O/B Graduate Student Conference, California School of Professional Psychology, San Diego, CA.
- Borman, W. C. (1998, March). *Citizenship performance: Its nature, antecedents, and measurement*. Invited address to faculty and students at Colorado State University, Ft. Collins, CO.
- Borman, W. C., Hanson, M. A., Hedge, J. W., & Logan, K. K. (1997, April). *Computerized adaptive rating scales for measuring contextual performance*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, St. Louis, MO.
- Hedge, J. W., Hanson, M. A., Borman, W. C., Bruskiwicz, K. T., Logan, K. K., & Siem, F. R. (1997, April). *Predicting pilot performance using a situational judgment test methodology*. Paper presented at the Annual Conference, Society for Industrial and Organizational Psychology, St. Louis, MO.

- Borman, W. C. (1997, March). *Contextual performance*. Invited address to the Psychology Department, Pennsylvania State University, University Park, PA.
- Hedge, J. W., Borman, W. C., & Hanson, M. A. (1996, November). *Videotaped crew resource management scenarios for selection and training applications*. Presented at the 38th Annual Conference of the International Military Testing Association, San Antonio, TX.
- Hanson, M. A., Hedge, J. W., Logan, K. K., Bruskiwicz, K. T., Borman, W. C., & Siem, F. M. (1996, November). *Development of a computerized pilot selection test*. Presented at the 38th Annual Conference of the International Military Testing Association, San Antonio, TX.
- Borman, W. C., Hanson, M. A., Hedge, J. W., & Logan, K. K. (1996, November). *Computerized adaptive rating scales: A new approach to generating performance information*. Presented at the 38th Annual Conference of the International Military Testing Association, San Antonio, TX.
- Borman, W. C. (1996, September). *Prosocial behavior in organizations: The meaning for personnel selection research and practice*. Invited paper at Gateway Industrial and Organizational Psychology Conference, St. Louis, MO.
- Borman, W. C. (1996, July). *Models of job performance: The meaning for personnel selection research*. Invited address at the 9th Annual Convention of the American Psychological Society, San Francisco, CA.
- DuBois, D. A., Shalin, V., Levi, K. R., & Borman, W. C. (1996, July). *Cognitively-oriented task analysis: A description and evaluation*. Paper presented at the 9th Annual Convention of the American Psychological Society, San Francisco, CA.
- Borman, W. C. (1996, May). *Using a situational judgment test to predict aircrew resource management performance*. Paper presented at the Administrative Sciences Program Distinguished Lecture Series, George Washington University, Washington, DC.
- Bruskiwicz, K. T., Hedge, J. W., Hanson, M. A., Logan, K. K., Borman, W. C., & Siem, F. M. (1996, April). *Predicting crew resource management (CRM) aspects of aircraft commander performance using a situational judgment test*. Paper presented at the 15th Biennial Applied Behavioral Sciences Symposium, Colorado Springs, CO.
- Logan, K. K., Hanson, M. A., Hedge, J. W., Bruskiwicz, K. T., Borman, W. C., and Siem, F. M. (1996, April). *Application of the critical incident technique to enhance crew resource management training*. Paper presented at the 15th Biennial Applied Behavioral Sciences Symposium, Colorado Springs, CO.

- Motowidlo, S. J., & Borman, W. C. (1996, April). *Managing contextual performance*. Workshop presented at the Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Borman, W. C., & Jeanneret, P. R. (1996, April). *Analysis of occupational performance requirements: More progress toward knowing the structure of work*. Symposium presented at the Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Hanson, M. A., Hedge, J. W., Logan, K. K., Bruskiwicz, K. T., Borman, W. C., and Siem, F. M. (1996, April). *Identification of team-level performance dimensions with military aircrews*. Poster presented at the Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.
- Borman, W. C., Hedge, J. W., and Hanson, M. A. (1995, October). *Development and evaluation of a situational judgment test methodology*. Invited paper presented at the 1995 International Assessment Conference, Dallas, TX.
- Borman, W. C. (1995, October). *Toward a "two-factor" theory of performance*. Invited address presented at Personnel Testing Council, Los Angeles, CA.
- Borman, W. C. and Motowidlo, S. J. (1995, July). *Contextual performance: An update*. Invited paper presented at Personnel Testing Council of Metropolitan Washington Annual Workshops Program, Washington, DC.
- Borman, W. C. (1995, June). *Toward a two-factor theory of job performance: Implications for personnel selection research and practice*. Invited paper presented at Personnel Testing Council of the Greater Chicago Area, Chicago, IL.
- Borman, W. C. (1995, May). *More evidence about the impact of contextual performance on organizations*. Invited paper presented at the Doctoral Consortium, Society for Industrial and Organizational Psychology, Orlando, FL.
- Borman, W. C. (1995, May). *The practice of I/O psychology: What are we doing and how well are we doing it?* Presidential address to the Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.
- Borman, W. C., Ackerman, L. D., Kubisiak, U. C., Quigley, A. M., Gaines, W., and Stroupe, J. (1995, May). *A naturalistic view of how supervisors define job performance*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.

- Hanson, M. A., & Borman, W. C. (1995, May). *Construct validation of a measure of supervisory job knowledge*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference, Orlando, FL.
- Hedge, J. W., Hanson, M. A., Siem, F. M., Bruskiwicz, K. T., Borman, W. C., & Logan, K. K. (1994, December). *Development and validation of a crew resource management situational judgment test for Air Force transport pilots*.
- Hanson, M. A., Hedge, J. W., Logan, K. K., Bruskiwicz, K. T., Borman, W. C., & Siem, F. M. (1994, December). *Application of the critical incident technique to enhance crew resource management training*.
- Borman, W. C. (1994, August). *A person-perception view of performance ratings: Factors and cues affecting evaluations*. Invited paper presented at 102nd Annual Convention of the American Psychological Association, Los Angeles.
- White, L. A., Rumsey, M. G., Matyuf, M. M., Borman, W. C. (1994, August). *Relationships between soldiers' performance during peacetime and in combat*. Paper presented at 102nd Annual Convention of the American Psychological Association, Los Angeles, CA.
- Borman, W. C. (1994, June). *Beyond "hard" technical proficiency criteria in selection research: The case for contextual performance*. Invited address at the Conference of the International Personnel Management Association's Assessment Council, Charleston, SC.
- Borman, W. C. (1994, June). *Human resources practices in the U.S.* Invited address to the Enterprise & Personnel-Intitut D'Etudes et De Development, Paris, France.
- Borman, W. C., White, L. A., & Dorsey, D. W. (1994, April). *The effects of rater interpersonal factors on supervisor and peer job performance ratings*. Paper presented at the 9th Annual Convention of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Motowidlo, S. J., & Borman, W. C. (1994, April). *A model of trait and situational sources of performance variability*. Paper presented at the 9th Annual Convention of the Society for Industrial and Organizational Psychology, Nashville, TN.
- DuBois, D. A., Shlin, V., Levi, K., & Borman, W. C. (1994, April). *Job knowledge test design: A cognitively-oriented approach*. Paper presented at the 9th Annual Convention of the Society for Industrial and Organizational Psychology, Nashville, TN.
- Borman, W. C. (1993, December). *More models of job performance ratings: What are the factors/cues raters are using to make performance judgments?* Invited address to the Metropolitan New York Association for Applied Psychology, New York City, NY.

- Borman, W. C., Hedge, J. W., & Hanson, M. A., & Nelson, L. (1993, May). *Addressing the problem of heterogeneity in job performance measurement*. Paper presented at the 8th Annual Convention of the Society of Industrial/Organizational Psychology, San Francisco, CA.
- Borman, W. C., & Motowidlo, S. J. (1993, May). *Personality predicting job performance? It depends on the criterion*. Paper presented at the 8th Annual Convention of the Society of Industrial/Organizational Psychology, San Francisco, CA.
- Hedge, J. W., Carter, G. W., Borman, W. C., Monzon, R. I., & Foley, P. P. (1993, May). *An evaluation of ASVAB classification composites*. Paper presented at the 8th Annual Convention of the Society of Industrial/Organizational Psychology, San Francisco, CA.
- Borman, W. C., Pulakos, E. D., & Oppler, S. H. (1992, April). *Models evaluating the effects of rater characteristics on peer job performance ratings*. Paper presented at the 7th Annual Convention of the Society of Industrial/Organizational Psychology, Montreal, Quebec, Canada.
- Oppler, S. H., Borman, W. C., & Pulakos, E. D. (1992, April). *Comparing the influences of ratee characteristics on peer and supervisor ratings*. Paper presented at the 7th Annual Convention of the Society of Industrial/Organizational Psychology, Montreal, Quebec, Canada.
- Borman, W.C. (1992, February). *Beyond "hard" technical proficiency criteria for personnel research*. Invited keynote address to the Personnel Testing Council - South Florida, West Palm Beach, FL.
- Borman, W. C. (1991, August). *Recent advances in performance appraisal research and practice*. Invited presentation to the Academy of Management Graduate Student and New Faculty Consortium, Miami, FL.
- Borman, W. C., Hanson, M. A., Oppler, S. H., Pulakos, E. D., & White, L. A. (1991, April). *The role of early supervisory experience in supervisor performance*. Paper presented at the 6th Annual Convention of the Society of Industrial/Organizational Psychology, St. Louis, MO.
- Borman, W. C., White, L. A., Pulakos, E. D., & Oppler, S. H. (1991, April). *Models of supervisor job performance ratings*. Paper presented at the 6th Annual Convention of the Society of Industrial/Organizational Psychology, St. Louis, MO.
- Borman, W. C., Owens-Kurtz, C. K., & Russell, T. L. (1990, November). *Development and implementation of a structured interview program for NROTC selection*. Paper presented at the 32nd Annual Convention of the Military Testing Association, Pensacola, FL.

- Hanson, M. A., Paullin, C., & Borman, W. C. (1990, November). *Development of an experimental biodata/temperament inventory for NROTC selection*. Paper presented at the 32nd Annual Convention of the Military Testing Association, Pensacola, FL.
- Borman, W. C. (1989, August). *Trends in research on performance assessment*. Invited keynote address to the Academy of Management Graduate Student and New Faculty Consortium.
- Hanson, M. A., & Borman, W. C. (1989, April). Development and construct validation of a situational judgment test as a job performance measure for first line supervisors. In W. C. Borman (Chair), *Evaluating "practical IQ": Measurement issues and applications in personnel selection and performance assessment*. Symposium presented at the 4th Annual Convention of the Society of Industrial/Organizational Psychology, Boston, MA.
- Borman, W. C. (1988, October). *Results of a study exploring the knowledge requirements of HR generalist and specialist positions*. Invited paper presented to the Personnel Accreditation Institute, Alexandria, VA.
- Borman, W. C., & Hallam, G. L. (1988, August). *Exploring relationships between individual differences and observation accuracy in rating Air Force jet engine mechanic performance*. Paper presented at the 96th Annual American Psychological Association Convention, Atlanta, GA.
- Pulakos, E. D., Hanson, M. A., Borman, W. C., Hallam, G., Carter, G. W., & Owens-Kurtz, C. K. (1987, August). *Developing behavioral rating scales to evaluate second tour performance in the Army*. Paper presented at the 95th Annual American Psychological Association Convention, New York, NY.
- Borman, W. C. (1987, April). *Folk theories of work performance: Applications of Personal Construct Theory to development of performance categories*. Invited paper presented to the Psychology Department, Purdue University.
- Campbell, C. H., Ford, P., Rumsey, M. G., Pulakos, E. D., Borman, W. C., Felker, D. B., de Vera, M. V., & Riegelhaupt, B. J. (1987, April). *Development of Project A job performance measures*. Paper presented at the 2nd Annual Convention of the Society of Industrial/Organizational Psychology, Atlanta, GA.
- Pulakos, E. D., White, L. A., & Borman, W. C. (1987, April). *An examination of race and sex effects on performance ratings*. Paper presented at the 2nd Annual Conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Olson, D. M., & Borman, W. C. (1986, October). *Influence of environment, ability, and temperament on performance in Army MOS*. Paper presented at the 28th Annual Convention of the Military Testing Association, Mystic, CT.

- Borman, W. C. (1986, August). *Performance criterion measurement: What are the different methods measuring?* Invited paper presented at the U.S. Air Force Human Resources Laboratory, San Antonio, TX.
- Borman, W. C., Pulakos, E. D., & Motowidlo, S. J. (1986, August). *Toward a general model of soldier effectiveness: Focusing on the common elements of performance.* Paper presented at the 94th Annual American Psychological Association Convention, Washington, DC.
- Olson, D. M., Borman, W. C., & Motowidlo, S. J. (1986, August). Individual differences and environmental determinants of Army performance criteria. In M. G. Rumsey (Chair), *Individual differences, work environment, and performance in military jobs*. Symposium presented at the 94th Annual American Psychological Association Convention, Washington, DC.
- White, L. A., Borman, W. C., Hough, L. M., & Hoffman, R. G. (1986, August). A path analytic model of job performance ratings. In H. R. Hirsh (Chair), *Casual models of job performance*. Symposium presented at the 94th Annual American Psychological Association Convention, Washington, DC.
- Borman, W. C. (1986, July). *Measuring soldier performance in the U.S. Army.* Invited paper presented to the Canadian Forces Personnel Applied Research Unit, Toronto, Ontario, Canada.
- Borman, W. C. (1986, May). *Personal factors raters use in making performance appraisals.* Invited paper presented to the Institute of Management and Labor Relations, State University of New Jersey, Rutgers.
- Borman, W. C. (1986, February). *Performance measurement in the U.S. Army: Description of a research program and initial results.* Invited paper presented to the Chicago Area Industrial/Organizational Psychology Group.
- Borman, W. C. (1986, January). *Results of criterion development work in the Project A research program.* Invited paper presented to the Psychology Department, Bowling Green State University.
- Olson, D. M., & Borman, W. C. (1985, October). *Examination of environmental determinants of Army performance criteria.* Paper presented at the 27th Annual Convention of the Military Testing Association.
- Borman, W. C. (1985, August). Personal constructs and "folk theories" of subordinate performance: Cognitive psychology contributions to performance rating research. Presentation as part of the American Psychological Association Convention Division 14 Workshop, Borman, W. C. and Kane, J. S., *Performance measurement and appraisal: Some theoretical considerations and their implications for practice.*

- Borman, W. C., White, L. A., Gast, I. F., & Pulakos, E. D. (1985). *Performance criteria: What is being measured?* Paper presented at the 93rd Annual American Psychological Association Convention, Los Angeles, CA.
- Borman, W. C., White, L. A., Gast, I., & Rosse, R. (1984, August). *Factors affecting job performance ratings of first-term Army enlisted.* Paper presented at the 92nd Annual American Psychological Association Convention, Toronto, Ontario, Canada.
- Olson, D. M., Borman, W. C., Roberson, L., & Rose, S. R. (1984, August). *Relationships between scales on an Army work environment questionnaire and measures of performance.* Paper presented at the 92nd Annual American Psychological Association Convention, Toronto, Ontario, Canada.
- Rosse, R. L., Borman, W. C., Campbell, C., & Osborn, W. C. (1983, October). *Grouping Army occupational specialties by judged similarity.* Paper presented at the 25th Annual Military Testing Association Convention.
- Borman, W. C., Motowidlo, S. J., & Hanser, L. M. (1983, August). A model of individual performance effectiveness: Thoughts about expanding the criterion space. Paper presented as part of symposium, *Integrated Criterion Measurement for Large Scale Computerized Selection and Classification*, the 91st Annual American Psychological Association Convention, Anaheim, CA.
- Borman, W. C., Rosse, R. L., & Abrahams, N. M. (1983, August). *An empirical construct validity strategy applied to the prediction of Navy officer recruiter performance.* Paper presented at the 91st Annual American Psychological Association Convention, Anaheim, CA.
- Borman, W. C. (1982). *An assessment center for Army recruiter selection: Additional applications and validity results.* Invited colloquium to the Department of Psychology, The Pennsylvania State University, State College.
- Borman, W. C., Eaton, N. K., Bryan, J. D., & Rosse, R. L. (1982, August). *Validity of Army recruiter assessment: Does the assessor make a difference?* Paper presented at the 90th Annual American Psychological Association Convention, Washington, DC.
- Borman, W. C., Abrahams, N. M., & Rosse, R. L. (1981, August). *Investigating the impact of "environmental factors" on Navy recruiter productivity.* Paper presented at the 89th Annual American Psychological Association Convention, Los Angeles, CA.
- Borman, W. C. (1980, September). *Further inquiries into the nature of halo in ratings.* Paper presented at the 88th Annual American Psychological Association Convention.

- Borman, W. C., & Feuer, D. L. (1980, May). *Exploring motivation and job satisfaction constructs in the U.S. military*. Paper presented at the Midwestern Psychological Association Convention.
- Borman, W. C. (1980, April). *Performance judgments: The quest for accuracy in ratings of performance effectiveness*. Invited paper at the First Annual Scientist-Practitioner Conference, Old Dominion University, Norfolk, VA.
- Borman, W. C. (1980, March). *Accuracy in performance appraisals: How can we improve on the state of the art?* Invited symposium presentation, Western Kentucky University.
- Borman, W. C. (1980, March). *An assessment center approach for selecting Army recruiters*. Invited paper at the Conference on Assessment Methodology in the Military, Virginia Beach, VA.
- Borman, W. C., Rosse, R. L., Abrahams, N. M., & Toquam, J. L. (1979, October). *Studying individual differences-job performance links in military recruiter performance: A construct validity approach*. Paper presented at the 21st Annual Convention for the Military Testing Association, San Diego, CA.
- Borman, W. C., Rosse, R. L., Abrahams, N. M., & Toquam, J. L. (1979, September). *Investigating relationships between individual differences constructs and military recruiter performance*. Paper presented at the 87th Annual American Psychological Association Convention, New York, NY.
- Fischl, M. A., Borman, W. C., & Roach, J. P. (1979, September). *Development of assessment center methods for Army recruiter selection*. Paper presented at the 87th Annual American Psychological Association Convention, New York, NY.
- Borman, W. C. (1979, August). *Research ratings: The quest for accurate portrayals of rater effectiveness*. Presentation as part of the American Psychological Association Division 14 Workshop, Tornow, W. W., & Borman, W. C., *Research in performance appraisal: An emphasis on applications to personnel management*.
- Borman, W. C. (1979, April). *Reflections on personnel selection research: Comments by an Annual Review author*. Invited address to the New York Metropolitan Psychologists.
- Borman, W. C. (1979, March). *Performance ratings: Comments on the "state-of-the-art"*. Invited paper presented to the U.S. Air Force Human Resources Laboratory.
- Borman, W. C., & Abrahams, N. M. (1978, August). *Measuring and predicting military recruiter performance*. Paper presented at the 86th Annual American Psychological Association Convention, Toronto, Ontario, Canada.

Borman, W. C., & Rosse, R. L. (1978, August). *Format and training effects on rating accuracy and rater errors*. Paper presented at the 86th Annual American Psychological Association Convention, Toronto, Ontario, Canada.

Lawton, G. W., & Borman, W. C. (1978, April). *Constructing stimuli with known true scores for determining validity of rating scales*. Paper presented at the Psychology in Department of Defense Symposium.

Borman, W. C. (1977, September). *Some raters are simply better than others at evaluating performance: Individual differences correlates of rating accuracy using behavior scales*. Paper presented at the 85th Annual American Psychological Association Convention, San Francisco, CA.

Borman, W. C., & Abrahams, N. M. (1976, September). *Developing behaviorally-based performance scales for Navy recruiters*. Paper presented at the 84th Annual American Psychological Association Convention, Washington, DC.

Hollenbeck, G. P., & Borman, W. C. (1976, September). *Two analyses in search of a job--The implications of different job analysis approaches*. Paper presented at the 84th Annual American Psychological Association Convention, Washington, DC.

Borman, W. C. (1975, September). *The development of measures of morale*. Paper presented at the 83rd Annual American Psychological Association Convention, Chicago, IL.

**RESEARCH
PROJECTS
DIRECTED AS
PRINCIPAL
INVESTIGATOR**

ACT (\$100,000)

"Development of a Situational Judgment Test for Predicting Student Interpersonal Skills" May-Sept 2015 (Borman, W. C., Principal Investigator unless otherwise noted.)

U.S. Army Research Institute (\$399,000)

"Developing Fake-Resistant Methodologies to Assess Temperament" January 2013-July 2015.

Canadian Forces (\$622,724 (Canadian))

"Canadian Forces Performance Appraisal System (CFPAS)" June 2010-Jan 2015

U.S. Army Research Institute (\$283,980)

"Validation of Warrior Attributes Inventory-Revised (WAI-R)" May 2010-May 2011

U.S. Army Research Institute (\$139,635)

"TAPAS for MOS Qualification" April 2010-April 2011

Navy Personnel Research, Studies and Technology (Battelle prime;
\$199,766)
"Development of Computer Adaptive Tests for the Measurement of
Navy Behavioral Competencies" May 2009-November 2009

U.S. Air Force Personnel Center (\$148,995)
"Officer Competencies/Skills Survey" September 2008-September
2009

Navy Personnel Research, Studies and Technology (Battelle prime;
\$86,128)
"Analysis and Addition of Three New Trait Scales to United States
Navy NCAPS Software" September 2008-December 2008

U.S. Army Research Institute (\$548,908)
"Conduct, Evaluate and Report Officer Transition Survey" August
2008-November 2009

Navy Personnel Research, Studies and Technology (Battelle prime;
\$98,343)
"An Analysis of Qualitative Information from Non-Cognitive
Predictors of Job Performance" August 2008-April 2009

Navy Personnel Research, Studies and Technology (Battelle prime;
\$102,186)
"A Method for the Modification of the O-NET for Navy Military Jobs"
June 2008-January 2009

Center for Army Leadership (ICF International prime; \$314,685)
"Core Leader Competency Measures" September 2007-September 2009

U.S. Air Force Personnel Center (\$76,672)
"Air Force Officer Qualifying Test (AFOQT) Trend Analysis"
September 2007-June 2008

Navy Personnel Research, Studies and Technology (\$41,771)
"Analyzing a SEAL Selection Test Battery" June 2007-September 2007

Navy Personnel Research, Studies and Technology (\$124,149)
"Measuring and Utilizing Non-Cognitive Attributes in Support of
Navy Selection and Classification: Navy Computer Adaptive
Personality Scales (NCAPS)" April 2007-November 2008

Navy Personnel Research, Studies and Technology (\$139,958)
"Predicting Applicant Success in the U.S. Navy using Screening
Technology" December 2006-December 2007

Federal Aviation Administration (American Institutes for Research prime;
\$403,773)
"Concurrent, Criterion-related Validation Study of AT-SAT for Tower
Cab Positions" October 2006-September 2009

- U.S. Army Research Institute (\$1,809,842)
"Understanding and Managing the Career Continuance of Enlisted Soldiers" March 2006-October 2009
- U.S. Army Research Institute (\$2,199,959)
"Strategies to Enhance Officer Retention" March 2006- October 2009.
- U.S. Navy Personnel Command (\$145,693)
"Navy SEAL Selection Screening Instrument Development"
April 2005-May 2006
- U.S. Navy Personnel Command (\$578,140)
"U.S. Navy Human Capital Performance Management Strategy"
March 2005-July 2006
- U.S. Army Research Institute (\$168,504)
"Review of Interventions for Reducing Enlisted Attrition in the U.S. Military" March 2005-September 2005
- U.S. Navy Personnel Command (\$297,326)
"Developing Behaviorally-Based Anchors for Automated Performance Assessment" February 2004-February 2005
- Navy Personnel Research, Studies, and Technology (\$39,845)
"Conducting Faking Studies and Developing Test Norms for the Recruiter Assessment Battery" January 2004-December 2004
- U.S. Army Research Institute (\$274,864)
"Non-Commissioned Officer Leadership Skills Inventory Development" September 2003-September 2004
- Navy Personnel Research, Studies, and Technology (\$124,903)
"Measuring and Utilizing Non-Cognitive Attributes in Support of Navy Enlisted Selection and Classification: Enlisted Navy Computer Adaptive Personality Scales (ENCAPS)" August 2003-December 2003
- Navy Personnel Research, Studies, and Technology (\$39,986)
"Developing a Feedback Reporting System for the Recruiter Assessment Battery" June 2003-October 2003
- U.S. Army Research Institute (\$191,334)
"Research on Screening and Assessment II" April 2003-June 2004
- Navy Personnel Research, Studies, and Technology (\$199,753)
"Navy Personality CARS" January 2003-September 2003
- Navy Personnel Command (\$338,402)
"Development of a Promotion Algorithm for Navy Supervisory and Non-Supervisory Personnel" October 2002 – January 2004
- U.S. Army Research Institute (\$61,847)
"Developing a Recruiter Coaching Model" September 2002-July 2003

Navy Personnel Research, Studies, and Technology (\$42,443)
"Predictive Validation of the Navy Recruiter Assessment Battery" July
2002-March 2003

Navy Personnel Command (\$297,000)
"Development of a Performance Appraisal System and Counseling
Tool for Navy Supervisory and Non-supervisory Personnel"
November 2001 - October 2002

U.S. Army Research Institute (\$363,107)
"Analysis of U.S. Army Recruiting Command Business Practices"
September 2001-June 2003

U.S. Army Research Institute (\$728,564)
"Research on Screening and Assessment Tools for Station
Commanders and Recruiters" April 2001 – March 2004

U.S. Army Research Institute (\$79,698)
"New Screening Tools for U.S. Army Recruiters II" April 2001 – May
2002

Navy Personnel Research, Studies, and Technology (\$150,846)
"Development of a Recruiter Selection Battery" January 2001 –
December 2002

U.S. Army Research Institute (\$79,188)
"New Screening Tools for U.S. Army Recruiters" September 2000 –
July 2001

State Of Florida
"Development of Law Enforcement Promotional Examinations for
Eight Florida State Agencies." September 2000 – November 2001

U.S. Army Research Institute (\$199,000)
"Developing Assessment Measures for U.S. Army Recruiters" August
2000 – August 2001

Navy Personnel Research, Studies, and Technology (\$138,917)
"Development of Recruiter Selection Criteria" July 2000 – July 2001

State of Alabama Department of Transportation (\$1,200,000)
"Continuation of Development of a Job Rotation/ Training System"
March 2000 – August 2002

U.S. Army Research Institute (\$103,345)
"Literature Review of U.S. Air Force, U.S. Navy, U.S. Marine Corps,
and Foreign Service Recruiting Research" October 1999 – September
2000

U.S. Army Research Institute (\$121,975)
"Effectiveness of Distance Learning for the Battle Staff NCO Course"
July 1999 – March 2000

U.S. Army Research Institute for the Behavioral and Social Sciences
(\$53,908)
"Literature Review of U.S. Army Recruiting Research" February 1999
– September 1999

State of Alabama Department of Transportation (\$360,000)
"Development of a Job Rotation/Experiences System" December 1998
– December 1999

State Of Florida (\$157,000)
"Development of Law Enforcement Promotional Examinations for
Eight Florida State Agencies" August 1998 – June 1999

Federal Aviation Administration (\$72,000)
"Follow-on to Predicting Air Traffic Controller Performance." October
1997 – December 1998

U.S. Air Force, Armstrong Laboratory (\$747,528)
"Enhancing the Accuracy and Utility of Performance Measurement"
(Phase 2). April 1996 – September 2000

Department of Labor (\$150,000)
"Data Analyses for O*NET Option Year" W. C. Borman, PDRI Team
Leader. January 1997 – December 1997

Federal Aviation Administration (\$610,000)
"Predicting Air Traffic Controller Performance" January 1997 –
December 1997

U.S. Air Force, Armstrong Laboratory (\$79,543)
"Enhancing the Accuracy and Utility of Performance Measurement"
(Phase 1). Borman, W. C., Principal Investigator. May 1995 – January
1996

Department Of Labor (\$571,000)
"Developing an Occupation Information System," W. C. Borman and
N. G. Peterson, Co-Team/Leaders. January 1994 – December 1996

State Of Florida (\$214,570)
"Development of Law Enforcement Promotional Examinations."
Cochran, C., Paullin, C., Borman, W. C., Nygren, T., and Buck, D.
August 1995 – June 1998

Department Of Labor
"Validation Methods Project," Contract #1: \$10,000, Contract #2:
\$55,682, Contract #3: \$4,800. (1993 – 1994)

Federal Aviation Administration (\$451,696)
"Separation and Control Assessment Second Stage Selection for Air

Traffic Control Specialists," PDRI Task 3 Research. Borman, W. C., Task Leader, September 1991 – October 1995

U.S. Army Research Institute For The Behavioral And Social Sciences (\$1,289,089)

"Career Forces Research," PDRI Task 1-3 Research. Borman, W. C., PDRI Task Leader, September 1991 – 1994

U.S. Army Research Institute For The Behavioral And Social Sciences (\$14,516)

"Construct Validity of the Situational Judgment Test." (Borman, W. C., Principal Investigator). Hanson, M. A., & Borman, W. C., October, 1992

Navy Personnel Research And Development Center (\$204,810)

"Evaluation of Navy Operational and Alternative Armed Services Vocational Aptitude Battery (ASVAB) Composites." (Borman, W. C., and Hedge, J. W., Project Co-Directors). Hedge, J. W., Carter, G. W., Borman, W. C., Monzon, R. I., & Foley, P. R., January, 1992

Office Of Naval Research (\$152,975)

"Applying Cognitive Science Principles to the Development of Job Knowledge Tests." Borman, W. C., Principal Investigator. October 1991 – March 1993

Navy Personnel Research And Development Center (\$20,000)

"Transporting the NROTC Officer-Candidate Selection Interview to the U.S. Naval Academy." February 1991

Bell South Corporation (\$56,000)

"Development of a Performance Management System," Borman, W. C., PDRI Project Director, 1990 (no report)

Navy Personnel Research And Development Center (\$242,955)

"Review and Analysis of Current Navy Selection Composites," Borman, W. C. & Peterson, N. G., Co-Project Directors, Peterson, N. G., Gialluca, K. A., Borman, W. C., Carter, G. W., & Rosse, R. L., March 1990

Navy Personnel Research And Development Center (\$22,000)

"Toward Implementation of a Structured Interview Protocol for NROTC Selection," Borman, W. C., & Russell, T. L., March 1990.

Navy Personnel Research And Development Center (\$78,059)

"NPRDC Products Review," Borman, W. C., January 1990

Navy Personnel Research And Development Center (\$48,775)

"Developing and Validating a Structured Interview Program for

Selecting NROTC Students," Borman, W. C., & Owens-Kurtz, C. K.,
July 1989

Air Force Human Resources Laboratory (\$150,000)
"Relationships Between Individual Differences and Accuracy in
Rating Air Force Jet Engine Mechanic Performance," Borman, W. C. &
Hallam, G., March 1989

Personnel Accreditation Institute (\$88,890)
"Presenting the Body-of-Knowledge Evaluation Results and Exploring
the Knowledge Requirements Structure of HR Positions," Houston, J.
S., Borman, W. C., Tornow, W. W., & Gialluca, K. A., November 1988

Navy Personnel Research And Development Center (\$60,000)
"Predicting Attrition from the NROTC Program," Borman, W. C., &
Owens-Kurtz, C. K., July 1988

Navy Personnel Research And Development Center (\$2,390,557)
"Development of Personnel Evaluation Procedures," Borman, W. C.,
Managing Scientist for 32 projects, March 1987 - March 1990

Navy Personnel Research And Development Center (\$106,540)
"A Review and Critical Analysis of Issues in Attrition from the
NROTC Scholarship Program," Borman, W. C., Owens-Kurtz, C. K., &
Peterson, V. A., January 1987

U.S. Army Research Institute For The Behavioral And Social Sciences
(\$37,857)
"Development of Behavior-Based Rating Scales and Analysis of
Recruiter Selection Battery Data for the Army Recruiter Job," Borman,
W. C., Russell, T. L., & Skilling, N. J., November 1986

Navy Personnel Research And Development Center (\$52,888)
"Identifying Persons Likely to be Successful at Recruiting Minorities
for the Navy," Borman, W. C., Rose, S. R., & Rosse, R. L., January 1985

Navy Personnel Research And Development Center (\$63,941)
"Development and Validation of an Inventory Battery to Predict
Performance in Navy Officer Recruiting," Borman, W. C., Rosse, R. L.,
and Rose, S. R., May 1983

Personnel Accreditation Institute (\$37,757)
"Upgrading the Definition of the Body-of-Knowledge Requirements
for Personnel Professionals," Houston, J. S. & Borman, W. C., October
1982

U.S. Army Research Institute For The Behavioral And Social Sciences
(\$730,604)
"PDRI Task 5 Research: Development and Validation of Job-Specific
Performance Measures," Part of "Improving the Selection,

Classification, and Utilization of Army Enlisted Personnel," many reports, September 1982 – February 1989

U.S. Army Research Institute For The Behavioral And Social Sciences (\$487,069)

"PDRI Task 4 Research: Development and Validation of Army-Wide Performance Measures," Part of "Improving the Selection, Classification, and Utilization of Army Enlisted Personnel," many reports, September 1982 – February 1989

U.S. Army Research Institute For The Behavioral And Social Sciences (\$296,952)

"PDRI Task 1 Research: Data Analyses," Part of "Improving the Selection, Classification, and Utilization of Army Enlisted Personnel," many reports, September 1982 – February 1989

Navy Personnel Research And Development Center (\$77,500)

"Research to Improve the Navy Recruiter Production Index," Borman, W. C., Rosse, R. L., & Toquam, J. L., August 1982

Navy Personnel Research And Development Center (\$55,000)

"The Impact of Environmental Factors and Considerations of Recruit Quality on Navy Recruiter Production," Borman, W. C., Rosse, R. L., & Toquam, J. L., July 1982

Florida International University (\$5,000)

"Research to Examine Individual Differences Correlates of Rating Behavior," Borman, W. C., March 1982

Merrill Lynch, Pierce, Fenner, & Smith (\$22,914)

"Merrill Lynch Account Executive Study: An Update of the 1975 Study," Borman, W. C. & Keyes, M. A., March 1982

Navy Personnel Research And Development Center (\$44,000)

"An Evaluation of Navy Recruiter Assistance Programs," Borman, W. C., Toquam, J. L., Rose, S. R., & Abrahams, N. M., March 1982

U.S. Army Research Institute For The Behavioral And Social Sciences (\$33,230)

"Predicting Performance in Recruiter Training: Validity of Assessment in the Recruiter Development Center," Borman, W. C., Rosse, R. L., & Rose, S. R., February 1982

Florida Power And Light (\$98,000)

"Development of Tests to Select Power Transmission and Distribution

Personnel," Borman, W. C., Mendel, R. M., Lammlein, S. E., and Rosse, R. L., September 1981

Florida Power And Light (\$44,000)

"Development of Tests to Select Maintenance and Operator Personnel," Borman, W. C., June 1981

Gateway Technical Institute (\$35,400)

"Developing Behavior-Based Rating Scales for Evaluating Supervisors in Wisconsin's Technical Schools," Borman, W. C., & Toquam, J. L., April 1981

U.S. Army Research Institute For The Behavioral And Social Sciences (\$38,396)

"Evaluation of the Army Recruiter Assessment Program," Borman, W. C. & Fischl, M. A., November 1980

Merrill Lynch, Pierce, Fenner, & Smith (\$7,500)

"Merrill Lynch Office Manager Survey Results," Borman, W. C., October 1980

General Electric Company (\$58,000)

"General Electric Employee Relations Manager Job Study," Borman, W. C., August 1980

Rensselaer Polytechnic Institute (\$5,000)

"Research to Discover "Mega-Dimensions" of Managerial Performance," Brush, D. J., & Borman, W. C., March 1980

Bateman-Eichler (\$24,676)

"An Examination of Past Selection Procedures Using Policy Capturing and Other Data Analyses," Borman, W. C. & Dunnette, M. D., February 1980

U.S. Army Research Institute (\$85,700)

"Development of an Assessment Program to Select Army Recruiters," Borman, W. C., December 1979

U.S. Air Force (\$49,000)

"Peer Ratings: Scoring Strategy Development and Reliability Demonstration on Air Force Basic Trainees," Borman, W. C., & Rosse, R. L., September 1979

Air Force Human Resources Laboratory (\$9,000)

"Consulting on Air Force Civilian Performance Appraisal System,"

Borman, W. C., Kavanagh, M, Bernardin, H. J., & Cascio, W.,
Consultants, March 1979

Honeywell, Inc. (\$40,600)
"Development of a Honeywell Job Analysis System," Borman, W. C.,
Lead Consultant, October 1978

Personnel Accreditation Institute (\$22,800)
"Review and Revision of Body of Knowledge Requirements for PAIR
Professionals," Borman, W. C., Lead Consultant, October 1978

U.S. Army Research Institute For The Behavioral and Social Sciences
(\$96,925)
"Format and Training Effects on Rating Accuracy and Rater Error,"
Borman, W. C., & Rosse, R. L., August 1978

Merrill Lynch, Pierce, Fenner & Smith, Inc. (\$53,000)
"Study of the Merrill Lynch Office Manager Position," Borman, W. C.,
& Dunnette, M. D., January 1978

Navy Personnel Research And Development Center (\$108,900)
"Development and Validation of an Inventory Battery to Predict Navy
and Marine Corps Recruiter Performance," Borman, W. C., Toquam, J.
L., & Rosse, R. L., January 1978

U.S. Army Research Institute For The Behavioral And Social Sciences
(\$38,000)
"Dimensions of the Army Recruiter and Guidance Counselor Jobs,"
Borman, W. C., Toquam, J. L., & Rosse, R. L., December 1976

U.S. Army Research Institute For The Behavioral And Social Sciences
(\$90,000)
"Performance Ratings: An Investigation of Reliability, Accuracy, and
Relationships Between Individual Differences and Rater Error,"
Borman, W. C., Hough, L. M., & Dunnette, M. D., September 1976

Navy Personnel Research And Development Center (\$40,000)
"Development of Behaviorally Based Rating Scales for Evaluating the
Performance of U.S. Navy Recruiters," Borman, W. C., Hough, L. M.,
& Dunnette, M. D., July 1976

Merrill Lynch, Pierce, Fenner & Smith, Inc. (\$5,000)
"A Study of Female-Male Job Content Differences on the Merrill

Lynch Account Executive Job," Borman, W. C., & Rosse, R. L., April 1976

Minneapolis Board Of Education (\$5,000)
 "An Empirical Evaluation of the Needs Assessment Worksheet,"
 Borman, W. C., Borman, K. M., & Rosse, R. L., February 1976

Merrill Lynch, Pierce, Fenner & Smith, Inc. (\$40,000)
 "A Study of the Merrill Lynch Account Executive Job," Borman, W. C.,
 Dunnette, M. D., & Hough, L. M., December 1975

USAA (\$10,000)
 "First-line Supervisor Validation Study." Borman, W. C., November 1973

Maytag Company (\$6,000)
 "Maytag Skilled Trades Validation Project," Borman, W. C., September 1973

**OTHER RESEARCH
 PROJECTS
 (MAJOR
 PARTICIPANT)**

The U.S. Air Force, Armstrong Laboratory (\$734,853)
 "Application of the Critical Incident Technique to Enhance Crew
 Resource Management Progress." (May 1995)

The Bureau Of Naval Personnel (U.S. Department Of Navy) (\$20,000)
 "The Development and Evaluation of a Behavior Based Naval Officer
 Performance Assessment Package," Borman, W. C., Dunnette, M. D.,
 May 1975

U.S. Army Research Institute For The Behavioral And Social Sciences
 (\$125,000)
 "Measuring Motivation, Morale, and Job Satisfaction in Army
 Careers," Borman, W. C., Johnson, P. D., Motowidlo, S. J., & Dunnette,
 M. D., May 1975

Office Of Naval Research (U.S. Department Of Navy) (\$35,000)
 "Selection of Components to Comprise a Naval Personnel Status
 Index (NPSI) and a Strategy for Investigating Their Relative
 Importance," Borman, W. C., & Dunnette, M. D., March 1974

Last updated June, 2016