

TRAVOR C. BROWN, B.A., M.I.R., Ph.D.
Dean (Interim)
Professor, Labour Relations & Human Resources
Faculty of Business Administration
Memorial University
St. John's, NL A1B 3X5

Languages

- English (Fluent)
- French (Fluent)

Education

- Ph.D. (1999)
Centre for Industrial Relations, University of Toronto
Thesis Topic: “The Effectiveness of Outcome Goals, Learning Goals, and Self-Talk in Improving Individual Team-Playing Behavior”
Thesis Committee: Gary Latham (Supervisor), Morley Gunderson, Frank Reid, Anil Verma
Thesis Awards: Finalist (Top 3) for the 2001 Best Ph.D. Dissertation in Human Resources Research sponsored by the International Alliance for Human Resources Research.
- Master of Industrial Relations (1992)
Centre for Industrial Relations, University of Toronto
- Bachelor of Arts (1990)
Memorial University of Newfoundland
Major: French/Minor: Business Administration

Grants, Awards & Distinctions

- 2022 Memorial University Internal Social Sciences and Humanities Research Council of Canada (SSHRC Explore) for “Transfer and Transfer of Training in the Context of Youth Employability.” (Approx. \$7,000)
- 2019 (SSHRC) Travel Grant for “Human Resources Business Partner in Practice: Exploring a Human Resource Business Partner Model in a Canadian Health Care Setting.” University Forum for Human Resources Development. Nottingham, United Kingdom.” (Approx. Value: \$2,100). With M. McCracken & P. O’Kane.
- 2017-2022 Social Sciences and Humanities Research Council of Canada (SSHRC) Grant for “Using Goals to Address Workplace Mistreatment” (Approx. Value: 95,000). Co-investigator with K. Dupré (CI) and A. Warren (PI).

- 2017 Memorial University Internal Social Sciences and Humanities Research Council of Canada (SSHRC) Travel Grant for “Assessing Transfer from a Managerial Development Program Designed for University Managers.” University Forum for Human Resources Development, Lisbon, Portugal. (Approx. Value: \$2,700). With W. Morrissey.
- 2015 Memorial University Internal Social Sciences and Humanities Research Council of Canada (SSHRC) Travel Grant for “The Role of Qualitative Methods in Transfer of Training.” University Forum for Human Resources Development, Cork, Ireland. (Approx. Value: \$2,500). With M. McCracken and P. O’Kane.
- 2009-2014 Social Sciences and Humanities Research Council of Canada (SSHRC) Grant for “Goal Setting Training Interventions” (Approx. Value: \$64,000). Sole investigator.
- 2007 Memorial University Internal Social Sciences and Humanities Research Council of Canada (SSHRC) Travel Grant for “Downsizing, Bumping and Unionized Member Reactions: Preliminary Results.” European Congress of Work and Organizational Psychology, Stockholm, Sweden. (Approx. Value: \$2,000). With K. Stringer.
- 2005-2009 Social Sciences and Humanities Research Council of Canada (SSHRC) Grant for “Social Cognitive and Goal Setting Training Interventions” (Approx. Value: \$68,000). Sole investigator.
- 2005 Dean’s Research Award, Faculty of Business, Memorial University
- 2004 Memorial University Internal Social Sciences and Humanities Research Council of Canada (SSHRC) Grant for “The Effectiveness of Goal Setting As a Transfer of Training Intervention” (Approx. Value: \$5,000). Sole investigator.
- 2003 Best Paper Human Resources Division. Administration Sciences Association of Canada (ASAC)
- 2003 Professor of the Year, Human Resources and Labour Relations Area (Student Nominated: Undergraduate)
- 2002 Professor of the Year, Human Resources/Labour Relations Area (Student Nominated: Undergraduate)
- 2002 Honorable Mention Award, Organizational Behaviour Division. Administration Sciences Association of Canada (ASAC). With K. Tasa and G. Seijts.
- 2001 Finalist (Top 3) for the Best PhD Dissertation in Human Resources Research sponsored by the International Alliance for Human Resources Research
- 1998-99 American Compensation Association Emerging Scholar Research Grant (\$5,000 US) Ontario Graduate Scholarship (\$11,879)
- 1997-98 University of Toronto Open Doctoral Fellowship (\$10,800)

- 1996-97 Ontario Graduate Scholarship (\$11,879)
University of Toronto Special Top-Up Scholarship (\$3,000)
- 1991 University of Toronto Open Fellowship (\$3,600)
- 1990-91 University of Toronto Open Fellowship (\$7,200)
- 1990 Dean's List, Faculty of Arts, Memorial University of Newfoundland
- 1989 Dean's List, Faculty of Arts, Memorial University of Newfoundland
- 1988 Dean's List, Faculty of Arts, Memorial University of Newfoundland
Memorial Endowment Scholarship, Memorial University of Newfoundland (\$500)

Academic Work Experience

- September, 2022 to Present Dean (Interim), Faculty of Business
Memorial University, St. John's, NL CANADA
- September, 2009 to Present Professor, Faculty of Business
Memorial University, St. John's, NL CANADA
Graduate and Undergraduate Human Resources. Labour Relations and Employment Relations Courses
- January, 2020 to February, 2020 Visiting Professor, Department of Management
Otago University, Dunedin, New Zealand
- September, 2015 to August, 2018 Associate Dean (Research) & Director of MSc & PhD (Management), Faculty of Business
Memorial University, St. John's, NL CANADA
Administration of research and research-based graduate programs.
- January, 2010 to September, 2013 Director Master of Employment Relations (MER) Program
Memorial University, St. John's, NL CANADA
Administration of the interdisciplinary program, including redesign and implementation of revised program.
- May, 2007 to July, 2007 Visiting Scholar, Ulster Business School
University of Ulster, Newtownabbey, UK BT37 0QB
- September, 2003 to September 2009 Associate Professor, Faculty of Business
Memorial University, St. John's, NL CANADA
Graduate and Undergraduate Human Resources. Labour Relations, and Employment Relations Courses.

- July, 1999 to September, 2003 Assistant Professor, Faculty of Business
Memorial University, St. John's, NL CANADA
Graduate and Undergraduate Human Resources, Labour
Relations, and Employment Relations Courses.
- January, 1998 to June, 1999 Research Assistant, Rotman School of Management
University of Toronto, Toronto, ON CANADA
- September, 1998 to December, 1998 Instructor, Dept. of Economics
University of Toronto at Mississauga
Toronto, ON CANADA
Undergraduate Industrial Relations Course.
Teaching Assistant, Rotman School of Management
University of Toronto, Toronto, ON CANADA
MBA Managerial Skills Development Course.
- June, 1998 to August, 1998 Instructor, Dept. of Management and Economics
University of Toronto at Scarborough
Toronto, ON CANADA
Undergraduate Management Skills Course.
- January, 1998 to April, 1998 Teaching Assistant, Woodsworth College
University of Toronto, Toronto, ON CANADA
Undergraduate Employment Relations Course.
- September, 1997 to December, 1997 Teaching Assistant, Rotman School of Management
University of Toronto, Toronto, ON CANADA
MBA Managerial Skills Development Course.
- September, 1996 to April, 1997 Teaching Assistant, Department of Economics
University of Toronto, Toronto, ON CANADA
Undergraduate Industrial Relations Course.
- February, 1991 to May, 1991 Research Assistant, Centre for Industrial Relations
University of Toronto, Toronto, ON CANADA
- September, 1989 to January, 1990 Teaching Assistant, Faculty of Business
Memorial University, St. John's, NL CANADA
Undergraduate O.B. and Marketing Courses.
- Relevant Professional Experience**
- February, 2018 to Present Appointment to NL Roster of Arbitrators.
Province-wide, NL
- December, 1994 to August, 1996 Human Resources Associate, MCS Business Unit
Nortel Networks, Richardson, TX USA.
HR advisor to three Vice-Presidents/Assistant-Vice Presidents.

- April, 1994 to December, 1994 Human Resources Specialist, Core Compensation
Nortel Networks, Raleigh, NC USA.
Developed compensation and performance management programs and budgets from a corporate (global) perspective.
- March, 1993 to April, 1994 Human Resources/Industrial Relations Specialist
Nortel Networks, Kingston, ON CANADA
Member of bargaining team at local and national level.
Collective agreement administration at local level.
- June, 1992 to March, 1993 Human Resources Specialist, Training & Development
Bell Northern Research, Montreal, PQ CANADA.
Managed complete training function for the Montreal lab.
- February, 1992 to April, 1992 Co-op Coordinator, Faculty of Business
Memorial University, St. John's, NL CANADA
Conducted workplace visits. Advised students and employers.
- May, 1991 to December, 1991 Industrial Relations Coordinator (Head Office)
Abitibi-Price, Toronto, ON CANADA.
Primary support to Director for IR matters such as collective bargaining, arbitration, and upper-level grievances.
- January, 1990 to September, 1990 Executive Director (Not-for-Profit)
Nfld. Hostelng Association, St. John's, NL CANADA
Managed organization (budget, marketing, board meetings etc.)

Professional Academic Association Leadership Roles and Memberships

- Administrative Sciences Association of Canada (ASAC), Past President (2013-2014)
- Administrative Sciences Association of Canada (ASAC), President (2012-2013)
- Administrative Sciences Association of Canada (ASAC), Conference Chair for ASAC 2012 and President-Elect (2011-2012)
- Administrative Sciences Association of Canada (ASAC), Executive Board Member (2010-2011)
- Division Chair (Human Resources), Administrative Sciences Association of Canada (ASAC) 2003
- Program Chair (Human Resources), Administrative Sciences Association of Canada (ASAC) 2002
- Academic Reviewer (Human Resources), Administrative Sciences Association of Canada (ASAC) 2001
- Academy of Management (member, on-going)
- Administrative Sciences Association of Canada (ASAC) (member, ongoing)
- Canadian Industrial Relations Association (CIRA) (member, ongoing)

Peer-Reviewed Publications¹

O'Kane, P., McCracken, M. & Brown, T.C. (2023). Reframing the Performance Management System: A Conversations Perspective. *Personnel Review*, 52(3), 1579-1596.

Mazumdar, B., Warren, A.M., Dupré, K. & Brown, T.C. (2023). Employment Expectations: Examining the Effect of Psychological Contract Fulfillment on Bridge Employees' Personal and Work Attitudes. *Personnel Review*, 52(3), 1563-1578.

O'Kane, P., Ott, D. L., Smith, A. D., & Brown, T. C. (2023). Understanding Computer-Assisted Qualitative Data Analysis Software as a Tool to Enhance Systematic Literature Reviews in Human Resource Development. *Human Resource Development Review*, 22(2), 291-307. (Instructor's Corner Submission).

Mazumdar, B., Warren, A.M. & Brown, T.C. (2021). Bridge employment: Understanding the expectations and experiences of bridge employees. *Human Resource Management Journal*, 31 (2), 575-591.

Brown, T.C, O'Kane, P., **Mazumdar, B.**, & McCracken, M. (2019). Performance Management: A Review of the Literature and an Agenda for Future Research. *Human Resource Development Review*, 18 (1), 47-82.

Brown, T.C, & Latham, G.P. (2018). Maintaining Relevance and Rigour: How We Bridge the Practitioner-Scholar Divide within Human Resources Development. *Human Resource Development Quarterly*, 29 (2), 99-105.

McCracken, M., O'Kane, P., Brown, T.C., & McCrory, M. (2017). Human Resource Business Partner Lifecycle Model: Exploring how the Relationship Between HRBPs and their Line Manager Partners Evolves, *Human Resource Management Journal*, 27 (1), 58-74.

Brown, T., Warren, A. M., & **Khattar, V.** (2016). The Effects of Different Behavioral Goals on Transfer from a Management Development Program. *Human Resource Development Quarterly*, 27 (3), 349-372.

Brown, T. & Hanlon, D. (2016). Behavioural Criteria for Grounding Entrepreneurship Education and Training Programs: A Validation Study. *Journal of Small Business Management*, 54 (2), 399-419.

Brown, T. & Warren, A. M. (2014). Evaluation of Transfer of Training in a Sample of Union and Management Participants: A Comparison of Two Self-Management Techniques. *Human Resource Development International*, 17 (3), 277-296.

Kratts, P. & Brown, T. C. (2013). Unionized Employees' Reactions to the Introduction of a Goal-Based Performance Appraisal System. *Human Resource Management Journal*, 23 (4), 396-412.

Brown, T., McCracken, M., & **Hillier, T.** (2013). Using Evidence-Based Practices to Enhance Transfer of Training: Assessing the Effectiveness of Goal Setting and Behavioural Observation scales. *Human Resource Development International*, 16 (4), 374-389.

McCracken, M., Brown, T., & O'Kane, P. (2012). Swimming Against the Current: Understanding How a Positive Organisational Training Climate Can Enhance Training

¹ Students/former students in bold font

- Participation and Transfer in the Public Sector. *International Journal of Public Sector Management*, 25 (4), 301 – 316.
- Cooke, G., Chowhan, J., & Brown, T. (2011). Declining Versus Participating in Employer-Supported Training in Canada. *International Journal of Training and Development*, 15 (4), 271-289.
- Brown, T. C., McCracken, M., & O'Kane, P. (2011). 'Don't Forget To Write': How Reflective Learning Journals Can Help To Facilitate, Assess and Evaluate Training Transfer. *Human Resource Development International*, 14 (4), 465-481.
- Brown, T. C. & Warren, A. M. (2011). Performance Management in Unionized Settings. *Human Resource Management Review*, 21 (2), 96-106.
- Brown, T. C. & McCracken, M. (2010). Which Goals Should Participants Set for Effective Transfer of Training for Management Development Programmes? *Journal of General Management*, 35 (4), 27-45.
- Brown, T. C., Hillier, T. L., & Warren, A. M. (2010). Youth Employability Training: Two Experiments. *Career Development International*, 15 (2), 166-187.
- Brown, T. C. & McCracken, M. (2009). A Bridge of Understanding: How Barriers to Training Participation Become Barriers to Training Transfer. *Journal of European Industrial Training*, 33 (6), 492-512.
- Brown, T. C. & Warren, A. M. (2009). Distal Goal and Proximal Goal Transfer of Training Interventions in an Executive Education Program. *Human Resources Development Quarterly*, 10 (3), 266-284.
- Peters, H.** & Brown, T. C. (2009). Mental Illness at Work: An Assessment of Co-Worker Reactions. *Canadian Journal of Administrative Sciences*, 26 (1), 38-53.
- Stringer, K.** & Brown, T. C. (2008). A Special Kind of Downsizing: An Assessment of Union Member Reaction to Bumping. *Relations Industrielles/Industrial Relations*, 63 (4), 648-670.
- Chaulk, K.** & Brown, T. C. (2008). An Assessment of Worker Reaction to their Union and Employer Post-Strike: *Relations Industrielles/Industrial Relations*, 63 (2), 223-245.
- Taggar, S. & Brown, T. C. (2006). Interpersonal Affect and Peer Rating Bias in Teams. *Small Group Research*, 37 (1), 86 - 111.
- Latham, G. P. & Brown, T. C. (2006). The Effect of Outcome vs. Learning Goals on Self-Efficacy, Satisfaction and Performance in a MBA Program. *Applied Psychology: An International Review*, 55 (4), 606-623.
- Brown, T. C. & Latham, G. P. (2006). The Effect of Training in Verbal Self-Guidance on the Performance Effectiveness of Participants in a MBA Program. *Canadian Journal of Behavioural Science*, 38 (1), 1-11.
- Brown, T. C. (2005). The Effectiveness of Distal and Proximal Goals as Transfer of Training Interventions: A Field Experiment. *Human Resources Development Quarterly*, 16 (2), 369-388.
- Brown, T. C. & Hanlon, D. (2004). Developing Behavioral Observation Scales to Foster Effective Entrepreneurship. *Journal of Small Business and Entrepreneurship*, 17 (2), 103-116.

- Brown, T. C. & Morrissey, L. M. (2004). The Effectiveness of Verbal Self-Guidance as a Transfer of Training Intervention: Its Impact on Presentation Performance, Self-Efficacy, and Anxiety. *Innovations in Education and Teaching International*, 41 (3), 255-271.
- Brown, T. C. (2003). Sexual Orientation Provisions in Canadian Collective Agreements. *Relations Industrielles/Industrial Relations*, 58 (4), 644-665.
- Brown, T. C. (2003). The Effect of Verbal Self-Guidance Training on Collective Efficacy and Performance. *Personnel Psychology*, 56, 935-964.
- Brown, T. C., Li, S., Sargent, L., & Tasa, K. (2003). What Went Wrong at University Hospital? An Exercise Assessing Training Effectiveness. *Journal of Management Education*, 27 (4), 485-496.
- Brown, T. C. & Latham, G. P. (2002). The Effects of Behavioral Outcome Goals, Learning Goals, Urging People to 'Do Their Best' on Teamwork Behavior on A Group Problem-Solving Task. *Canadian Journal of Behavioural Science*, 34 (4), 276-285.
- Taggar, S. & Brown, T. C. (2001). Problem-Solving Team Behaviors: Development and Validation of BOS and a Hierarchical Factor Structure. *Small Group Research*, 32 (6), 698-726.
- Brown, T. & Latham, G. P. (2000). The Effects of Goal Setting and Self-Instruction Training on the Performance of Unionized Employees. *Relations Industrielles/Industrial Relations*, 55 (1), 80-95.

Peer-Reviewed Conference Proceedings

- Brown, T.C., Warren, A., & **Khattar, V.** (2012). The Impact of Behavioral Goals on Transfer of Training: A Field Study. *Annual Meeting of the Administrative Sciences Association of Canada.*
- Brown, T. C. (2010). Behavioral Goal Transfer of Training Interventions: Preliminary Results. *IFSAM AFZAM Conference.*
- Brown, T. C. & McCracken, M. (2008). A Bridge to Understanding: Using Barriers to Learning to Improve Transfer of Learning. *Annual Meeting of the Administrative Sciences Association of Canada.*
- Brown, T. C. & Seijts, G. (2006). Goal Setting Training in Student Teams: An Exploratory Study. *Annual Meeting of the Atlantic Schools of Business Association.*
- Brown, T. C. & Hanlon, D. (2005). Validation of Effective Entrepreneurship Behaviors. *Annual Meeting of the Academy of Management.* (top 10% of papers).
- Brown, T. C. (2005). Goal Setting Transfer of Training Interventions. *Annual Meeting of the Administrative Sciences Association of Canada.*
- Brown, T. C. (2003). The Effectiveness of Distal Outcome Goals, Proximal plus Distal Outcome Goals and Being Urged to do Your Best as Transfer of Training Interventions: A Field Experiment. *Annual Meeting of the Administrative Sciences Association of Canada.*
- Tasa, K., Seijts, G., & Brown, T. C. (2002). The Effects of Proximal, Outcome and Learning Goals on Information Seeking and Complex Task Performance. *Annual Meeting of the Administrative Sciences Association of Canada.*

- Brown, T. C. (2001). The Effects of Verbal Self-Guidance Training on the Employability, Self-Efficacy and Anxiety of Unemployed Women: A Field Study. *Annual Meeting of the Administrative Sciences Association of Canada*.
- Brown, T. C. & Latham, G. (1999). The Effectiveness of Behavioral Outcome, Learning Goals, and Self-Talk Training in Developing an Individual's Team-Playing Skills. *Annual Meeting of the Administrative Sciences Association of Canada*.

Peer-Reviewed Conference Presentations

International

- Brown, T.C., Warren, A. , Dupré, K. **Hickman, R., Mahdavi, S.** (2022, June). *Employee Recognition and Respectful Workplace: Potential Avenues for HRD Interventions Related to Mistreatment?* Annual Meeting of the University Forum for Human Resources Development (virtual).
- Mazumdar, B., Warren, A. M., & Brown, T. C. (2020, August). *Understanding Bridge Employment Through the Lenses of Kaleidoscope Career Model*. Annual Meeting of the Academy of Management (virtual conference).
- Brown, T.C., McCracken, M. & O’Kane, P. (2019, June). *Human Resources Business Partner in Practice: Exploring a Human Resource Business Partner Model in a Canadian Health Care Setting*. Annual Meeting of the University Forum for Human Resources Development. Nottingham, United Kingdom.
- O’Kane, P., McCracken, M, Bennett, H, & Brown, T.C. (2019, January). *Human Resource Business Partner Incarnations Model*. Meeting of the HR Division International Conference (HRIC). Dublin, Ireland.
- **Mazumdar, B.**, Warren, A. M., & Brown, T. C. (2018, August). *Bridge Employment Experience: An Exploratory Approach*. Annual Meeting of the Academy of Management, Chicago, Illinois. **Finalist Careers Division: 2018 Michael Driver Best Applied Paper Award**.
- Brown, T.C. (2018, June). *Assessing Transfer within a Law Enforcement Context*. Annual Meeting of the University Forum for Human Resources Development, Newcastle, United Kingdom.
- Brown, T.C., O’Kane, P.M., McCracken, M. , **Muzumdar, B.** (2017, August). *Performance Management: A Systematic Review of the Literature and an Agenda for Future Research*. Annual Meeting of the Academy of Management, Atlanta, Georgia.
- **Mazumdar, B.** , Warren, A.M., Brown, T.C. & Dupré, K., & (2017, August). *Outcomes of Bridge Employment: A Psychological Contract Theory Perspective*. Annual Meeting of the Academy of Management, Atlanta, Georgia.
- Brown, T.C. & Morrissey, W. (2017, June). *Assessing Transfer from a Managerial Development Program Designed for University Managers*. Annual Meeting of the University Forum for Human Resources Development, Lisbon, Portugal
- Brown, T. C., O’Kane, P. M., & McCracken, M. (2016, August). *Developing a Human Resources Business Partner Life Cycle Model*. Annual Meeting of the Academy of Management, Anaheim, California.

- Brown, T., McCracken, M., O'Kane, P. M., & **Mazumdar, B.** (2016, June). *Performance Management: The Practitioner-Scholar Gap*. Annual Meeting of the University Forum for Human Resources Development, Manchester, United Kingdom.
- Brown, T., McCracken, M., & O'Kane, P. (2015, June). *The Role of Qualitative Methods in Transfer of Training*. Annual Meeting of the University Forum for Human Resources Development, Cork, Ireland.
- Velez-Castrillon, S., Atewologun, D., Kedharnath, U., Brown, T. C., & Holloway, J. (2015, August). *Symposium: Opening AOM Governance to Create International Dialogue*. Annual Meeting of the Academy of Management, Vancouver, British Columbia
- O'Kane, P. McCracken, M., Brown, T. C., & Read, N. (2014, September). *How are we doing? Understanding how Organisational Actors Interact with Performance Management*. Annual Meeting of the British Academy of Management, Belfast, Northern Ireland, United Kingdom.
- McCracken, M., O'Kane, P., Brown, T. C., & Read, N. (2014, August). *Performance Management in Practice: The Power of Words in the Words of HR Practitioners*. Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- Warren, A., Dupré, K., & Brown, T. (2014, August). *The Power of the Word Generation: Dealing with Multigenerational Issues in the Classroom*. Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
- McCracken, M., & Brown, T. C. (2014, May). *Once more through the Looking Glass': Practitioners' Perspectives on Performance Appraisal Practices*. Annual Meeting of the University Forum for Human Resources Development, Edinburgh, Scotland.
- Brown, T. C. Warren, A. & **Cass, B.** (2013, August). *The Impact of Behavioral Goals on Transfer from a Management Development Program*. Annual Meeting of the Academy of Management, Orlando, Florida.
- **Spence, S.** & Brown, T. C. (2013, June). *Transfer of Training among Non-managerial Employees Using Qualitative Methods: Initial Results*. Annual Meeting of the University Forum for Human Resources Development, Brighton, United Kingdom.
- Brown, T. C. (2010, July). *Behavioral Goal Transfer of Training Interventions: Preliminary Results*. IFSAM AFZAM Conference, Paris, France.
- Brown, T. C., McCracken, M., & O'Kane, P. (2009, August). *Revisiting Transfer through a Qualitative Analysis of Reflective Learning Journals*. Annual Meeting of the Academy of Management, Chicago, Illinois.
- Brown, T. C. (2009, June). *Transfer of Leadership Skills: A Field Study of First Line Supervisors*. Annual Meeting of the University Forum for Human Resources Development, New Castle, United Kingdom.
- Brown, T. C. & **DeLeon, S.** (2008, August). *Leadership Skills Training for Union and Management Leaders: An Assessment of Two Self-Management Techniques*. Annual Meeting of the Academy of Management, Anaheim, California.

- Brown, T. C. (2008, May). *Managerial Barriers to Learning and Transfer of Training: Training Participants Perspective*. Annual Meeting of the University Forum for Human Resources Development, Lille, France.
- Brown, T. C. (2007, June). *The Effectiveness of Proximal vs. Distal Goals in Self-Management Training: Preliminary Results*. Annual Meeting of the University Forum for Human Resources Development, Oxford, United Kingdom.
- Brown, T. C. (2007, June). *What Goals Should HRD Professionals Use When?* Annual Meeting of the University Forum for Human Resources Development, Oxford, United Kingdom.
- Brown, T. C. & Peruvemba, J. (2007, May). *The Effectiveness of Structured Interviews in Minimizing Bias towards Gay Applicants*. European Congress of Work and Organizational Psychology, Stockholm, Sweden.
- **Stringer, K.** & Brown, T. C. (2007, May). *Downsizing, Bumping and Unionized Member Reactions: Preliminary Results*. European Congress of Work and Organizational Psychology, Stockholm, Sweden.
- Brown, T. C. (2006, August). *Distal Goal and Proximal Goal Transfer of Training Interventions*. Annual Meeting of the Academy of Management, Georgia.
- Brown, T. C. (2006, August). *The Effect of Self-Management and Verbal Self-Guidance Training on Youth Employability*. Annual Meeting of the Academy of Management, Atlanta, Georgia.
- McCracken, M. & Brown, T. C. (2006, February). *Barriers to Learning and Barriers to Transfer: Two Peas in a Pod?* Annual Meeting of the Academy of Human Resource Development, Columbus, Ohio.
- **Peters, H.** & Brown, T. C. (2006, August). *Co-workers' Reactions towards Employees with Mental Illness*. Annual Meeting of the Academy of Management, Atlanta, Georgia.
- Brown, T. C. & Hanlon, D. (2005, August). *Validation of Effective Entrepreneurship Behaviors*. Annual Meeting of the Academy of Management, Honolulu, Hawaii.
- Brown, T. C. & McCracken, M. (2005, May). *The Relationship between Managerial Barriers to Learning and Transfer of Training*. Annual Meeting of the University Forum for Human Resources Development, Leeds, United Kingdom.
- Brown, T. C. & Hanlon, D. (2004, June). *Validation of Key Behaviours for Effective Entrepreneurship*. Babson-Kaufman Entrepreneurship Research Conference, Strathclyde, Scotland.
- Brown, T. C. & Latham, G. P. (2003, August). *The Effect of Learning, Distal, and Proximal Goals on MBA Self-Efficacy and Satisfaction*. Annual Meeting of the Academy of Management, Seattle, Washington.
- Brown, T. C. (2002, August). *The Effect of Verbal Guidance Training on Collective Efficacy and Team Performance*. Annual Meeting of the Academy of Management, Denver, Colorado.
- Brown, T. C. & Taggar, S. (2001, August). *An Examination of the Relationship between Interpersonal Affect and Rating Errors in Peer Ratings: The Effect of Performance*

Feedback on Subsequent Peer Ratings. Annual Meeting of the Academy of Management, Washington, Washington.

- Brown, T. C. & Latham, G. P. (2000, August). *The Effects of Training in Verbal Self-Guidance and Goal Setting on Team-Playing Behavior: A Field Experiment.* Annual Meeting of the Academy of Management, Toronto, Canada.

National

- Mazumdar, B., Corsano, T., Warren, A.W., & Brown, T.C., *Bridge Employment: Empirical Evidence of Employers' Perspective.* Annual Meeting of the Atlantic Schools of Business. Halifax, NS.
- **Adeniyi, J.** & Brown, T.C. (2020, June). *Technology and its Impact on Older Workers: A Comprehensive Systematic Literature Review.* Annual Meeting of the Administrative Sciences Association of Canada, Toronto, ON. Awarded Best Student Paper Award: HR Division.
- Brown, T.C. (2022, June). *A systematic literature review of motivation to transfer of training: Preliminary results* Annual Meeting of the Administrative Sciences Association of Canada. Halifax, NS.
- **Thapa, P.,** & Brown, T.C. (2022, June). *Widening the EDI lens: Viewing military veteran hiring as an Equity, Diversity, and Inclusion (EDI) strategy.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Adeniyi, J.,** & Brown, T.C. (2021, June). *Employee Perceptions of Electronically Mediated Supervision (EMS).* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Mahdavi, S,** & Brown, T.C. (2021, June). *The Relationship between Big-Five Personality Traits and Motivation to Learn in the Presence of Cognitive Ability as a Moderator.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Ortynsky, M.** & Brown, T.C. (2021, June). *Factors Influencing Gender Composition of Corporate Boards: A Systematic Literature Review.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Adeniyi, J.** & Brown, T.C. (2020, June). *Progressive versus Positive Discipline: A Systematic Literature Review of Disciplinary Practices Used to Correct Unacceptable Behavior and Performance in the Workplace.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Baliyaesingh, U.,** & Brown, T.C. (2020, June). *Cognitive Diversity and its Management Implications: A systematic Literature Review.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- Brown T.C. (2020, June). *Navigating the Implementation of The Human Resource Business Partner Model.* Divisional Speaker for Human Resources. Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Hickman, R.,** Warren, A., Brown, T.C., & Dupré, K. (June, 2020). *Development of Behavioural Observation Scales to Address Workplace Mistreatment.* Annual Meeting of the Administrative Sciences Association of Canada (Virtual).

- Mazumdar, B., Corsano, T., Warren, A., & Brown, T.C. (2020, June). *Bridge Employment: An Investigation of Recruitment Practices and Employment Policies to Better Attract and Engage Bridge Employees*. Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Moreno, N. E.** & Brown, T.C. (2020, June). *In the Light of Globalization: A Systematic Literature Review in the Study of “Workplace Aggression” over the Last Fourteen Years*. Annual Meeting of the Administrative Sciences Association of Canada (Virtual).
- **Ajayi, F.**, Arnold, A., & Brown, T.C. (2019, May). *Inclusion and Retention: The Mediating Role of Identification* Annual Meeting of the Administrative Sciences Association of Canada, St. Catherine’s, ON.
- **Chalise, S.** & Brown, T.C. (2018, May). *Diversity training: A work in progress*. Annual Meeting of the Administrative Sciences Association of Canada, St. Catherine’s, ON.
- **Hickman, R.**, & Brown T.C. (2017, June). *The Effects of Perceived Organizational Support on Employee Strain and Performance*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- **Garmsiri, M.** & Brown T.C. (2017, June). *Impression Management in a Video-Mediated Environment*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Morrissey, L., Brown, T. C., **Cass, B.**, & **Morrissey, S.** (2013, June). *Military Personnel in Transition: Developing an Entrepreneurial Business Program for Personnel Post-Service*. Annual Meeting of the Administrative Sciences Association of Canada, Calgary, Alberta.
- Brown, T. C., & **Khatter, V.** (2012, June). *Outcome vs. Learning Goals in Collective Bargaining Negotiations: Preliminary Results*. Annual Meeting of the Canadian Industrial Relations Association, Calgary, AB.
- Brown, T. C. (2011, May). *Examining Outcome vs. Performance Goals in Collective Bargaining Negotiations*. Annual Meeting of the Canadian Industrial Relations Association, Fredericton, New Brunswick.
- Hanlon, D. & Brown, T. C. (2011, July). *Validating Behavioural Measures of Entrepreneurial Success*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Arnold, K. A., Dupré, K. E. , & Brown, T. C. (2010, May). *Transformational Leadership Self-Efficacy and Performance*. Annual Meeting of the Administrative Sciences Association of Canada, Regina, Saskatchewan.
- Brown, T. C. (2009, May). *Leadership Training for Union and Supervisory Leaders*. Annual Meeting of Canadian Industrial Relations Association Annual Conference, Gatineau, Quebec.
- **Duff, J.** & Brown, T. C. (2009, May). *Youth Views Concerning Employment Equity*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Gatineau, Quebec.
- **Mandville, S.** & Brown, T. C. (2009, June). *Justice Delayed is Justice Denied: A Survey of Unionized Healthcare Workers Concerning Their Grievance Management System*. Annual Meeting of the Administrative Sciences Association of Canada, Niagara, Ontario.

- Brown, T. C., McCracken, M., & **DeLeon, S.** (2008, May). *Barriers to Transfer: A Participant's Perspective: Preliminary Results*. Annual Meeting of the Administrative Sciences Association of Canada, Halifax, Nova Scotia.
- Brown, T. C. & McCracken, M. (2008, May). *A Bridge to Understanding: Using Barriers to Learning to Improve Transfer of Learning*. Annual Meeting of the Administrative Sciences Association of Canada, Halifax, Nova Scotia.
- Brown, T. C. (2007, June). *Improving Youth Employability through Verbal Self-Guidance Training: Two Experiments*. Annual Meeting of the Canadian Psychological Association, Ottawa, Ontario.
- Brown, T. C. (2007, June). *Where is the 'I' in IR? The Importance of Individual Measures in IR Research*. Annual Meeting the Canadian Industrial Relations Association Annual Conference, Montreal, Quebec.
- **Warren, A.** & Brown, T. C. (2006, June). *Employment Equity and Backlash: An Examination of the Perceptions of Employees within the Federal Public Service: Preliminary Findings*. Annual Meeting of the Administrative Sciences Association of Canada, Banff, Alberta.
- Brown, T. C. & **Hillier, T. L.** (2006, June). *Learning Goals vs. Behavioural Outcome Goals as Transfer of Training Interventions*. Annual Meeting of the Administrative Sciences Association of Canada, Banff, Alberta.
- Brown, T. C. & **Hillier, T. L.** (2006, June). *The Effect of Self-Coaching Training on Youth Employability*. Annual Meeting of the Administrative Sciences Association of Canada, Banff, Alberta.
- **Chaulk, K.** & Brown, T. C. (2006, June). *The Impact of a Strike: An Assessment of Worker Reaction to Strikes*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Toronto, Ontario.
- **Pieroway, P.** & Brown, T. C. (2006, June). *Reactions to the Introduction of a Performance Evaluation System in a Unionized Firm*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Toronto, Ontario.
- Brown, T. C. & **Peters, H.** (2005, June). *The Impact of Mental Illness Training and Personal Contact on Employees' Reactions towards Co-Workers with Mental Illness*. Annual Meeting of the Administrative Sciences Association of Canada, Toronto, Ontario.
- Brown, T. C. (2005, June). *Goal Setting Transfer Of Training Interventions*. Annual Meeting of the Administrative Sciences Association of Canada, Toronto, Ontario.
- Brown, T. C. & **Jaya, P.** (2004, June). *Effectiveness of Patterned Behavior Description, Situational and Conventional Structured Interviews on Sexual Orientation Bias: Preliminary Results*. Annual Meeting of the Administrative Sciences Association of Canada, Quebec City, Quebec.
- Brown, T. C. (2003, May). *Equity-Efficiency Theory and Organizational Justice Theory: Two Peas in a Pod*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Halifax, Nova Scotia.

- Brown, T. C. & Hanlon, D. (2002, May). *Effective Entrepreneurship: The Development of Behavioral Observation Scales for Performance Appraisal and Development*. Annual Meeting of the Administrative Sciences Association of Canada, Winnipeg, Manitoba.
- Tasa, K., Seijts, G., & Brown, T. C. (2002, May). *The effects of proximal, outcome and learning goals on information seeking and complex task performance*. Annual Meeting of the Administrative Sciences Association of Canada, Winnipeg, Manitoba.
- Brown, T. C. (2001, June). *The effects of verbal self-guidance training on the employability, self-efficacy, and anxiety of unemployed women: A field study*. Annual Meeting of the Administrative Sciences Association of Canada, London, Ontario.
- Brown, T. C. (2001, May). *Diversity in Unionized Workplaces: Analysis of Equity Clauses in Canadian Collective Agreements: Preliminary Results*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Quebec City, Quebec.
- Brown, T. C. & Morrissey, L. (2000, July). *The Effects of Self-Instruction Training on Presentation Skills Performance, Self-Efficacy, and Anxiety*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Brown, T. C. & Latham, G. P. (2000, July). *The Effects of Goal Setting and Self-Instruction Training on the Performance of Union Employees: A Field Experiment*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Brown, T. C. (2000, May). *Sexual Orientation Provisions in Canadian Collective Agreement: An Empirical Analysis*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Edmonton, Alberta.
- Taggar, S. & Brown, T. C. (2000, July). *Interpersonal effect and rating errors following prior peer-feedback*. Annual Meeting of the Administrative Sciences Association of Canada, Montreal, Quebec.
- Brown, T. C. (1999, June). *Critical Factors for an Effective Diversity Program*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Sherbrooke, Quebec.
- Brown, T. C. & Latham, G. (1999, May). *The effectiveness of behavioral outcome, learning goals, and self-talk training in developing an individual's team-playing skills*. Annual Meeting of the Administrative Sciences Association of Canada, Saint John, New Brunswick.
- Brown, T. C. (1998, May). *Sexual Orientation and the Labour Movement: A Comparison of the Canadian and American Response to the Issues of Gays and Lesbians*. Annual Meeting of the Canadian Industrial Relations Association Annual Conference, Ottawa, Ontario.

Presentations to Professional Organizations and Groups (sample)

- Brown, T.C. (2021, November). The Future of Human Resources to the Research Working Group.
- Brown, T.C. (2021, September). The Future of Human Resources. Eastern Health
- Brown, T.C. (2019, October). *Enhancing Performance of Teams*. Faculty of Engineering and Applied Science, Memorial University. (Leadership team). St. John's, NL

- Brown, T.C. (2019, September). *Self-efficacy interventions that reduce anxiety and improve performance: lessons from management education*. The Newfoundland and Labrador English School District
- Brown, T.C. (2019, May). *Training Effectiveness*. 2019 Human Resources Symposium: CPHR NL. St. John's, NL
- Brown, T.C. (2019, May). *The People Side of Capacity Building*. Habitat for Humanity National Conference. St. John's, NL
- Brown, T.C, O'Kane, P., Mazumdar, B., & McCracken, M. (2019, April). *Performance Management: A Scoping Review of the Literature*. Webinar presentation for Leadership Special Interest Group of AHRD
- Brown, T.C. (2012, May). *Generation Gaps and Intergenerational Workforce*. Annual Meeting of the Canadian Association of Speech-Language Pathologists and Audiologists. St. John's, NL.
- Brown, T.C. (2011 November). *That's not in my Job Description. Adapting to the Power Shift in the Employee-Employer Relationship* (A Conference Key Note Address). NL Employers Council (NLEC), St. John's, NL.
- Brown, T.C. (2010, January). *What Goals Should Trainers Use? Lessons from Leadership Training Interventions*. Annual Meeting of The Human Resources Professionals Association, Toronto, ON.
- Brown, T.C. (2010, January). *Current Trends in Industrial Relations*. Annual Meeting of The Human Resources Professionals Association, Toronto, ON.

Edited Volumes

- Proceedings Human Resources Division. *Administrative Sciences of Canada ASAC 2001: A Management Odyssey*. Vol. 22, No. 9. (Editor).

Book Chapters (Peer Reviewed)

- Brown, T., Delgado, J., & Cass, B. (2014). HRD in North America (pp. 425-435) in . In *The Routledge Companion to Human Resource Development* (eds. R.F. Powell, T.S. Rocco, & G. Roth). New York, NY: Routledge.
- Brown, T.C. (2012). K-12 teacher collective bargaining in Newfoundland and Labrador (pp. 291-314) in *Dynamic Negotiations. Teacher Labour Relations in Canadian Elementary and Secondary Education* (eds. Sara Slinn & Arthur Sweetman). Montreal & Kingston: McGill-Queen's University Press.

Textbooks

- Hebdon, R., Brown, T. C., Walsworth, S. (2020). *Industrial Relations in Canada (4th edition)*, Toronto: Nelson

- Hebdon, R. & Brown, T. C. (2016). *Industrial Relations in Canada (3rd edition)*, Toronto: Nelson
- Hebdon, R. & Brown, T. C. (2012). *Industrial Relations in Canada (2nd edition)*. Toronto: Nelson
- Hebdon, R. & Brown, T. C. (2008). *Industrial Relations in Canada*, Toronto: Nelson

Technical Reports

- Brown, T.C (2005). *Executive Competency Profile*. Prepared for the Government of Newfoundland and Labrador.
- Brown, T.C., Foster. M., & Whiteside, M. (2001). *Nova Scotia Offshore Labour Demand Model Final Report*. Prepared for Atlantic Canada Petroleum Institute/ Petroleum Research Atlantic Canada.

Professional Publications (non-refereed)

- Brown, T.C. (2009, Spring). Performance Coaching- A New Way to Look at Performance Appraisal. *ICAN Insights*, p. 3. A publication of the Chartered Accountants of NL.

Supervision (MER)

- Lio, Y. (2003). How Organizations Motivate Employees.
- Seipp, G. (2003). Factors That Influence EAP Use: A Study of Staff at a Provincial University.
- Strong, S. (2003). Does Downsizing Span of Control of Division Managers in a Regional Healthcare System Effect their Level of Job Satisfaction?
- Warren, A. (2003). Employment Equity and Backlash: An Examination of the Perceptions of Employees within the Federal Public Service.
- Caddigan, A. (2003). A Study of Intrinsic Versus Extrinsic Motivation and Organizational Commitment on Financial Service Employees.
- Gosse, N. (2004). The Work-Life Balance Experience of Selected Human Resources Staff at a University.
- Peters, H. (2004). Co-Workers' Attitudes towards Employee with Mental Illness within A Canadian Healthcare Organization.
- Chaulk, K. (2005). Impacts on the Employment Relationship after a Strike: A Study from an Employee Perspective.
- Gill, M. (2005). Gauging Success of Return-To-Work Programs from the Workers' Perspective.
- Pieroway, P. (2005) Reactions to the Introduction of a Performance Appraisal Evaluation System.
- Branton, G. (2006). Behavioral and Physical Impact of Workplace Downsizing on one's Health.
- Marks, R. (2006). Municipal Leader's Values towards Regionalization.

- Noble, K. (2006). Employment Attitudes in a Non-Profit Sector.
- O'Neill, T. (2006). Managerial Career Interest.
- Turner, J. (2006). A Survey Concerning the Impact of Alternate Work Arrangement Program.
- Stringer, S. (2006). A Special Kind of Downsizing: The Effect of Bumping on Union Members.
- Stapleton, T. (2006). Employment Attitudes Among Part-Time Workers.
- Walsh, M. (2006). Fairness: A Quantitative Study Measuring Employees' Perception of Fairness in Relation to Decision Making Process used in the Allocation of Benefits.
- Duff, K. (2008). The Reactions of Students towards Employment Equity.
- Broderick, M. (2008). Performance Feedback: What is Important to People in Creative Positions?
- Mandelville, S. (2008). Unionized Employee Perception of Grievance Management Systems and its Relationship to Organizational Commitment.
- Philips, B. (2011). Work Arrangements: Its effect on Organizational Commitment.
- Saunders, L. (2012). Caring for parents: Implications for Workers and their Work.
- Spence, S. (2012). Non-Managerial Employee Perceptions of Training Transfer.
- Ellis, F. (2013). Effects of Workplace and Organizational Stressors on Social Workers in Newfoundland and Labrador.
- Kalid, R. (2013). Labour Market Barriers Facing by Immigrants in Canada.
- Zhengqian, S. (2013). Returns to Education for Immigrants.

Supervision (MSc & PhD)

- Abhishek Choudhury - MSc (2022). The Impact of Leader's Support for the Inclusion of Gay Men in the Workplace and Leader's Sexual Orientation on Employees' Decision to Hire a Gay Man and Their Attitudes toward Gay Men Co-workers.
- Bishakha Mazumdar - PhD (2018). Bridge Employment: A Mixed Methods Approach. Co-supervised with A. Warren.
- Shane Skinner - MSc (2018). Goal Setting Practices within Organizations

Supervision (Current)

- Judah Adeniyi (PhD)
- Shadi Mahdavi (PhD)
- Amir Ali Aghili Dehkordi (MSc)

Service to the Faculty

- **Chair:**

- 2021-2022: Contract Renewals Committee
- 2018-2020: Chair: Committee on Undergraduate Studies
- 2018: Chair: PhD Comprehensive exam committee: Amanda Hancock
- 2018: Chair: PhD Comprehensive exam committee Davoud Ghahremanlou
- 2015-2018: FBA Ethics Committee
- 2015-2018: FBA Research Committee
- 2015-2018: FBA Graduate Research Programs Committee
- 2009-2010: Promotion and Tenure Committee
- 2008-2009: Search Committee: Associate Dean Research
- 2008-2009: Search Committee: HR/OB (two positions) – Co-chair
- 2004-2005: Promotion and Tenure Committee
- 2003-2004: Master Employment Relations Committee
- 2001-2002: Intellectual Contributions Committee, AACSB Accreditation Committee
- 2001-2002: Research Committee
- 1999-2000: Intellectual Contributions Committee, AACSB Accreditation Committee

- **Member:**

- 2020-2021: Contract Renewals Committee
- 2019-2020: PhD Comprehensive Exam Committee (F. Ajayi)
- 2019-2020: PhD Comprehensive Exam Committee (S. Mahdavi)
- 2018-2019: Contract Renewals Committee
- 2015-2018: FBA Awards Committee
- 2015-2016: Course Equivalency Committee
- 2014-2015: Search Committee - OB/HRM
- 2012-2013: Tenure and Promotion Committee
- 2011-2012: Tenure and Promotion Committee
- 2010-2011: Search Committee: Associate Dean Undergraduate
- 2008-2009: Search Committee: Dean of Business
- 2008-2010: Committee on Undergraduate Studies
- 2007-2008: Tenure and Promotion Committee
- 2005-2006: Tenure and Promotion Committee
- 2003-2004: Tenure and Promotion Committee

- 2002-2003: School of Nursing Faculty Council, Faculty of Business Representative
- 2002-2003: Research Committee
- 2002-2005: Committee on Graduate Studies
- 2001-2005: Master Employment Relations Committee
- 2001-2002: Search Committee: All Faculty of Business positions
- 2000-2001: School of Nursing Faculty Council, Faculty of Business Representative
- 2000-2001: Search Committee
- 1999-2001: Research Committee

Service to Broader University

- **Chair:**

- July 2019; Acting Chair, Interdisciplinary Committee on Ethics in Human Research
- June 2019; Acting Vice-Chair: Interdisciplinary Committee on Ethics in Human Research
- 2017-Present: Chair, PhD Thesis Defence (ongoing)
- 2016: Search Committee, Associate Vice President Academic
- 2005-2006: VP Research SSHRC Internal Research Grants Committee

- **Member:**

- 2019-2022: Interdisciplinary Committee on Ethics in Human Research
- 2018-2022: Senate Committee on Undergraduate Studies
- 2018-2022: Administrative Committee: Master of Occupational Health and Safety
- 2014- Present: Delegate of the Dean of Graduate Studies: PhD Oral Comprehensive exams
- 2014- Present: Delegate of the Dean of Graduate Studies: PhD Defence Chair
- 2015-2018: Academic Council, School of Graduate Studies
- 2014-2015: School of Graduate Studies Awards and Medals Committee
- 2010-2013: Interdisciplinary Committee on Ethics in Human Research
- 2008-2009: VP Research SSHRC Internal Grants Committee
- 2008-2009: Presidents' Research Award Committee
- 2003-2005: VP Research SSHRC Internal Grants Committee
- 2002-2003: Master in Health Systems Management Program Committee
- 2000-2001: Report to the Dean of the School of Graduate Studies on Increasing Graduate Enrolment at Memorial
- 2000-2002 : Master in Health Systems Management Program Design Committee

Service to Broader Academic Community

• Professional Association Leadership Roles and Memberships

- Administrative Sciences Association of Canada (ASAC), Past President (2013-2014)
- Administrative Sciences Association of Canada (ASAC), President (2012-2013)
- Administrative Sciences Association of Canada (ASAC), President-Elect (2011-2012) and Conference Chair for ASAC 2012
- Administrative Sciences Association of Canada (ASAC), Executive Board Member (2010-2011)
- Division Chair (Human Resources, Labour Relations, Organizational Behavior) Atlantic Schools of Business Association, 2005-2006
- Division Chair (Human Resources), Administrative Sciences Association of Canada (ASAC) 2003
- Program Chair (Human Resources), Administrative Sciences Association of Canada (ASAC) 2002
- Academic Reviewer (Human Resources), Administrative Sciences Association of Canada (ASAC) 2001

• External Program Review

- 2014: Reviewer: Review Panel for HR programs at Saint Mary's University.
- 2012: External Reviewer: Review Panel for HR programs at the University of Lethbridge

• External Examiner – Thesis and Candidacy Exams

- 2021: External Examiner - PhD Candidacy Exam for L. Xie (University of Alberta)
- 2018: External Examiner – DBA for S. Xie (Henley Business School)
- 2018: External Examiner – PhD for S. Rookwood-Brown (The University of the West Indies)
- 2017: External Examiner – PhD for H. Weigand (Saint Mary's)
- 2010: External Examiner - PhD for A. Celani (McMaster)

• Internal Examiner - Thesis

- 2021: Internal Examiner – MSc for M. Ortynsky
- 2021: Internal Examiner – MSc for S.K. Walker
- 2021: Internal Examiner – MSc for S.Munir
- 2021: Internal Examiner- PhD for A. Hancock
- 2018: Internal Examiner – PhD for M. Oyet (Management)
- 2017: Internal Examiner – PhD for M. Walsh (Management)
- 2016: Internal Examiner – PhD for H. Clarke (Management)
- 2016: Internal Examiner – MSc for Kalen Thomson (Medicine)
- 2003: Internal Examiner – PhD for M. McBride (Labour History)

- **Granting Agencies**

- SSHRC Representative for Open Research Area for the Social Sciences (ORA7) (2022)
- SSHRC Doctoral Fellowship Program (2015-2016; chair 2016-2017)
- SSHRC Insight Grant Committee (2011-2012, chair: 2012-2013)
- SSHRC Standard Grants, Committee 21 (2009-2010, 2010-2011)
- SSHRC Special One Time Grant Committee for PhD grants
- Pre-Selection Committee, SSHRC Doctoral Fellowship (2006-2008, chair: 2008-2009)
- SSHRC Standard Grants, Grant Reviewer (2006-2007)
- Memorial University VP Research SSHRC Committee (2003-04; Chair: 2005-06)

- **Journals: Editorial Appointments Board**

- HRDQ: Associate Editor (2016-2021); Editorial Board (2014-2016; 2022 to present)
- Team Performance Management: Editorial Board (2010-2013)
- Personnel Review: Editorial Board (2023-present)

- **Journals: Ad hoc Reviewer (sample)**

- Academy of Management Journal
- Applied Psychology: An International Review
- British Journal of Psychology
- Canadian Journal of Administrative Sciences
- Canadian Journal of Behavioural Science
- Education + Training
- Employee Relations
- European Journal of Training and Development
- Human Resource Management
- Human Resource Management Journal
- Human Resource Development Quarterly (HRDQ)
- Human Resource Development International (HRDI)
- Industrial Relations Journal
- International Journal of Human Resource Management
- International Journal of Public Sector Management
- International Journal of Training and Development
- Journal of Applied Social Psychology

- Journal of Business Venturing
- Journal of Management & Organization
- Journal of Small Business and Entrepreneurship
- Leadership & Organization Development Journal
- Learning and Individual Differences
- Organizational Behavior and Human Decision Processes
- Personality and Individual Differences
- Personnel Review
- Relations Industrielles/Industrial Relations
- Team Performance Management

Service to Broader Community

• **Member of External Award Panel:**

- 2013: Newfoundland and Labrador's Employer's Council Employer of Distinction Award – Selection Committee Member
- 2012: Newfoundland and Labrador's Employer's Council Employer of Distinction Award – Selection Committee Member

• **Executive Board Member (Volunteer):**

- 2014-2016: Swim Newfoundland and Labrador -Past-President
- 2011-2014: Swim Newfoundland and Labrador - President
- 2009-2011: Swim Newfoundland and Labrador - Vice-President
- 2009: Legends Swim Club - Past President
- 2008: Legends Swim Club - President
- 2006-2008: Cygnus Gymnastics – Director Human Resources
- 2001: Volunteer Advisor, Managerial Competency Profile, Government of Newfoundland

Research Interests

My research broadly falls into the broader areas of human resource management (HRM) and labour relations and includes the use of quantitative, qualitative, and mixed methods. .

- Training and Development (Management/Leadership, Union Leader, Employee, Entrepreneur)
 - Assessing the effectiveness of training and transfer of training interventions
 - Social cognitive and goal setting-based training interventions
- Performance Management (in Unionized and Non-Unionized firms)
 - Effective performance management systems
 - Performance coaching interventions
 - Effects of different types of goal interventions
- Human Resource Business Partner Models and Practices (in Unionized and Non-Unionized firms)
- Employment transitions
 - Bridge employment and older workers
 - Impact of technology and tech change

Teaching Experience

I have taught and prepared over 15 courses in my career. A summary follows:

- Human Resource Management (including speciality courses: Undergraduate, Graduate, Executive Education)
- Industrial and Labour Relations (Undergraduate, Graduate, Executive Education)
- Managerial and Leadership Skills (Undergraduate, Graduate, Executive Education)
- Organizational Theory (Undergraduate)
- Research Methods (Graduate level)