

David E. Smith, Ph.D.
President and Chief Executive Officer
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EDUCATION

- Ph.D.** Industrial/Organizational Psychology – Colorado State University (1984)
- M.A.** Clinical Psychology – University of Missouri at Kansas City (1979)
- B.A.** General Psychology – University of Missouri at St. Louis (1974)

PROFESSIONAL EXPERIENCE

EASI•CONSULT, LLC, St, Louis, MO (November 1998 – Present)

President and Chief Executive Officer

- Founder and President of EASI•Consult®.
- Leads a team of experienced assessment, selection, and development professionals with previous leadership responsibility for Fortune 500 companies.
- Provides client organizations with resources and expertise to support Human Capital Strategies throughout their organization.
- Offers an advocacy role for organizations interested in establishing and using assessment and development technology.
- Provided onsite coordination of agency reorganization, assessment, placement and development of associates for the GSA, Public Buildings Service Central Office.
 - Designed and facilitated job assignment and placement meetings for GS15 through GS9 level positions.
 - Designed and facilitated subject matter expert validation sessions for competency model development and validation.
 - Provided expert advice and consultation at each step of the project.
 - Supervised development of comprehensive validation technical report.
- Designed and facilitated similar reorganization project for GSA, Public Buildings Service Great Lakes Region Office.

ANHEUSER-BUSCH COMPANIES, INC.

Manager, Assessment and Selection Systems (1986 – 2003)

Specialist, Employee Selection Systems (1985 – 1986)

- Managed and directed a department responsible for development of all pre-employment, promotional and developmental tests and assessment programs company-wide. The department provided validation research, roll-out implementation, training and ongoing auditing of assessment programs, consulting to management, and follow-up development for employees.
- Worked directly with senior management (e.g., Executive Strategy Committee members, COO, CFO, CIO, Presidents, VPs and Plant Managers) for assessment, development planning and staffing their organizations. Programs included assessment centers, psychological management assessments, cognitive ability, job knowledge, and integrity tests, work samples, video assessment, 360 multi-rater feedback, and structured interview library.
- Developed assessment programs for executives, senior and mid-level managers, first level supervisors, hourly production and maintenance employees, corporate pilots, customer service reps, sales reps, route sales drivers, product supply coordinators, international sales positions, accountants, administrative assistants, etc. Assessments were conducted with internal staff, external psychologists/consultants and a combination of the two.

- Established and led a company-wide task force to develop and validate an Anheuser-Busch “Core” Competency Model.
 - The model identified the knowledge, skills, abilities and values necessary for *all employees at all levels of the organization* to meet A-B’s strategic goals.
 - The model has provided a vehicle to integrate all areas of HR, across the company.
- Led and participated in over 15 major plant start-ups, expansions and sales office openings, both domestic and international. Typical selection programs screened 40,000 to 50,000 candidates to fill 400 to 600 positions.
- Led the reorganization and staffing of A-B’s beer company Sales Division to increase customer focus, retail support and domestic market share.

MAJOR ACCOMPLISHMENTS

- A-B selection programs, developed by my department, have been “noted for excellence” by two independent Benchmark Studies (conducted by Ford Motor and by Bell Atlantic).
- None of our assessment programs have been brought to litigation by the Office For Contract Compliance Programs (OFCCP), the Equal Employment Opportunity Commission (EEOC) or by any individual.
- Directed the expansion of assessment and testing from 3 to 40 programs during my tenure. Structured and legally valid assessment tools were made available for all positions in the company.
- Plant managers refuse to hire production employees, first line supervisors or department managers without successful completion of our assessment programs. The skill (i.e., competency) level of employees, management and senior management significantly increased through use of pre-employment and developmental assessment programs.
- Help to reduce the cycle time of hire-to-first brew (product output) during Anheuser-Busch Inc.’s last domestic brewery start-up by one-third (from nine to six months), due to highly talented employees and reduced training needs.
- Increased the career success (rate of promotions) of sales managers by 27%, through the introduction of a comprehensive assessment and selection program.
- Used assessment and selection in the reorganization of a 600 person sales department; placing Sales Managers, Directors and Region Vice Presidents through assessment tools.
- Integrated all corporate HR programs through the use of a company-wide core competency mode -- reducing performance management, training, employee development, and selection costs by eliminating redundant programs and initiatives across divisions and subsidiaries.

CERTIFICATIONS TO ADMINISTER PROGRAMS

- ***Benchmark Tools for Executive Development*** (360 Degree Feedback and Development Tools) Center for Creative Leadership.
- ***Managing Motivation for Performance Improvement*** (Leadership Development Program) Hay-McBer & Co.
- ***Profilor*** and ***Executive Success Profile*** (360 Degree Feedback and Development Tools) Personnel Decisions International.

HONORS

- A-B has been identified as “World Class” and “Best Practices Provider” in *management assessment* and *entry level selection* in national benchmark studies sponsored by Ford Motor (1993) and Bell Atlantic (1994).

PROFESSIONAL LICENSE AND PROFESSIONAL AFFILIATIONS

- Delegation Leader, Citizen Ambassador Program of People to People International. Led HR Management teams to Moscow and St. Petersburg, Russia; Kiev, Ukraine; Tallin, Estonia; and Riga, Latvia for exchanges of International HR practices (1992 and 1993).
- Licensed by Missouri’s Division of Professional Registration, State Committee of Psychologists.
- Member, American Psychological Association.
- Member, Equal Employment Advisory Council Ad Hoc Committee on Employment Testing (Washington, D.C.).
- Member, International Assessment and Selection Council.
(An invitation only membership of Senior Psychologists from companies with “best in class” assessment and selection programs. Invited companies include Anheuser-Busch, AT&T, Federal Express, GTE, Motorola, Proctor & Gamble, 3M, Sears, Sony, State Farm, and Xerox.)
- Member, Society for Human Resource Management (SHRM).
- Member, Society for Industrial and Organizational Psychology (Division 14, APA).
- Past President and Charter Member of Gateway Industrial-Organizational Psychologists (St. Louis, MO).

PUBLICATIONS AND PRESENTATIONS

- Lance C.E., Newbolt, W.H., Gatewood, R.D. & **Smith, D.E.**, Assessment center exercise factors represent cross-situational specificity, NOT method bias. (In Review, 1997) *Journal of Applied Psychology*.
- Arnold, J.D., Slade, L.A., **Smith, D.E.** & Tippins, N.T. *Practitioner’s forum: Benchmarking salaried selection: Learnings from Ford, Bell Atlantic, Anheuser-Busch & Others*. Forum presented at the Tenth Annual Conference of The Society for Industrial and Organizational Psychology, Orlando, Florida, May19-22, 1995.
- Lance C.E., Newbolt, W.H., Gatewood, R.D. & **Smith, D.E.**, *Assessment center exercise factors represent cross-situational specificity, NOT method bias*. Paper presented at the Tenth Annual Conference of The Society for Industrial and Organizational Psychology, Orlando, Florida, May19-22, 1995.
- Harris, M.H, **Smith, D.E.** & Champagne, D. A field study of performance appraisal purpose: Research-versus administrative-based ratings. *Personnel Psychology*, 1995, 48, 151-160.
- Macan, T.H., Avedon, M.J., Paese, M. & **Smith D.E.** Applicants’ reactions to cognitive ability tests and an assessment center. *Personnel Psychology*, 1994, 47, 715-738.
- Smith D.E. (Ed.)** *Journal of the Citizen Ambassador Program: Personnel Management Delegation to Latvia and Russia, July 13-29, 1993* (Dr. David E. Smith, Delegation Leader).
- Harris, M.H., Becker, A., & **Smith, D.E.** Does the assessment center scoring method affect the cross-situational consistency of ratings? *Journal of Applied Psychology*, 1993, 78, 675-678.
- Becker, A., Harris, M.H., & **Smith, D.E.** *An examination of two assessor consensus methods on assessor ratings*. Paper presented at the Annual Meeting of The Academy of Management. Miami Beach, FL, 1991.

- Smith, D.E.**, Laue, F., & McIntyre, R.M. *The Hierarchical Job Analysis: A structured approach to the job analysis interview*. Paper presented at the International Personnel Management Association Assessment Council Conference. San Diego, CA. 1990.
- Smith, D.E.** Training programs for performance appraisal: A Review. *The Academy of Management Review*, 1986, 11, 22-40. Reprinted in T.O. Peterson (Ed.) *Human Resources Management Readings and Cases*, 1990, (pp. 322-345). Boston, MA: Houghton Mifflin Company.
- Laue, F., **Smith, D.E.**, & McIntyre, R.M. *A new approach to the job analysis*. Presented at the Annual Meeting of the Rocky Mountain Psychological Association, Las Vegas, Nevada, April, 1984.
- McIntyre, R.M., **Smith, D.E.** & Hassett, K.E., Accuracy of performance ratings as affected by rater training and perceived purpose of rating. *Journal of Applied Psychology*. 1984, 69, 147-156.
- Smith, D.E.**, Increasing rating accuracy through rater training: A look at the performance appraisal process. (Doctoral Dissertation, Colorado State University, *Dissertation Abstracts International*, 1984, 45, 1614-B.
- Smith, D.E.**, Hassett, K.E. & McIntyre, R.M. *Using student ratings for administrative decisions: Are ratings contaminated by perceived uses of the information?* Paper presented at the 23rd Annual Meeting of the Western Academy of Management, Colorado Springs, CO, April, 1982.
- Smith, D.E.**, Gier, J.A. & Willis, F.N. Interpersonal touch and compliance with a marketing request. *Basic and Applied Social Psychology*. 1982, 3, 35-38.
- Goldman, M., Gier, J.A., & **Smith, D.E.** Compliance as affected by task difficulty and order of task. *Journal of Social Psychology*. 1981, 114, 75-83.
- Gier, J.A., Willis, F.N. & **Smith D.E.** *Judging postural cues in relation to social competence*. Paper presented at the 60th Annual Meeting of the Western Psychological Association, Honolulu, Hawaii, May, 1980.
- Smith, D.E.** Willis, F.N & Gier, J.A. Success and interpersonal touch in a competitive setting. *Journal of Nonverbal Behavior*. 1980, 5, 26-34.
- Smith, D.E.** Hypnotic susceptibility and eye-movement during rest. *American Journal of Clinical Hypnosis*. 1980, 22, 147-155.
- Willis, F.N., Gier, J.A. & **Smith D.E.** Reply to Dr. Koneya: Pedestrian behavior and communication research *Journal of Communications*. 1980, 30, 240.
- Smith, D.E.**, *Predicting hypnotic susceptibility through eye-movement during rest*. Paper presented at the 59th Annual Meeting of the Western Psychological Association, San Diego, CA, April, 1979.
- Smith, D.E.**, Willis, F.N. & Gier, J.A. *Success and interpersonal touch in a competitive setting*. Paper presented at the 59th Annual Meeting of the Western Psychological Association, San Diego, CA, April, 1979.
- Willis, F.N., Gier, J.A. & **Smith, D.E.** *Correlates of spatial displacement in pedestrians*. Paper presented at the 59th Annual Meeting of the Western Psychological Association, San Diego, CA, April, 1979.
- Willis, F.N., Gier, J.A. & **Smith, D.E.** Stepping aside: Correlates of displacement in pedestrians. *Journal of Communications*. 1979, 29, 34-39.