

Kenneth Pearlman, Ph.D.

Senior Consultant

314.209.9495, ext 735 – kpearlman@easiconsult.com

EDUCATION

- Ph.D.** Industrial-Organizational Psychology, George Washington University, Washington, DC
B.A. Psychology, Catholic University of America, Washington, DC

PROFESSIONAL EXPERIENCE

EASI•CONSULT, LLC, St, Louis, MO (August 2009 – Present)

Senior Consultant

- Designs, develops, validates and implements assessment procedures for employment, promotion, advancement, certification, performance management, and skill development, among other HR applications.
- Analyzes work and organization information to diagnose effective HR solutions to clients' people-related business needs.
- Advises client organizations about HR-related processes and strategies relating to assessment procedures, HR management practices, work analysis and effective methods for compliance with legal requirements.

Independent Consultant in Industrial and Organizational Psychology (2001 – Present)

- Specializes in personnel testing, selection, and placement; leadership, management, and sales assessment, selection, development, and succession planning; job, skill, and competency analysis and job family development; employee survey design and analysis; design and development of large-scale person-job matching systems; and evaluating the economic and organizational utility of staffing and development programs and other interventions.

AT&T and LUCENT TECHNOLOGIES INC., CORPORATE HEADQUARTERS HUMAN RESOURCES (1983 – 2001)

Senior Manager - Measurement and Selection Systems

- Responsible for a broad range of applied research, development and consultative activities, including: overall company selection/testing policy and program development, implementation, and litigation; corporate surveys; job, skill, and competency analysis; and provision of technical assistance to company units regarding employee selection/staffing and the design and evaluation of assessment and development systems for a range of general, technical, management, and leadership/executive jobs.

U.S. OFFICE OF PERSONNEL MANAGEMENT, Office of Personnel Research and Development (1974 – 1983)

Personnel Research Psychologist

- Responsible for basic and applied selection procedure research and development for professional, technical, administrative, clerical, and semi-professional jobs in the Federal Civil Service.

ACADEMIC POSTIONS

Courtesy Professor, Industrial–Organizational Psychology, University of South Florida, College of Arts and Sciences, 1998 – 2001.

EDITORIAL

Editorial Board Member, *SIOP Science for HR* series (published by *SHRM*), 2008 – Present.

Editorial Board Member, *Industrial and Organizational Psychology*, 2007 – Present.

Editorial Board Member, *International Journal of Selection and Assessment*, 2001 – Present.

Editorial Board Member, *Personnel Psychology*, 1993 – 2010.

Ad hoc Reviewer, *Journal of Applied Psychology*, 1982 – 2004.

Editorial Board Member for the Society for Industrial and Organizational Psychology's *Professional Practice* series (Jossey-Bass, publisher), 1995 – 2003.

PROFESSIONAL APPOINTMENTS

Member, Panel to Review the Occupational Information Network (O*NET), National Research Council, Committee on National Statistics, 2009 – 2010.

Member, Board on Testing and Assessment, National Research Council, Commission on Behavioral and Social Sciences and Education, 1996 – 1999.

Member of U.S. Department of Labor Advisory Panel (APDOT) to make recommendations for revision of the *Dictionary of Occupational Titles*, 1990 – 1993.

Member of American College Testing/Council of Chief State School Officers Planning Committee on developing SCANS assessment measures, 1992 – 1993.

PROFESSIONAL SERVICE

Society for Industrial and Organizational Psychology service:

- Committee to review the *Principles for the Validation and Use of Personnel Selection Procedures* (2009 – Present)
- SIOP Financial Officer (elected position) (2006 – 2009)
- Annual Conference Program Committee (1990 – Present)
- Fellowship Committee (2001 – 2003)
- Advisory Panel on Revision of *Principles for the Validation and Use of Personnel Selection Procedures* (1999 – 2003)
- Job Analysis and Competency Modeling Task Force (1998 – 2000)

PROFESSIONAL AFFILIATIONS

- Fellow, American Psychological Association
- Fellow, Society for Industrial and Organizational Psychology
- Fellow, Association for Psychological Science

AWARDS

S. Rains Wallace Dissertation Award (1982, from the American Psychological Association, Division of Industrial and Organizational Psychology, for doctoral dissertation)

PATENTS

Barney, M. F., Pearlman, K., & Harkey, S. T. (May 2000). *System and method for analyzing work requirements and linking human resource products to jobs*. U.S. Patent Number 6070143, Assignee: Lucent Technologies Inc.

PUBLICATIONS

Books/Chapters

- Scott, J. C., & Pearlman, K. (2010). Staffing Assessment for organizational change: Mergers, restructuring, and downsizing. In J. C. Scott & D. H. Reynolds (Eds.), *Handbook of workplace assessment* (pp. 533-576). San Francisco, CA: Jossey-Bass.
- Pearlman, K., & Sanchez, J. I. (2010). Work analysis. In J. L. Farr & N. T. Tippins (Eds.), *Handbook of employee selection* (pp. 73-98). Mahwah, NJ: Erlbaum.
- Pearlman, K. (2008). Changing to consulting in mid-career. In W. C. Borman & J. W. Hedge (Eds.), *The I/O consultant: Advice and insights for building a successful career* (pp. 315-325). Washington, DC: American Psychological Association.
- Pearlman, K., & Barney, M. F. (2000). Selection for a changing workplace. In J. F. Kehoe (Ed.), *Managing selection in changing organizations: Human resource strategies* (pp. 3-72). San Francisco, CA: Jossey-Bass.
- Pearlman, K. (1997). Twenty-first-century measures for twenty-first-century work. In A. Lesgold, M. J. Feuer, & A. M. Black (Eds.), *Transitions in work and learning: Implications for assessment* (pp. 136-179). Washington, DC: National Academy Press.
- Burke, M. J., & Pearlman, K. (1988). Recruiting, selecting, and matching people with jobs. In J. P. Campbell, R. J. Campbell, & Associates (Eds.), *Productivity in organizations* (pp. 97-142). San Francisco, CA: Jossey-Bass.
- Pearlman, K., Schmidt, F. L., & Hamner, W. C. (Eds.) (1983). *Contemporary problems in personnel* (3rd ed.). New York, NY: John Wiley and Sons.

Journal Articles

- Pearlman, K. (2009). Unproctored Internet testing: Practical, legal, and ethical concerns. *Industrial and Organizational Psychology*, 2, 14-19.
- Tippins, N. T., Beaty, J., Drasgow, F., Gibson, W. M., Pearlman, K., Segall, D. O., & Shepherd, W. (2006). Unproctored Internet testing in employment settings. *Personnel Psychology*, 59, 189-225.
- Peterson, N. B., 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.
- Schippmann, J. S., Ash, R. A., Battista, M., Carr, L., Eyde, L. D., Hesketh, B., Kehoe, J. F., Pearlman, K., Prien, E. P., & Sanchez, J. I. (2000). The practice of competency modeling. *Personnel Psychology*, 53, 703-740.
- Dalessio, A. T., Hinrichs, J., Hoffman, C., Pearlman, K., Reilly, R. R., Tippins, N., & Smither, J. W. (2000). Publishing applied work. *The Industrial-Organizational Psychologist*, 37(3), 88-99.
- Smither, J. W., Millsap, R. E., Stoffey, R. W., Reilly, R. R., & Pearlman, K. (1996). An experimental test of the influence of selection procedures on fairness perceptions, attitudes about the organization, and job pursuit intentions. *Journal of Business and Psychology*, 10, 297-318.
- Smither, J. W., Reilly, R. R., Millsap, R. E., Pearlman, K., & Stoffey, R. W. (1993). Applicant reactions to selection procedures. *Personnel Psychology*, 46, 49-76.
- Schmidt, F. L., Law, K., Hunter, J. E., Rothstein, H. R., Pearlman, K., & McDaniel, M. (1993). Refinements in validity generalization methods: Implications for the situational specificity hypothesis. *Journal of Applied Psychology*, 78, 3-12.

- Burke, M. J., Raju, N. S., & Pearlman, K. (1986). An empirical comparison of the results of five validity generalization procedures. *Journal of Applied Psychology, 71*, 349-353.
- Schmidt, F. L., Hunter, J. E., Pearlman, K., & Hirsh, H. R. (1985). Forty questions about validity generalization and meta-analysis. *Personnel Psychology, 38*, 697-798.
- Hunter, J. E., Schmidt, F. L., & Pearlman, K. (1982). The history and accuracy of validity generalization equations: A response to the Callender and Osburn reply. *Journal of Applied Psychology, 67*, 853-858.
- Schmidt, F. L., Hunter, J. E., & Pearlman, K. (1982). Progress in validity generalization: Comment on Callender and Osburn and further developments. *Journal of Applied Psychology, 67*, 835-845.
- Schmidt, F. L., Hunter, J. E., & Pearlman, K. (1982). Assessing the economic impact of personnel programs on workforce productivity. *Personnel Psychology, 35*, 333-347.
- Schmidt, F. L., Hunter, J. E., & Pearlman, K. (1981). Task differences as moderators of aptitude test validity in selection: A red herring. *Journal of Applied Psychology, 66*, 166-185.
- Schmidt, F. L., Pearlman, K., & Hunter, J. E. (1980). The validity and fairness of employment and educational tests for Hispanic Americans: A review and analysis. *Personnel Psychology, 1980, 33*, 705-724.
- Pearlman, K., Schmidt, F. L., & Hunter, J. E. (1980). Validity generalization results for tests used to predict job proficiency and training success in clerical occupations. *Journal of Applied Psychology, 65*, 373-406.
- Pearlman, K. (1980). Job families: A review and discussion of their implications for personnel selection. *Psychological Bulletin, 87*, 1-28.
- Schmidt, F. L., Hunter, J. E., Pearlman, K., & Shane, G. S. (1979). Further tests of the Schmidt-Hunter Bayesian validity generalization procedure. *Personnel Psychology, 32*, 257-281.

Papers and Presentations

- Pearlman, K. (2011, April). Panelist comments. In N. T. Tippins (Chair), *A Database for a Changing Economy*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Pearlman, K. (2011, April). Panelist comments. In H. A. Herleman (Chair), *Conducting KSAO and Competency-Based Job Analysis: Advice From the Field*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Sinclair, A., Russell, T., Erdheim, J., Ingerick, M., Owens, K. S., Peterson, N. G., & Pearlman, K. (2009, April). Using O*NET abilities and skills to describe military jobs. In M. Rose (Chair), *Exploring the validity and utility of the O*NET*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Rivkin, D. R., Lewis, P. M., & Pearlman, K. (2009, April). *O*NET products and tools: What's new and what's useful for your research and practice*. Workshop conducted at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Pearlman, K. (2009, April). Discussant comments. In M. Rose (Chair), *Exploring the validity and utility of the O*NET*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.

- Pearlman, K. (2008, April). Panelist comments. In N. T. Tippins (Chair), *Internet Testing: Current Issues, Research, Solutions, Guidelines, and Concerns*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Pearlman, K. (2008, April). Panelist comments. In M. L. Marks (Chair), *Mid-career Changes by I/O Psychologists: Reflections on Successful Transitions*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Pearlman, K. (2008, April). Panelist comments. In M. Ingerick (Chair), *Advancing Work/Job Analysis: Challenges and Opportunities*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Pearlman, K. (2007, April). Panelist comments. In D. J. Putka (Chair), *Unsolved Issues in Personnel Selection: Opportunities for Scientist/Practitioner Collaboration*. Academic-practitioner collaborative forum conducted at the meeting of the Society for Industrial and Organizational Psychology, New York, NY.
- Pearlman, K. (2003, February). *Private Sector Perspectives on Selection Content and Methodology*. Paper presented at the Army Research Institute Workshops on New Directions in Selection and Classification, Alexandria, VA.
- Pearlman, K. (2002, July). *Competency modeling: Mirror into the 21st-century workplace—or just smoke?* Presentation at the 26th annual IPMAAC Conference on Personnel Assessment, New Orleans, LA.
- Pearlman, K. (2002, April). Panelist comments. In M. A. Campion (Chair), *What I-Os need to know about the skill standards movement*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Pearlman, K. (2002, April). Discussant comments. In L. E. Anderson (Chair), *The multi ways of multi-grades*. Practitioner Forum conducted at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Pearlman, K. (2002, April). Discussant comments. In R. J. Vance (Chair), *Describing IT jobs/occupations: Challenges, approaches, and implications for occupational analysis*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Salas, E., Baldwin, T., Cascio, W. F., DeMeuse, K. P., Hedge, J. W., Higgs, A. C., Pearlman, K., Smither, J. W., & Tannenbaum, S. I. (2000, April). *The Professional Practice Series focuses on the customer: An invitation and opportunity*. Conversation hour conducted at the meeting of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- Pearlman, K. (1999, December). *Competencies and competency modeling: Where's the tofu?* Presentation to the New York Metropolitan Association of Applied Psychology, New York, NY.
- Pearlman, K., & Barney, M. F. (1999, May). Selection for a changing workplace. In J. F. Kehoe (Chair), *Managing selection strategies in a changing environment*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Pearlman, K. (1999, May). Critique of competency modeling. In J. S. Schippmann (Chair), *Competency modeling, pros and cons: Views from SIOP's Task Force*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Pearlman, K. (1999, May). Discussant comments. In G. W. Carter (Chair), *Skill standards and workforce development: Preparing for the 21st century*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Pearlman, K. (1999, February). Discussant comments. In M. J. Feuer (Chair), *Assessment and teacher quality*. Colloquium sponsored by the Board on Testing and Assessment of the National Research Council, Washington, DC.

- Pearlman, K. (1998, April). Discussant comments. In G. W. Carter (Chair), *Grouping jobs: Technical approaches and practical advice*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Pearlman, K. (1998, April). Discussant comments. In M. A. Campion and F. P. Morgeson (Chairs), *Job analysis inaccuracy: Cracks in the foundation of HR management?* Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Pearlman, K. (1997, April). Competencies: Issues in their application. In R. C. Page (Chair), *Competency models: What are they and do they work?* Practitioner forum conducted at the meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Pearlman, K. (1996, March). *21st-century measures for 21st-century work*. Paper presented at the conference "Transitions in Work and Learning: Implications for Assessment," sponsored by the National Research Council Board on Testing and Assessment and the National Office of School-to-Work Opportunities, Washington, DC.
- Pearlman, K. (1995, August). *Redefining occupational skills: Issues and implications*. Presentation at the North Carolina State Occupational Information Coordinating Committee (SOICC) Forum on Occupational Skills and Skill Standards, Raleigh, NC.
- Pearlman, K. (Panel Member) (1995, May). *Methodological and procedural problems in meta-analysis: Pitfalls to avoid*. Conversation hour conducted at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Pearlman, K. (1995, May). Discussant comments. In R. R. Reilly (Chair), *Changing organizational cultures through certification processes*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Pearlman, K. (Chair) (1995, May). *Is "job" dead? Implications of changing concepts of work for I/O science and practice*. Panel discussion conducted at the meeting of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Pearlman, K. (1994, December). *Key issues and challenges in skills-related Federal initiatives*. Presentation at the annual conference of the Association of Computer-Based Systems for Career Information (ACSCI), Dallas, TX. (Also presented at the meeting of Personnel Testing Council of Metropolitan Washington, September 13, 1995.)
- Pearlman, K. (1993, May). *DOT content and methodology*. In M. K. Gowing (Chair), *Improving the Dictionary of Occupational Titles: Recommendations of the APDOT*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Pearlman, K. (1993, April). Discussant comments. In K. Gregory (Chair), *Customer service: A comparison of construct definitions and measurement methods*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, San Francisco, CA.
- Pearlman, K., Smither, J. W., & Reilly, R. R. (1992, May). Development of a writing assessment center for selecting public relations managers. In D. L. Denning (Chair), *Direct evaluation of writing skills in the work place*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, Montreal, Canada.
- Pearlman, K. (1991, September). *Development of a writing assessment center for selecting public relations managers*. Presentation at the conference of the Personnel Testing Council of Southern California, Newport Beach, CA.
- Smither, J. W., & Pearlman, K. (1991, April). Perceptions of the job-relatedness of selection procedures among college recruits and recruiting/employment managers. In R. R. Reilly (Chair), *Perceived validity of selection procedures: Implications for organizations*. Symposium conducted at the meeting of the Society for Industrial and Organizational Psychology, St. Louis, MO.

- Pearlman, K., & Currie, C. (1987, April). Biodata as a predictor of performance in high-level sales jobs. In M. D. Mumford (Chair), *New directions in the development and application of background data measures*. Symposium conducted at the meeting of the Society for Industrial-Organizational Psychology, Atlanta, GA.
- Pearlman, K. (1987, April). Entry-level management selection research and development at AT&T: A historical summary and look into the future. In R. J. Campbell (Chair), *An era of change at AT&T: Consequences for personnel selection*. Symposium conducted at the meeting of the Society for Industrial-Organizational Psychology, Atlanta, GA.
- Pearlman, K. (1985, November). *Validity generalization: From theory to application*. Paper presented at the University of California (Berkeley) Institute of Industrial Relations Conference on "Selection Guidelines, Testing, and the EEOC: An Update," San Francisco, CA.
- Schmidt, F. L., Hirsh, H. R., Pearlman, K., & Hunter, J. E. (1985, August). *An improved method for estimating the standard deviation of the distribution of true validities*. Paper presented at the meeting of the American Psychological Association, Los Angeles, CA.
- Pearlman, K. (1985, August). *Development of a dollar criterion for high-level sales jobs*. Paper presented at the meeting of the American Psychological Association, Los Angeles, CA.
- Pearlman, K. (1984, August). Validity generalization: Methodological and substantive implications for meta-analytic research. In H. Wing (Chair), *Meta-analysis: Procedures, practices, and pitfalls*. Symposium conducted at the meeting of the American Psychological Association, Toronto, Canada.
- Pearlman, K. (1983, October). *Effects of alternate job groupings on Navy test validity*. Paper presented at the meeting of the Military Testing Association, Gulf Shores, AL.
- Pearlman, K. (1982, August). *The Bayesian approach to validity generalization*. Invited dissertation award address at the meeting of the American Psychological Association, Washington, DC.
- Pearlman, K. (1982, July). *Application of validity generalization theory to public sector personnel selection*. Paper presented at the quarterly meeting of the Mid-Atlantic Personnel Assessment Consortium, Baltimore, MD.
- Pearlman, K. (1982, June). *Analysis of the robustness of the Bayesian approach to validity generalization*. Invited student award presentation at the meeting of the International Personnel Management Association Assessment Council, Minneapolis, MN.
- Pearlman, K., & Schmidt, F. L. (1981, August). Effects of alternate job grouping methods on selection procedure validity. In E. L. Levine (Chair), *Job analysis/job families: Current perspectives on research and application*. Symposium presented at the meeting of the American Psychological Association, Los Angeles, CA.
- Pearlman, K. (1980, September). Seeing the whole picture: Application of cumulated validity data to issues in clerical selection. In V. J. Bentz (Chair), *Methodological implications of large-scale validity studies of clerical occupations*. Symposium presented at the meeting of the American Psychological Association, Montreal, Canada.
- Pearlman, K., & Schmidt, F. L. (1979, June). *Task differences as moderators of test validity: A disconfirmation*. Paper presented at the meeting of the International Personnel Management Association Council, San Diego, CA.
- Schmidt, F. L., Hunter, J. E., & Pearlman, K. (1979, April). Generality vs. specificity of tasks in job analysis. In C. J. Bartlett (Chair), *Needs assessment: The organization, the job, and the task*. Symposium presented at the meeting of the Eastern Psychological Association, Philadelphia, PA.

Pearlman, K., & Schmidt, F. L. (1978, June). Test of a new model of validity generalization: Results for tests used in clerical selection. In R. H. McKillip (Chair), *Innovative test validation strategies*. Symposium presented at the meeting of the International Personnel Management Association Assessment Council, Atlanta, GA. Also (1978, November) in M. H. Trattner (Chair), *Innovative test validation procedures*. Symposium presented at the meeting of the Military Testing Association, Oklahoma City, OK.

Pearlman, K. (1978, February). *Job families in personnel psychology*. Paper presented at the meeting of the Research Committee of the Personnel Testing Council of Metropolitan Washington, Washington, DC.

Technical Reports

Pearlman, K. (2011, August). *Evaluation of Wonderlic Basic Skills Test Validity for the Southern Maryland Electric Cooperative*. Proprietary report prepared for the Southern Maryland Electric Cooperative and the U.S. Equal Employment Opportunity Commission.

(As Panel Member) Panel to Review the Occupational Information Network (O*NET). (2009, December). *A database for a changing economy: Review of the Occupational Information Network (O*NET)* (Report of the National Research Council, Division of Behavioral and Social Sciences and Education, Committee on National Statistics). Washington, DC: National Academies Press.

Pearlman, K., Allen, M. T., Putka, D. J., Hooper, A. C., & Waters, S. D. (2009, June). Situational judgment test. In T. L. Russell & T. R. Tremble (Eds.), *Development and validation of measures for selecting soldiers for the Officer Candidate School* (FR-09-38) (pp. 45-53). Alexandria, VA: HumRRO.

Russell, T. L., Sinclair, A., Erdheim, J., Ingerick, M., Owens, K., Peterson, N., & Pearlman, K. (2008, June). *Evaluating the O*NET Occupational Analysis System for Army Competency Development* (FR-08-65). Alexandria, VA: Human Resources Research Organization.

Hanser, L., Campbell, J., Pearlman, K., Petho, F., Plewes, T., & Spenner, K. (2008, April). *Final report of panel on DoD Human Capital Strategy* (OP-175-OSD). Santa Monica, CA: RAND.

Campbell, J. P., McCloy, R. A., McPhail, S. M., Pearlman, K., Peterson, N. G., Rounds, J., & Ingerick, M. (2007, April). *U.S. Army Classification Research Panel: Conclusions and Recommendations on Classification Research Strategies* (FR-06-96). Arlington, VA: U.S. Army Research Institute for the Behavioral and Social Sciences.

Pearlman, K. (2006, October). *Review and analysis of the exit survey literature*. Report prepared under contract M67004-04-D-0025. Arlington, VA: Defense Manpower Data Center.

Pearlman, K. (2006, August). *Survey content, practices, results, and trends related to private-sector flexible benefit and quality-of-life programs*. Report prepared under contract M67004-04-D-0025. Arlington, VA: Defense Manpower Data Center.

Pearlman, K. (2006, January). *Review and analysis of alternatives for a common service-wide occupational analysis system*. Report prepared for the U.S. Department of Defense, Defense Manpower Data Center under contract to RAND Corporation, 1200 South Hayes Street, Arlington, VA.

Pearlman, K. (2004, August). *Review and summary of public and private sector information dissemination practices and products*. Report prepared for the U.S. Department of Defense, Office of the Under Secretary of Defense Personnel and Readiness under contract to RAND Corporation, 1700 Main Street, P.O. Box 2138, Santa Monica, CA.

Pearlman, K. (2003, June). *Review and summary of content, practices, and normative data regarding private sector employee attitude and opinion surveys*. Report prepared for the U.S. Department of Defense, Defense Manpower Data Center under contract to RAND Corporation, 1700 Main Street, P.O. Box 2138, Santa Monica, CA.

Pearlman, K. (2000, October). *LEAD (Leadership Excellence Accelerated Development) Pilot Program Evaluation Report*. Proprietary report prepared for Lucent Technologies, Inc. Warren, NJ.

- (as Advisory Panel member) NSSB Advisory Panel on Common Language for Skill Standards. (1998, September). *Recommendations for an NSSB common language for skill standards*. Washington, DC: National Skills Standards Board.
- Pearlman, K. (1997, April). *Standards for standards: Recommended NSSB criteria for describing work, performance, and standards*. Paper prepared for the Standards, Assessment, and Certification Policy Committee of the National Skills Standards Board under contract to KRA Corporation, 1010 Wayne Avenue, Suite 850, Silver Spring, MD 20910.
- Campion, M. A., Gowing, M. K., Lancaster, A. L., & Pearlman, K. (1994). *U.S. Department of Labor Database of Occupational Titles reinvention project: DOT transition team final report*. Washington, DC: U.S. Office of Personnel Management.
- Pearlman, K. (1994, April). *The development of occupational/skill clusters for Goals 2000: Suggested approaches and key issues*. Paper prepared for the U.S. Department of Labor under contract to DTI, 2361 Jefferson Davis Highway, Suite 500, Arlington, VA 22202.
- Pearlman, K. (1994, March). *Job families in the United States Employment Service: Review, analysis, and recommendations*. Technical report prepared for the U.S. Department of Labor (Contract No. 92-442, Western Test Development Center, Utah Department of Employment Security).
- Pearlman, K. (1993, October). *The skills standards project and the redesign of the nation's occupational classification system*. Paper prepared for the U.S. Department of Labor (Contract No. 93-509, Western Test Development Center, Utah Department of Employment Security).
- (as Advisory Panel member) Advisory Panel for the Dictionary of Occupational Titles (APDOT). (1993, May). *The new DOT: A database of occupational titles for the twenty-first century* (Final report). Washington, DC: U.S. Department of Labor.
- Pearlman, K. (1985, July). *Impact of the GIT-320 on the quality, productivity, and size of the Collection Enforcement Clerk workforce in the Canadian Public Service*. Report prepared for the Department of National Revenue (Government of Canada).
- Pearlman, K. (1983, July). *Validity generalization applied to the construct validity of a broad-band examination* (OPRD Report 83-2). Washington, DC: U.S. Office of Personnel Management, Office of Personnel Research and Development.
- Lilienthal, R.A., & Pearlman, K. (1983, February). *The validity of Federal selection tests for aid/technicians in the health, science, and engineering fields* (OPRD Report 83-1). Washington, DC: U.S. Office of Personnel Management, Office of Personnel Research and Development.
- Pearlman, K. (1981, August). *Validity generalization research results relevant to the construct validity of the Professional and Administrative Career Examination* (Operations Paper OP-81-1). Washington, DC: U.S. Office of Personnel Management, Personnel Research and Development Center.
- Schmidt, F. L., Hunter, J. E., Pearlman, K., & Caplan, J. R. (1981, January). *Validity generalization results for three occupations in Sears Roebuck and Company*. Proprietary report prepared for Sears Roebuck and Company.
- Pearlman, K. (1979, August). *The validity of tests used to select clerical personnel: A comprehensive summary and evaluation* (Tech. Study TS-79-1). Washington, DC: U.S. Office of Personnel Management, Personnel Research and Development Center. (NTIS No. PB 80-102650)
- Pearlman, K., & Northrup, L. (1978, December). *An analysis of criterion-related validity evidence relevant to Test 650* (Tech. Memorandum TM-78-7). Washington, DC: U.S. Civil Service Commission, Personnel Research and Development Center. (NTIS No. PB 298 406)
- Schmidt, F. L., & Pearlman, K. (1978, April). *The validity and fairness of employment and educational tests for Spanish-surnamed Americans: A review and analysis*. Proprietary report prepared for AT&T.

Pearlman, K. (1978, March). *Job families: A review and discussion of their potential utility for personnel selection* (Prof. Series PS-78-2). Washington, DC: U.S. Civil Service Commission, Personnel Research and Development Center. (NTIS No. PB 280 498)