Expert Report of Caren B. Goldberg, Ph.D.

Submitted February 9, 2018

1.   I have been retained by Plaintiffs to respond to Defendant's expert, Rhoma

Young, in the matter of *Moussouris, et al. v. Microsoft.* In particular, I opine on Microsoft's HR

and Employee Relations Investigation Team ("ERIT") policies and practices relating to the

prevention of and remediation of harassment, discrimination, and retaliation. My opinion is

based on my professional knowledge of the field of Human Resource Management, my

knowledge of the scholarship on Human Resource Management and sexual harassment, and my

scientific background. I reserve the right to modify my opinion, if additional information

subsequently becomes available to me.

SUMMARY OF EXPERT QUALIFICATIONS AND EXPERIENCE

2.   I am currently an Associate Professor of Management at Bowie State University.

Prior to that, I spent seventeen years in the Management Departments at American University

and George Washington University and one year in the Industrial-Organizational Psychology

Department at George Mason University. For three years, I served as the Program Director for

Human Resources at George Washington University. For the past two decades, I have taught

undergraduate, master's, and doctoral level courses in Human Resource Management, Industrial

Psychology, Organizational Behavior, and Research Design. I have taught diversity and

inclusion in my undergraduate and master's level Introduction to Human Resource courses, my

undergraduate Cases and Exercises in Human Resource Management courses, my master's level

Human Resources/Organizational Behavior survey courses, and my Ph.D. seminars in Industrial

Psychology and Human Resource Management. In addition, I have covered these topics in

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several off-campus Accelerated MBA and Executive MBA courses that I have taught, as well as

in training modules that I have designed and delivered for the Center for Excellence in Public

Leadership and the Council of Governments. During my tenure at George Washington

University, I served as the faculty liaison to the Council on Education in Management (CEM), an

outside provider of HR training programs, who offered courses under GWU's brand. In this role,

I was responsible for ensuring that the quality of training provided in CEM's courses (most

notably, Internal Investigations) were on par with GWU's reputation.

3.   I have written more than 50 articles for peer-reviewed journals and conferences. I

have also authored seven invited book chapters. My research has been published in such

journals as *Journal of Applied Psychology, Journal of Business and Psychology, Human

Resource Management, Human Relations, Group and Organization Management, Journal of

Organizational Behavior, Psychology of Women Quarterly, Academy of Management Best Paper

Proceedings, Sex Roles, Assessment, Journal of Business Research, Representative Research in

Social Psychology, Journal of Career Planning and Employment, Business Journal of Hispanic

Research,* and *Journal of Managerial Psychology*. I have also conducted numerous media

interviews and have been featured in several television, radio, and print news pieces relating to

my research on working women and sexual harassment.

4.   I have engaged in a variety of important leadership roles in my profession,

including serving as an Associate Editor of *Group and Organization Management*, as an editorial

board member of *Group and Organization Management, Human Resource Management*,

Journal of Business and Psychology, and *Journal of Management*, and as a Track Chair for the

Human Resource Division of the Southern Management Association. In addition, I served on a

joint taskforce created by the Society for Human Resource Management (SHRM) and the

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American National Standards Institute (ANSI), charged with creating national workplace

standards for Diversity and Inclusion. In addition, I am currently serving as Treasurer of the

Academy of Management's Gender and Diversity in Organizations Division, where I recently

completed a three-year term as an Executive Committee Member.

5. I received my B.A. degree in Psychology from the State University of New York

at Stony Brook in 1987, my M.B.A. degree from the State University of New York at

Binghamton in 1990, and my Ph.D. degree in Human Resource Management from Georgia State

University in 1997. From 1988 to 1989, I worked in the compensation department at United

Health Services.

6. During the last four years, I have testified as an expert at trial or by deposition as

follows. In *Seguin v. Northrop Grumman Corporation* (United States Department of Labor, Case

No: 2012-SOX-00037), I was deposed in July 2013 and testified at a hearing in July 2014. In

Nielson v. Care Options (Virginia Circuit Court for the City of Fairfax, Case No. CL14-10271), I

was deposed in June 2016. In *Williams v. G&K Services, Inc*. (United States District Court for

the District of Arizona, Case No. 15-cv-01744), I was deposed in August 2016.   In the matters

of *Anderson, et al. v. Verizon New Jersey Inc., et al.* (United States District Court for the District

of New Jersey, Case No. 13-cv-4777) and *Gardrie, et al. v. Verizon New Jersey Inc., et al.* (Case

No. 15-cv-03538), I was deposed in September 2017 and October 2017. I was deposed in

Kassman, et al v. KPMG, LLC. Case No. 11-cv-03743 in October, 2017.

7. Appended to this report is a current copy of my *curriculum vitae*, which contains

a more detailed description of my professional background, including a list of all publications

authored in the previous ten years (Appendix 1).

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COMPENSATION

8.   My time in this case (including for my report and any testimony) is being billed at

a rate of $400 per hour, with $3,200 to be paid in advance per day of testimony.

OPINION SUMMARY

9.   I offer the following opinions in response to Ms. Young's report: 1. Her report

was not based on any scientific method; 2. She lacks an understanding of the field of Human

Resource Management; 3. Although she claims to have relied upon the industry standard of the

Association of Workplace Investigators (AWI), her opinions are inconsistent with AWI's

guidelines, and also inconsistent with her own published guidance; thus, to the extent that she

performed an analysis of Microsoft's policies, this analysis was not credible. The bases for these

opinions are detailed below.

I.   **Ms. Young's report was not based on any scientific method**

10.   Ms. Young's opinions have no scientific basis. This conclusion is rooted in two

fundamental shortcomings of her report. First, she is unable to articulate a methodology for

reaching her conclusions. Rather, her report lists a series of what she refers to as, "suggested

management practices," that are loosely coupled with some commentary provided to her by two

people she interviewed from Microsoft's Employee Relations Investigation Team (ERIT): the

current ERIT manager and the most experienced current ERIT investigator. (ERIT is the

Microsoft unit responsible for investigating complaints of gender discrimination and sexual

harassment.) Second, her analysis is corrupted by sampling error and sampling bias[1] with

respect to the ERIT files she purports to have reviewed[2] and the individuals she interviewed.

No Methodology for Reaching Her Conclusions.

11.   Ms. Young fails to specify what, if any, methodology she relied upon to reach her

conclusions. Indeed, she admits, "I'm not posturing myself as a scientific expert in this area."

Young Tr. 43:1-2. While she states that she "evaluated how Microsoft's investigation processes

compare with usual and customary 'suggested management practices', the information she relied

on precludes her from doing so. *Because the investigations are the unit of analysis, they*

necessarily need to be the primary source of data. Ms. Young fails to apply appropriate rigor in

basing her opinions of Microsoft's investigations primarily on interviews with two individuals

who conduct those investigations. Indeed, she testified that the actual files were merely

"complements to my opinion. They were samples. I went in not to rehash what the investigation

was or how well it was conducted." Young Tr. 132:23-25; *see also* Young Tr. 267:6-9 ("It was

not to play Monday morning quarterback. It wasn't to review it for completeness. It wasn't to

review it for whether or not I think they did a good or bad job."). Although I rarely use them,

interviews *can be* part of an in-depth analysis; however, their value rests on the

representativeness of the sample of interviewees and/or the ability of the interviewee to shed

light on issues that are not otherwise illuminated. In this case, Ms. Young's interviews were

comprised solely of two ERIT members. Young Tr. 73:22-23.   Given that at least nine of the

eleven Plaintiffs' declarant witnesses in this case expressed specific concerns over the conduct

(or lack thereof) of investigations, it is unlikely that limiting her scope to two investigators

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[1] Sampling error refers to differences between the sample and the population that occur, "purely by random chance" (Alreck & Settle, 1985, p. 67), whereas sampling bias refers to a systematic sampling factor that is apt to, "push the results in one or another specific direction" (Alreck & Settle, 1985, p. 68).

[2] As I discuss later, although she claims to have reviewed 18 ERIT files, she does not reference any of them anywhere in her report.

provided a balanced understanding of the fairness and adequacy of the investigative process at Microsoft. *See* Alberts Decl. ¶8; Boeh Decl. ¶8; Dove Decl. ¶8; Hutson Decl. ¶6; Moussouris Decl. ¶7; Muenchow Decl. ¶7; Smith Decl. ¶9; Underwood Decl. ¶9; Vaughn Decl. ¶7.

12.   While the decision to limit interviewees to only ERIT investigators reflects sampling bias, it is unclear why Ms. Young chose not to interview the remaining three ERIT members. This is especially concerning given Ms. Young asserts that, "ERIT investigators are skilled, objective, and highly experienced," yet relies on resumes that include one (from among four current ERIT investigators) where the ERIT investigator was hired with no employment law background and no prior investigation experience. *See* MSFT_MOUSSOURIS_00886992 (███████ resume). Moreover, Ms. Young elected not to interview ████████ (the least experienced of the ERIT team), further biasing the level of sophistication among the team. Notably, in Exhibit 6 to Young's report, which touts the experience of the ERIT team, Ms. Young omitted the inexperienced ████████ from the list. In addition, Ms. Young's decision to interview Ms. DeLanoy, who was previously deposed in this case, was misguided. Interviewing someone who has already provided sworn testimony is not only superfluous, it results in an overweighting of that individual's perspective.[3]

13.   In responding to the opinions proffered by Ms. Young, I conducted an independent analysis of the materials in this case, using the case study method, a widely accepted method for conducting social science research. In contrast to the cursory, high-level examinations involved in large-sample quantitative analyses, case studies involve in-depth analyses of single or multiple cases using rich and varied sources of data. It is well-suited to the

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[3] Ms. Young also appears to rely on a deposition transcript of Judy Mims, an ERIT investigator, provided to her by defense counsel from another lawsuit several years earlier. Ms. Young made no attempt to research the availability of other testimony by the ERIT team, and there is no indication that the testimony selected by defense counsel from a different matter is representative of the testimony available or the issues studied.

current analysis, as the complete investigative files provide very detailed information that represents multiple parties' perspectives, which was supplemented by my review of Microsoft's policies, and the sworn testimony of Microsoft's representatives. Numerous methodology-focused articles discussing the advantages of the case study method have been published in some of the most highly-regarded, peer-reviewed Management journals (*e.g.*, Eisenhardt & Graebner, 2007; Eisenhardt, Graebner, & Sonnenshein, 2016; Gioia, Corely, & Hamilton, 2012). Further, because I was able to review multiple investigative files, I was able to observe similarities and differences across the files, to establish "cross-case patterns," as advocated by the scholarly research on the case study methodology (Eisenhardt, 1989). A replication of patterns across cases provides a means of confirming the reliability of the initial assessment (Eisenhardt, 1989) and establishing the external validity or generalizability of the assessment (Eisenhardt & Graebner, 2007).

14.   In conducting a case study, one relies on established research or theory to evaluate the data presented. As many of my opinions are focused on the conduct of the investigation, I reviewed the Association of Workplace Investigators' (AWI) guidelines discussed in Ms. Young's report. The principles in these guidelines are consistent with those cited in myriad other sources, including the EEOC's Guidance to Employers (1999), and several articles (Tremblay, 2008; Weissman, 2011). Some of this content even appears in Ms. Young's white paper (Fischel, Wilson, & Young, 2003). In short, while Ms. Young cites to a reasonable framework on investigations, the materials she reviews and conclusions she reaches are baseless.

Sampling Error and Sampling Bias in the ERIT Files

15.   The sampling methodology Ms. Young employed in determining the 18 ERIT files she would review is scientifically suspect. From a purely statistical perspective, relying on

a sample that comprises less than 10% of the total population of cases raises questions about representativeness. "Smaller samples are more likely to be different from the population than are larger ones, so smaller samples have more sampling error." (Allreck & Settle, 1985, p. 67). Even if the 18 ERIT files had been drawn completely at random from the population of 234 files, because of the small number of files, the sampling error would likely be substantial.

16.   However, the files were not drawn at random. Rather, when asked how she determined which cases she selected to review, Ms. Young indicated that she merely asked defense counsel to pick a cross-section of years and different investigators. *See* Young Tr. 137:2-18. She made no attempt to ensure that the sample mirrored the population in terms of claims presented, employees complaining, or years in which claims arose. Young Tr. 137:2-140:11. Indeed, there is no evidence this sample met any measure of scientific representativeness, and the lack of rigor suggests that the sample failed this test. The importance of representativeness lies in the fact that to the extent that a sample systematically differs from the population, inferences about the population from the sample are misleading (Alexander, Barrett, Alliger, & Carson, 1986, p. 90).

II.   Ms. Young Lacks an Understanding of the Field of Human Resources

17.   Ms. Young makes several false statements regarding the field of Human Resources that indicate a fundamental lack of understanding of the discipline. As noted above, Ms. Young openly admitted "I'm not posturing myself as a scientific expert in this area." Her claim that "HR is not about academics" Young Tr. 175:10, is patently incorrect: Every accredited business school in the country requires that students take courses in HR and research-intensive Ph.D. programs in HR are offered at both business school and labor relations schools throughout the world. In addition, the field of industrial psychology, which overlaps extensively

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with HR, has numerous research-focused Ph.D. programs. She testified that she believes that most HR research, "is not empirical because HR doesn't lend itself to empirical studies real easily." Young Tr. 171:18-19. She further contends that training, in particular, would be an area that would not lend itself to empirical study. Young Tr. 176:11-16. Neither of these statements is true. Had she read any studies published by the Academy of Management or the American Psychological Association (she testified that she had not, Young Tr. 42:2-19), it would be painfully obvious to her that there is an abundance of empirical studies in the field of HR. Indeed, had she bothered to review the curriculum vitae of Dr. Ryan, it would have been clear that there is extensive empirical research in HR. As someone who has published empirical studies on the effectiveness of sexual harassment training, I found absurd her belief that training is not an area that lends itself to empirical testing. Even training textbooks that are designed for laypeople (i.e., non-researchers) contain chapters on research designs for evaluating training effectiveness (Goldstein, 1986; Noe, 2002; Wexley & Latham, 1991[4]). Indeed, while Ms. Young asserts that her personal goals for training goals are, "having people leave with one idea or two ideas," and, "increasing their awareness," she would not know whether those goals were achieved without doing empirical research.

18.   Further, she creates a false dichotomy between research and practice. Practitioners do, in fact, routinely conduct empirical research in HR. In fact, it is not uncommon for practitioners to publish in peer-reviewed empirical journals. And, while she is correct that SHRM is not a scientific organization, even SHRM has a Science-to-Practice series, which "presents important research findings in a condensed, easy-to-use format for busy HR professionals and students. An excellent resource for HR professionals, line managers and

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[4] I cite this as an example. Evaluating training effectiveness is fundamental to any training textbook.

classroom use, these reports provide practical guidance based on solid research" (SHRM

Website, 2018)[5].

20.   Although research does not need to be empirical to be valuable, it does require

building on existing theory or knowledge. Thus, her contention that reading articles and books

and listening to speeches constitutes research is misguided. Young Tr. 41:6-15. My

undergraduates engage in these activities, but I would not expect them to label themselves as

experts (nor are they). Moreover, it is very disconcerting that she testified that she is unable to

distinguish research from opinion when she reads these articles and books. Young Tr. 52:8-10.

**III.   To the Extent that Ms. Young Performed an Analysis of Microsoft's Policies, this
Analysis Was Not Credible and Suffered From Major Deficiencies**

20.   On page 2 of her report, Ms. Young claims to have evaluated Microsoft's

investigation processes relative to "'suggested management practices' (SMP)" to identify any

differences, and if any existed, determined: what the differences are; how they might impact the

quality of the investigation process; how they might affect the impact, fairness and equity of

employee treatment; what the relevant Microsoft policies addressing investigations are; and

whether the actual investigation process and practices used in the implementation of those

policies are consistent with SMP and their own internal policies." Although Ms. Young did not

provide any citation for the term, "suggested management practices," nor could she identify

academic literature that describes, "suggested management practices," as a concept, Young Tr.

173: 15-23, for the purpose of responding to her report, I nevertheless analyzed Ms. Young's

opinions within this proposed SMP framework for evaluating the material she purports to have

considered for this case. I conclude that Ms. Young simply did not do what she claims to have

done. First, nowhere in her report does she indicate that differences exist between SMPs and

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[5] https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Pages/Science-to-Practice.aspx

Microsoft practice, as reflected in her unscientific sample of files. Indeed, she does quite the

opposite throughout her report, wherein she cites an "SMP" and provides often weakly-justified

prose articulating how Microsoft was consistent with said "SMP." As indicated below, I noted a

plethora of examples that indicate that Microsoft did, in fact, deviate quite substantially from

these "SMPs."

21.   Second, while she claims to have based her testimony on "basic HR practices

widely recognized and accepted," much of what she opines outside of the sphere of investigations, is

not supported by the scholarly research in HR.

22.   Third, I reviewed Ms. Young's white paper,[6] and compared the recommendations

in it with how she conducted her assessment of Microsoft. She did not follow her own guidance.

As described further below, most critically, she made no attempt to investigate whether or what

discipline is meted out generally or in any given case, whether discipline is progressive, or

whether it is linked to the level of the influence of the subject employee and the importance of

correcting those with significant authority over others. In my view, this not only contradicts her

own published advice, but renders her conclusions about the investigation process meaningless.

23.   Below, I note some of Ms. Young's opinions, contradicted by an abundance of evidence

in the record.

Young Assertion: ERIT investigators are skilled, objective, and highly experienced.

24.   As I indicated above, one of the ERIT investigators, ▮▮▮▮▮▮▮▮, had no

employment law background and no prior investigation experience. *See*

MSFT_MOUSSOURIS_00886992. Moreover, while Ms. Young praises the diversity of the

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[6] Fischel, C., Willson, A.J., Society for Human Resource Management, & Young, R. (2003). Is there a standard of care to define a reasonable harassment investigation? *SHRM-SIOP White Paper Series.*

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ERIT team's education, Ms. DeLanoy testified that all of the investigators are attorneys.

DeLanoy September 18, 2017 Tr. 24:30:24. Ms. Young's assertion that "objectivity is enhanced

because they function as a separate group of investigators outside of the day-to-day work of

employees and management," is purely speculative. Young Report ¶22.

> **Young Assertion: Microsoft has clear anti-discrimination and anti-harassment policies and communicates them effectively.**

25.   Although declaring that an organization has policies does not necessarily require

any expert knowledge, what constitutes effective communication of such policies has been the

subject of a great deal of research. Training is one means of communicating policies to

employees. However, Ms. DeLanoy testified that The Microsoft Standards of Business Conduct

training is the only mandatory training program required of Microsoft employees. DeLanoy Tr.

35:11-36:20; 38:18-20. Further, while the content varies from year to year, Ms. DeLanoy

indicated that in 2017 this training program did not even touch on gender discrimination.

DeLanoy Tr. 36:10-14. To the extent that gender discrimination may have been covered in other

years, research on diversity training indicates that such training must have a number of features

that do not appear present here to be effective. In particular, a meta-analysis[7] of 65 studies on

diversity training effects (Kalinoski, Steele-Johnson, Peyton, Leas, Steinke, & Bowling, 2013)

showed that training programs of less than 4 hours have no effect, training programs conducted

in passive formats (i.e., programs that do not require the trainees to engage in activities such as

role-playing, simulations, or discussions) have no effect, and training programs administered by

computer have no effect. Thus, if gender discrimination had ever been covered in the 45-minute

computer-based training, it would not likely have had an effect.

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[7] A meta-analysis averages the effect reported in previous studies, weighting each study by the number of participants. Meta-analytic relationships are commonly referred to as, "true," relationships, because findings that may be idiosyncratic to a particular study are washed out in the average.

26.   In reaching her erroneous conclusion that ERIT's training is a means of communicating anti-discrimination and anti-harassment policies, she ignores the content and audience of the trainings. The ERIT trainings are not designed to inform the general employee population at Microsoft about the organization's policies. Rather, they are a means of communicating solely to HR which types of complaints to bring to the ERIT team. Further, ERIT trainings for HR are not mandatory. DeLanoy Tr. 62:8-9. The effectiveness of this training is questionable, given that in the ▮▮▮▮▮▮▮▮ complaint file, there is some dispute in the record as to whether HR was notified of an earlier complaint that they hadn't investigated and were just "trying to hide this" (812236). In particular, ▮▮▮▮▮▮ indicated that she had lodged an initial complaint, but HR failed to act. Tremblay (2008) notes, "in some circumstances, the employee will want to remain anonymous. In other cases, the employee may complain of harassment and then ask the employer not to investigate since it 'is not a big deal'. In these circumstances, the employer still has the legal obligation to investigate and, if appropriate, remedy the conflict. The company can inform the alleged victim that it will make every effort to keep the matter confidential, but that it cannot promise to do so, since it has the legal obligation to fully investigate the workplace dispute and the disclosure of events and names may be inevitable." Thus, Microsoft ought to have investigated it. Indeed, DeLanoy testified that she would expect an investigation to continue, irrespective of the complainant's reticence. DeLanoy Tr. 78:7-15. Further evidence of the ineffectiveness of ERIT's triage training can be seen in the ▮▮▮▮▮ file. Here, two months after ▮▮▮▮▮▮▮s skip-level supervisor made HR aware of the complaints against ▮▮▮▮▮▮, the supervisor prodded HR for an update. When the HR manager forwarded the query to ERIT, Ms. Meyers responded, indicating that she did not even know that ▮▮▮▮▮▮▮ was one of the complainants in that matter.

Young Assertion: Microsoft conducts investigations that are timely, thorough, objective, and well-documented, and yield reasoned conclusions.

27.   Ms. Young opines that the steps used by Microsoft in its investigations are based on being thorough, timely, accurate, objective, well-documented, and focused on thoughtful and reasoned conclusions. My analysis of the materials in this case, revealed the opposite. Because this opinion covers a lot of ground, I discuss each of these specious claims in turn.

28.   <u>Timeliness.</u> As noted in the EEOC Policy Guidance (1999) investigations need to be conducted in a timely manner. While there is no official definition of "timely," Ms. Young's own white paper indicates, "an expeditious investigation might require between one and six weeks to complete." This is considerably shorter than the approximately 10 weeks in Microsoft's "50-business-day" goal, Young Report ¶41, which nevertheless, is frequently not met at Microsoft. Thus, Ms. Young fails to note that Microsoft's timeline is not consistent with EEOC guidance or even its own suggested management practices. Considering that in sexual harassment cases, victims are often forced to work with their harassers for the duration of the investigation, Microsoft's goal of 50 business days is unacceptably high and the reality of its investigations that extend for several months is even less acceptable. Below are some examples of Microsoft's untimely investigations.

- ▇▇▇▇ – intake form was completed 10/19/12; report was issued 1/31/13.

- ▇▇▇▇ – intake form completion date was 7/9/12 (though the source was apprised of the allegation on 6/21/12); findings memo was sent on 10/16/12.

- ▇▇▇▇ – Intake form was completed on 4/22/14; no closure document was in the file.[8]
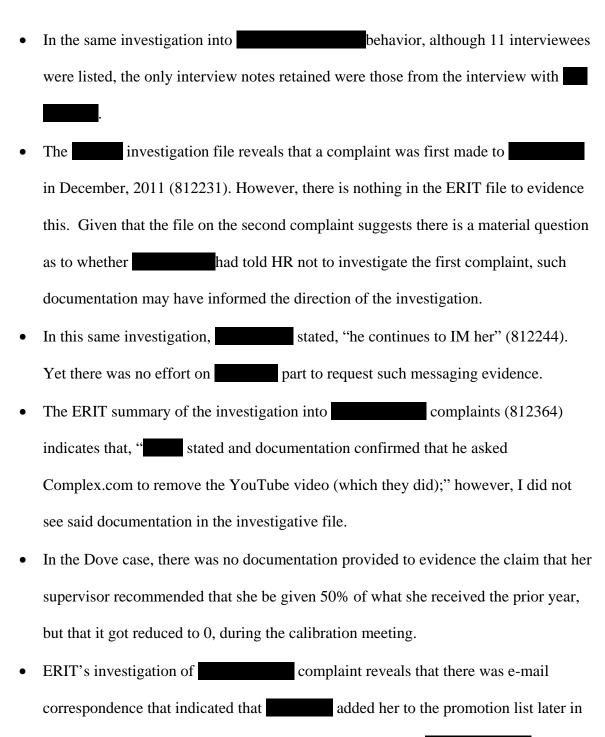
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[8] In this case, because of HR/ERIT's inactivity, ▇▇▇▇▇▇ supervisor e-mailed HR to get an update because ▇▇▇▇▇ was very uncomfortable being alone offsite with ▇▇▇▇ When it was escalated to Ms. Meyers,

29.   Objectivity. While untimeliness is one limitation of the ERIT team, lack of

objectivity (whether real or perceived) is another. For example, ▮▮▮▮ notes of his interview

with ▮▮▮▮ concerning ▮▮▮▮ complaint, that based on ▮▮▮▮prior experience, "do

not trust his HR contact. ▮▮ will go directly to ▮▮" (812242). Indeed, there is some dispute in

the record as to whether HR was notified of an earlier complaint that they hadn't investigated and

were just "trying to hide this" (812236).   Likewise, Ms. Dove's declaration (Dkt. 239) reveals

that ERIT conveyed to her that it was "impossible" to remove the mischaracterizations of her

performance from the Connect system, despite Microsoft's obvious technological capabilities.

Nine declarants also testified that they had bad experiences or did not trust HR (ERIT) to

investigate gender or harassment complaints, but Ms. Young did not consider those statements,

despite having read them. *See supra* at 6; Young Tr. 146:4-152:4.

30.   Well-documented. While I don't fully disagree with Ms. Young's favorable

opinion of the investigator's penmanship, Young Report ¶47, documentation involves far more

than good note-taking skills. Collecting all relevant documentation of alleged events is critical.

However, in the investigations I reviewed, I observed numerous instances where relevant

documents were missing.[9]

- Although the record (721321) indicates that ▮▮▮▮ provided screenshots
  of chat messages with ▮▮▮▮, I did not see these collected in the
  investigative file.

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the manager of ERIT, Meyers responded saying she didn't know that ▮▮▮▮ was a complainant, despite the
fact that the intake form clearly lists her as such.
[9] I cannot say that such documents were never reviewed; only that they were not in the company records for these
complainants.

- In the same investigation into ███████████ behavior, although 11 interviewees were listed, the only interview notes retained were those from the interview with ██ ████████.

- The ██████ investigation file reveals that a complaint was first made to ████████ in December, 2011 (812231). However, there is nothing in the ERIT file to evidence this. Given that the file on the second complaint suggests there is a material question as to whether ████████ had told HR not to investigate the first complaint, such documentation may have informed the direction of the investigation.

- In this same investigation, ████████ stated, "he continues to IM her" (812244). Yet there was no effort on ████████ part to request such messaging evidence.

- The ERIT summary of the investigation into ████████ complaints (812364) indicates that, "████ stated and documentation confirmed that he asked Complex.com to remove the YouTube video (which they did);" however, I did not see said documentation in the investigative file.

- In the Dove case, there was no documentation provided to evidence the claim that her supervisor recommended that she be given 50% of what she received the prior year, but that it got reduced to 0, during the calibration meeting.

- ERIT's investigation of ████████ complaint reveals that there was e-mail correspondence that indicated that ████████ added her to the promotion list later in the process (818763). In addition, the interview notes with ████████ indicate that there is reference to an 8/18 email and email correspondence between ████████ and ████. These documents were not in the ERIT file.
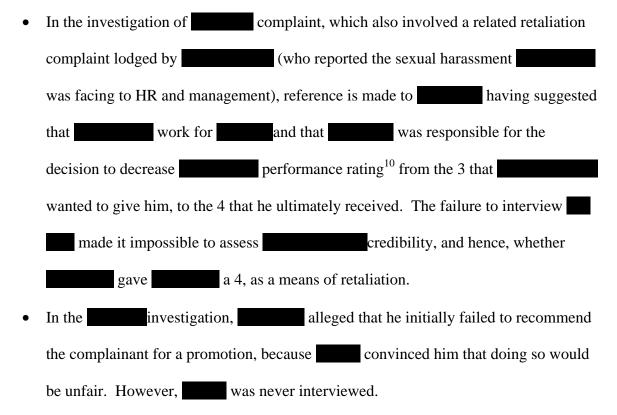
31.   <u>Reasoned Conclusions.</u> One of the key elements of this AWI guideline is that the investigator strive in good faith to make reasoned findings. This is one of ERIT's greatest downfalls. It bears noting, however, that even in cases where there was a clear violation of Microsoft's policies, investigators were frequently able to conclude, inexplicably, that even under egregious facts there was no policy violation. The following are examples:

- In the ▮▮▮▮▮ investigation, there was clear evidence that the complainant felt threatened and there was video evidence of ▮▮▮▮▮▮▮▮ photographing her.

- In the ▮▮▮▮▮ investigation, there was corroboration of several of the complaints of inappropriate language and a non-denial of the subject (▮▮▮▮ going to the complainant's hotel room.

- In the ▮▮▮▮▮ investigation, there was recorded evidence of ▮▮▮▮▮▮▮▮ video with lingerie-clad women. In addition, there were multiple witnesses to at least one sexist comment, which ▮▮▮▮▮ admitted saying.

- In the ▮▮▮▮▮ investigation, there were four women complaining of the similar inappropriate touching by ▮▮▮▮▮▮▮▮ at the same event.

- In the ▮▮▮▮▮ investigation, the investigator plainly noted, "▮▮▮ engaged in harassing behavior as described in MS's Anti-Harassment and Anti-Discrimination (Sexual Harassment) policy."

Young Assertion: ERIT staff conducts appropriate interviews with witnesses and employees who have relevant knowledge.

32.   Throughout the course of an investigation, persons with knowledge of alleged events are often identified. As these individuals can often corroborate or dispel accusations, a thorough investigation needs to include all relevant witnesses. Ms. Young states in her written report, "[T]he information I reviewed and interviews I conducted indicates [sic] ERIT

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investigators *generally* make it a priority to interview those persons, or they otherwise document legitimate bases for not doing so" Young Report ¶39 (emphasis added). However, while the record abounds with instances where relevant witnesses were omitted from investigations, I did not see any documentation for such, legitimate or otherwise:
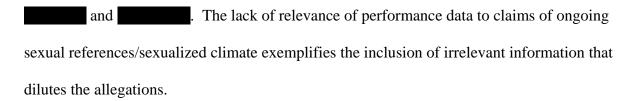
- In the ▮▮▮▮▮investigation, there was no interview with the security officer who arrived on the scene on 12/12/14. This individual could likely have provided insight into the extent to which ▮▮▮▮▮▮ felt threatened.

- In the ▮▮▮▮▮ investigation, 82236 reveals that ▮▮▮▮▮ was present, yet he was not interviewed. Given that the subjects denied ▮▮▮▮▮▮ allegation, ▮▮▮▮▮could have provided critical information regarding the relative credibility of each party.

- In the ▮▮▮▮▮▮ investigation, the subject attempted to dismiss the allegations made by the four accusers, by stating that he hugged many male and female employees that night (816432). However, he did not provide the names of any, nor was he asked to do so. To the extent that the allegations against him were attributed to ▮▮▮ just being ▮▮▮ an understanding of his behavior towards others would have informed such an assessment, even if it might not have excused it.

- In the ▮▮▮▮▮investigation, ▮▮▮▮▮▮▮ claimed that the 2008 video of him with lingerie-clad women resurfaced in 2012, when ▮▮▮▮▮▮ referenced it in a meeting, yet ▮▮▮▮▮▮was not interviewed.

- In this same investigation, the interview notes (812354) reflect that two men were present when ▮▮▮▮▮▮▮ made the comment about women only understanding Sesame Street; however, neither of these witnesses was interviewed.

- In the investigation of ▮▮▮▮ complaint, which also involved a related retaliation complaint lodged by ▮▮▮▮▮▮ (who reported the sexual harassment ▮▮▮▮ was facing to HR and management), reference is made to ▮▮▮▮ having suggested that ▮▮▮▮ work for ▮▮▮▮ and that ▮▮▮▮ was responsible for the decision to decrease ▮▮▮▮ performance rating[10] from the 3 that ▮▮▮▮ wanted to give him, to the 4 that he ultimately received. The failure to interview ▮▮▮ made it impossible to assess ▮▮▮▮ credibility, and hence, whether ▮▮▮▮ gave ▮▮▮▮ a 4, as a means of retaliation.

- In the ▮▮▮▮ investigation, ▮▮▮▮ alleged that he initially failed to recommend the complainant for a promotion, because ▮▮▮ convinced him that doing so would be unfair. However, ▮▮▮ was never interviewed.

Young Assertion: If the investigator lacks complete information, consciously excludes important information or adds irrelevant information, the conclusion may be flawed.

33.   While I agree with this assertion, I disagree with Ms. Young's logic that having Ms. Meyers review the case summary before the final check prevents these outcomes. Nor does it appear, as Young later contends, that investigators "read the original list of allegations (and any allegations subsequently raised) as a checklist in reaching their conclusions and making sure the investigation covered all necessary points." Young Report ¶52. Indeed, the files revealed several instances where the content of the file did not match the nature of the complaints. ▮▮▮ ▮▮▮▮ and ▮▮▮▮ complaint (645459) centered on the issue of ▮▮▮▮ repeated sexual references, which made them uncomfortable. However, the only documents provided in the ▮▮▮▮ file (aside from the e-mail string in which Ms. Meyers acknowledged not knowing ▮▮▮▮ was even a complainant), were the performance reviews for Ms.

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[10] Performance ratings at Microsoft are reverse-coded, such that a lower number is indicative of higher performance.

█████ and █████. The lack of relevance of performance data to claims of ongoing

sexual references/sexualized climate exemplifies the inclusion of irrelevant information that

dilutes the allegations.

34.   Further, the █████ complaint reveals a complete exclusion of one-third of the

issues raised in the complaint. There were three primary concerns raised by the complainant; the

video of █████ with the lingerie-clad women, the sexist comment regarding women

only being capable of understanding Sesame Street, and █████ insistence on hiring a

woman, regardless of her job-related abilities. However, this last issue was never investigated,

despite the fact that █████ provided e-mail documentation (812465) supporting this claim.

Young Assertion: The conclusion of the investigation should include a consideration of whether the investigator accessed readily available data and electronic information to provide a practical and realistic context for making his/her final assessments.

35.   While I agree with this assertion, contrary to Ms. Young's contention that "ERIT

investigators access a variety of available information to answer these questions," the ERIT

investigator (Ms. DeLanoy)'s testimony reveals the opposite. In particular, she testified that she

is **not** aware if ERIT monitors patterns of complaints. DeLanoy Tr. 99:2-5. Further, beginning

on page 175 of her transcript, she discloses that she is not aware of guidelines about who should

be interviewed in an investigation, that, "Investigators have broad discretion over formulating,

structuring, and carrying out their investigation," and that she only "sometimes," makes a list of

witnesses. In addition, she admits that there is no guidance on what documents should be

reviewed during a complaint. Specifically, there is no policy that if the complaint is about

promotion, that they review the promotion justification data. Likewise, for pay and performance

evaluation complaints, there is no policy that they review the data relevant to those decisions.

36.   Ms. DeLanoy's testimony that the complaint system does not flag an individual

who has been named as a subject in multiple complaints (91) and that, "I don't think it would be

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proper for me to apply or hold prior investigations against a subject that was facing me on a new

allegation" (92), also contradicts Ms. Young's contention that ERIT investigators access a

variety of readily available data and electronic information to provide a practical and realistic

context for making final assessments. Moreover, not flagging prior complaints suggests a much

larger problem. In particular, Lucero, Allen, and Middleton (2006) found that in nearly half of

all sexual harassment cases published in *Labor Arbitration Reports* between 1983 and 2001 that

involved discipline for the harasser, the perpetrator had been involved in prior harassment cases.

Further, the subsequent events tended to be more severe harassment. Thus, to the extent that

harassers are not identified in ERIT's database, they are emboldening them to engage in future

harassment.[11] Moreover, critical information regarding the subject's credibility may be missing

from a subsequent investigation. For example, if the same person has been named as a subject in

multiple harassment allegations, even if the investigators felt that they did not have sufficient

evidence to conclude that the allegations were "founded," the very fact that multiple individuals

raised complaints about the same subject should cause the investigator in a new case to further

scrutinize the credibility of the subject, particularly if the prior allegations were he-said/she-said

incidents.

      37.   The failure to track investigative files also results in the inability to discipline

employees appropriately. In particular, scholars and practitioners agree that employers should

have consistent responses to rule violations (Gomez-Mejia, Balkin, & Cardy, 2010, 458) and a

progressive discipline policy, whereby violations of the same policy result in increasingly severe

corrective measures (Gomez-Mejia, et al, 2010, 455). Ms. Young's laudatory view of ERIT's

treatment of each case as unique is at odds with these very basic HR principles. Having

standardless policies where the same acts can be treated vastly differently, or where repeat

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[11] The recent media attention devoted to Harvey Weinstein's long list of victims illustrates this phenomenon.

offenders get a blank slate each time runs counter to fundamental principles of HR management.

Yet, the ERIT files indicate that this is precisely what Microsoft did. For example, Exhibit 10 to

DeLanoy Deposition indicates that ▮▮▮▮▮▮▮▮▮complaints about being touched

inappropriately by ▮▮▮▮▮▮▮▮ at a Microsoft function where alcohol was served, were

substantiated, which led to a determination of "founded" (There is no indication of the

discipline, if any, assessed). In the ▮▮▮▮▮▮ matter, four women complained about being

touched inappropriately by ▮▮▮▮▮▮▮▮▮▮ in the same night at a Microsoft function where

alcohol was served and the investigator also concluded that that he did touch them in a manner

that made them feel uncomfortable. Unlike the ▮▮▮▮ finding, however, in this case, the

investigator claimed that due to the "isolated" nature, no violation was found.

      38.   Additionally, the notion that discipline be administered in increasing degrees of

severity with successive violations is so basic, that it is in every HR and performance

management text with which I am familiar (see for example, Gomez-Mejia, et al, 2010; Latham

& Wexley, 1994). Yet, Ms. Young hedged for three pages of deposition transcript testimony,

before finally acknowledging that, "when an offense is repeated, it's more serious and you take

more stringent action." Young Tr. 189:3-4. However, despite agreeing with this foundational

notion, she fails to note that Microsoft did not implement progressive discipline. As I noted

above, because Microsoft does not flag alleged (or founded) serial harassers, it would be nearly

impossible to do so. However, even where ERIT is aware of prior complaints, no attempt is

made to escalate disciplinary action. For example, ERIT was aware that there were complaints

about the YouTube video of ▮▮▮▮▮▮▮▮▮ in bed with two lingerie-clad women, when it was

addressing two additional complaints about him in 2012.   Yet, not only did they not increase the

penalty, the investigator minimized the fact that he was a repeat offender, noting that, "the

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evidence showed that this matter was previously addressed by his manager in 2008 and that he received verbal coaching and warning" (812367).

Young Assertion: Credibility determinations are an important part of the process.

39.   I wholeheartedly agree that credibility assessments are an important part of the investigative process. However, rather than considering the information in the ERIT files, Ms. Young vacuously states, "that is why the experience, education, and training of the ERIT investigators is so important." Young Report ¶54. Whatever point she is trying to make, the record does not support the view that ERIT staff consider credibility assessments as relevant to the investigation outcome, even though they frequently make such credibility determinations:

- In the summary of the ██████ investigation and throughout the file, ██████████ repeatedly references the subject's lack of credibility; however, he fails to factor this into his finding of "unfounded." (812606).

- In the ██████ investigation, ERIT deemed it "more likely than not" that ██ ██████████ made the alleged comments that ██████████ was being, "bitchy" and "needed to get fucked." Nonetheless, he concludes that the allegations were "unfounded."

- In the same investigation, despite the fact that the subject, ██████████ "could not state with absolute certainty that he did not enter ██████████ room or try to engage in physical contact with her," he was found to not have violated Microsoft's anti-harassment policy.   Recognizing that sexual harassment claims frequently boil down to he-said/she-said determinations, the EEOC specifically notes that "no eye-witnesses to the alleged harassment by no means necessarily defeats the complainant's credibility, since harassment often occurs behind closed doors."

- In the ██████████ investigation, despite the fact that four women complained of similar instances of identical inappropriate touching, the fact that ██████████████ "did not recall any specific physical contact other than hugging both male and female employees" was sufficient to exonerate him.

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- In ERIT's investigation of ▮▮▮▮▮▮▮ complaint, the investigator spends a full two paragraphs detailing how lacking in credibility ▮▮▮▮▮▮▮ account is, only to determine that there was no policy violation.

CONCLUSION

40.   Based on the foregoing, it is my professional opinion that Ms. Young's report was not based on any scientific method; that Ms. Young lacks an understanding of the field of Human Resource Management; and that because she failed to rely upon the industry standards she put forth as authoritative, her opinions are not credible.

Caren Goldberg, Ph.D.

Caren Goldberg, Ph.D.

Signed February 9, 2018

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Materials Considered

- Expert Report of Rhoma Young and documents referenced in Exhibit 3, dated January 4, 2018.

- Documents listed in revised Exhibit 3 to the Rhoma Young Report, dated January 31, 2018.

- Deposition of Rhoma Young, dated February 2, 2018, and associated Exhibits 1-24.

APPENDIX 1

Caren Goldberg, Ph.D.

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EDUCATION

Doctor of Philosophy - W.T. Beebe Institute of Personnel & Employment Relations, Georgia State University. 1997.

Master of Business Administration - School of Management, State University of New York at Binghamton. 1990.

Bachelor of Arts - Psychology, State University of New York at Stony Brook. 1987.

Study Abroad -Instituto Internacional de Madrid. Fall, 1985

WORK EXPERIENCE

Faculty Member – Department of Management, Marketing, and Public Administration, Bowie State University. August, 2015 – present.
    Program Coordinator, Management – 2016 – present.

Visiting Faculty Member - Department of Psychology, George Mason University, Fairfax, VA. August, 2014 – May, 2015.

International Visiting Scholar – Universidad Peruana de Ciencias Aplicadas, Lima, Peru. November, 2014 – present.

Faculty Member - Department of Management, American University, Washington, DC. January, 2006 – May, 2014.

Faculty Member - Department of Management Science, George Washington University, Washington, DC. Fall, 1996 – Fall, 2005.
    Promoted and Tenured - Fall, 2003.
    Program Director, HR – 2002 – 2005.
    Faculty Exchange – École des Sciences Politiques, Paris, France, 2003; 2004.

Human Resources Specialist – Compensation -United Health Services, Binghamton, NY. May, 1988 - March, 1989.

Public Testimony in Employment Law Cases (Past Four Years)

❖ *Kassman, et al v. KPMG, LLC.* Case No. 11-cv-03743 (Plaintiff). Deposition – October, 2017.

❖ *Anderson, et al. v. Verizon New Jersey Inc., et al.* Civil Action No. 13-cv-4777 and *Gardrie, et al. v. Verizon New Jersey Inc., et al.* Civil Action No. 15-cv-3577 (Plaintiff). Deposition – September, 2017.

❖ *Williams v. G&K Services, Inc.* (Plaintiff). 15-cv-01744-PHX-DDD. Deposition – August, 2016.

❖ *Nielsen v. CareOptions* (Plaintiff). CL14-10271. Deposition – June, 2016.

TRAINING AND SPEAKING ENGAGEMENTS

❖ Presenter – "Political affiliation and employment screening: The role of similarity and disidentification. Industrial/Organizational Psychology Brown Bag Series, George Mason University. 2017.

❖ Presenter – "How political affiliation affects employment screening: The role of similarity and disidentification." College of Business Brown Bag Series, Bowie State University. 2017.

❖ Presenter – "Pygmalion in the Pipeline: How Managers' Perceptions Influence Racial Differences in Turnover." College of Business Brown Bag Series, Bowie State University. 2016.

❖ Keynote Presenter - "Attracting and Retaining a Diverse Pool of Talent." 3rd International Conference on Global Management. Lima, Peru. 2016.

❖ Keynote Presenter – "Leading in Times of Crisis." 1st International Conference on Global Management. Lima, Peru. 2014.

❖ Presenter – "Antecedents and Consequences of LMX Agreement." Industrial/Organizational Psychology Brown Bag Series, George Mason University. 2015.

❖ Presenter – "It's Not Just Who You Know, But Who You Are: Newcomer Race-Ethnicity on

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Leader-Member Exchange Development." Industrial/Organizational Psychology Brown Bag Series, George Mason University. 2011.

❖ Presenter – "Black and White and Read All Over: Race Differences in Reactions to Recruitment Websites." Industrial/Organizational Psychology Brown Bag Speaker Series, George Mason University. 2009.

❖ Session Organizer and Presenter – Diversity and Inclusiveness in the Classroom. Ann Ferren Teaching Conference, American University. Spring, 2009.

❖ Session Organizer and Presenter – Conference on Teaching and Training Workplace Diversity: Addressing the Research-Practice Gap. George Mason University. 2008.

❖ Center for Excellence in Public Leadership – Designed and delivered a senior executive development workshop for upper-level public managers in DC government. 2005.

❖ Council of Governments – Designed and delivered training workshop for mid- to upper-level government managers in VA, MD, and DC. 2005.

❖ Center for Excellence in Public Leadership – Designed and delivered training workshop for mid- to upper-level public managers in DC government. 2005.

❖ JOBS (Junior Options for Business Success). Designed and delivered workshop for job-seeking undergraduates. George Washington University. Spring, 2001.

❖ "The Use of Personality Tests in Employment" luncheon speaker. Society of Consumer Affairs Professionals. Spring, 2000.

❖ Group Dynamics and Teambuilding. Designed and delivered workshop for incoming MBA students. George Washington University. Fall, 1999, Spring, 2000, Fall, 2000, Spring, 2001, Fall, 2002.

❖ "Dancing in the Minefields: Managing Employee Performance and Compensation." Designed and delivered training for MBA residency. George Washington University. Spring, 1999.

❖ Center for Excellence in Municipal Management. Designed and delivered HRM training module for mid- to upper-level DC government managers. Spring, 1998.

❖ Tri-Way Enterprise. Designed and delivered Human Resources and Employee Motivation Workshop to Chinese delegation of accounting and finance professionals. Fall, 1998.

❖ "Generation X Views on Business and Work Issues" panel discussion. Washington Human Resource Forum. Fall, 1998.

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PUBLICATIONS – IN PROGRESS

Refereed Publications

Goldberg, C. B., McKay, P., & Zhang, L. Out-grouped at first sight? A two-study, multisource investigation of the longitudinal effects of race-ethnicity on the establishment and maintenance of newcomer LMX. Under initial review at *Journal of Occupational and Organizational Psychology*.

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 Political Affiliation and employment screening: The role of similarity and disidentification.
Paper presented at the Annual Academy of Management Meeting in Atlanta, GA.

Zhang, L., Goldberg, C., & Hong, W. (2017). Diversity, Social Network Density, and Team
Performance: The Moderating Role of Team Climate for Inclusion. Paper presented at the
Annual Academy of Management Meeting in Atlanta, GA.

De Janasz, S., & Goldberg, C. (2017). Innovative and Experiential Approaches to Teaching
HRM. Presented at the Academy of Management Conference, Atlanta, GA.

Cohen, D., Goldberg, C., Brown, K., Fisher, S., & Gittelman, S. (2017). At the interface:
Online learning versus classroom learning. Presented at the Academy of Management
Conference, Atlanta, GA.

Cheung, H.K., Goldberg, C., King, E., & Magley, V. (2017). Beliefs about Organizational and
Unit's Commitment in Sexual Harassment Training. Paper presented at the Society for
Industrial/Organizational Psychologists Conference, Orlando, FL.

De Janasz, S., & Goldberg, C. (2016). Innovative and Experiential Approaches to Teaching
HRM II. Presented at the Academy of Management Conference, Anaheim, CA.

Goldberg, C., Konrad, A., Lindsey, A., & Yang, Y. (2016). Gender Context and Work
Outcomes: A Meta-Analysis. Paper presented at the Society for Industrial/Organizational
Psychologists Conference, Anaheim, CA.

Sabat, I., Goldberg, C., & King, E. (2016). Pygmalion in the Pipeline: How Managers'
Perceptions Influence Minority Turnover. Paper presented at the Society for
Industrial/Organizational Psychologists Conference, Anaheim, CA.

Medvin, E., Zacarro, S., & Goldberg, C. (2016). Relational, Situational, and Individual Factors
Influencing Managers' Telework Allowance Decisions. Paper presented at the Society for
Industrial/Organizational Psychologists Conference, Anaheim, CA.

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Stockdale, P., Goldberg, C., Ross, D., Gutman, A., Dunleavy, E., & Banks, C. (2016). Competencies and Content Expertise for I/O Psychology Expert Witnesses. Panel session presented at the Society for Industrial/Organizational Psychologists Conference, Anaheim, CA.

Roth, P., Goldberg, C., & Thatcher, J. (2015). The role of political affiliation on employment decisions: A model and research agenda. Presented at the Academy of Management Conference, Vancouver, BC.

De Janasz, S., & Goldberg, C. (2015). More Experiential HR: A Potluck for reviving and expanding your repertoire. Presented at the Academy of Management Conference, Vancouver, BC.

Bowes-Sperry, L., Goldberg, C., Blockson, L., and Kermond, C. (2015). Facilitating Faculty Responses to Diversity Dilemmas: Toward Creating Classroom Inclusiveness. Presented at the Academy of Management Conference, Vancouver, BC.

De Janasz, S., Goldberg, C., Bowes-Sperry, L., Kaplan, D., Forret, M., Van Emerick, H., Peiperl, M., Marx, R., Schneer, J. (2015) Teaching OB Experientially: Reviving and Expanding your Repertoire. Presented at the Eastern Academy of Management International Conference, Lima, Peru.

Burton, L., Gilson, L., Goldberg, C., & Lowe, K. (2015). The impact of biased perceptions of leadership potential on job prospects for male and female athletes. Presented at the Eastern Academy of Management International Conference, Lima, Peru.

Goldberg, C. (2015). Doing meaningful research – IGNITE presentation at the Society for Industrial/Organizational Psychologists Conference. Philadelphia, PA.

Sharif, M. Goldberg, C., Huang, J., Liu, H., & Cogliser, C. (2014). New avenues in LMX agreement research. Presented at the Southern Management Association Conference, St. Pete's Beach, FL.

Zhang, L., & Goldberg, C. (2014). The Antecedents and Consequences of Leader-Member Exchange (LMX) Agreement. Presented at the Academy of Management Conference, Philadelphia, PA.

Barclay, L., Markel, K., Caldwell, K., Dwerman, D., Goldberg, C., Honig, B., Martin, B., Simon, M., Harris, S., Renko, M. (2014). Persons with disabilities and entrepreneurship: Barriers and opportunities. Presented at the Academy of Management Conference, Philadelphia, PA.

DeJanasz, S., & Goldberg, C. (2014). Experiential HR: A Potluck for reviving and expanding your repertoire. Presented at the Academy of Management Conference, Philadelphia, PA.

Gourmanis, G., Ramsey, T., Milad, M., Goldberg, C., Crowder, D., Winberg, Y., Behnke, S.,

Crowder, D., El-Ghoroury, N., Lowman, R., & Tippins, N. (2014) Competing coaches and coachees: Mock licensing board hearing. Presented at the Society for Industrial/Organizational Psychologists Conference, Honolulu, HI.

Lowe, K., Gilson, L., Burton, L., & Goldberg, C. (2013). Pilot testing in organizational behavior research: A methodological overview and example from a study on the effects of gender and sport participation on perceptions of leadership. Presented at the Eastern Academy of Management International Conference, Seville, Spain. (**Winner - Best Paper Award, Research Methods Division).**

Gilson, L., Burton, L., Goldberg, C., & Lowe, K. (2012). Gender, sports, and leadership. Presented at the Southern Management Association Conference, Fort Lauderdale, FL.

Holtom, B., Weller, I., Goldberg, C., Allen, D., & Clark, M. (2011). Predicting the consequences of shocks: A prospective perspective. Presented at the Southern Management Association Conference, Savannah, GA.

Payton, F., Stafford, T., Goldberg, C., Nelson, T., Suarez-Brown, T. (2010). Expanding minority representation in management education. Presented at the Academy of Management Conference, Montreal, Canada.

Goldberg, C. B., & Zhang, L. (2009). A second chance to make a first impression? A longitudinal examination of changes in Black and White newcomers' leader-member exchange and career future. Presented at the Academy of Management Conference, Chicago, IL.

Goldberg, C., & Perry, E. (2009). Training managers to handle sexual harassment complaints: Context matters. Presented at the Society of Industrial/ Organizational Psychologists Conference, New Orleans, LA.

Goldberg, C. B., Clark, M., & Henley, A. (2008). You, me, and we: Identity and unfair treatment in groups. Presented at the Society of Industrial/ Organizational Psychologists Conference, San Francisco, CA.

Goldberg, C. B. (2007). Work and organizational issues in the retention of older employees. Symposium at the Society of Industrial/ Organizational Psychologists Conference, New York, NY.

Goldberg, C. B., & Zhang, L. (2006). The positive and negative effects of racism and sexism on perceptions of group cohesiveness and performance. Presented at the Southern Management Association Conference, Clearwater, FL.

Goldberg, C. B. (2006). The impact of organizational practices on recruiting a diverse workforce. Coordinator of symposium presented at the Academy of Management Conference, Atlanta, GA.

Goldberg, C., Perry, E. L., & Finkelstein, L. M. (2006). Targeting older applicants in recruitment: An organizational perspective. Presented the Academy of Management Conference, Atlanta, GA.

Goldberg, C. B., & O'Leary, B. (2006). Theoretical bases for diversity and fairness effects: Linking the two together. Presented at the Academy of Management Conference, Atlanta, GA.

Goldberg, C. & Allen, D. (2005). Web-based recruiting: When women and minorities need not apply. Presented at the Academy of Management Conference, Honolulu, HI.

Goldberg, C., Kaplan, D.M., Marchese, M.M., & Mumford, T.V. (2005). Using popular film and television as pedagogical tools in HR/IR. Presented at the Innovative Teaching in HR/IR Conference. Park City, UT

Goldberg, C., Riordan, C., & Zhang, L. (2004). Relational demography and leadership perceptions: Is similar always better? Presented at the Academy of Management Conference, New Orleans, LA.

Zhang, L., & Goldberg, C. (2004). The effects of sensitivity to surface-level and deep-level diversity on work group performance and attitudes. Presented at the Academy of Management Conference, New Orleans, LA.

Konrad, A.M., Goldberg, C., Sullivan, S., & Yang, Y. (2004). Preferences for job attributes associated with work and family: A longitudinal study. Presented at the Academy of Management Conference, New Orleans, LA *(**Nominated for Best Symposium – Careers Division).**

Goldberg, C., Riordan, C., & Schaffer, B. (2003). Missing pieces in social identity theory: Continuity and status as moderators of similarity. Presented at the Academy of Management Conference. Seattle, WA.

Zhang, L., & Goldberg, C. (2003). The effects of sensitivity to surface-level and deep-level diversity on work group performance and cohesion. Presented at the Eastern Academy of Management International Conference, Porto, Portugal.

Konrad, A., & Goldberg, C. (2002). An examination of the impact of gender context on individuals and organizations. Coordinator of symposium presented at the Academy of Management Conference, Denver, CO.

Goldberg, C., & Konrad, A. (2002). The effects of gender context: A meta-analysis. Presented

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at the Academy of Management Conference. Denver, CO.

Goldberg, C., & Stone, D. (2001). Older workers and disabled workers: A look at two underutilized groups. Coordinator of symposium presented at the Academy of Management Conference, Washington, DC.

Goldberg, C., Finkelstein, L., Perry, E., & Konrad, A. (2001). Age and career progress: Tests of simple and moderated effects. Presented at the Academy of Management Conference, Washington, DC.

Goldberg, C. (2001). Gender, gender context, and same-sex harassment: re-evaluating our theoretical understanding of social-sexual behavior. Presented at the Society of Industrial/ Organizational Psychologists conference, San Diego, CA.

Goldberg, C. (2000). The impact of different gender contexts on responses to sexual harassment. Southern Management Association conference. Orlando, FL.

Goldberg, C., & Cohen, D. (2000). Walking the walk and talking the talk: Gender differences in the impact of interviewing skills on applicant assessments. Eastern Academy of Management Conference. Danvers, MA.

Case, J., Goldberg, C., McHugh, P., & Moreno-Tello, V. (2000). Cross-cultural perceptions of coworker- and supervisor-initiated social-sexual behaviors. Presented at the Society of Industrial/Organizational Psychologists conference, New Orleans, LA.

Cleveland, J. N., Shore, L. M., & Goldberg, C. (2000). Work attitudes and performance as a function of manager age, employee age, and their interaction. Presented at the Society of Industrial/Organizational Psychologists conference, New Orleans, LA.

Goldberg, C. (1999). Multiple perspectives of sexual harassment. Coordinator of symposium presented at the Academy of Management conference, Chicago, IL.

Goldberg, C., & McHugh, P. (1999). The impact of training on perceptions of and reactions to sexual harassment. Presented at the Academy of Management conference, Chicago, IL.

Taylor, M., Goldberg, C., & Shore, L. (1999). Retirement expectations and retirement satisfaction. Presented at the Society for Industrial/Organizational Psychologists conference, Atlanta, GA.

Goldberg, C. & McHugh, P. (1999). Cultural differences in perceptions of sexual harassment. Presented at the George Washington University Scholars Showcase, Washington, DC.

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Goldberg, C. & McHugh, P. (1998). Is it sexual harassment? An East-West comparison. Presented at the Management of Human Resources Conference, Honolulu, HI.

Goldberg, C. (1998). Who responds to surveys? An application of Goodman and Blum's procedure to cross-sectional dyadic research. Presented at the Southern Management Association Conference, New Orleans, LA.

Goldberg, C. & Shore, L.M. (1998). The impact of applicant age and the ages of referents on recruiters' decisions. Presented at the Society for Industrial/Organizational Psychologists Conference, Dallas, TX.

Goldberg, C. (1997). Relational demography: A tale of two theories. Presented at the Academy of Management Conference, Boston, MA.

Goldberg, C. (1997). The impact of job qualifications and interviewing skills on selection decisions. Presented at the George Washington University Scholars Showcase, Washington, DC.

Goldberg, C., & Perry, A. (1996). The relative importance of background and interviewing skills in campus interviews. Presented at the Southern Association of Colleges and Employers Conference, Atlanta, GA.

Goldberg, C., & Shore, L. M. (1995). Age stereotypes and new hire performance ratings. Presented at the Southern Management Association Conference, Orlando, FL.

Goldberg, C. (1995). The proposed Employment Nondiscrimination Act: Implications for organizations. Presented at the Academy of Management Conference, Vancouver, BC.

Goldberg, C., & Shore, L. M. (1994). Measuring age context: A comparison of two approaches. Presented at the Academy of Management Conference, Dallas, TX.

Goldberg, C., & Waldman, D. A. (1994). Modeling the determinants of employee absenteeism. Presented at the Society for Industrial/Organizational Psychology Conference, Nashville, TN.

GRANTS, SCHOLARSHIPS, AWARDS, AND HONORS

Academy of Management, Gender and Diversity in Organizations Division – Elected to Treasurer, 2015 – 2018.

Best Paper Award ($500). Pilot testing in organizational behavior research: A methodological overview and example from a study on the effects of gender and sport participation on perceptions of leadership. Eastern Academy of Management International Conference, Research Methods Division. 2013.

Academy of Management, Gender and Diversity in Organizations Division – Elected to Executive Committee, 2012-2015 term.

Society for Human Resource Management/American National Standards Institute – Appointed to taskforce, charged with creating national standards in the area of Diversity and Inclusion. 2010 - present.

Society for Human Resource Management – Honored as one of 100 thought leaders at the Leadership Summit on Diversity and Inclusion. April 7-8, 2008.

Cambridge Who's Who – Named for 2008/2009 publication.

Kogod Research Grant ($6,935). A Multi-source, Multi-wave Investigation of New Hire Fit. Kogod School of Business, American University. 2007.

Crain Summer Research Fellowship - $12,500. Relational demography and leadership perceptions: Is similar always better? George Washington University. 2005.

Who's Who in America – Named for 2002, 2003, and 2004 publications.

Academy of Management Award for Outstanding Service – Award from Human Resources Division for service as Secretary of the Executive Committee. 2001.

Southern Management Association Award for Outstanding Service – Plaque awarded for service as track chair for the Southern Management Association meeting. 2000.

George Washington University Release Time for Research Award - $2,000. Employee perceptions of and reactions to sexual harassment: A field study (with Patrick McHugh) George Washington University. 1999.

Junior Faculty Consortium Invitee - Academy of Management Conference Human Resources Division, Boston, MA. 1997.

Award for Outstanding Teaching Performance - Department of Management, Georgia State University. Winter, 1996.

Award for Outstanding Teaching Performance - Department of Management, Georgia State University. Fall, 1995.

Doctoral Consortium Invitee - Academy of Management Conference Human Resources Division, Vancouver, BC. 1995.

Georgia State University Dissertation Proposal Grant - $1,000. Georgia State University. 1995.

Exemplar Research Award - $2,000. College of Business Administration, Georgia State University. 1995.

William T. Rutherford Award - $500. W. T. Beebe Institute of Personnel and Employment Relations, Georgia State University. 1993.

New York State Regents Scholarship - $500/year. New York State Board of Regents. 1984, 1985, 1986, 1987.

TEACHING EXPERIENCE

Undergraduate Teaching Experience

❖ Introduction to Business (Online)

❖ Introduction to Business (Traditional)

❖ Principles of Management (Online)

❖ Principles of Management (Traditional)

❖ Psychology of Working Groups and Teams

❖ Leading High Performance Teams

❖ Principles of Organizational Theory, Behavior, and Management

❖ GWU Paris Program – Introduction to Human Resource Management

❖ Introduction to Human Resource Management

❖ Introduction to Organizational Behavior

❖ Principles of Management

❖ Advanced Topics: Cases and Exercises in Human Resource Management

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Graduate Teaching Experience

❖ Seminar in Personnel Selection and Testing

❖ Seminar in Industrial Psychology

❖ Seminar in Small Group Behavior

❖ High Performing Teams

❖ MBA – Organizational Behavior and Human Resource Management

❖ Doctoral Seminar – Research Design

❖ Performance Management and Development

❖ Accelerated AMBA – Human Dynamics in Organizations

❖ Doctoral Seminar – Current Research in Human Resource Management

❖ Executive MBA – Human Resource Management

❖ Pre-MBA Group Dynamics 1-Day Workshop

❖ Accelerated MBA (Off-Campus Mini-Residency) – Dancing in the Minefields: Managing Employee Performance and Compensation

❖ MBA Organizations, Management, and Leadership

❖ MBA Organizations, Management, and Leadership I

❖ MBA Organizations, Management, and Leadership II

❖ Accelerated MBA (Off-Campus Residency) Organizations, Management, and Leadership II

Dissertation and Thesis Committee Service

David Arena (Psychology – George Mason University), 2015. The impact of racial microaggressions on subsequent creativity and cognitive task performance.

Emily Medvin (Psychology – George Mason University), 2015. The impact of telework on leader-member exchange quality.

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Elaine Brenner (Psychology- George Washington University), 2006. Telework and retention.

Beverly Nyberg (Human Resource Development – George Washington University), 2004. A study of Jaques' requisite organization theory as it relates to the impact of person to role and person to supervisor degree of fit on employee satisfaction in a non-profit service agency.

Haven Battles (Psychology – George Washington University), 2000. Professional self-efficacy and burnout in pediatric HIV nurses.

M. Martha Neal (Logistics and Operations Management – George Washington University), 1999. Leadership in a change environment: A case study in the United States Navy Logistics.

Student Evaluations

- ❖ On two occasions, I received a perfect 5.0 for overall teaching effectiveness.

- ❖ Throughout my nine years at GWU, averages for all of my overall and item scores for every semester except one, ranged from 4.0 to 5.0 on a five-point scale.

- ❖ I have also had students in my workshops evaluate my performance. The scores have consistently been in the 4.5 range.

- ❖ I received two departmental awards for my teaching performance.

PROFESSIONAL SERVICE ACTIVITIES

Treasurer

   Academy of Management, Gender and Diversity in Organizations Division. 2015-2018

Coordinator – Online Paper Development Workshop

   Academy of Management, Gender and Diversity in Organizations Division. June, 2017

Chair – Dorothy Harlow Best Paper Award Committee

   Academy of Management, Gender and Diversity in Organizations Division. 2016

Editor – Special Conceptual Issue

   Group and Organization Management. 2015; 2016

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Chair – Academy of Management Doctoral Consortium

Gender and Diversity in Organizations Division. 2013; 2014; 2015

Panelist – Academy of Management Junior Faculty Consortium, "Getting Research Done While Juggling Multiple Demands."

Human Resources Division. 2014

Executive Committee - Academy of Management

Gender and Diversity in Organizations Division. 2012-2015

Mentor – Academy of Management

Gender and Diversity in Organizations Division. 2012 Conference.

Master Collaboration Committee

Society for Industrial and Organizational Psychology. 2012

Associate Editor

Group and Organization Management. 2004 – 2007.

Editorial Board Member

Journal of Business and Psychology. 2015 – present.
Group and Organization Management. 2003 – 2004; 2007-present.
Human Resource Management. 2003 – present.
Journal of Management. 2003 – 2009.

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Mentor – Paper Development Workshop

Southern Management Association
- Human Resources Division. 2011.

Dorothy Harlow Award Committee - Academy of Management

Gender and Diversity Division. 2010.

Doctoral Consortium Committee

Academy of Management
- Human Resources Division. 2004-2005.

Roundtable Discussion Leader

Academy of Management Doctoral Consortium
- Human Resources Division. 2004, 2007.

Teaching Panel Presenter

Academy of Management Doctoral Consortium
- Human Resources Division. 2005, 2006.

Editors' Roundtable Presenter

Academy of Management Doctoral Consortium
- Gender and Diversity in Organizations Division. 2005.

Best Paper Committee – Academy of Management

Gender and Diversity Division. 2004.

Executive Committee Secretary – Academy of Management

Human Resources Division. 2000 – 2002.

Best Student Paper Committee - Southern Management Association Conference. 1997.

Member Relations Committee- Academy of Management Human Resources Division. 1993.

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Coordinator – Teaching Workshop

Academy of Management
- Human Resources Division. 2001.

Track Chair

Southern Management Association
- Human Resources Division. 2000.

Ad-Hoc **Journal Reviewer**

Academy of Management Journal

American Economic Review

Assessment

European Journal of Work and Organizational Psychology

Group and Organization Management

Human Performance

Human Resource Management Journal

Human Resource Management Review

Journal of Applied Social Psychology

Journal of Business Research

Journal of Human Resource Planning

Journal of Management

Journal of Organizational Behavior

Organizational Behavior and Human Decision Processes

Personnel Psychology

Sex Roles

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Text Book Reviewer

Dessler, G. *Fundamentals of Human Resource Management, 4rd Ed.* Prentice Hall. 2006.

Dessler, G. *Fundamentals of Human Resource Management, 3rd Ed.* Prentice Hall. 2005.

Dessler, G. *Fundamentals of Human Resource Management, 2nd Ed.* Prentice Hall. 2003.

Conference Reviewer

Innovative Teaching in HR/IR Conference. 2005.

Society for Industrial/Organizational Psychologists. 1999, 2000, 2012 – 2014.

Academy of Management Conference
- Human Resources Division. 1994, 1999-2007, 2009.
- Gender and Diversity in Organizations Division. 2000-2001, 2006, 2009 – 2014.
- Careers Division. 1996.

Southern Management Association Conference
- Human Resources/Careers Division. 1994-1999, 2002-2005.
- Organizational Behavior Division. 1996.
- Women in Management Division. 1992-1994.
- Research Methods Division. 1998.

Conference Session Chair

Academy of Management
- Human Resources Division. 2000, 2008.
- Gender and Diversity in Organizations Division. 2010.
- Organizational Behavior & Technology and Innovation Division. 2005.

Southern Management Association
- Human Resources Division. 2002.

Conference Discussant/Facilitator

Southern Management Association
- Human Resources Division. 1997, 1999, 2001, 2002, 2009.
- Organizational Behavior Division. 1996.
- Careers Division. 1996.
- Women in Management Division. 1993, 1994.

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Academy of Management
- Human Resources Division. 2001.

UNIVERSITY SERVICE ACTIVITIES

Ongoing Activities

- ❖ Bowie State University – Program Coordinator, Management Program. 2016 – present.
- ❖ Bowie State University – Faculty Advisor, Delta Mu Delta. 2016 – present.
- ❖ Bowie State University – MMPA Curriculum Committee. 2016 – present.
- ❖ Bowie State University – Academic Advisement. 2016 – present.
- ❖ Bowie State University – Computerized Classroom Committee. 2015 – present.
- ❖ Bowie State University – Study Abroad Capacity Building Initiative 2015-2016.
- ❖ AU Faculty Retreat Planning Committee. 2011 – 2013.
- ❖ AU Faculty Advisor – Student SHRM Chapter. 2008 – 2014.
- ❖ AU Academic Integrity Code Review Committee. 2006 – 2014.
- ❖ AU University Policy Committee for Maternity & Family Obligations. 2007 – 2011.
- ❖ AU Management Department Faculty Search Committee. 2006 – 2007.
- ❖ AU Mgmt 353 Consistent Experiences across Sections (Teams Packet). 2006 – 2014.
- ❖ AU Faculty Advisory Board, Women's and Gender Studies. 2006 - 2014.
- ❖ GWU Doctoral Program Curriculum Committee. 2004 – 2005.
- ❖ GWU Undergraduate Program Committee. 2004 – 2005.
- ❖ GWU Liaison, Council on Education in Management. 2003 - 2005.
- ❖ GWU Conflicts of Interest and Commitment Committee. 2003 – 2005.
- ❖ GWU Study Abroad Committee. 2003 – 2005.
- ❖ GWU University Women's Committee. 2003 – 2005.
- ❖ GWU Program Director – HRM. 2003 – 2005.
- ❖ GWU Faculty Advisor – Student SHRM Chapter. 2000 – 2002.
- ❖ GWU University Women's Committee (alternate). 2000 – 2003.
- ❖ GWU Faculty Senate Committee on Research. 1998-2005.

❖ GWU Full-time MBA Curriculum Committee. 1999 – 2000.

❖ GWU Cohort MBA Curriculum Redesign Committee. 1997-1999.

❖ GWU Department of Management Science Annual Retreat Planning Committee. 1998.

❖ GWU MBA Core Faculty Meetings. 1997-2000.

❖ GWU Faculty Advisor - School of Business and Public Management Leadership Retreat.
1997-1998.

❖ GWU BBA Core Faculty Meetings. 1996-2005.

One-Time or Periodic Activities

❖ Search Committee – Marketing Faculty. Sp, 2017.

❖ Search Committee – Public Administration/Organizational Behavior Faculty. Sp, 2017.

❖ Presenter – Research Brown Bag, "Pygmalion in the Pipeline," Fa, 2016.

❖ Presenter – Greenberg Seminar Series, "An Overview of Sexual Harassment," Fa, 2012.

❖ Moderator – KSB Alumni Event, "Redefining Having It All," Summer, 2012.

❖ Session Organizer and Presenter – Diversity and Inclusiveness in the Classroom. Ann Ferren
Teaching Conference, American University. Sp, 2009.

❖ Faculty Presenter – MBA Orientation. Fa, 2006.

❖ Faculty Presenter – GMU, GWU, UMD I/O-HR Brown Bag Series. Sp, 2004.

❖ Faculty Presenter – First Year Development Program. Sp, 2001, 2002, 2003.

❖ Presenter – Management Science Department-wide Doctoral Seminar. Fa, 2003.

❖ Faculty Facilitator/Assessor – Graduate Teaching Assistantship Practicum. Fa, 2003.

❖ Faculty Advocate – SBPM Distinguished Scholar Award (Jessica Toplin, nominee). 2003.

❖ Search Committee for Center for Excellence in Municipal Management Director. 2002.

❖ Faculty Judge – Undergraduate capstone assessment. Sp, 2002.

❖ PMBA – "Customize Your MBA" program – Representative for HR group. Fa, 1998, Fa,
2001, Sp, 2002.

❖ Designed and presented JOBS (Junior Options for Business Success) Workshop. Sp, 2001.

❖ Undergraduate Programs Field Day – Presented information about HR field. Sp, 2001, 2002.

❖ Search Committee for Graduate Career Center Assistant Director. Sum, 2000.

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❖ MBA Specialization Discussion and Reception – Representative for HR group. Sp, 1999.

❖ KPMG National Case Competition – Faculty Host. Sp, 1999.

❖ Cohort Team Assessments - Coaching and counseling session. Fa, 1998.

❖ Speaker at Washington Human Resource Forum - Generation X Views on Business and Work Issues. Fa, 1998.

❖ Moderator/Facilitator, EDS Consulting Week - Performance Management. Sp, 1998.

❖ Faculty representative for Open House for newly-admitted MBA students. Sp, 1997.

❖ Faculty representative for Family weekend for prospective undergraduate students. Fa, 1996.

Media Coverage

❖ *Anniston Star Daily.* Interviewed for an article, "Experts: For Star, sexual harassment policy may not go far enough." Published January 3, 2018.

❖ *The Parallax: Your Eye on Security News.* Interviewed for an article, "At Chaos, a chaotic response to assault allegations." Published January 4, 2018.

❖ *CGTN America (Chinese National News Channel) -* Live television interview for a piece on sexual harassment. Aired December 7, 2017.

❖ *Anniston Star Daily*. Interviewed for an article, "Alabama lawmaker at forefront of effort to change sexual harassment rules in Congress." Published December 2, 2017.

❖ *CGTN America (Chinese National News Channel)* – Television interview for a piece on sexual harassment. Aired November, 2017.

❖ *Elite Daily* – Interviewed for an article, "What can you do about sexual harassment in the workplace? An expert breaks down the myths and truths." Published November, 2017.

❖ *CGTN America (Chinese National News Channel)* – Live television interview for a piece on sexual harassment. Aired October, 2017.

❖ *Bustle* – Interviewed for an article, "The statistics on reporting harassment will sadly validate your fears." Published, October, 2017.

❖ *BBC* – Interviewed for an article, "How Metaphors Shape Women's Lives." Published July,

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2017.

❖ *New York Daily News* – Interviewed for an article, "Georgia college student says group of men threatened to 'grab her by the p---y' at Waffle House." Published November, 2016.

❖ *El Comercio (Perú)* – Interviewed for an article, "Empresas líderes usan neurociencia para mejorar productividad." Published September, 2016.

❖ *Fast Company* – Interviewed for an article, "The Other Wage Gap: Why Men In Female-Dominated Industries Still Earn More." Published April, 2015.

❖ *Voice of America* – Interviewed for a televised segment on sexual harassment. Aired on numerous worldwide affiliates, April, 2014.

❖ *Monster.com* – Interviewed for an article, "5 Items You Should Never Put in Your Cubicle." Published, December 3, 2013.

❖ *Entrepreneur Magazine* – Interviewed for an article, "4 steps to creating a successful job-swapping program." Published November 20, 2013.

❖ *Kiplinger* – Interviewed for an article, "Eight jobs that pay women more than men." Published 4/11/13.

❖ *Yahoo! Finance* – Interviewed for an article, "Male nurses becoming more commonplace – and higher paid." Published 2/26/13.

❖ *Forbes* – Interviewed for an article, "The 20 Best-Paying Jobs for Women in 2012." Published 7/18/12.

❖ *US News & World Report* – Interviewed for an article, "Experts mixed on whether quotas boost women in business." Published 6/26/12.

❖ *NPR, Kojo Show* – Hour-long, live call-in radio show on "The Nontraditional Workplace." Aired 6/5/12.

❖ *Forbes* – Interviewed for an article, "A new obstacle for women: The glass escalator." Published 5/21/12.

❖ *AOL* – Interviewed for an article, "Jobs where women make more than men." Published 3/1/12.

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❖ *Washington Post* – Interviewed for an article, "African American women see their own challenges mirrored in Michelle Obama's." Published 1/23/12.

❖ *Forbes* – Interviewed for an article, "Five Ways to Spot a Bad Boss in an Interview." Published 12/11/11.

❖ *InsuranceQuotes.Com* – Interviewed for an article on sexual harassment. Published 11/12/11.

❖ *Wisconsin Public Radio* – Hour-long, live call-in radio show on sexual harassment. Aired 11/17/11.

❖ *WOR Radio* – Radio interview on Herman Cain's sexual harassment controversy. Aired 11/11/11.

❖ *USA Today/Detroit Free Press* - Interviewed for an article on Herman Cain's sexual harassment controversy. Published 11/9/11.

❖ *Fox 5 News* – Televised interview for a story on Herman Cain's sexual harassment controversy. Aired 11/3/11.

❖ *CNN* – Interviewed for an article on Herman Cain's sexual harassment controversy. Published 11/1/11.

❖ *The Daily* – Interviewed for an article on Herman Cain's sexual harassment controversy. Published 11/1/11.

❖ *Voice of Russia* – Radio interview for, "The Walmart Case." Aired 6/29/11.

❖ *Forbes* – Interviewed for an article entitled, "The 15 jobs where women earn more than men." Published 3/14/11.

❖ *Forbes* – Interviewed for an article entitled, "20 surprising jobs women are taking over." Published 3/7/11.

❖ *Detroit Free Press* – Interviewed for an article on sexual harassment entitled, "Waterford settles sexual harassment lawsuit for $95,000." Published 12/12/10.

❖ *Crain's New York Business* – Interviewed for an article on discrimination entitled, "J.Crew Fashion Week event to get dressed down." Published 9/10/10.

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- ❖ *Times*-Standard – Interviewed for an article on sexual harassment entitled, "Muddied waters: Eureka officials' testimony conveys role of personal relationships in EPD investigation." Published 9/3/10.
- ❖ *HRMagazine* – Interviewed for an article on building an HR consulting practice online. Published 6/09.
- ❖ *US News & World Report* – Interviewed for an article entitled, "Recruiting 2.0." Published 2/09.
- ❖ *HRMagazine* – Interviewed for an article regarding my 2008 study on race and recruitment. Published 7/08
- ❖ *Firstline* – Interviewed for an article on sexual harassment in the workplace. Published 5/08.
- ❖ *California Executive* – Interviewed for an article on obesity in the workplace. Appeared 9/07.
- ❖ *American Banker* – Interviewed for an article on diversity of bank Boards of Directors.
- ❖ *The Washington Examiner* – Interviewed for an article on absenteeism. Appeared 8/4/06.
- ❖ *Entrepreneur Magazine* – Interviewed for an article on hiring former dot-com employees. Appeared 9/01.
- ❖ *The Wall Street Journal* – Interviewed for an article on underemployment. 10/00.
- ❖ *Dateline, NBC* – Interviewed for a network television news piece on age discrimination. Aired 7/99 and 9/99.
- ❖ *KONA-TV* - Interviewed for local affiliate television news piece on sexual harassment. 8/98.
- ❖ *The Federal Times* - Interviewed for an article on employee absenteeism. 10/97.