

# VITA

## Jeffrey S. Kane

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### **EDUCATION:**

B.S. Boston University, 1968 (Public Relations and Communications)

M.A. University of Minnesota, 1971 (Industrial Relations)

Ph.D. The University of Michigan, 1977 (Organizational Psychology)

### **DOCTORAL DISSERTATION:**

Work Alienation and the Dynamics of Intrinsic Fulfillment

### **PROFESSIONAL SOCIETIES:**

American Psychological Association  
Society for Industrial/Organizational Psychology  
Academy of Management  
Society for Judgment and Decisionmaking

**CITIZENSHIP:** U.S.A.

## **EMPLOYMENT HISTORY:**

- 2006 – Present     Statistical Consultant: Through my firm, Professional Statistical Services, I have provided statistical analysis services, counsel on statistical issues, and preparation of reports on findings to a wide range of clients, including researchers in many different fields, business organizations, attorneys, and dissertation students.
- 1982 - Present     Consultant: Providing technical counsel and hands-on assistance in the design, development, implementation, and evaluation of human resource management systems to public and private sector organizations; specializing in performance appraisal, selection systems, program and system evaluation, and pay-for-performance systems.
- 2007 –2008        Principal Consultant, Biddle Consulting Group, Folsom, CA. Conducting statistical analyses in support of efforts to pursue or defend against claims of employment discrimination; developing software for the conduct of specialized analyses required in the field of litigation support for employment discrimination cases; participating in the development of analytical strategies to reveal and emphasize the favorable aspects of client employment data in order to maximize the client's prospects of prevailing in ongoing or prospective employment discrimination litigation.
- 2006 – 2007        Human Resource Analyst IV, Los Angeles County, Dept. of Human Resources, Test Research Dept. Developing and validating selection systems for all occupational types and levels within the L.A. County government; conducting advanced statistical analysis; automating human resource analysis systems; developing strategies for coping with anticipated human resource management challenges.
- 2000 - 2005        Full Professor, Industrial/Organizational Psychology, Alliant International University (formerly: California School of Professional Psychology): Teaching doctoral students in industrial/organizational psychology, supervising dissertations and serving as a dissertation committee member, conducting research.

1983 - 2000 Associate Professor of Management: Teaching undergraduate and graduate courses in human resource management and organizational behavior; research and writing in industrial/ organizational psychology, human resource management, and judgment and decision-making.

Regular appointments:

1990-1995: University of North Carolina at Greensboro, Bryan School of Business & Economics, Dept. of Management

1983-1990: School of Management, Management Dept., Univ. of Mass., Amherst, MA

Visiting appointments:

1997-2000: Dept. of Management, Chinese University of Hong Kong

1996-1997: Dept. of Management, Texas A&M University, College Station, TX

1995-1996: Industrial Relations Center, University of Minnesota, Minneapolis, MN

1979 - 1982 Chief, Performance Appraisal Research and Evaluation Branch, U. S. Office of Personnel Management, Washington, D. C.: Proposed, obtained funding for, and implemented a research program in performance appraisal; developed and presented training programs on performance appraisal system design and development; developed technical papers on new approaches to appraisal; organized funding and served as co-project manager for a grant to conduct a national conference on performance appraisal; developed a comprehensive framework for evaluating the effectiveness of appraisal systems; counseled federal agencies and state and local governments on their appraisal problems.

1978 - 1979 Research Scientist, Advanced Research Resources Organization, Bethesda, MD: Designed new methods of performance appraisal and developed proposals to obtain funding for their assessment; conducted program evaluation, selection research, and survey research; provided statistical analysis and computer programming services.

- 1977 - 1978 Senior Industrial Psychologist, Western Electric Co., Greensboro, NC: Provided survey data analysis and computer programming services; developed recommendations for performance appraisal procedures; provided internal consultation on statistical analysis and survey problems.
- 1974 - 1977 Research Assistant, Institute for Social Research, The University of Michigan: Conducted survey research studies of the work attitudes of employees of ISR client firms; worked on-site with clients to develop programs in response to survey findings; developed a survey module to assess attitudes toward appraisal practices.
- 1971 - 1974 Chief of Personnel Research, Vermont Dept. of Personnel, Montpelier, VT: Established and headed a personnel research section with a staff of four; obtained and administered a federal-state matching grant under the Intergovernmental Personnel Act to fund the activities of the section; conducted research on the validity of selection procedures, developed performance appraisal systems, evaluated management training programs, and carried out attitude surveys.

### **CONSULTING AND TECHNICAL ASSISTANCE ACTIVITIES:**

Statistical Consulting: Over 800 consulting engagements on statistically-oriented projects between 2006 and 2019. The projects ranged over many fields of science and business for clients all over the U.S. and the world.

Expert Witness: Serving as an expert witness for the plaintiffs in an ongoing case charging a public sector agency with violation of comparable worth principles in the assignment of pay grades to a particular group of jobs (2008 - 2011).

Expert Witness: Served for one year as an expert witness for the plaintiff in a disparate treatment case charging an employer with unfair consideration of gender in a termination action (2008 - 2009).

Expert Witness: Served for two years as an expert witness for the plaintiffs in a case charging an employer with discriminatory treatment of Afro-American workers. 2003-2005.

Chinese University of Hong Kong: Advised the university HR department in the design of appraisal systems for all teaching and non-teaching staff, and prepared the rater training manuals for these systems. 1999 - 2000.

Manulife, Asia Region: Presented a two-day seminar on strategic HRM to the lead HR staff of the Asia Region's territory offices. January, 2000.

Assessment Solutions International: Worked as an assessor and follow-up coach in managerial assessment centers conducted in Hong Kong and Singapore; Sept. 1998 – Jan. 2000.

Management & Personnel Systems: Participated in the development and delivery of computerized selection and assessment systems; general HRM consulting; 1996-1997.

Behavior Analysts & Consultants: Participated in the development of selection systems and computerized test scoring systems for several clients; 1990 - 1997.

Duke Power Company: Served as principal technical advisor on the design of upgrades to this firm's performance appraisal and performance management systems; 1988.

Metropolitan Police Dept. of the District of Columbia: Developed and installed a new performance appraisal system covering all ranks of police personnel within the dept.; 1983 - 1985.

Federal Bureau of Investigation: Developed the performance measure used as the criterion against which new procedures for the selection of FBI Special Agents were validated; 1983.

Department of Personnel Administration, Commonwealth of Mass.: Served as the principal technical advisor on the implementation of the 1982 state legislation mandating the establishment of performance appraisal systems for all state agencies; 1982 - 1983.

Pepsico, Inc.: Prepared a report on job analysis methods and provided counsel on performance appraisal methods; 1981 -1982.

Wm. M. Mercer & Co.: Trained key staff in performance appraisal systems design; 1981.

U. S. Geological Survey: Participated in the design of a survey-based approach to assessing this agency's appraisal needs; 1980.

Graphic Controls Corp.: Conducted an organizational assessment survey and designed a prototype performance appraisal system for press operators; 1975 -1977.

Rensis Likert & Associates: Prepared a review of peer assessment methods which was later published in a major journal; 1977.

Arkansas Dept. of Personnel: Conducted a state-wide survey of attitudes toward appraisal and compensation practices; 1975.

Seattle Metro: Developed a survey-based approach to the design of this organization's personnel function; 1975.

Department of Personnel, State of Rhode Island: Served as an expert witness for the state in a hiring discrimination suit brought against it; 1974.

National Training and Development Service: Developed and conducted a Quality of Work Survey of a nationwide sample of state, county, and municipal government employees; 1973 - 1974.

### **RELATED PROFESSIONAL EXPERIENCE:**

Founder and Editor (1991-1997) of *Human Resource Management Review*, a refereed journal that began publication in February, 1991 by JAI Press, Greenwich, CT.

Reviewer of manuscripts for *Psychological Bulletin*, *Psychological Methods*, *Journal of Applied Psychology*, *Academy of Management Journal*, *Journal of Applied Behavioral Analysis*, and *Journal of Research in Personality*.

Reviewer of book manuscripts for Academic Press, Scott, Foresman and Co., Kent Publishing Co., Reston Publishing Co., Human Resource Development Press, Dryden Press, and Random House Publishing.

Founder and President of the Pioneer Valley PC Users Group, an association for microcomputer users serving all of western New England.

### **PUBLICATIONS:**

Kane, J. S. (1976). The evaluation of organizational training programs. *Journal of European Training*, 5(6).

Kane, J. S. and Lawler, E. E. III. (1978). Methods of peer assessment. *Psychological Bulletin*, 85(3), 555-586.

Kane, J. S. and Lawler, E. E. III. (1979). Performance appraisal effectiveness: Its assessment and determinants. In B. Staw (Ed.), *Research in organizational behavior*, vol. 1. Greenwich, CT: JAI Press.

Kane, J. S. and Lawler, E. E. III. (1980). In defense of peer assessment: A rebuttal of Brief's critique. *Psychological Bulletin*, 88(1), 80-81.

Bernardin, H. J. and Kane, J. S. (1980). A closer look at Behavioral Observation Scales. *Personnel Psychology*, 33(4), 809-814.

- Kane, J. S. and Bernardin, H. J. (1982). Behavioral Observation Scales and the evaluation of performance appraisal effectiveness. *Personnel Psychology*, 35(3), 635-641.
- Kane, J. S. (1984). Performance distribution assessment: A new breed of appraisal methodology. In H. J. Bernardin and R. W. Beatty (Eds.), *Performance appraisal: Assessing human behavior at work*, (pp. 325-341). Belmont, CA: Kent Publishing Co.
- Kane, J. S. (1986). Performance distribution assessment. In R. Berk (Ed.), *Performance assessment: Methods and applications*, (Ch. 9, pp. 237-273). Baltimore, MD: Johns Hopkins University Press.
- Kane, J. S. and Freeman, K. A. (1986). MBO and performance appraisal: A mixture that's not a solution, Part 1. *Personnel*, 63, 26-36.
- Kane, J. S. and Freeman, K. A. (1987). MBO and performance appraisal: A mixture that's not a solution, Part 2. *Personnel*, 64, 26-32.
- Cherniss, C. and Kane, J. S. (1987). Public sector professionals: Job characteristics, satisfaction, and aspirations for intrinsic fulfillment through work. *Human Relations*, 40(3), 125-146.
- Kane, J. S. (1987). Measure for measure in performance appraisal. *Computers in Personnel*, Fall, 31-39.
- Kane, J. S. (1988). Minimizing the impact of judgmental fallibility on real world decision-making, with some illustrative applications in human resource management. In Cardy, R.L., Puffer, S.M. & Newman, J.M. (Eds.) *Advances in Information Processing in Organizations*, Volume 3, pages 25-37. Greenwich, CT: JAI Press.
- Kane, J. S., Bernardin, H. J., & Kane, K. F. (1992). Performance appraisal systems. In P. J. Decker & E. J. Sullivan (Eds.), *Nursing administration: A micro/macro approach for effective nurse executives*. Norwalk, CT: Appleton & Lange.
- Austin, J. T., Villanova, P., Kane, J. S., & Bernardin, H. J. (1991). Construct validation of performance measures: Definitional issues, development, and evaluation of indicators. In G. H. Ferris & K. Rowland (Eds.), *Research in Personnel and Human Resource Management*, Vol. 9, pp. 159-233.
- Kane, J. S. (1991). Toward a modernized model of science. *Human Resource Management Review*, 1(4), 245-252.

- Kane, J. S. & Kane, K. F. (1992). The analytic framework: The most promising approach for the advancement of performance appraisal. *Human Resource Management Review*, 2(1).
- Kane, J. S. & Kane, K. F. (1992). TQM-compatible performance appraisal: An American cultural imperative. *Journal of Management Systems*, 4(2).
- Kane, J. S. & Kane, K. F. (1993). Performance appraisal: The design and use of effective and defensible systems. In H. J. Bernardin (Ed.), *Human resource management: An experiential approach*. New York: McGraw-Hill.
- Kane, J. S. (1994). A model of volitional rating behavior. *Human Resource Management Review*, 4(3), 283-310.
- Kane, J. S., Bernardin, H. J., Villanova, P., & Peyrefitte, J. (1995). The stability of rater leniency: Three studies. *Academy of Management Journal*, 38(4), 1036-1051.
- Kane, J. S., Bernardin, H. J., & Wiatrowski, M. (1996). Performance appraisal. In N. Brewer (Ed.), *Psychology and policing*. Hillsdale, NJ: Erlbaum.
- Bernardin, H. J., Kane, J. S., Ross, S., Spina, J., & Johnson, D. M. (1996). Performance appraisal design, development, and implementation. In G. R. Ferris (Ed.), *Handbook of human resource management*. Chicago, IL: Blackwell.
- Kane, J. S. (1996). The conceptualization and representation of total performance effectiveness. *Human Resource Management Review*, 6(2), 123-145.
- Kane, J. S. & Freeman, K. A. (1997). A theory of equitable performance standards. *Journal of Management*, 23(1), 37-58.
- Kane, J. S. (1997). Assessment of the situational and individual components of performance. *Human Performance*, 10(3), 193-226.
- Bernardin, H. J., Hagan, C. M., Kane, J. S., & Villanova, P. (1998). Prescriptions for effective performance management: Precision in measurement with a focus on customers and situational constraints. In J. Smither (Ed.), *Performance Appraisal: State-of-the-Art in Practice*, San Francisco: Jossey-Bass.
- Kane, J. S. (2000). Accuracy and its determinants in distributional assessment. *Human Performance*, 13(1), 47-85.
- Kane, J. S. & Woehr, D. J. (2006). Performance measurement reconsidered: An examination of frequency estimation as a basis for assessment. In D. J. Woehr, W. Bennett, & C. Vance (Eds.), *Performance measurement: Current perspectives and future challenges*. Hillsdale, NJ: Lawrence Erlbaum Associates.



### **MANUSCRIPTS UNDER REVIEW:**

Kane, J. S. *Beyond ANCOVA - Achieving complete exclusion of covariate variance in the comparison of group means.* (article manuscript under review).

Kane, J. S. *Removing redundant variance from the components of composite scores.* (article manuscript under review).

Kane, J. S. & Bernardin, H. J. *Competencies, work functions, and performance assessment.* (article manuscript under review).

Kane, J. S. *The multilateral assessment of organizational effectiveness.* (article manuscript under review).

Kane, J. S. & Papini, J. S. *Function-based pay: An alternative approach to establishing pay structures.* (article manuscript under review).

### **WORKS IN PROCESS:**

Kane, J. S., Reus, T., & Bernardin, H. J. *Policy adherence and the psychology of agents.* (paper under revision for resubmission).

Kane, J. S. *Policy adherence among managers in Hong Kong.* (paper in process).

Kane, J. S. *The dual lens model of rating accuracy.* (paper in process).

Kane, J. S. *A hybrid single sample strategy for training evaluation.* (paper in process).

Kane, J. S. *Models of reasoning underlying the rating of importance.* (article manuscript under review).

Kane, J. S. *Mathematical coherence in conditional probability estimates.* (paper in process).

### **WORKING PAPERS:**

Kane, J. S. *Performance enhancement planning: HRM's direct link to the bottom line.* (working paper, 1990)

Kane, J. S., & Kane, K. F. *The state of performance appraisal effectiveness: A Fortune 500 survey.* (working paper, 1991)

Kane, J. S. *Principles for the choice of decision bases in human resource management.* (working paper, 1998)

## **AREAS OF EXPERTISE:**

All levels of statistical analysis, including programming customized analyses and applying standardized software packages (SPSS, AMOS, SAS, Stata, R, Minitab, Matlab); management science (e.g., linear programming and other optimization methods, statistical quality control, queuing, PERT, etc.); software engineering, including Visual Basic, Visual Basic.Net; custom website development using HTML, VBScript, Javascript, ASP, and the Joomla CMS; and VBA programming for Excel and other MS Office applications; designing and developing performance management systems, selection systems, and compensation systems; integrating human resource management systems with corporate strategy; organizational change and development; program evaluation; survey research; psychometrics (development and evaluation of assessment instruments); judgment & decision-making analysis and development of decision-support systems.

## **PRODUCTS:**

*Performance Distribution Assessment.*

Completed: September, 2004

A web-based system for performance appraisal and management that uniquely offers such features as:

- the ability to limit accountability to the range of performance that was feasible to achieve;
- sensitivity to differences in the consistency of performances;
- scores that can be compared between all performers and aggregated to any higher level;
- behaviorally specific plans for the improvement of performance.

This system has been hailed as a major breakthrough by leading authorities on performance appraisal. Complete details on the PDA system can be obtained at: [www.performance-sciences.com](http://www.performance-sciences.com). It received one of the few U.S. Patents ever awarded for software in 2008.

*Select-A-Sample*

Completed: April 30, 2002

A system for determining sample-size based on either sampling error or power considerations. Following determination of sample size, the program will then select the requisite size sample from a population database, with or without replacement, and generate a file of sample members.

*Monte Carlo/PC*

Completed: October 1, 2011

A system for generating random data sets with any number of variables having a specified multivariate structure. Data sets may be generated as either populations having an exact multivariate structure or as samples with sampling error.

*Tetrachoric Correlation Calculator*

Completed: September 10, 2012

An Excel macro for computing the tetrachoric correlation between two dichotomized variables.

*Random Sampling Without Duplication*

Completed: September 5, 2012

An Excel macro for selecting a random sample from a population of cases entered by the user without duplication of any selected cases.

*Anderson-Darling Normality Test Calculator*

Completed: September 6, 2012

An Excel macro for testing the distribution of a variable's data for the significance of its departure from normality. This test is more sensitive to such departures, and is less sensitive to the influence of sample size, than alternative measures, and is not available in most statistical analysis systems.

*Automatic Histogram Generator*

Completed: September 11, 2012

An Excel macro that allows the user to specify one of three different methods for determining the optimal number of histogram intervals (Scott's rule, Sturges' rule, or the Freedman-Diaconis rule), and generates a histogram for the user's data for a variable.

*Variance Homogeneity Tests & Corrected t and F tests From Summary Data*

Completed: December 28, 2012

An Excel macro that accepts the input of summary data for groups (i.e., Ns, means, and standard deviations or variances) and produces the appropriate variance homogeneity test and the uncorrected and corrected t or F (i.e., one-way fixed factor ANOVA) tests and p-values.

*Correlation and Slope Comparator*

Completed: May 29, 2013

An Excel macro that computes all the tests of the differences between correlations and regression coefficients within each of the categories of independent and dependent, overlapping and non-overlapping, and their combinations.

*Breslow-Day & Tarone Homogeneity of Odds Ratio Tests*

Completed: May 18, 2014

An Excel macro for testing the significance of the difference(s) between two or more 2x2 contingency tables. These tests are also used to test whether the tables for a set of strata meet the fundamental assumption of the Cochran–Mantel–Haenszel test of whether the common odds ratio of the strata being compared differs from 1.0. These tests have previously been unavailable in any statistical software system other than those that are too expensive or complex to be accessible for most users.

*Regression Graph Creator*

Completed: May 18, 2014

An Excel macro that will the regression lines on a single graph for up to 3 linear regression equations. This capability is often useful in order to make a quick determination of whether the lines intersect within the range of Y values of interest.

*ANCOVRES Calculator*

Completed August 15, 2016

A system implemented through VBA code in Excel for computing ANCOVRES for an analysis consisting of 1 dependent variable (DV), 1 independent variable (IV), and as many covariates (categorical or continuous) as desired. ANCOVRES addresses the crippling defect of ANCOVA of requiring homogeneity in the DV-on-covariate regression slopes between all levels of the IV. This condition is rarely met with real world data. Even when regression slopes do not differ to significant degrees between IV levels, using a single regression to remove covariate variance from the DV often can seriously distort the conclusion about differences between IV levels on the adjusted DV. ANCOVRES resolves this problem by removing covariate variance from the DV separately for each IV level using the regression of the DV on the covariate within the respective IV level.

**PRESENTATIONS, SYMPOSIA, INVITED ADDRESSES, & WORKSHOPS:**

Kane, J. S. (1974). *Test validation in the backwoods: Vermont's program of personnel research*. Invited address, Eastern Regional Conference of the International Personnel Management Association.

- Kane, J. S. (1979). *Bias against women in performance appraisal*. Invited address, Federal Women's Program Conference.
- Kane, J. S. (1979). *A new measurement model for performance appraisal*. Invited address, Meeting of the Research Council of the Personnel Testing Council of Metropolitan Washington.
- Kane, J. S. and Bernardin, H. J. (1979). Workshop on performance appraisal. Presented to the New England Federal Personnel Council.
- Kane, J. S. (1980). Invited discussant of papers presented in a symposium on performance appraisal, South Eastern Psychological Association Convention, Washington, DC.
- Kane, J. S. (1980, April 24-25). *Alternative approaches to the control of systematic error in performance appraisals*. Invited address, First Annual Scientist Practitioner Conference in Industrial/Organizational Psychology, Virginia Beach, VA.
- Kane, J. S. (1981, January 27). *The design of performance appraisal systems*. Workshop sponsored by the Personnel Testing Council of Metropolitan Washington, Washington, DC.
- Kane, J. S. (1981, April 14). *Evaluating the effectiveness of performance appraisals*. Presented at the 1981 National Convention of the American Society for Public Administration, Detroit, MI.
- Kane, J. S. (1981, Aug. 28). *Improving the measurement basis of performance appraisal*. Presented at the National Convention of the American Psychological Association, Los Angeles, CA.
- Kane, J. S. (1982, Nov. 5-6). *Rethinking the problem of measuring performance: Some new conclusions and a new appraisal method to fit them*. Presented at the Fourth Johns Hopkins University National Symposium on Educational Research: Performance Assessment: The State of the Art, Washington, DC.
- Kane, J. S. (1984, March 17-19). *A state of the art approach to appraising teacher performance*. Presented at the National Conference on Merit Pay for Teachers, Sarasota, FL.
- Kane, J. S. and Stubbart, C. (1984, Oct. 10-12). *MBO and performance appraisal: A mixture that is not a solution*. Presented at the National Convention of the Strategic Management Society, Philadelphia, PA.
- Kane, J. S. (1985, Aug. 11-14). *Performance appraisal: Research and practice*. Presented at the Doctoral Consortium Presentation on Performance Appraisal, 1985

Annual Meeting of the Academy of Management, San Diego, CA.

Kane, J. S. (1985, Aug. 11-14). Discussant: Comments on Greenberg's "Explaining the self-serving bias in performance evaluations: Response bias or perceptual bias?". Presented at the 1985 Annual Meeting of the Academy of Management, San Diego, CA.

Kane, J. S. and Borman, W. C. (1985, Aug. 22). *Performance measurement and appraisal: Some theoretical considerations and their implications for practice*. Presented at the 33rd Annual Industrial and Organizational Psychology Workshops as part of the Annual Convention of the American Psychological Association, Los Angeles, CA.

Kane, J. S. (1986, Aug. 13-16). Discussant: Comments on Performance Appraisal II session papers. Presented at the 1986 Annual Meeting of the Academy of Management, Chicago, IL.

Kane, J. S. (1986, Oct. 9-10). *Information processing in human resource management*. Presented at the Decision Making and Information Processing Conference, Buffalo, NY.

Kane, J. S. (1987, August 9-13). Chairman: Selection Issues session papers. Presented at the 1987 Annual Meeting of the Academy of Management, New Orleans, LA.

Kane, J. S. (1987, August 9-13). *HRM Applications of ComPAS: A Microcomputer-Based Performance Appraisal System*. Presented at the Microcomputer Strategies for Human Resource Management Education Symposium at the 1987 Annual Meeting of the Academy of Management, New Orleans, LA.

Bernardin, H. J. and Kane, J. S. (1989, April 28). *Innovative approaches to performance appraisal*. Pre-conference workshop presented at the Fourth Annual Conference of the Society for Industrial and Organizational Psychology (Division 14 of the American Psychological Association, Boston, MA).

Kane, J. S. (1989, September 18). *Current trends in performance appraisal*. Invited address, The Barringer Center Fall Conference, Virginia Polytechnic Institute and State University, Blacksburg, VA.

Kane, J. S. & Kane, K. F. (1991, April). *A method for setting equitable performance standards*. Invited address to the Triad chapter of the American Compensation Association.

- Kane, J. S. (1991, August). Discussant at symposium on Peer Assessment, 1991 Annual Meeting of the Academy of Management, Miami, FL.
- Kane, J. S. & Kane, K. F. (1991, October). *New developments in performance appraisal*. Invited address to the Triad chapter of the American Compensation Association.
- Kane, J. S. & Feldman, J. M. (1992, April 25). *Alternative frameworks for performance appraisal: A debate*. Invited presentation to the program commemorating the 50th anniversary of the University of Montreal's Psychology Department.
- Karren, R. N., Kane, J. S., and Kane, K. F. (1992, May). *Level and variability effects on importance of job attractiveness cues*. Poster session presented at 7th Annual Conference of the Society for Industrial and Organizational Psychology, Montreal, Quebec, Canada.
- Kane, J. S. & Kane, K. F. (1992, August). *A theory of equitable performance standards*. Paper presented at the 1992 Annual Meeting of the Academy of Management, Las Vegas, NV.
- Bernardin, H. J., Hagan, C., & Kane, J. S. (1995, May). "The effects of a 360 Degree appraisal system on managerial performance: No matter how cynical I get, I can't keep up". In *Upward Feedback: The Ups and Downs of It*. Symposium conducted at the Tenth Annual Conference of the Society for Industrial/Organizational Psychology, Orlando, FL.
- Kane, J. S. (1995, May 25). *A new approach to performance appraisal and performance management*. Invited address to the Indianapolis Chapter of the American Compensation Association, Indianapolis.
- Kane, J. S. (1995, August). The stability of rater leniency. In *Understanding and Predicting Rating Leniency*. Symposium conducted at the 1995 Annual Meeting of the Academy of Management, Vancouver, BC.
- Kane, J. S. (1997, April). "Assessing the individual and situational components of Performance". In *Beyond Task Performance*. Symposium conducted at the Twelfth Annual Meeting of the Society for Industrial/Organizational Psychology, St. Louis, MO.
- Kane, J. S. (1998, April). Member of panel discussion: Performance Appraisal: The State of the Art. Symposium conducted at the Thirteenth Annual Meeting of the Society for Industrial/Organizational Psychology, Dallas, TX.
- Kane, J. S., Ahlstrom, D., & Neupert, K. (1998, November). Principles for the choice of decision bases in human resource management. Paper presented at

Pacific Asia Management Institute Conference on Management of Human Resources, Honolulu, Hawaii.

Kane, J. S. (1999, May 25). The distributional assessment model: Theory and research on a new approach to performance appraisal. Invited presentation, National Sun Yat-sen University, Kaohsiung, Taiwan.

Kane, J. S. (1999, August). Accuracy and its determinants in distributional assessment. Paper presented at the 1999 Annual Meeting of the Academy of Management, Chicago, IL.

Kane, J. S. (2004, July). Performance Distribution Assessment: A revolutionary method for measuring and managing individual and organizational performance. Paper presented at the 2004 Conference of the Performance Management Association, Edinburgh, Scotland, UK.

Kane, J. S. & Papini, J. S. (2005). Function-Based Pay: Proposal and Initial Test. Paper presented at the 2005 Annual Meeting of the Academy of Management, Oahu, HA.

NOT YET RETAINED