

CURRICULUM VITAE

ALEC R. LEVENSON

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Center for Effective Organizations
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CURRENT RESEARCH APPOINTMENT

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| Research Scientist, Center for Effective Organizations | 1999 - Present |
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PREVIOUS POSITIONS HELD

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| Director, Labor Markets and Human Capital Studies, Milken Institute | 1999 - 2001 |
| Economist, Milken Institute | 1993 - 2001 |
| Teaching Assistant, Department of Economics, Princeton University | 1990 - 1992 |

EDUCATION

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| Ph.D. – Economics Princeton University, Princeton NJ | 1994 |
| M.A. – Economics Princeton University, Princeton NJ | 1990 |
| B.A. – Economics; Chinese language University of Wisconsin, Madison | 1988 |

CURRENT RESEARCH

Job Design, Compensation, Productivity and Retention

Many jobs combine tasks that can be separated into separate jobs. This study examines employees in a consumer products company whose job responsibilities include both manual labor and sales tasks. The hypotheses to be tested include whether workers are better matched to some task subsets than others, and whether differential pricing and availability of alternative jobs can explain differences among employees in motivation and productivity. Joint research with George Benson, John Boudreau and Edward Lawler.

Measuring the Productivity of Globally Distributed Software Development

Analyzing the productivity and cost-benefit of developing software in the U.S., Western Europe, Eastern Europe, and India, using within-company comparisons at a large technology company. Funded by Sloan Foundation.

Measuring the Economic Value of Skills Developed on the Job

Measuring the economic returns to applying the managerial and occupational skills accumulated with one company when working with different companies. Joint research with George Benson, John Boudreau and Susan Mohrman.

Using Analytics to Maximize HR's Strategic Impact

Developing and testing general framework to measure the impact of HR and organizational processes on strategic and financial objectives.

Building Analytic Capabilities in HR

Action research with organizations on the steps needed to build an effective internal HR analytics function.

Job Design Patterns and Wages

Using job design characteristics to explain why workers in the same occupation are paid different wages. Joint research with Michael Gibbs and Cindy Zoghi.

Measuring the Impact and Efficacy of Executive Coaching

Analyzing the business impacts of executive coaching at the individual and organizational levels.

The Temporary Staffing Industry and the Career Prospects of Workers

Analysis of the career paths of temporary employees. Joint research with David Finegold. Funded by Rockfeller / Russell Sage Foundations.

REFEREED PUBLICATIONS, ARTICLES AND BOOK CHAPTERS

Levenson, A., W. Van der Stede, and S. Cohen, Measuring the Relationship between Managerial Competencies and Performance, forthcoming in *Journal of Management*.

Finegold, D., A. Levenson, and M. Van Buren, Training without 'Jobs': Skill development for temporary workers, *Human Resource Management Journal*, 15(2), 2005.

Levenson, A., Harnessing the Power of HR Analytics, *Strategic HR Review*, 4(3), 2005.

Lawler, E., A. Levenson, and J. Boudreau, HR Metrics and Analytics: Use and Impact, *Human Resource Planning*, 27(4), 2004.

Levenson, A., Why Do Companies Provide Workplace Education Programs? in J. Comings, B. Garner, and C. Smith, eds., *Review of Adult Learning and Literacy: Connecting Research, Policy and Practice, Volume 4*, A Project of The National Center for the Study of Adult Learning and Literacy, Mahwah, NJ: Lawrence Erlbaum, 2004.

Finegold, D., A. Levenson, and M. Van Buren, A Temporary Route to Advancement? The Career Opportunities for Low-Skilled Workers in Temporary Employment, in E. Appelbaum, A. Bernhardt, and R. Murnane, eds., *Low-Wage America: How Employers Are Reshaping Opportunity in the Workplace*, New York: Russell Sage Foundation, 2003.

Levenson, A. and S. Cohen, Meeting the Performance Challenge: Calculating ROI for Virtual Teams, in C.B. Gibson and S.G. Cohen, eds., *Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness*, San Francisco: Jossey-Bass, 2003.

Levenson, A., ROI and Strategy for Teams and Collaborative Work Systems, in M. Beyerlein, C. McGee, G. Klein, L. Broedling, and J. Nemiro, eds., *The Collaborative Work Systems Fieldbook: Strategies, Tools and Techniques*, San Francisco: Jossey-Bass/Pfeiffer, 2003.

Levenson, A., Leveraging Adversity for Strategic Advantage, *Organizational Dynamics*, Vol. 31, No. 2, 2002.

Gibbs, M. and A. Levenson, The Economic Approach to Personnel Research, in Shoshana Grossbard-Shechtman and Christopher Clague, eds., *Expansion of Economics: Towards a More Inclusive Social Science*, New York: M.E. Sharpe, 2002.

Levenson, A., Short-Time Work in the United States, 1968-93: Implications for Evaluation of Short-Time Compensation Schemes, in Ging Wong and Garnett Picot, eds., *Changes in Working Time in Canada and the United States, Volume I: Patterns, Trends, and Policy Implications of Earnings Inequality and Unemployment*, Kalamazoo, MI: W E Upjohn Institute for Employment Research, 2001.

Levenson, A., Long-Run Trends in Part-Time and Temporary Employment: Toward an Understanding, in David Neumark, ed., *On the Job: Is Long-Term Employment a Thing of the Past?*, New York: Russell Sage Foundation, 2000.

Levenson, A. and K. Willard, Do Firms Get the Financing They Want? Measuring Credit Constraints Among Small Businesses in the U.S., *Small Business Economics*, March 2000.

Levenson, A., The Role of Agricultural and Female Labor Mobility in Taiwan's Industrialization: 1976-91, *Review of Development Economics*, February 2000.

Levenson, A., Do Consumers Respond to Future Income Shocks? Evidence from Social Security Reform in Taiwan, *Journal of Public Economics*, November 1996.

Levenson, A. and T. Besley, The Anatomy of an Informal Financial Market: Rosca Participation in Taiwan, *Journal of Development Economics*, October 1996.

Levenson, A., Recent Trends in Part-Time Employment, *Contemporary Economic Policy*, October 1996.

Besley, T. and A. Levenson, The Role of Informal Finance in Household Capital Accumulation: Evidence from Taiwan, *Economic Journal*, January 1996.

EDITED VOLUMES

Solmon, L. and A. Levenson, Labor Markets, Employment Policy and Job Creation (with Lewis C. Solmon), Boulder, Colorado: Westview Press, 1994

REPORTS

Levenson, A., Investing in Workers' Basic Skills: Lessons from Company-Funded Workplace-Based Programs, *National Institute for Literacy*, 2001

Levenson, A., E. Reardon and S. Schmidt, The Employment Prospects of Welfare Recipients in the Most Populous U.S. Counties, *National Center for the Study of Adult Learning and Literacy*, Harvard University, June 1999

Levenson, A., E. Reardon and S. Schmidt, Welfare Reform and the Employment Prospects of AFDC Recipients, *Jobs & Capital* (Milken Institute), September 1997

Levenson, A., E. Reardon and S. Schmidt, The Impact of Welfare Reform on AFDC Recipients in Los Angeles County: Limited Skills Mean Limited Employment Opportunities, Milken Institute Report, June 1997

WORKING PAPERS

Levenson, A. Knowledge Work and Teams: Analyzing Labor Productivity When Tasks Are Interdependent, March 2006.

Levenson, A. Measuring the Productivity of Software Development in a Globally Distributed Company, January 2006.

Zoghi, C., A. Levenson, and M. Gibbs, Why Are Jobs Designed the Way They Are? January 2006.

Levenson, A. and G. Benson, Occupational Human Capital and Career Dynamics, January 2006.

Benson, G., A. Levenson, and J. Boudreau, Informal Developmental Experiences and Career Success: A Study of Qualitative Differences in Work Experience, January 2006.

Levenson, A. Trends in Jobs and Wages in the U.S. Economy, chapter prepared for publication in volume edited by James O'Toole and Edward Lawler on *America At Work*, September 2005.

Levenson, A. Do Competencies Drive Organizational Performance? Can they? Evidence and Implications for Professional and HR Competencies, March 2005.

McDermott, M., A. Levenson, and S. Clark, What Coaching Can Do for Your Organization, December 2004.

Levenson, A. and D. Finegold, The Employment Outcomes and Advancement of Temporary Workers, September 2001

PRESENTATIONS

Levenson, A. Productivity and Competitive Advantage: The Role of Human Capital and HR Policies, *INACAP* (Chile), March 2006.

Levenson, A. The Skills HR Professionals Need to be Successful Tomorrow and Today, *SCPMA-HR*, March 2006.

Levenson, A. Measuring and Maximizing the Impact of Executive Coaching, *APA Division 13*, February 2006; *Conference Board*, January & February 2006; *SIOP*, October 2005; Center for Effective Organizations: *Leadership Development Seminar*, January 2005.

Levenson, A. Strategic HR Metrics and Analytics, *MRA – The Management Association*, October 2005; *CSHRP*, May 2005; *HR Symposium*, May 2005.

Levenson, A. Measuring the Productivity of Globally Distributed Software Development, Stanford University, January 2006; *National Bureau of Economic Research Summer Institute*, August 2004.

Levenson, A., and G. Benson, Occupational skills, job changes and wages: A study of former employees of a professional services firm, *Academy of Management*, August 2005.

Zoghi, C., Levenson, A., and Gibbs, M. Why Are Jobs Designed the Way They Are? *American Economic Association Annual Meetings*, January 2005; University of Southern California, November 2004; *National Bureau of Economic Research Summer Institute*, August 2004; *Society of Labor Economists Annual Meeting*, April 2004.

Levenson, A. Conducting Human Capital Analytics and Building a Human Capital Analytics Function, Center for Effective Organizations *HR Metrics and Analytics Seminar*, October 2004 and September 2005; *HR Strategy Forum*, September 2004; Center for Effective Organizations *Metrics and Analytics Networks*, Spring 2004, Fall 2004, and Fall 2005.

Levenson, A. Human Capital Measurement and Analysis: Asking and Answering the Right Questions, Center for Effective Organizations *Human Resource Executive Seminar*, April 2004.

Levenson, A., W. Van der Stede, and S. Cohen, Measuring the Impact of a Managerial Competency System: Does Identifying and Rewarding Potential Leaders Improve Organizational Performance? *Academy of Management Annual Meetings*, Seattle, WA, August 2003; Center for Effective Organizations: *Human Resources Executive Seminar*, University of Southern California, Los Angeles, CA, April 2003.

O'Toole, J. and A. Levenson, Managing in Adversity, *World Economic Forum*, New York, N.Y., February 2002; *Conference Board*, Chicago, IL, November 2001; *Conference Board*, New York, N.Y., October 2001

Finegold, D., A. Levenson, M. Van Buren, A. Majchrzak and G. Benson, The Prospects of Low Skilled Workers in the Temporary Staffing Industry, *Academy of Management Annual Meetings*, Washington, D.C., August 2001; Rockefeller Foundation and Russell Sage Foundation: *Industry Case Studies on Low Wage Workers*, New York, NY, May 2001

Levenson, A., Outcomes, ROI and Strategy for Virtual Teams, *Academy of Management Annual Meetings*, Washington, D.C., August 2001; Center for Effective Organizations and Wayne State University: *Creating Conditions for Effective Virtual Teams Conference*, University of Southern California, Los Angeles, CA, April 2001

Finegold, D., A. Majchrzak, A. Levenson, M. Van Buren and G. Benson, Measuring the Psychological Contract of Temporary Workers: Preliminary Findings and Key Issues, *Academy of Management Annual Meetings*, Toronto, Canada, August 2000; *SASE Annual Conference*, London, England, July 2000

Levenson, A., Effective Use of Contingent Employees, Center for Effective Organizations: *Human Resources Executive Seminar*, University of Southern California, Los Angeles, CA, February 2000

Finegold, D., A. Majcharzak, A. Levenson, M. Van Buren and G. Benson, Are Contingent Workers Really Contingent: The Varied Psychological Contracts of Employees in the Temporary Staffing Industry, *Academy of Management Annual Meetings*, Chicago, IL, August 1999

Levenson, A., Are There 'Careers' as a Temporary Employee, *Understanding the Service Workplace*, Wharton, University of Pennsylvania, Philadelphia, PA, October 1998

Levenson, A., E. Reardon and S. Schmidt, The Employment Prospects of Welfare Recipients in the Most Populous U.S. Counties, National Center for the Study of Adult Learning and Literacy: *The Impact of Welfare Reform on Adult Literacy Education*, Rutgers University, New Brunswick, NJ, June 1998

Levenson, A., Understanding Long-Run Trends in Part-Time and Temporary Employment, Russell Sage Foundation: *Changes in Job Stability and Job Security*, New York, NY, February 1998

Levenson, A. and W. Maloney, Modeling the Informal Sector: Theory and Empirical Evidence from Mexico, *Latin American and Caribbean Economic Association Meetings*, Instituto Tecnológico Autónomo de México, Mexico City, Mexico, October 1996; *Northeast Universities Development Consortium Conference*, Boston University, Boston, MA, November 1996

Levenson, A., The Evolution of Short-Time Work in the United States 1964-93, Canadian Employment Research Forum/Statistics Canada and W. E. Upjohn Institute for Employment Research: *Changes in Working Time in Canada and the United States*, Ottawa, Canada, June 1996

Besley, T. and A. Levenson, The Role of Informal Finance in Household Capital Accumulation: Evidence from Taiwan, National Bureau of Economic Research and Instituto Tecnológico Autónomo de México: *7th Annual Inter-American Seminar on Economics*, Mexico City, Mexico, November 1993

FELLOWSHIPS AND HONORS

Literacy Network of Greater Los Angeles, Secretary, Executive Board, 2002 – 2004
Literacy Network of Greater Los Angeles, Board of Directors, 1996 – 2002
Literacy Leader Fellow, National Institute for Literacy, 1999 – 2000
Princeton University Bradley Fellow, 1992 - 1993
Princeton University Fellowship, 1988 - 1992
Phi Beta Kappa, University of Wisconsin, 1988
Phi Beta Kappa Steenbok Award, University of Wisconsin, 1988

EDITORIAL BOARD

Small Business Economics

REFeree AND REVIEWER

American Economic Review
Economic Development and Cultural Change
Economics of Education Review
Industrial Relations
Jossey-Bass
Journal of Development Economics
Journal of Labor Economics
Journal of Population Economics
Journal of Public Economics
Kluwer Academic Publishers
Labour Economics
National Center for the Study of Adult Learning and Literacy
Review of Development Economics
Russell Sage Foundation
Sloan Management Review
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United States Census Bureau