

CURRICULUM VITAE

ALEC R. LEVENSON

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Center for Effective Organizations
Marshall School of Business
University of Southern California
3415 South Figueroa Street, DCC-200
Los Angeles, CA 90089-0871
alevenson@marshall.usc.edu

CURRENT RESEARCH APPOINTMENT

Research Scientist, Center for Effective Organizations 1999 - Present

PREVIOUS POSITIONS HELD

Milken Institute
 Director, Labor Markets and Human Capital Studies 1999 - 2001
 Economist 1993 - 2001

Princeton University
 Teaching Assistant, Department of Economics 1990 - 1992

EDUCATION

Ph.D. – Economics 1994
Princeton University, Princeton NJ

M.A. – Economics 1990
Princeton University, Princeton NJ

B.A. – Economics; Chinese language 1988
University of Wisconsin, Madison

CURRENT RESEARCH

Achieving High Performance and Individual Engagement in Team-Based Work

To maximize outcomes for both customers and employees, knowledge-based firms have to strike the right balance between individual- and group-focused approaches to work design, development and performance management. This study uses a multi-level approach to examine the relationships between work design, motivation, and productivity at the business unit, client engagement, and individual levels at a professional services firm. Joint research with Sue Mohrman, George Benson, and Jennifer Deal.

Aligning Sales Compensation with Productivity

This study examines the productivity impacts of changing sales incentives to more closely align effort with compensation. The methodology uses before-and-after surveys and sales data at both treatment and control sites in a consumer products company. Joint research with George Benson, Cindy Zoghi and Michael Gibbs.

Optimizing Organization Design for a Support Function

Multi-business unit companies use Centers of Excellence for support functions to strike a balance between resources located within each business unit versus at headquarters. This study examines the optimal organization design for a key sales support function in a consumer products company, including the alignment needed within the function and between the function and the sales organizations. Joint research with Chris Worley.

Job Design, Compensation, Productivity and Retention

Many jobs combine tasks that can be separated into different jobs. This study examines employees in a consumer products company whose job responsibilities include both delivery and sales tasks. The hypotheses tested include whether workers are better matched to some tasks than others, and whether subsets of jobs within the same job family can have differential returns to increasing the workers' skills along the delivery and sales dimensions. Joint research with George Benson, and John Boudreau.

Job Design Patterns, Skills and Wages

This research agenda uses a rich data set of a national sample of job design characteristics to examine job design patterns, and analyze occupational wage differentials. Joint research with Michael Gibbs and Cindy Zoghi.

Using Analytics to Maximize HR's Strategic Impact

This research agenda combines insights from scientific research and applied work with companies to develop frameworks and tools both to measure the impact of HR and organizational processes on strategic and financial objectives, and to increase the HR function's capability to do the measurement and optimization work on its own.

REFEREED PUBLICATIONS, ARTICLES AND BOOK CHAPTERS

Zoghi, C., A. Levenson, and M. Gibbs, Why Are Jobs Designed the Way They Are? *forthcoming Research in Labor Economics*.

Levenson, A., Measuring and Maximizing the Impact of Executive Coaching, *forthcoming Consulting Psychology Journal*.

George, E., Levenson, A., Finegold, D., and Chattopadhyay, P. Extra-Role Behaviors Among Temporary Workers: How Firms Create Relational Wealth, *forthcoming International Journal of Human Resource Management*.

Levenson, A. Measuring the Productivity of Software Development in a Globally Distributed Company, *forthcoming* in Richard Freeman and Kathryn Shaw, eds., International Differences in the Business Practices and Productivity of Firms, University of Chicago Press.

Levenson, A. and T. Faber, Using Human Capital Measurement to Drive Productivity, *HR Magazine*, June 2009.

McDermott, M., A. Levenson, and S. Clark, What Coaching Can Do for Your Organization, *Human Resource Planning*, 30(2), 2007.

Levenson, A. Trends in Jobs and Wages in the U.S. Economy, in Edward E. Lawler and James O'Toole, eds., *America At Work: Choices and Challenges*, 2006.

Levenson, A., W. Van der Stede, and S. Cohen, Measuring the Relationship between Managerial Competencies and Performance, *Journal of Management*, 32(3), 2006.

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

Benson, G. and A. Levenson, Career Goals and Perceived Developmental Support as Drivers of Turnover in a Professional Services Firm, January 2008.

Levenson, A., The Economic Analysis of Teams: An Interdisciplinary Perspective, October 2007.

Levenson, A., G. Benson and J. Boudreau, Occupational Human Capital and Career Dynamics, June 2006.

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

Levenson, A. and C. Zoghi, The Strength of Occupation Indicators as a Proxy for Skill, June 2006.

PRESENTATIONS

Benson, G., A. Levenson, and J. Boudreau, Strategic Management of Human Capital: A Case Study of Task Differentiation, *Wharton People and Organizations Conference*, June 2009.

Levenson, A., Strategic Application of HR Metrics and Analytics, *Society of Human Resource Management – HRACC*, March 2008; *International Association for Human Resources Information Management (IHRIM)*, September 2007; Center for Effective Organizations: *HR Metrics and Analytics seminar*, January 2009, February 2008 & March 2007. Co-presenters: T. Faber, S. Stevenson, K. Warmbier.

Benson, G. and A. Levenson, Career Goals and Perceived Developmental Support as Drivers of Turnover in a Professional Services Firm, *Academy of Management*, August 2008.

Levenson, A., Human Capital Decision Science: HR Metrics and Analytics that Drive Strategic Change, *IQPC HR Metrics Summit*, July 2008.

Levenson, A., Workplace-Centered Basic Skills Programs: Paths to Improving Design and Employer Funding, *Alamo Community Colleges Workforce Literacy Summit*, April 2008.

Levenson, A., Beyond Testing: Linking Talent Recruitment and Deployment to the Bottom Line, *Personnel Commissioners Association of Southern California and San Diego County School Personnel Commissioners Association*, April 2008; *Personnel Testing Council of Southern California*, November 2007.

Levenson, A., A Strategic View of HR Skills, *Society of Human Resource Management – Inland Empire*, November 2007.

Levenson, A., Linking Talent Management to the Bottom Line, *IQPC Talent Management Summit*, Brazil, October 2007.

Levenson, A. and C. Zoghi, Sectoral Wage Differentials and Job Requirements, *Society of Labor Economists*, May 2007.

Levenson, A. Beyond ROI: An Integrated Approach to Measuring and Maximizing the Impact of Learning and Organization Development, *IQPC Corporate University Summit*, May 2007.

Levenson, A. The Future of Human Capital Metrics: Building a New Decision Science, *HCI National Human Capital Summit*, March 2007.

Levenson, A. Measuring and Maximizing the Impact of HR, *HR Star Conference*, March 2007.

Levenson, A. Measuring and Maximizing the Impact of Leadership Development, Center for Effective Organizations: *Leadership Development Seminar*, September 2006.

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

Levenson, A. and C. Zoghi, The Strength of Occupation Indicators as a Proxy for Skill, *Society of Labor Economists*, May 2006; *Western Economic Association*, July 2006

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

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. 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.

George, E., Levenson, A., Finegold, D, and Chattopadhyay, P. Extra-Role Behaviors Among Temporary Workers: How Firms Create Relational Wealth, *Academy of Management Annual Meetings*, Aug 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. Majchrzak, 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

Human Resource Management

Small Business Economics

REFEREE AND REVIEWER

American Economic Review

Economic Development and Cultural Change

Economics of Education Review

Human Resource Management

Industrial Relations

Jossey-Bass

Journal of Development Economics

Journal of Labor Economics

Journal of Population Economics

Journal of Public Economics

Journal of Regional Science

Kluwer Academic Publishers
Labour Economics
National Center for Education Statistics
National Center for the Study of Adult Learning and Literacy
Review of Development Economics
Russell Sage Foundation
Sloan Management Review
Small Business Economics
United States Census Bureau