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EDUCATION

- 1985 - 1990 **Doctor of Philosophy in Organizational Behaviour**
Faculty of Management, University of Toronto.
Major: Organizational Behaviour
Minor: Human Resource Management
Dissertation Title: A Self-Efficacy Theory of Organizational
Socialization
Advisor: Professor Hugh J. Arnold
- 1983 - 1985 **Master of Applied Science (M.A.Sc.)
in Industrial/Organizational Psychology**
Department of Psychology, University of Waterloo.
Thesis: The Effectiveness of Verbal versus Written Realistic Job
Previews and an Investigation of the Mediating Processes.
Advisor: Professor Steven F. Cronsshaw
- 1979 - 1983 **Bachelor of Arts, Honors (Psychology)**
Department of Psychology, University of Western Ontario.
Dean's Honors List
Thesis: Realistic vs Traditional Task Previews: The Effects of
Commitment.
Advisor: Professor John P. Meyer

RESEARCH

REFEREED JOURNAL PUBLICATIONS

In Press

Saks, A. M. (In press). Antecedents and Consequences of Employee Engagement. **Journal of Managerial Psychology**.

Saks, A. M., & Belcourt, M. (In press). An Investigation of Training Activities and Transfer of Training in Organizations. **Human Resource Management**.

Gruman, J. A., Saks, A. M., & Zweig, D. I. (In press). Organizational Socialization Tactics and Newcomer Proactive Behaviors: An Integrative Study. **Journal of Vocational Behavior**.

Saks, A. M., & McCarthy, J. M. (In press). Effects of Discriminatory Interview Questions and Gender on Applicant Reactions. **Journal of Business and Psychology**.

2006

Saks, A. M. (2006). Multiple Predictors and Criteria of Job Search Success. **Journal of Vocational Behavior**, *68*, 400-415.

Côté, S., Saks, A. M., & Zikic, J. (2006). Trait Affect and Job Search Outcomes. **Journal of Vocational Behavior**, *68*, 233-252.

2004

Gaudine, A. P., & Saks, A. M. (2004). A Longitudinal Quasi-Experiment on the Effects of Posttraining Transfer Interventions. **Human Resource Development Quarterly**, *15*, 57-76.

2003

Huint, P., & Saks, A. M. (2003). Translating Training Science into Practice: A Study of Managers' Reactions to PostTraining Transfer Interventions. **Human Resource Development Quarterly**, *14*, 181-198.

2002

Saks, A. M. & Ashforth, B. E. (2002). Is Job Search Related to Employment Quality? It all Depends on the Fit. **Journal of Applied Psychology**, *87*, 646-654.

2001

Gaudine, A. P., & Saks, A. M. (2001). Effects of an Absenteeism Feedback Intervention on Employee Absence Behavior. **Journal of Organizational Behavior**, *22*, 15-29.

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Saks, A. M. & Ashforth, B. E. (2000). Change in Job Search Behaviors and Employment Outcomes. **Journal of Vocational Behavior**, *56*, 277-287.

Saks, A. M. & Ashforth, B. E. (2000). The Role of Dispositions, Entry Stressors, and Behavioral Plasticity Theory in Predicting Newcomers' Adjustment to Work. **Journal of Organizational Behavior**, *21*, 43-62.

Ashforth, B.E., & Saks, A.M. (2000). Personal Control in Organizations: A Longitudinal Investigation with Newcomers. **Human Relations**, *53*, 311-339.

1999

Saks, A. M. & Ashforth, B. E. (1999). Effects of Individual Differences and Job Search Behaviors on the Employment Status of Recent University Graduates. **Journal of Vocational Behavior**, *54*, 335-349.

1998

Saks, A. M., & Waldman, D. A. (1998). The Relationship Between Age and Job Performance Evaluations for Entry-Level Professionals. **Journal of Organizational Behavior**, *19*, 409-419.

Haccoun, R.R., & Saks, A.M. (1998). Training in the 21st Century: Some Lessons From the Last One. **Canadian Psychology**, *39*, 33-51.

Ashforth, B.E., Saks, A.M., & Lee, R.T. (1998). Socialization and Newcomer Adjustment: The Role of Organizational Context. **Human Relations**, *51*, 897-926.

1997

Saks, A. M. (1997). Transfer of Training and Self-Efficacy: What is the Dilemma? **Applied Psychology: An International Review**, *46*, 365-370.

Saks, A. M., & Ashforth, B. E. (1997). Organizational Socialization: Making Sense of the Past and Present as a Prologue for the Future. **Journal of Vocational Behavior**, *51*, 234-279.

Saks, A. M., & Ashforth, B. E. (1997). A Longitudinal Investigation of the Relationships Between Job Information Sources, Applicant Perceptions of Fit, and Work Outcomes. **Personnel Psychology**, *50*, 395-426.

Saks, A. M., & Ashforth, B. E. (1997). Socialization Tactics and Newcomer Information Acquisition. **International Journal of Selection and Assessment**, *5*, 48-61.

Ashforth, B.E., Saks, A.M., & Lee, R. T. (1997). On the Dimensionality of Jones' (1986) Measures of Organizational Socialization Tactics. **International Journal of Selection and Assessment**, *5*, 200-214.

Haccoun, R. R., Jeanrie, C., & Saks, A. M. (1997). Concepts et pratiques contemporaines en evaluation de la formation: vers un modele de diagnostic des impacts. **Gestion**, *22*(3), 108-113.

Whyte, G., Saks, A. M., & Hook, S. (1997). When Success Breeds Failure: The Role of Self-Efficacy in Escalating Commitment to a Losing Course of Action. **Journal of Organizational Behavior**, *18*, 415-432.

1996

Saks, A. M. (1996). The Relationship Between the Amount and Helpfulness of Entry Training and Work Outcomes. **Human Relations**, *49*(4), 429-451.

Saks, A. M., & Ashforth, B. E. (1996). Proactive Socialization and Behavioral Self-Management. **Journal of Vocational Behavior**, *48*, 301-323.

Saks, A. M., Mudrack, P. E., & Ashforth, B. E. (1996). The Relationship Between the Work Ethic, Job Attitudes, and Turnover for Temporary Service Employees. **Canadian Journal of Administrative Sciences**, *13*, 226-236.

Saks, A. M., Wiesner, W. H., & Summers, R. J. (1996). Effects of Job Previews and Compensation Policy on Applicant Attraction and Job Choice. **Journal of Vocational Behavior**, *49*, 68-85.

Ashforth, B. E., & Saks, A. M. (1996). Socialization Tactics: Longitudinal Effects on Newcomer Adjustment. **Academy of Management Journal**, *39*, 149-178.

1995

Saks, A. M. (1995). The Relationship Between Job Content and Work Outcomes for Entry-Level Staff in Public Accounting Firms. **Journal of Accounting and Business Research**, *3*, 15-38.

Saks, A. M. (1995). Longitudinal Field Investigation of the Moderating and Mediating Effects of Self-Efficacy on the Relationship Between Training and Newcomer Adjustment. **Journal of Applied Psychology**, *80*, 211-225.

Saks, A. M., Leck, J. D., & Saunders, D. M. (1995). Effects of Application Blanks and Employment Equity on Applicant Reactions and Job Pursuit Intentions. **Journal of Organizational Behavior**, *16*, 415-430.

Ashforth, B. E., & Saks, A. M. (1995). Work Role Transitions: A Longitudinal Examination of the Nicholson Model. **Journal of Occupational and Organizational Psychology**, *68*, 157-175.

1994

Saks, A. M. (1994). Moderating Effects of Self-Efficacy for the Relationship Between Training Method and Anxiety and Stress Reactions of Newcomers. **Journal of Organizational Behavior**, *15*, 639-654.

Saks, A. M. (1994). A Psychological Process Investigation for the Effects of Recruitment Source and Organization Information on Job Survival. **Journal of Organizational Behavior**, *15*, 225-244.

Saks, A. M., Wiesner, W. H., & Summers, R. J. (1994). Effects of Job Previews on Self-Selection and Job Choice. **Journal of Vocational Behavior**, *44*, 297-316.

1991

Wiesner, W. H., Saks, A. M., & Summers, R. J. (1991). Job Alternatives and Job Choice. **Journal of Vocational Behavior**, *38*, 198-207.

1990

Saks, A. M., & Cronshaw, S. F. (1990). A Process Investigation of Realistic Job Previews: Mediating Variables and Channels of Communication. **Journal of Organizational Behavior**, *11*, 221-236.

1989

Saks, A. M. (1989). An Examination of the Combined Effects of Realistic Job Previews, Job Attractiveness and Recruiter Affect on Job Acceptance Decisions. **Applied Psychology: An International Review**, *38*, 145-163.

NON-REFEREED PUBLICATIONS

Saks, A., & Kotlyar, I. (April, 2003). Saving the Instructional Systems Design Model of Training and Development with Computer Simulation Technology. **The Training Report**.

Saks, A., & Kotlyar, I. (November, 2002). Making Sure Your Training is Doing What You Want it to do. **The Training Report**, 9-10..

Kotlyar, I., & Saks, A. (September, 2002). Make Sure Your Training Gets Delivered Where It's Needed. **The Training Report**.

Saks, A. M., Taggar, S., & Haccoun, R. R. (Fall, 2002). Is Training Related to Firm Performance? **HRM Research Quarterly**, 6(3), 1-5.

Taggar, S., & Saks, A. M. (Summer, 2002). Picking the Right HR Practices for a Firm's Strategy. **HRM Research Quarterly**, 6(2), 1-5.

Saks, A. M. (2002). So What is a Good Transfer of Training Estimate? A Reply to Fitzpatrick. **The Industrial-Organizational Psychologist**, 40(1), 29-30.

Kotlyar, I., & Saks, A. M. (October 22, 2001). Using Technology for Knowledge and Skill Transfer. **Canadian HR Reporter**.

Kotlyar, I., & Saks, A. (July 16, 2001). The Hard Facts on Soft Skills and E-Learning. **Canadian HR Reporter, CloseUp: Training & Development**, p.13.

Gaudine, A., Beaton, M., Dawe, D. & Saks, A. M. (2001). Employee Reactions to Absenteeism Feedback and Goal-Setting Interventions. **The HRM Research Quarterly**, 5(4), 1-6.

Belcourt, M., Wright, P., & Saks, A. M. (2000, May 8). The Far Reaching Benefits of Training. **Canadian HR Reporter Guide to Training & Development**, p.G11.

Belcourt, M., & Saks, A. M. (1999, May 17). Turning Training into Practice: How to Make Sure Employees use the Training at Work. **Canadian HR Reporter Guide to Training & Development**, p.G7.

Saks, A. M., & Gaudine, A. P. (1999, March). Absenteeism Feedback Intervention. **Strategic Human Resources Compensation News**, 6(4), 9-11.

Alan M. Saks

Saks, A. M. (1998). The 5 T's of Transfer of Training. **The Canadian Learning Journal**, 2(4), 10.

Saks, A. M. (1998). The Employment Interview and Applicant Reactions. **HR Professional**, October/November, 29-34.

Saks, A. M. (1998). Strategic Transfer of Training. **Strategic Human Resources Compensation News**, 6(1) September, 1-8.

Belcourt, M., & Saks, A. M. (1998). After Delivery. **The Canadian Learning Journal**, 2(2), 9-10.

Belcourt, M., & Saks, A. M. (1998). Training Methods & the Transfer of Training. **The Canadian Learning Journal**, 2(1), p.3.

Belcourt, M., & Saks, A. M. (1998). Benchmarking Best Training Practices. **HR Professional**, December/January, 33-41.

Saks, A. M., & Belcourt, M. (1997). Transfer of Training in Canadian Organizations. **The Canadian Learning Journal** (formerly **UPDATE**), 1(1), 9-10.

Belcourt, M., & Saks, A. M. (1997). Effects of Pretraining Activities and a Learning Culture on the Transfer of Training. **The Canadian Learning Journal**, 1(2), 10-11.

Saks, A. (1997). HRM Practices and Organization Fit. **The HRM Research Quarterly**, 1(2), 1-4.

Saks, A. M., & Haccoun, R. R. (1997). The Psychology of Transfer of Training. **Update**, May/June, 11-12.

Saks, A. M., & Haccoun, R. R. (July/August 1996). Easing the Transfer of Training. **HR Professional**, July/August, 8-11.

Saks, A. M. (1990). A Kafkaesque Perspective of Goal Setting Theory. **The Industrial-Organizational Psychologist**, 27, 87-88.

CHAPTERS IN BOOKS

Saks, A. M., & Côté, S. (Forthcoming). Job Search. In Jeffrey H. Greenhaus & Gerald A. Callanan (Eds.), **Encyclopedia of Career Development**. Sage Publications.

Saks, A. M. (2005). The *Impracticality* of Recruitment Research. In Arne Evers, Neil Anderson, & Olga Voskuijl (Eds.), **Blackwell Handbook of Personnel Selection** (pp.47-72). Blackwell Publishing Ltd.

Saks, A. M. (2005). Job Search Success: A Review and Integration of the Predictors, Behaviors, and Outcomes. In Steven Brown and Robert Lent (Eds.), **Career Development and Counseling: Putting Theory and Research to Work** (pp.155-179). Hoboken, NJ: John Wiley & Sons, Inc.

Saks, A. M. (2004). Job Search. In Charles Spielberger (Ed.), **Encyclopedia of Applied Psychology** (V. 2, pp.457-465). Elsevier Inc..

Ashforth, B.E., & Saks, A.M. (2002). Feeling Your Way: Emotions and Organizational Entry. In R. G. Lord, R. J. Klimoski, & R. Kanfer (Eds.), **Emotions in the Workplace: Understanding the Structure and Role of Emotions in Organizational Behavior** (pp.331-369). San Francisco, CA: Jossey-Bass.

Haccoun, R. R. & Saks, A.M. (1998). Organizational Training Programs: A Diagnostic Approach to Training Design and Evaluation. Section XIII in **Improving Performance through Effective HR Strategies**. Toronto: Canadian Institute Publications.

Saks, A. M. (1992). Applicant Reactions to Protected Group Membership Inquiries During the Recruitment Process. In D. M. Saunders (ed.), **New Approaches to Employee Management: Fairness in Employee Selection** (v.1). Greenwich, CT: JAI Press.

Ondrack, D., & Saks, A. (1990). Research Activities in International Human Resource Management. In A. M. Rugman (ed.), **Research in Global Strategic Management** (v.1), pp.213-221. Greenwich, CT: JAI Press.

Alan M. Saks

BOOKS

Johns, G., & Saks, A. M. (2005). **Organizational Behaviour: Understanding and Managing Life at Work** (Sixth Edition). Toronto: Pearson Education Canada.

Saks, A. M., & Haccoun, R. (2004). **Managing Performance through Training & Development** (Third Edition). Toronto: Nelson Thompson Learning.

Johns, G., & Saks, A. M. (2001). **Organizational Behaviour: Understanding and Managing Life at Work** (Fifth Edition). Toronto: Pearson Education Canada.

Saks, A. M. (2000). **Research, Measurement, and Evaluation of Human Resources**. Toronto: Nelson Thompson Learning.

Belcourt, M., Wright, P. C., & Saks, A. M. (2000). **Managing Performance through Training & Development** (Second Edition). Toronto: Nelson Thompson Learning.

INSTRUCTIONAL MATERIAL AND PEDAGOGY

Saks, A. M. (2004). **Organizational Behaviour: PowerPoint Slides** (Sixth Edition). Toronto: Pearson Education Canada.

Johns, G., & Saks, A. M. (2004). **Organizational Behaviour: Test Bank** (Sixth Edition). Toronto: Pearson Education Canada.

Johns, G., & Saks, A. M. (2004). **Organizational Behaviour: Instructor's Resource Manual** (Sixth Edition). Toronto: Pearson Education Canada.

Johns, G., & Saks, A. M. (2001). **Organizational Behaviour: Instructor's Resource Manual** (Fifth Edition). Toronto: Pearson Education Canada.

REFEREED CONFERENCE PROCEEDINGS AND PRESENTATIONS

2006

Saks, A. M., Uggerslev, K. L., & Fassina, N. E. (May, 2006). Meta-Analysis of Socialization Tactics and Newcomer Adjustment. Paper presented at the annual meeting of The Society for Industrial and Organizational Psychology Annual Conference, Dallas.

Ashforth, B. E., Sluss, D. M., & Saks, A. M. (August, 2006). Socialization tactics, proactivity, and learning: How process and content influence adjustment. Paper to be presented at the annual meeting of the Academy of Management, Atlanta.

2005

Saks, A. M. (May, 2005). Employee Engagement: A New Construct or Old Wine in a New Bottle? Paper presented at the annual meeting of the Administrative Science Association of Canada, Toronto.

Saks, A. M., Cook, T., & Grover, S. (May, 2005). Training Investments and Firm Performance: Does Firm Size Matter? Paper presented at the annual meeting of the Administrative Science Association of Canada, Toronto.

Gruman, J., & Saks, A. M. (May, 2005). Organizational Socialization Tactics and Newcomer Proactive Tactics: An Integrative Study. Paper presented and in proceedings at the annual meeting of the Administrative Science Association of Canada, Toronto.

Saks, A. M., & Côté, S. (May, 2005). Socialization via Emotions: Effects of Socialization Tactics on Newcomers' Emotions and Adjustment. Paper presented at the annual meeting of the Administrative Science Association of Canada, Toronto.

Saks, A. M., Moore, C., & Tharenou, P. (May, 2005). Research on Training and Organizational-Level Outcomes. Paper presented at the annual meeting of the Administrative Science Association of Canada, Toronto.

Saks, A. M., & Uggerslev, K. L. (August, 2005). Effects of Multiple Recruitment Activities on Applicant Attraction. Paper presented at the annual meeting of the Academy of Management, Honolulu.

Alan M. Saks

2004

Saks, A. M., Taggar, S., & Ashforth, B. E. (April, 2004). A Self-Regulatory Conceptualization of Newcomer Proactive Socialization The Society for Industrial and Organizational Psychology Annual Conference, Chicago.

Côté, S., Saks, A. M., & Zikic, J. (April, 2004). An Examination of the Motivational-Self-Regulatory Model of Job Search. The Society for Industrial and Organizational Psychology Annual Conference, Chicago.

2003

Taggar, S., Saks, A. M., Belcourt, M., & Stuart, C. (June, 2003). The Impact on Employee Satisfaction of Aligning Compensation and Training with a Team-Based Job Design. Paper to be presented at the Annual Meeting of the Administrative Sciences Association of Canada, Halifax.

Gaudine, A., Beaton, M., Dawe, D., & Saks, A. M. (April, 2003). Effects of Absenteeism Feedback and Goal Setting on Employee Absenteeism. Paper presented at the The Society for Industrial and Organizational Psychology Annual Conference, Orlando.

Gaudine, A., Beaton, M., Dawe, D., & Saks, A. M. (April, 2003). Evidence-Based Nursing Management: The Influence of Feedback about Absenteeism on Nurses Sick Days.. Paper presented at the RCN International Nursing Research Conference, University of Manchester Institute of Science and Technology, Manchester, England.

2002

Gaudine, A., Beaton, M., Dawe, D., & Saks, A. (October, 2002). Nurses responses to feedback about work absenteeism., Institute of Nursing 3rd International Conference, Kuwait City.

Taggar, S., & Saks, A. M. (August, 2002). The Effects of Firm Strategy and Human Resource Practices on Firm Innovation in Nonunionized Firms. Paper presented at the annual meeting of the Academy of Management, Denver.

Taggar, S., Saks, A. M., & Haccoun, R. R. (August, 2002). Training and Organizational Effectiveness: Do Incentives Make a Difference? Paper presented at the annual meeting of the Academy of Management, Denver.

Taggar, S., Haccoun, R. R., Saks, A. M., & Eaton, J. (April, 2002). The Impact of Aligning Firm Strategy and HR Practices on the Reduction of Operating Costs, Increased Innovation, and Improved Product Services and Quality. The Society for Industrial and Organizational Psychology Annual Conference, Toronto.

Haccoun, R.R., & Saks, A. M. (April, 2002). Legislating Company Investments in Training: Does it Make a Difference. The Society for Industrial and Organizational Psychology Annual Conference, Toronto.

2000

Saks, A. M., & Ashforth, B. E. (2000). Can Job Search Influence Work Adjustment? It all Depends on the Fit. Paper presented at the annual meeting of the Academy of Management, Toronto.

Saks, A. M., & Belcourt, M. (2000). Training Methods and the Transfer of Training. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, Montreal.

1998

Saks, A. M., & Belcourt, M. (1998). Training Activities and the Transfer of Training. Paper presented at the annual meeting of the Academy of Management, San Diego.

Gaudine, A. P., & Saks, A. M. (1998). A Longitudinal Investigation of the Determinants of Transfer of Training. Paper presented at the annual meeting of the Academy of Management, San Diego.

Gaudine, A. P., & Saks, A. M. (1998). Decreasing Employee Absenteeism Through Feedback. Paper presented at the annual meeting of the Academy of Management, San Diego.

Saks, A. M., & Ashforth, B.E. (1998). An Examination of the Changes in Job Search Emotions and Behaviors of Unsuccessful Job Seekers. Paper presented at the annual meeting of the Society of Industrial-Organizational Psychology, Dallas.

1997

Saks, A. M., & Ashforth, B. E. (1997). Recruitment Activities and Newcomers' Perceptions of Fit and Entry Outcomes. Paper presented at the annual meeting of the Academy of Management, Boston.

Alan M. Saks

Saks, A. M., & Ashforth, B. E. (1997). Cross-Sectional and Longitudinal Investigation of the Predictors and Outcomes of Job Search Behavior and Intensity. Paper presented at the annual meeting of the Academy of Management, Boston.

Saks, A. M. (1997). HRM Practices and Organization Fit. Paper presented at the annual meeting of the Human Resources Professionals Association of Ontario, Toronto.

Ashforth, B.E., & Saks, A.M. (1997). Responses to Control Perceptions. Paper presented at the annual meeting of the Society of Industrial-Organizational Psychology, St. Louis.

Saks, A. M., Haccoun, R. R., & Appelbaum, S. H. (1997). The Role of Behaviour Modelling and Perceived Support in the Transfer of Training. Paper presented at the 8th European Congress on Work and Organizational Psychology, Verona, Italy.

Haccoun, R. R., Labreche, I., & Saks, A. M. (1997). The Success of Transfer Enhancement Procedures: A Meta-Analysis of the Research Evidence. Paper presented at the 8th European Congress on Work and Organizational Psychology, Verona, Italy.

Haccoun, R. R., & Saks, A. M. (1997). Contemporary Training Research: How Should Training be Designed and Evaluated? Paper presented at the annual meeting of the Administrative Sciences Association of Canada, St. Johns.

Saks, A. M., & Haccoun, R. R. (1997). A Contingency Approach to Transfer of Training Interventions. Paper presented at the Canadian Psychological Association's Annual Convention, Toronto.

1996

Saks, A. M., & Ashforth, B. E. (1996). A Longitudinal Investigation of the Relationships Between Job Search Intensity, Applicant Perceptions of Fit, and Work Adjustment. Paper presented at the annual meeting of the Academy of Management, Cincinnati.

Ashforth, B.E., & Saks, A.M. (1996). Personal Control in Organizations: Perceptions and Responses. Paper presented at the annual meeting of the Academy of Management, Cincinnati.

Saks, A. M., and B. E. Ashforth (1996). Organizational Socialization: Effects of Stressors and Self-Efficacy. Proceedings of the administrative Sciences Association of Canada Annual Conference, Organizational Behaviour.

Saks, A. M., Haccoun, R. R., & Laxer, D. (1996). Transfer Training: A Comparison of Self-Management and Relapse Prevention Interventions. Proceedings of the administrative Sciences Association of Canada Annual Conference, Human Resources.

1995

Saks, A. M., & Ashforth, B. E. (1995). Socialization Tactics and Newcomer Information Acquisition. Paper presented at the annual meeting of the Society of Industrial-Organizational Psychology, Orlando.

Saks, A. M., Haccoun, R. R., & Laxer, D. (1995). A Longitudinal Field Experiment of the Effectiveness of Post-Training Interventions for the Transfer of Training. Paper presented at the annual meeting of the Academy of Management, Vancouver.

Ashforth, B.E., & Saks, A.M., Lee, R. T. (1995). Socialization and Newcomer Adjustment: The Role of Organizational Structure and Job Design. Paper presented at the annual meeting of the Academy of Management, Vancouver.

Whyte, G., & Saks, A. M. (1995). Expert Decision Making in Escalation Situations: The Role of Self-Efficacy Paper presented at the annual meeting of the Academy of Management, Vancouver.

1994

Saks, A. M., & Waldman, D. A. (1994). The Relationship Between Age and Job Performance for Entry-Level Professionals. Paper presented at the annual meeting of the Society of Industrial-Organizational Psychology, Nashville.

Saks, A. M. (1994). A Reconceptualization of the Theory Behind Recruitment Source Effectiveness. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Saks, A. M. (1994). An Examination of the Amount and Helpfulness of Training for the Socialization and Adjustment of Newcomers. Paper presented at the annual meeting of the Administrative Sciences Association of Canada, Halifax.

Saks, A. M., and B. E. Ashforth (1994). Longitudinal Effects of Job Characteristics and Socialization Tactics on Newcomers Change and Adjustment. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Organizational Behaviour.

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Saks, A. M., Wiesner, W. H., & Summers, R. J. (1994). Effects of Compensation and Realistic Job Previews on Job Choice. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Saks, A. M. (1994). The Role of Self-Efficacy in Newcomers' Anxiety and Stress Reactions. Paper presented at the XIIIth World Congress of Sociology Conference.

Rehany, G. S., & Saks, A. M. (1994). Cross-Cultural Training Effectiveness for Canadian Expatriates in Japan. Paper presented at the annual meeting of the Administrative Sciences Association of Canada.

Saks, A.M., & Ashforth, B.E. (1994). Self-Management and Proactive Socialization. Paper presented at the annual meeting of the Academy of Management, Dallas.

Ashforth, B.E., & Saks, A.M. (1994). Socialization Tactics: Dimensionality and Longitudinal Effects on Newcomer Adjustment. Paper presented at the annual meeting of the Academy of Management, Dallas.

Ashforth, B.E., & Saks, A.M. (1994). Socialization and the Newcomer. Paper presented at the world conference of the International Federation of Scholarly Associations of Management, Dallas.

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Laxer, D., Saks, A., & Haccoun, R. (1994). La formation des superviseurs a l'evaluation du rendement dans le domaine hospitalier: L'importance de la preparation au retour. Societe Quebecoise pour la Recherche en Psychologie XVIIeme Congres Annuel, Montreal.

1993

Saks, A. M. (1993). Moderating and Mediating Effects of Self-Efficacy for the Relationship Between Training and Newcomer Adjustment. Academy of Management Best Papers Proceedings.

Saks, A. M. (1993). Effects of Early Job Training on Newcomers' Stress and Anxiety. Paper presented at the annual meeting of the Society of Industrial-Organizational Psychology, San Francisco.

Saks, A. M., Leck, J. D., & Saunders, D. M. (1993). Effects of Discriminatory Application Blank Questions on Applicant Attitudes and Perceptions. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Wiesner, W. H., Saks, A. M., & Summers, R. J. (1993). A Comparative Test of Three Models for the Effects of Realistic Job Previews on Job Choice Decisions. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Waldman, D. A., Ghali, A., Saks, A. M., & Rancourt, M. (1993). Performance Appraisal System Design within the Context of Total Quality Management: Predicting User Preferences. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Saks, A. M. (1993). Discriminatory Questions and Applicant Reactions in the Employment Interview and During Recruitment. Paper presented at the Canadian Psychological Association's Annual Convention, Montreal.

Saks, A. M., Oppenheimer, R. J., & Grossman, J. M. (1993). Discriminatory Questions and Applicant Reactions in the Employment Interview. Paper presented at the American Psychological Association's Annual Convention, Toronto.

1992

Saks, A. M. (1992). A Self-Efficacy Theory of Organizational Socialization and Work Adjustment. Paper presented at the Annual Meeting of the Academy of Management, Las Vegas.

Saks, A. M., Wiesner, W. H., & Summers, R. J. (1992). An Examination of the Self-Selection Hypothesis for Realistic Job Previews. Paper presented at the Annual Meeting of the Academy of Management, Las Vegas.

Saks, A. M. (1992). Newcomer Self-Efficacy and Work Adjustment. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Organizational Behaviour.

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Alan M. Saks

1991

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Saks, A. M. (1991). Applicant Reactions to Protected Group Membership Inquiries During the Recruitment Process. Paper presented at the Human Rights and Employment: Interdisciplinary Perspectives Conference, Montreal.

Summers, R. J., Saks, A. M., & Wiesner, W. H. (1991). The Effect of Organizational Status on RJP Effectiveness. Paper presented at the Association of Management Conference, Atlantic City.

1990

Whyte, G., Saks, A. M., & Hook, S. (1990). Perceived Self-Efficacy: An Asset or Liability in Escalation Situations? Paper presented at the Annual Meeting of the Academy of Management, San Francisco.

Verma, A., & Saks, A. M. (1990). International Trade and Convergence in Human Resource Management Systems: Some Theoretical Propositions. Paper presented at the annual meeting of the Western Academy of Management, Japan.

1989

Saks, A. M., & Ondrack, D. A. (1989). International Content in Management Courses: The Effect on Student Knowledge and Attitudes. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Saks, A. M., Wiesner, W. H., & Summers, R. J. (1989). An Expectancy Theory Interpretation of the Effects of Realistic Job Previews. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

1988

Saks, A. M., & Ondrack, D. A. (1988). International Human Resource Management: Trends and Implications for Management Education. Proceedings of the Administrative Sciences Association of Canada Annual Conference, Personnel and Human Resources.

Ondrack, D., & Saks, A. (1988). Research Issues in International Human Resource Management. Paper presented for Conference on, International Business Research for the 21st Century: Canada's New Research Agenda, Toronto. Sponsored by the Ontario Centre for International Business.

1987

Wiesner, W. H., Saks, A. M., & Summers, R. J. (1987). The Self-Selection Hypothesis Revisited: Job Alternatives and Job Choice. Paper presented at the Canadian Psychological Association's Forty-eighth Annual Convention, Vancouver.

1986

Saks, A. M., & Cronshaw, S. F. (1986). The Effectiveness of Verbal versus Written Realistic Job Previews and an Investigation of the Mediating Processes. Paper presented at the Canadian Psychological Association's Forty-seventh Annual Convention, Toronto.

INVITED PRESENTATIONS AND SPEAKING ENGAGEMENTS

Saks, A. M. (February 28, 2005). **Employee Engagement: Harnessing Connections Between Employees and their Work Roles**. Presentation at Assistant Deputy Minister (Human Resources-Military) Strategic HR Conference on Employee Engagement and the Organizational Culture, Ottawa.

Saks, A. M. (November 29, 2004). **A Strategic and Integrative Approach to Recruitment**. Presentation at the 2004 Workplace Education and Learning Conference. The Conference Board of Canada, Toronto.

Saks, A. M. (November 29, 2004). **Does Training REALLY Improve Performance?** Presentation at the 2004 Workplace Education and Learning Conference. The Conference Board of Canada, Toronto.

Saks, A. M. (October 22, 2004). **Employee Engagement: Myth, Science, and Practice**. Presentation at the 2004 Centre for Industrial Relations Alumni Showcase, University of Toronto.

Saks, A. M. (October 5, 2003). **Hiring, Motivating, and Retaining Employees**. Presentation for Daimler-Chrysler Polska, Joseph L. Rotman School of Management Executive Programs, University of Toronto.

Alan M. Saks

Saks, A. M. (May 21, 2003). **Employee Engagement: Old Wine in a New Bottle?**. Presentation at the 2003 Human Resources Conference: Maximizing Your Human Potential. The Conference Board of Canada, Toronto.

Saks, A. M. (January 22, 2003). **Measuring Human Resources Effectiveness**. Presentation at the Meeting of the Working Group on Measuring Human Resources Effectiveness, The Conference Board of Canada.

Saks, A. M. (May 16, 2002). **HRM Effectiveness: Models, Measures, and Analysis**. Presentation at the Meeting of the Working Group on Measuring Human Resources Effectiveness, The Conference Board of Canada.

Kotlyar, I., & Saks, A. (2001). **Soft Skills Training in an E-Learning Environment**. Online Corporate Learning Conference, Federated Press, Toronto.

Saks, A. M. (2000). **Improving Retention in an Era of Change**. Presentation for Autodesk Canada.

Saks, A. M. (2000). **Retaining and Recruiting Professional Staff**. Presentation for the 2nd Annual Corporate Dinner - Solid Caddgroup Inc.

Saks, A. M. (1998). **Improving the Transfer of Training**. Presentation for the Strategic Planning Day - Ontario Child Welfare Training System for the Ontario Association of Children's Aid Societies.

TEACHING

University of Toronto:

Undergraduate Courses:

1. Managing People in Organizations
2. Managerial Skills
3. Training and Development
4. Human Resource Planning and Strategy

Graduate Courses:

1. Research Methods in Industrial Relations and Human Resources
2. Learning in Organizations

Executive Programs:

1. Employee Engagement (Advanced Program in Human Resources Management).
2. Talent Management (BMO HR Fundamentals Program)

York University

Undergraduate Courses:

1. Organizational Behaviour
2. Organizational Development
3. Training and Development
4. Human Resource Research Methods
5. Issues in Human Resources

Concordia University

Undergraduate Courses:

1. Organizational Behaviour
2. Business Research Methods
3. Training and Development

Graduate Courses:

1. Training and Development
2. Staffing

Executive Programs:

1. Human Resources (EMBA)

Alan M. Saks

INTERNET COURSE DEVELOPMENT AND PEDAGOGY

1. **Introduction to Organizational Behaviour** (with Randy Hoffman) (2000). Captus Press. <http://www.captus.com>
2. **Training and Development** (2001). Captus Press. <http://www.captus.com>
3. Johns, G., & Saks, A. M. (2001). **Website for Organizational Behaviour: Understanding and Managing Life at Work** (Fifth Edition). Toronto: Pearson Education Canada. www.pearsoned.ca/johns
4. Johns, G., & Saks, A. M. (2004). **Website for Organizational Behaviour: Understanding and Managing Life at Work** (Sixth Edition). Toronto: Pearson Education Canada. www.pearsoned.ca/johns

ACADEMIC EXPERIENCE

2002 - Present	Professor of Organizational Behaviour and Human Resources Management, Department of Management-UTSC, Joseph L. Rotman School of Management, and Centre for Industrial Relations and Human Resources, University of Toronto.
1997 - 2002	Associate Professor of Human Resources Management, School of Administrative Studies, York University
1995 - 1996	Associate Professor of Management, Department of Management, Concordia University
1990-1995	Assistant Professor of Management, Department of Management, Concordia University.

ACADEMIC HONOURS AND AWARDS

- 2003 Entrepreneurship Research Alliance MCRI grant - Social Sciences and Humanities Research Council of Canada (SSHRC).
- 2001 Entrepreneurship Research Alliance MCRI grant - Social Sciences and Humanities Research Council of Canada (SSHRC) - \$17,519.
- 1999 Social Sciences and Humanities Research Council of Canada (SSHRC)
1997 **Best Paper** Published in the **Canadian Journal of Administrative Studies** in 1996.
- 1996 Administrative Sciences Association of Canada **Honourable Mention Award**, Organizational Behaviour Division.
- 1995 Social Sciences and Humanities Research Council of Canada (SSHRC)
- 1994 Nominated for the 1994 Distinguished Teaching Award, Faculty of Commerce and Administration, Concordia University.
- 1993 Nominated for the 1993 Distinguished Teaching Award, Faculty of Commerce and Administration, Concordia University.
- 1993 Academy of Management **Best Convention Paper Award**, Human Resources Division.
- 1993 Social Sciences and Humanities Research Council of Canada (SSHRC)
- 1993 FCAR Nouveaux Chercheurs Research Grant - \$28,500 - 3 years.
- 1991 Finalist for Society of Industrial-Organizational Psychology S. Rains Wallace Dissertation Award.
- 1990 - 1991 Faculty of Commerce and Administration Seed Grant: Concordia University.

PROFESSIONAL ASSOCIATION MEMBERSHIPS

Academy of Management
Society for Industrial and Organizational Psychology

PROFESSIONAL ACTIVITIES

Chair - Applied Research Stream, Human Resources Professional Association of Ontario (HRPAO) Annual Conference (1997 - 2003)

Editor - HRM Research Quarterly (1997 - 2002)

Editorial Board Member - Journal of Vocational Behavior (1996 - Present)

Editorial Board Member - International Journal of Selection Assessment (1997 - 2001)

Editorial Board Member - Journal of Organizational Behavior (1999 - Present)

Editorial Board Member - Academy of Management Journal (1999 - Present)

Editorial Board Member - Personnel Psychology (2004 - Present)

External Reviewer: *Learning and Development Outlook 2005*, Conference Board of Canada.

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