

**Dr. Reid Bates**

Endowed Professor of Human Resource & Organization Development  
Director, School of Leadership & Human Resource Development  
Louisiana State University  
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***SUMMARY OF ACHIEVEMENTS***

- Over 20 years of professional experience in human resource & organization development.
- Successful leadership and completion of a variety of human resource and organization development initiatives with public and private sector organizations in the US and abroad. Activities have included the development of national health workforce strategic plans, organizational performance analysis, development of supervisory and managerial competency models, job analyses, training needs analysis, team skills analysis, customer service assessments, and program evaluations.
- Effective program director and administrator of education and training programs in the US and abroad with responsibilities for articulating program vision, mission, and goals; developing strategic plans and overseeing progress toward goals; supervising diverse and multicultural faculty and staff; estimating resources needed to deliver services and carry out functions; and managing budgets.
- Substantial international experience working on human resource and organizational capacity building initiatives with public and private sector business and educational organizations in the Pacific Region, Africa, and the Caribbean.
- Award-winning researcher with an extensive line of applied research examining training effectiveness and the management and development of learning systems in organizations. Currently engaged in several ongoing national and international research partnerships to study learning transfer in public and private sector organizations.
- Award-winning author with over 150 publications including book chapters, conference papers, technical reports, and journal articles on a variety of topics and projects related to human resource and organization development.
- Award-winning educator with wide-ranging experience using adult learning methodologies to teach and train adults.
- Author or co-author of a number of grant proposals that secured outside funding for applied projects.

## EDUCATION

**Doctor of Philosophy** (Ph.D.), Human Resource & Organization Development, School of Human Resource Education & Workforce Development, Louisiana State University, Baton Rouge, LA, USA

Dissertation title: *The impact of content validity, organizational commitment, learning, performance utility, and transfer climate on transfer of learning in an industrial setting.*

**Master of Science** (M.S.), Human Resource Development (concentration in Managing International Training Programs) Department of Postsecondary and Technological Education, Oregon State University, Corvallis, OR, USA

Thesis title: *Mechanisms that encourage beneficiary participation in decision making in rural development assistance projects in developing countries.*

**Bachelor of Arts** (B.A.), Psychology, University of Iowa, Iowa City, IA, USA

## PROFESSIONAL EXPERIENCE

August 1997 to present

***Endowed Professor of Human Resource & Organization Development; Director & Graduate Program Coordinator, School of Leadership & Human Resource Development, Louisiana State University.***

- Direct and administer the School of Leadership and Human Resource Development.
  - Facilitate the long-term development of the School in line with the University's vision, mission, and goals.
  - Mobilize collaborative development of strategic plans.
  - Create a positive, team-oriented work environment and support the performance of faculty with diverse cultural and ethnic backgrounds.
  - Supervise 17 faculty, 2 staff, and multiple graduate assistants and student workers and oversee progress toward teaching, research, and service goals.
  - Supervisor day-to-day School operations and manage a US\$905,000 budget.
  - Mobilize the formulation and implement School policies and procedures.
  - Direct the recruitment and hiring of faculty and staff.
- As Graduate Program Coordinator review and approve applications for admission, provides leadership for graduate student recruitment, market and promote graduate programs, monitor graduate student progress, enforce graduate policies and program requirements, supervise graduate curriculum and curricular changes, lead graduate curriculum committee, and implement program and curricular changes.
- Teach graduate and undergraduate courses related to human resource development, organization development, and leadership and leadership development.
- Develop new and revise existing graduate and undergraduate courses.
- Design and conduct research in areas including learning transfer, performance appraisal, self-managed work teams, training effectiveness, employee development, instrument development, program evaluation and other human resource and organization development issues.
- Serve on graduate committees and direct independent study of graduate students.
- Advise undergraduate, Master's and Ph.D. students.

- Recruit new students to the graduate and undergraduate programs.
- Design, deliver, and supervise competency-based professional development programs for human resource practitioners through the Division of Continuing Education at Louisiana State University.
- Serve on editorial board and as journal referee/reviewer for professional publications and journals in the field of human resource and organization development.
- Provide leadership and service to departmental, college, and university committees.
- Provide human resource and organization development consultation services to local, national, and international organizations.
- Co-Founder & Co-Director of the *LSU Human Resource – Industrial/Organizational Consultancy*, an applied research office that works to improve organizational performance and employee well-being in public and private sector organizations. The Consultancy is staffed by LSU faculty and graduate students and serves as an experiential training venue for graduate and undergraduate students.
- Mobilized full University approval of the **Leadership Development Institute** (LDI). The LDI serves as an umbrella organization to promote interdisciplinary education and training for the purpose of developing leadership competencies and to foster research and collaboration on leadership development. The LDI is situated in the School of Leadership & Human Resource Development. It provides an experiential, science-based focus on developing sustainable and effective leaders for Louisiana and the nation. It links the School's expertise in leadership development with the critical need for strong leaders to grow our economy, communities and organizations.
- Director, International Studies Program (August 2014 to May 2017):
  - Directed and administered the largest interdisciplinary degree program (major & minor) at LSU.
  - Mobilized the long-term development of the Program in line with the university's vision, mission, and goals.
  - Supervised 5 joint-appointment faculty, an Associate Director, and 2 student workers and monitored progress toward teaching, research, and service goals.
  - Supervised day-to-day program operations and managed a \$105,000 program budget.

January 2012 to December 2014

**Human Resources for Health Advisor**, Caribbean HIV/AIDS Regional Training Center/Regional Coordinating Unit (CHART RCU), University of the West Indies, Kingston, Jamaica.

- Consulted on a part-time as-needed basis for over two years providing leadership and technical expertise for human resource development/management and organization capacity building in the health sector in the Caribbean region. Accomplishments included:
  - Designed and conducted two workshops to sensitize CHART RCU Executive Council, CHART staff, CHART Network members, and the Executive Committee and Advisory Board on Human Resources for Health (HRH) concepts, best practices, strategies, recommendations, and activities, especially in the context of the President's Emergency Plan for AIDS Relief (PEPFAR) goals.
  - Facilitated multiple meetings with the CHART Director and the I-TECH HRH Advisor to assess CHART's evolving role in advancing HRH planning and capacity building in the Caribbean.

- Conducted extensive desk reviews of a wide variety of HRH assessment and planning documents from around the Caribbean for the purpose of advising on CHART policy and activities.
- Collaborated with the Pan American Health Organization (PAHO/Barbados) and mobilized the development of a collaborative work agreement for a set of joint activities supporting the development of human resources for health (HRH) in the region and in line with the proposed Caribbean HRH Roadmap.
- Mobilized development and implementation of a Technical Advisory Group (TAG) of regional and international experts in HRH; planned and facilitated meetings with the TAG to advise on specific or general issues concerning the development of the competency models, HRH policies or policy frameworks, workforce planning models, and educational program priority areas for CHART.
- Collaborated in the development of the CHART RCU strategic plan 2013-2016.
- Conducted extensive interviews with in-region experts, reviewed best practices in strategic HR planning and developed a competency framework for health workforce planning designed to build health workforce planning capacity in the Caribbean.
- Conducted extensive interviews with in-region experts, reviewed best practices in health policy analysis and developed a competency framework for health policy analysis, development, advocacy and implementation designed to advance supportive and sustainable health policy in the Caribbean.
- Planned, designed, and facilitated a collaborative prioritization workshop for high level staff from CARICOM Ministries of Health, non-governmental organizations, and other organizations to identify regional human resources for health development priorities.

December 2008 to December 2009

**Professor, Human Resource & Organization Development, International University of Management, Windhoek, Namibia.**

- Awarded a **Fulbright Scholar Grant** by the United States Department of State and the J. William Fulbright Foreign Scholarship Board to teach at the International University of Management (IUM) in Windhoek, Namibia. Recipients of Fulbright awards are selected on the basis of their academic or professional achievement as well as demonstrated leadership potential in their fields.
- Developed and taught the following courses in the UNAM HR Program: *Principles of Human Resource & Organization Development*, *Competency-Based Human Resource Systems*, and *Strategic Management in Healthcare Organizations*.
- Served on the University Governance Committee.
- Collaborated with Intra-Health, an U.S.-based NGO operating in Namibia, and led the development of a managerial competency framework and performance management process for Senior Program Managers.
- Collaborated with the United States Agency for International Development (USAID)/Windhoek, Namibia and led the development and implementation of a program evaluation for the *HIV/AIDS and Orphans: Skills, Opportunities and Self-Reliance (SOS)/Namibia Project*.

Various dates 2008 to 2011

**Research Professor/Senior Technical Advisor/Rwanda Office, Payson Center for International Development, Tulane University, New Orleans, Louisiana.**

- Provided in-country short and long-term consulting expertise for human resource management and organization development in the Rwandan health sector.
- (Dec. 2010 – Dec. 2011) On leave from LSU, served in-country as full-time **Senior Technical Advisor for Human Resources in Health** in the Tulane University/Rwanda office providing leadership and technical support for health system strengthening through a Center for Disease Control (CDC)-funded grant No. 5U2GPS001168 entitled *Improving Public Health Capacity in Rwanda*. In this role:
  - Provided direct support to the Ministry of Health and served on the **Human Resources for Health Technical Working Group** to develop a strategic plan for human capital investments in the health sector in Rwanda.
  - Provided leadership and technical expertise in institutional capacity strengthening to increase the number of competent healthcare workers at Rwanda's institutions of higher learning in the health sciences including the Kigali Health Institute, Kigali Institute of Science and Technology, the National University of Rwanda/Faculty of Medicine & School of Public Health.
  - Led the development of a job analysis model for social workers in Rwanda. Results identified appropriate work roles, job outcomes, required knowledge, skill and affective requirements.
  - Assessed barriers to health system training effectiveness using cutting-edge tools and web-based technologies.
  - Developed a planning process to more effectively prioritize and link human resource for health investment decisions to health system strategy and programmatic initiatives.
- (Nov. 2009) Short-term in-country consulting: Mobilized support and led the development of a competency model for e-Health/nurses in Rwanda to be used as the basis of a higher education Certificate Program.
  - Developed the **Rapid Assessment Guide for eHealth Adoption**, an analysis guide designed to assess organizational readiness for the adoption of e-Health technologies and processes in the context of developing countries.
- (Nov. 2008) Short-term in-country consulting: Through collaboration with the Ministry of Health/Rwanda and other stakeholders provided technical support and authored A **Strategic Framework for Community Health Worker (CHW) Human Resource Management in Rwanda: Recommendations for Enhancing CHW Recruitment, Training, Retention, and Supervision**. Project funded through World Bank Award No. 547653C1/Technical Assistance for Strengthening Community Human Resources for Health.

1994-1999

**Human Resource & Organization Development Consultant, Director or Co-Director of multiple corporate and government grant-funded projects run through Louisiana State University including:**

- **Co-Director, Louisiana State Government Human Resource & Organization Development Project**, a three and one-half year US\$450,000 grant funded by Louisiana State government to provide human resource and organization development expertise to 11 state government agencies.
  - Consulted with government officials to define scope and nature of organization assessment, performance improvement, and management development projects.

- Provided leadership and technical expertise in the design of analysis, assessment, and development plans to address specific departmental issues and managerial development needs.
  - Developed and submitted project proposals outlining project activities, costs, and timeline for assessment, performance improvement and managerial development projects.
  - Managed and co-directed an 8-member project team.
  - Provided leadership and technical expertise to implement a range of human resource and organization development projects including the development and application of managerial competency models, job analysis and task inventories, process analysis and redesign, audits of training programs, analyses of organizational training systems, training program evaluations, team skills assessment, and workplace skill assessments.
- **Co-Director, Development of a Strategic Agenda for Workforce Development in Greater Baton Rouge Region**, a \$25,000 grant funded by the City of Baton Rouge, LA to develop a strategic agenda for workforce development system design in the greater Baton Rouge area.
    - Designed, developed and authored a strategic guide for workforce system development.
    - Identified best practices in workforce development system performance.
    - Articulated quality standards, outcome metrics, and specific recommendations for improving regional workforce system productivity and efficiency.
  - **Co-Director, CATS Program Evaluation Project**, project underwritten by a \$50,000 corporate grant to develop and conduct an in-depth program evaluation of a \$3.5 million computer-aided training system (CATS) used to train and certify production operators at a major petrochemical manufacturing firm.
    - Developed an evaluation and monitoring system to track use and effectiveness of the CATS program.
  - **Director, Managerial Job Analyst Project**, mobilized and directed a joint LSU/Georgia-Gulf assessment team that designed and conducted a managerial/supervisory job analysis for a major petrochemical-manufacturing firm in Louisiana.

1992-1993

***Training Coordinator, CHP International, Inc., Batie & Ngoundere, Cameroon, Africa***

- Designed and implemented a vocational teacher training program for American Peace Corps volunteers working in Cameroon, Africa.
- Conducted a training needs analysis in Cameroon using interviews with Ministry of Education officials, school administrators, subject matter experts, CHP and Peace Corps representatives to determine goals, objectives and content of training.
- Developed a program curriculum, articulated specific training objectives, and collected cultural, technical, and other data for the production of training session plans.
- Conducted training for adult learners using experiential learning techniques. Instruction included instructional design, adult and cross-cultural teaching methodologies, classroom management, and student evaluation.
- Supervised practice teaching, provided coaching and feedback, and evaluated teachers' progress toward program objectives.

1991-1992

**Director of Workforce Training & Education, College of the Marshall Islands, Majuro, Marshall Islands**

- Administered an annual budget of \$180,000 and directed funding allocations for postsecondary workforce education programs in the College of the Marshall Islands, a two-year community college.
- Mobilized the design and implementation of two new degree programs for the College.
- Articulated program goals and developed programs of study including the formulation of course objectives and the development of instructional materials for 15 new courses.
- Led the collaborative development and authored the **Job Training Partnership Act Biennial Job Training Plan for the Republic of the Marshall Islands, 1992-1994.**
- Led the collaborative development and authored the **President's Coordination and Special Services Plan** that combined the State Job Training Coordinating Council with the Private Industry Council and established the College of the Marshall Islands as the sole administrative entity for JTPA programs in the Marshall Islands.
- Authored a **Japanese Cultural Grant Aid Proposal** that provided \$56,476.65 in equipment and resources for college programs.
- Represented the Ministry of Education for the Republic of the Marshall Islands on a research team working with the Academy for Educational Development. The team conducted a human resource development needs assessment study in the Marshall Islands and produced a report detailing findings and recommendations.
- Developed and implemented college policies and strategy through service on the College of the Marshall Islands Executive Council, Planning Committee, Curriculum Committee, Faculty Senate, and as Chairperson of the Task Force for New Governance.

1990

**Training Coordinator, Malawi Project, Office of International Research and Development, Oregon State University, Corvallis, OR**

- Developed and coordinated short-term and long-term individualized adult training programs for agricultural extension agents coming to Oregon State University from Malawi, Africa.
- Acted as liaison between Oregon State University faculty, the Office of International Research and Development, and Ministry of Agriculture/Malawi officials in program development, planning, and budgeting.
- Facilitated cross-cultural integration of Malawian students into university and community life.

1985-1989

**Vocational/Technical Trainer, United States Peace Corps, Swaziland, Africa**

- Developed and conducted vocational/technical training in a Rural Education Center for three academic years to over 150 students.
- Designed and delivered instruction in theory and directed the development of manipulative skills in woodworking, cabinetmaking, project planning, and technical drawing.
- Implemented a number of community service projects including the construction of a primary school and the construction of fresh water storage tanks.

**PROFESSIONAL PUBLICATIONS** (\* = peer reviewed, blind refereed journals)Publications in Refereed Journals

55. \*Shooshtari, Z. G., Haghghi, B. S., & **Bates, R. A.** (in press). The catalysts and barriers of learning transfer in ESAP writing programs: Assessing learners' perceptions via the LTSI. *Asian ESP Journal*.
54. \*Kim, J., **Bates, R. A.**, & Song, J. I. (2019). Validation of the Learning Transfer System Inventory in the Korean corporate context. *Human Resource Development International*, 22(3), 217-234.
53. \*Antunes, A., Nascimento, J. L., & **Bates, R. A.** (2018). The revised Learning Transfer System Inventory in Portugal: Refined tool or a new approach. *International Journal of Training & Development*, 22(4), 301-333.
52. \*Chatterjee, A., Pereira, A., & **Bates, R. A.** (2018). Impact of individual perceptions of organizational culture on the learning transfer environment. *International Journal of Training & Development*, 22(1), 15-33.
51. \*Soerensen, P., Stegeager, N., & **Bates, R. A.** (2017). Applying a Danish version of the Learning Transfer System Inventory and testing it for different types of education. *International Journal of Training & Development*, 21(3), 177-248.
50. \*Bannerjee, P., Gupta, R., & **Bates, R. A.** (2017). Influence of organizational learning culture on knowledge worker's motivation to transfer training: Testing the moderating effects of learning transfer climate. *Current Psychology*, 36(3), 606-617.
49. \*Zamani, N., Ataei, P., & **Bates, R. A.** (2016). The use of the Persian translation of the Learning Transfer System Inventory in the context of agricultural sustainability learning in Iran. *International Journal of Training & Development*, 20(1), 92-104.
48. \*Alvelos, R., Ferreira, A., & **Bates, R. A.** (2015). The mediating role of social support in the evaluation of training effectiveness. *European Journal of Training and Development*, 39(6), 484 – 503.
47. \*Peters, S., Cossette, M., **Bates, R. A.**, Holton, E., Hansez, I., & Faulx, D. (2014). Influence of the transfer climate and job attitudes on the transfer process: Modeling the direct and indirect effects. *Journal of Personnel Psychology*, 13(4), 157-166.
46. **Bates, R. A.** (2014). Improving Human Resources for Health Planning in Developing Economies. *Human Resource Development International*, 17(1), 88-97.
45. \*Hutchins, H. M., Nimon, K., **Bates, R. A.**, & Holton, E. F. (2013). Can the LTSI Predict Transfer Performance? Testing intent to transfer as a proximal transfer of training outcome. *International Journal of Selection and Assessment*, 21(3), 251-263.



44. \***Bates, R. A.**, Holton, E. F. III, & Hatala, J. P. (2012). A revised Learning Transfer System Inventory: Factorial replication, item reduction, and validation. *Human Resource Development International*, 15(5), 549-569.
43. \*Yaghi, A., Holton, E. F. III, & **Bates, R. A.** (2012). Using path analysis to examine the expectancy model in training transfer in human resource management. *Arab Journal of Administrative Sciences*, 19(1), 107-125.
42. \*Velada, R., Caetano, A., **Bates, R. A.**, & Holton, E. F. III. (2009). Learning transfer: Validation of the Learning Transfer Systems Inventory (LTSI) in Portugal. *Journal of European Industrial Training*, 33(7), 635-656.
41. \*Holton, E. F., Wilson, L. S., & **Bates, R. A.** (2009). Toward development of a generalized instrument to measure andragogy. *Human Resource Development Quarterly*, 20(2), 169-193.
40. \*Yaghi, A., Goodman, D., Holton, E. F. III, **Bates, R. A.** (2008). Validation of the Learning Transfer System Inventory: A Study of Supervisors in the Public Sector in Jordan. *Human Resource Development Quarterly*, 19(3), 241-262.
39. \*Kauffeld, S., **Bates, R. A.**, Holton, E. F., & Muller, A. C. (2008). Das deutsche Lerntransfer-System Inventar (GLTSI): psychometrische Überprüfung der deutschsprachigen Version. *Zeitschrift für Personalpsychologie*, 7 (1), 50-69.
38. \*Holton, E. F. III, **Bates, R. A.**, Bookter, A. (2007). Convergent and divergent validity study of the Learning Transfer Systems Inventory. *Human Resource Development Quarterly*, 18(3), 385-419.
37. \*Devos, C. J., Dumay, X., Bonami, M., **Bates, R.**, & Holton, E. F. (2007). The Learning Transfer System Inventory (LTSI) Translated into French: Internal Structure and Predictive Validity. *International Journal of Training and Development*, 11(3), 181-199.
36. \***Bates, R. A.**, Kauffeld, S., & Holton, E. F. III. (2007). Factor structure and predictive validity of the German version of the Learning Transfer Systems Inventory. *Journal of European Industrial Training*, 31(3), 195-211.
35. \*Yamkovenko, B., Holton, E. F. III & **Bates, R. A.** (2007). The Learning Transfer System Inventory (LTSI) in Ukraine: The Cross-Cultural Validation of the Instrument. *Journal of European Industrial Training*, 31(5), 377-401.
34. \***Bates, R. A.**, & Khasawneh. (2007). Self-efficacy and college students' perceptions and use of online learning systems. *Computers in Human Behavior*, 23(1), 175-191.
33. \*Song, Z., Mavrides, G., **Bates, R.**, & Holton, E. F. III. (2006). An exploratory study of the learning transfer system: The case of Star Hotels in Hainan, China. *China Tourism Research*, 2(4), 443-480.

32. \*Chen, H. C., Holton, E. F. III, & **Bates, R. A.** (2006). Situational and demographic influences on transfer system characteristics in organizations. *Performance Improvement Quarterly*, 19(3), 232-248.
31. \*Khasawneh, S., **Bates, R. A.**, & Holton, E. F. III (2006). Construct validation of an Arabic version of the Learning Transfer Systems Inventory for use in Jordan. *International Journal of Training and Development*, 10(3), 180-194.
30. \***Bates, R. A.**, & Chen, H. C. (2005). Value priorities of HRD professionals and occupational groups. *Human Resource Development Quarterly*, 16(3), 345-368.
29. \***Bates, R. A.**, & Khasawneh, S. (2005). Organizational learning culture, learning transfer climate and perceived organizational innovation in Jordanian organizations. *International Journal of Training and Development*, 9(2), 96-109.
28. \*Chen, H. C., Holton, E. F. III, & **Bates, R.** (2005). Development and validation of the Learning Transfer System Inventory in Taiwan. *Human Resource Development Quarterly*, 16(1), 55-84.
27. \***Bates, R. A.** (2004). A critical analysis of evaluation practice: The Kirkpatrick four level evaluation model and the principle of beneficence. *Evaluation and Program Planning*, 27(3), 341-347.
26. \***Bates, R. A.**, & Holton, E. F. III. (2004). Linking workplace literacy skills and transfer system perceptions. *Human Resource Development Quarterly*, 15(2), 153-170.
25. \***Bates, R. A.**, & Chen, H. C. (2004). Human resource development value orientations: A construct validation study. *Human Resource Development International*, 7(3), 351-370.
24. \*Bray-Clark, N., & **Bates, R. A.** (2003). Self-efficacy beliefs, teacher effectiveness and the implications for professional development. *The Professional Educator*, 26(1), 13-22.
23. \***Bates, R. A.**, Chen, H. C., & Hatcher, T. (2002). Value priorities of HRD scholars and practitioners. *International Journal of Training and Development* 6(4), 228-237.
22. \*Ruona, W. E. A., Leimbach, M., Holton, E. F., & **Bates, R. A.** (2002). The relationship between learner utility reactions and predicted learning transfer among trainees. *International Journal of Training and Development* 6(4), 217-227.
21. \***Bates, R. A.**, & Holton, E. F. III. (2002). Art and science in challenging needs assessments: A case study. *Performance Improvement Quarterly*, 15(1), 111-130.
20. \***Bates, R. A.** (2002). Liking and similarity as predictors of multi-source ratings. *Personnel Review*, 31(5), 540-552.
19. \***Bates, R. A.**, & Redmann, D. (2002). Core Principles and the Planning Process of a World-Class Workforce Development System. *Advances in Developing Human Resources*, 4(2), 111-120.

18. \***Bates, R. A.**, & Phelan, K. (2002). Characteristics of a globally competitive workforce. *Advances in Developing Human Resources*, 4(2), 121-132.
17. \***Bates, R. A.** (2001). Public sector training participation: An empirical investigation. *International Journal of Training and Development*, 5(2), 134-150.
16. \***Bates, R. A.** (2001). Equity, respect, and responsibility: An international perspective. *Advances in Developing Human Resources*, 3(1), 11-15.
15. \***Bates, R. A.** (2000). Building effective workforce development systems: Core principles. *Journal of Business and Training Education*, 9, 45-69.
14. \***Bates, R. A.** (2000). Developing managerial competency as learning transfer agents. *Advances in Developing Human Resources*, 8, 49-62.
13. \***Bates, R. A.**, Holton, E. F. III, Seyler, D. A., & Carvalho, M. A. (2000). The role of interpersonal factors in the application of computer-based training in an industrial setting. *Human Resource Development International*, 3(1), 19-43.
12. \*Holton, E. F. III, **Bates, R. A.**, & Naquin, S. S. (2000). Large-scale performance-driven training needs assessment: A case study. *Public Personnel Management*, 29(2), 249-267.
11. \*Holton, E. F. III, **Bates, R. A.**, & Ruona, W. E. A. (2000). Development and validation of a generalized learning transfer system inventory. *Human Resource Development Quarterly*, 11(4), 333-360.
10. \***Bates, R. A.** (1999). Measuring performance improvement. *Advances in Developing Human Resources*, 1, 47-67.
9. \***Bates, R. A.**, Holton, E. F. III, & Burnett, M. F. (1999). The impact of influential observations on multiple regression analysis in human resources research. *Human Resource Development Quarterly*, 10(4), 343-364.
8. \*Seyler, D. L., Holton, E. F. III, **Bates, R. A.**, Burnett, M. F., & Carvalho, M. A. (1998). Factors affecting motivation to use training. *International Journal of Training and Development*, 2(1), 2-16.
7. \*Holton, E. F. III, **Bates, R. A.**, Seyler, K. L., & Carvalho, M. A. (1997). Toward construct validation of a transfer climate instrument. *Human Resource Development Quarterly*, 8(2), 95-113.
6. Holton, E. F., III, **Bates, R. A.**, Seyler, D. L., & Carvalho, M. A. (1997). Final words: Reply to Newstrom and Tang's reaction. *Human Resource Development Quarterly*, 8(2), 145-149.
5. \***Bates, R. A.** (1996). Popular theater: A useful process for adult educators. *Adult Education Quarterly*, 46(4), 224-236.

4. \***Bates, R. A.**, Holton, E. F. III, Seyler, D. L. (1996). Principles of computer-based instructional design and the adult learner: The need for further research. *Performance Improvement Quarterly*, 9(2), 3-24.
3. \***Bates, R. A.**, & Holton, E. F. III. (1995). Computerized performance monitoring: A review of human resource issues. *Human Resource Management Review*, 5(4), 267-288.
2. \*Culler, C. J., Acker, D. A., & **Bates, R. A.** (1993). Managing sustainable institutional development: The case of the Malawi Agricultural Research and Extension Project. *International Journal of Vocational Education and Training*, 1(1), 5-14.
1. **Bates, R. A.** (1991). Training for work in the informal sector: A review. *Journal of Industrial Teacher Education*, 28(3), 87-89.

#### Invited Chapters and Contributions in Books

9. **Bates, R. A.**, Cannonier, N., & Hatala, J. P. (2014). Linking motivation to workplace learning transfer: The role of implementation intentions and personal initiative. In N. Chalofsky, T. Rocco, & L. Morris (Eds.), *The Handbook of human resource development: The discipline and the profession*. New York: Pfeiffer.
8. **Bates, R. A.**, Cannonier, N., & Holton, E. F. III. (2013). Starting points for measurement decisions in training evaluation. In C. Best, Galanis, G., J. Kerry, & R. Sottolare (Eds.), *Fundamental Issues in Defence Training and Simulation (pp.257-273)*. Surrey, England: Ashgate.
7. Wirth, R., Kauffeld, S., **Bates, R. A.** & Holton, E. F. (2009). Katalysatoren und Barrieren für den Transfererfolg: Das Lerntransfer-System-Inventar (Catalysts and barriers for successful transfer - the Learning Transfer System Inventory). In S. Kauffeld, S. Grote, & E. Frieling (Eds.), *Handbuch Kompetenzentwicklung (Handbook of competence development)*. Berlin: Scheaffer-Poeschel.
6. **Bates, R. A.** (2005). Multivariate research methods. In R. A. Swanson & E. F. Holton III (Eds.), *Research in organizations: Foundations and methods of inquiry* (pp. 115-142). San Francisco, CA: Berrett-Koehler. This book won the 2005 *Outstanding Book of the Year Award* from the Academy of Human Resource Development.
5. **Bates, R. A.** (2005). Kirkpatrick's four level evaluation model. In S. Mathison (Ed.), *Encyclopedia of Evaluation* (pp. 221-222). Newbury Park, CA: Sage Publications.
4. **Bates, R. A.** (2004). Human resource development objectives. In M. J. Marquardt (Ed.), *Encyclopedia of life support systems (EOLSS): Human resources and their development*. Developed under the auspices of the United Nations Educational, Scientific, and Cultural Organization (UNESCO). Oxford, UK: Eolss Publishers. Available online at <http://www.eolss.net>.

3. \***Bates, R. A.** (2003). Managers as transfer agents. In E. F. Holton III & T. T. Baldwin (Eds.), *Managing and changing learning transfer systems* (pp. 243-270). Thousand Oaks, CA: Sage Publications.
2. \***Bates, R. A.** (2003). Training transfer: Progress and prospects. In A. Maycunich Gilley, J. Callahan, & L. Bierema (Eds.), *Critical issues in human resource development* (pp. 179-198). Cambridge, MA: Perseus Books.
1. **Bates, R. A.** (1998). Measuring performance improvement. In R. Torraco (Ed.), *The research agenda for performance improvement* (pp. 5/1-5/26). International Society for Performance Improvement (ISPI) Monograph: ISPI and the Academy of Human Resource Development: Baton Rouge, LA.

#### Award-Winning Manuscripts Published in Refereed Monographs

5. \***Bates, R. A., & Coyne, T.** (2005). *Effective Evaluation of Training: Beyond the Measurement of Outcomes*. The manuscript was awarded **Top Ten Conference Paper** of over 180 papers submitted to the 2005 Academy of Human Resource Development Conference. It was published in the *Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph* from the 2005 Annual Research Conference.
4. \***Bates, R. A., & Khasawneh, S.** (2003). *Using Online Learning Systems: The Role of Self-Efficacy*. The manuscript was awarded **Top Ten Conference Paper** of over 180 papers submitted to the 2003 Academy of Human Resource Development Conference. It was published in the *Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph* from the 2003 Annual Research Conference.
3. \***Bates, R. A., & Chen, H. C.** (2003). *Exploration of the Value Structure and Value Priorities across Occupational and Stakeholder Groups*. The manuscript was awarded **Top Ten Conference Paper** of over 180 papers submitted to the 2003 Academy of Human Resource Development Conference. It was published in the *Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph* from the 2003 Annual Research Conference.
2. \***Bates, R. A.** (2000). *Application and test of a model of team effectiveness for self-managing interdisciplinary psychiatric treatment teams*. The manuscript was awarded **Top Ten Conference Paper** of over 160 papers submitted to the 2000 Academy of Human Resource Development Conference. It was published in T. Hatcher (Ed.), *The Cutting Edge in HRD* (pp. 66-73). International Society for Performance Improvement and the Academy of Human Resource Development: Baton Rouge, LA.
1. \***Bates, R. A., Holton, E. F. III, & Seyler, D. L.** (1998). *Factors affecting transfer of training in an industrial setting*. The manuscript was awarded **Top Ten Conference Paper** of over 150 papers submitted to the 1998 Academy of Human Resource Development Conference. It was published R. L. Dilworth & V. J. Willis (Eds.), *The Cutting Edge in HRD* (pp. 5-13). International Society for Performance Improvement and the Academy of Human Resource Development: Baton Rouge, LA.

Manuscripts Submitted or in Preparation for Submission to Refereed Journals

3. Blumberg, K., & **Bates, R. A.** Competencies of outstanding executive coaches: A grounded theory approach. Manuscript submitted to *Coaching: An International Journal of Theory, Research & Practice*.
2. **Bates, R. A.** The influence of interpersonal support and job role stress on motivation to improve work through learning. For submission to *Journal of Occupational and Organizational Psychology*.
1. Cannonier, N. N., & **Bates, R. A.** Effect of locus of control and program design on learner motivation and training utility in employee continuing professional education programs. For submission to *Academy of Management Learning and Education*.

Manuscripts Published in Refereed Conference Proceedings (each listing also represents a conference presentation)

42. Kim, J., Song, J. I., & **Bates, R. A.** (2017). Validation of the Learning Transfer System Inventory in the Korean corporate context. In D. Chapman (Ed.), *Proceedings of the Academy of Human Resource Development 2017 Annual Meeting*.
41. Park, S., Robinson, P., & **Bates, R. A.** (2016). Adult learning principles and processes and their relationships with learner satisfaction: Validation of the Andragogy in Practice Inventory (API) in the Jordanian Context. *Proceedings of the 2016 Adult Education Research Conference*.
40. Chatterjee, A., Pereira, A., & **Bates, R. A.**, & Bose, A. (2016). Validation of the LTSI: A study of executive training in India. In A. T. Amayah & R. Yawson (Eds.), *Proceedings of the Academy of Human Resource Development 2016 Annual Meeting*.
39. Chatterjee, A., Pereira, A., & **Bates, R. A.**, & Bose, A. (2016). The relationship between learning transfer and knowledge creation in organizations. In A. T. Amayah & R. Yawson (Eds.), *Proceedings of the Academy of Human Resource Development 2016 Annual Meeting*.
38. \*Gordon, B., & **Bates, R. A.** (2015). Learning Transfer System Inventory and the Professional Development of New Zealand Physical Education Teachers. 2015 American Education Research Association Annual Meeting.
37. \*Katsioloudes, V., Beard, C., Holton, E. F., & **Bates, R. A.** (2013). Exploring student experiences during a leadership development internship. In J. Wang & J. Gedro (Eds.), *Proceedings of the Academy of Human Resource Development 2012 Annual Meeting*.
36. \*Sadayappan, M. Eversole, B. A. W., Graham, C. M., **Bates, R. A.**, & Holton, E. F. (2010). Factors affecting transfer of learning in post-secondary healthcare training environments. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2009 Annual Meeting*.

35. \*Yamhill, S., McLean, G., & **Bates, R. A.** (2006). Perceptions of HRD among Thai criminal justice systems. In M. Ismail, A. M. Osman-Gani, S. Ahmad, A. L. Abdullah, I. A. Ismail, & J. Othman (Eds.), *Human resource development in Asia: Thriving on dynamism and change: Proceedings of the Fifth Asian Academy of Human Resource Development Conference* (pp. 395-401).
34. \*Chen, H. C., & **Bates, R. A.** (2005). Instrument Development Strategies for Cross-Cultural Studies. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2005 Annual Meeting* (pp. 693-700).
33. \*Williams, H., Kotrlik, J., & **Bates, R. A.** (2005). Role of Environmental, Organizational and Personal Variables in Predicting Recent Research Productivity of Postsecondary Faculty. In the *2005 Proceedings of the American Educational Research Association*.
32. \***Bates, R. A.**, & Chen, H. C. (2005). Factors Influencing the Strategic Role of human resource and organization development. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2005 Annual Meeting* (pp. 404-411).
31. \*Chen, H. C., Holton, E. F. III, & **Bates, R. A.** (2005). Relationship between Situational and Demographic Variables of Transfer Systems: What is the True Source of Variance? In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2005 Annual Meeting* (pp. 1319-1326).
30. \***Bates, R. A.**, Kauffeld, S., & Holton, E. F. III. (2005). Toward Construct Validation of a German Version of the Learning Transfer System Inventory. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2005 Annual Meeting* (pp. 1327-1334).
29. \***Bates, R. A.**, & Coyne, T. (2005). Effective Evaluation of Training: Beyond the Measurement of Outcomes. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development Annual Meeting* (pp. 371-378).
28. \*Bray-Clark, N., & **Bates, R. A.** (2005). Construct Validation of the Louisiana School Analysis Model (SAM) Instructional Staff Questionnaire. In M. L. Morris & F. M. Nafukho (Eds.), *Proceedings of the Academy of Human Resource Development 2005 Annual Meeting* (pp. 78-84).
27. \*Khasawneh, S., **Bates, R., A.**, & Holton, E. F. III. (2004). Construct validation of an Arabic Version of the Learning Transfer System Inventory (LTSI) for use in Jordan. In T. M. Egan & M. L. Morris (Eds.), *Proceedings of the Academy of Human Resource Development 2004 Annual Meeting* (pp. 66-73).
26. \***Bates, R.**, & Khasawneh, S. (2004). Organizational learning culture, learning transfer climate and perceived innovation in Jordanian organizations. In T. M. Egan & M. L. Morris (Eds.), *Proceedings of the Academy of Human Resource Development 2004 Annual Meeting* (pp. 514-521).

25. \***Bates, R. A.**, & Khasawneh, S. (2004). A path analytic study of the determinants of college students' motivation to use online learning technologies. In T. M. Egan & M. L. Morris (Eds.), *Proceedings of the Academy of Human Resource Development 2004 Annual Meeting* (pp. 1078-1085).
24. \*Chen, H. C., Holton, E. F. III, & **Bates, R. A.** (2004). Validating constructs of a U.S.-based transfer instrument in Taiwan. In T. M. Egan & M. L. Morris (Eds.), *Proceedings of the Academy of Human Resource Development 2004 Annual Meeting* (pp. 74-81).
23. \***Bates, R. A.**, & Khasawneh, S. (2003). Using online learning systems: The role of self-efficacy. In S. A. Lynham & T. Egan (Eds.), *Proceedings of the Academy of Human Resource Development 2002 Annual Meeting* (pp. 1021-1028).
22. \***Bates, R. A.**, & Chen, H.C. (2003). Values in the practice of HRD: A construct validation study. In S. A. Lynham & T. Egan (Eds.), *Proceedings of the Academy of Human Resource Development 2002 Annual Meeting* (pp. 335-342).
21. \*Chen, H. C., & **Bates, R. A.** (2003). An investigation of group norms and value priorities across occupations and stakeholders. In S. A. Lynham & T. Egan (Eds.), *Proceedings of the Academy of Human Resource Development 2002 Annual Meeting* (pp. 615-622).
20. \*Chen, Hsin-Chih, Holton, E. F. III, & **Bates, R. A.** (2003) Developing a cross-culturally valid instrument of learning transfer in Taiwan. *Proceedings of the 2<sup>nd</sup> Asian Conference of the AHRD*, Bangkok. Thailand.
19. \***Bates, R. A.**, Chen, H. C., & Hatcher, T. (2002). Value priorities of HRD scholars and practitioners. In T. Egan (Ed.), *Proceedings of the Academy of Human Resource Development 2002 Annual Meeting* (pp. 786-793).
18. \***Bates, R. A.**, & Phelan, K. (2002). Global change and new organizational paradigms: HRD research issues. In T. Egan (Ed.), *Proceedings of the Academy of Human Resource Development 2002 Annual Meeting* (pp. 351-356).
17. \*Naquin, S. S., Holton, E. F., **Bates, R. A.**, & Breen, S. J. (2002). A streamlined approach to developing a competency model and assessment instrument for public sector management development. *Proceedings of the Third Conference on HRD Research and Practice in Europe: Creativity and Innovation in Learning* (pp. 328-335), Edinburgh, Scotland.
16. \***Bates, R. A.**, Hatcher, T., Holton, E. F., III, & Chalofsky, N. (2001). Redefining human resource development: An integration of the learning, performance, and spirituality of work perspectives. In O. Aliaga (Ed.), *Proceedings of the Academy of Human Resource Development 2001 Annual Meeting* (pp. 205-212).
15. \***Bates, R. A.** (2000). Factors influencing employee participation in training: an empirical investigation. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 2000 Annual Meeting* (pp. 462-469).



14. \***Bates, R. A.**, & Holton, E. F. III. (2000). The relationship between basic workplace literacy skills and learning transfer system perceptions. In P. Kuchinke (Ed.), *2000 Proceedings of the Academy of Human Resource Development 2000 Annual Meeting* (pp. 935-941).
13. \*Hannigan, K., Donovan, P., Holton, E. F. III, **Bates, R. A.**, & Naquin, S. (2000). Context and causation in the evaluation of training: Relating economic and learning transfer theory. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 2000 Annual Meeting* (pp. 787-795).
12. \***Bates, R. A.** (1999). Application and test of a model of team effectiveness to self-managing interdisciplinary psychiatric treatment teams. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 1999 Annual Meeting* (pp. 96-103).
11. \***Bates, R. A.** (1999). Influence of liking and similarity on multi-rater proficiency rating of managerial competencies. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 1999 Annual Meeting* (pp. 966-973).
10. \***Bates, R. A.**, & Holton, E. F. III. (1999). Learning transfer in a social service agency: Test of an expectancy model of motivation. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 1999 Annual Meeting* (pp. 1092-1099).
9. \*Ruona, W. E. A., Holton, E. F. III, **Bates, R. A.**, & Leimbach, M. (1999). Relationship between learner utility reactions and predictors of learning transfer: Implication for evaluation. In P. Kuchinke (Ed.), *Proceedings of the Academy of Human Resource Development 1999 Annual Meeting*.
8. \***Bates, R. A.** (1998). Guiding principles of workforce development. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1998 Annual Meeting* (pp. 839-848).
7. \*Holton, E. F. III, **Bates, R. A.**, Ruona, W. E. A., & Leimbach, M. (1998). Development and validation of a generalized learning transfer climate questionnaire: Final report. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1998 Annual Meeting* (pp. 482-489).
6. \*Holton, E. F. III, **Bates, R. A.**, & Naquin, S. (1998). Large-scale performance driven needs assessment: A case study. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1998 Annual Meeting* (pp. 325-332).
5. \***Bates, R. A.**, Holton, E. F. III, & Burnett, M. (1997). The impact of influential observations on multiple regression analysis in HRD research. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1997 Annual Conference* (pp. 721-728).
4. \*Holton, E. F. III, **Bates, R. A.**, & Leimbach, M. (1997). Development and validation of a generalized potential for training transfer climate instrument: A preliminary report. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1997 Annual Meeting* (pp. 353-360).

3. \*Seyler, D. L., Holton, E. F. III, **Bates, R. A.**, & Burnett, M. F. (1997). Factors affecting motivation to use computer-based training. In R. Torraco (Ed.), *Proceedings of the Academy of Human Resource Development 1997 Annual Meeting* (pp. 345-352).
2. \***Bates, R. A.**, Holton, E. F. III, & Seyler, D. L. (1996). Validation of a transfer climate instrument. In E. F. Holton III (Ed.), *Proceedings of the Academy of Human Resource Development 1996 Annual Meeting* (pp. 426-433).
1. \***Bates, R. A.**, Seyler, D. L., & Holton, E. F. III. (1995). Principles of computer-based instructional design and the adult learner: Guidelines for further research. In E. F. Holton III (Ed.), *Proceedings of the Academy of Human Resource Development 1996 Annual Meeting*, 13-4 (8 pages single spaced).

Conference Presentations (list includes only those conference presentations not already listed under *Manuscripts Published in Refereed Proceedings*)

9. Gordon, B., & **Bates, R.** (2016). *The Learning Transfer System Inventory (LTSI) and the professional development of New Zealand physical education teachers*. Paper presented at the International Association of Physical Education in Higher Education (AIESEP) International Conference, Laramie, WY.
8. **Bates, R. A.** (2016). *Creating an eLearning graduate certificate in workforce development*. Presentation made at the eLearning: Yesterday's Dream, Today's Reality conference sponsored by the Louisiana Board of Regents and the Electronic Learning Task Force.
7. **Bates, R. A.** (2008). *Assessing learning and transfer from organizational training*. Presentation made at the Challenge of Learning Transfer Conference held in Athens, Greece, June, 2008.
6. Song, Z., Marides, G., Holton, E. F. III, & **Bates, R.** (2005). *An exploratory study of Hotel learning transfer in Haikou, China*. Paper presented at the Second PolyU China Tourism Forum and 3rd China Tourism Academy Conference, held in Guangzhou, China, December, 2005.
5. **Bates, R. A.** (1999). *Facilitating transfer of learning*. Presentation made at the American Society for Training and Development regional conference, New Orleans, Louisiana, October 15, 1999.
4. Donovan, P., Holton, E. F. III, & **Bates, R. A.** (1999). *Managing Learning*. Presentation made at the United Nations Learning Chief's Forum, Turin, Italy, May 31 to June 3, 1999.
3. Donovan, P., Holton, E. F. III, & **Bates, R. A.** (1999). *Evaluation of Training Interventions: Shortcuts to Effective Evaluation*. Presentation made at the Training Solutions Conference, National Exhibition Center, Birmingham, England, July 6-8, 1999.

2. Holton, E. F. III, & **Bates, R. A.** (1998). *Development and validation of a generalized instrument to measure factors affecting transfer of training*. Paper presented at the annual meeting of the Society for Industrial and Organizational Psychology, Dallas, TX, April, 1998.
1. **Bates, R. A.** (1997). *Analysis for improving performance*. Presentation made at the Annual Conference of the Baton Rouge Chapter of the American Society for Training and Development.

#### Technical Reports

67. **Bates, R. A.** (2017). *A situational analysis of human resources for health in St. Kitts and Nevis*. Technical report delivered to the Ministry of Health, St. Kitts and Nevis.
66. **Bates, R. A.** (2017). *A framework for the monitoring and evaluation of health work force strategic plans*. Technical report delivered to the Ministry of Health, Trinidad & Tobago.
65. Cameron, R., **Bates, R. A.**, & Bain, B. (2017). *A ten-year human resources for health strategic plan for the Republic of Trinidad and Tobago*. Technical report delivered to the Ministry of Health, Trinidad & Tobago.
64. **Bates, R. A.** (2017). *Human resources for health recruitment, selection, and retention*. Technical report delivered to the Ministry of Health, Trinidad & Tobago.
63. **Bates, R. A.** (2017). *Human resource management in the health workforce*. Technical report delivered to the Ministry of Health, Trinidad & Tobago.
62. **Bates, R. A.** (2017). *Checklist for the evaluation of national health workforce strategic plans*. Technical report delivered to the Ministry of Health, Trinidad & Tobago.
61. **Bates, R. A.** (2014). *Final Report: Progress on human resources for health in the Caribbean region, January 2012 to December 2014*. Technical report delivered to the Caribbean HIV/AIDS Regional Coordinating Center, University of the West Indies, Kingston, Jamaica.
60. **Bates, R. A.** (2014). *Development of a competency model for health workforce planning in the Caribbean*. Technical report delivered to the Caribbean HIV/AIDS Regional Coordinating Center, University of the West Indies, Kingston, Jamaica.
59. **Bates, R. A.** (2014). *Development of a competency model for health policy analysis, development, advocacy and implementation in the Caribbean*. Technical report delivered to the Caribbean HIV/AIDS Regional Coordinating Center, University of the West Indies, Kingston, Jamaica.
58. **Bates, R. A.** (2011). *Planning process for prioritizing health system human resource investments in Rwanda*. Technical report delivered to Payson Center/Tulane University/Rwanda, Kigali, Rwanda.
57. **Bates, R. A.** (2011). *Job analysis of Social Workers in Rwanda*. Technical report delivered to Payson Center/Tulane University/Rwanda, Kigali, Rwanda.

56. **Bates, R. A.** (2010). *eHealth competency model for nurse practitioners in the Rwandan healthcare system*. Technical report delivered to Payson Center/Tulane University/Rwanda, Kigali, Rwanda.
55. **Bates, R. A.** (2009). *Competency Model for Senior Program Managers/Intra-Health, Namibia*. Technical report delivered to Intra-Health/Namibia, Windhoek, Namibia.
54. **Bates, R. A.** (2009). *HIV/AIDS and Orphans: Skills, Opportunities and Self-Reliance (SOS) Project/Namibia: Final Program Evaluation Report*. Technical report delivered to the United States Agency for International Development (USAID/Namibia), Windhoek, Namibia.
53. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Asepeyo*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
52. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Catalana Occidente*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
51. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Correos*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
50. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Fundacio Pere Tarres*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
49. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Fundacion EDE*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
48. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Fundacion Laboral de la Construcccion*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.

47. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Hospital Sant Pau*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
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45. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Renfe*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
44. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: Secur*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
43. Pineda, P., Moreno, V., Quesada, C., Stoian, A. de Blas, E., Holton, E. F., **Bates, R. A.** (2009) *Diagnostico de factores que afectan la Eficacia de la Formacion Continua: UCF*. GAPEF (Group of Analysis of Politics in Education and Training) & GIPE (Interuniversity Group of Politics in Education) Research Group, Systematic and Social Pedagogy, College of Education. Autonomous University of Barcelona.
42. **Bates, R. A.** (2008). *Strategic Framework for Community Health Worker (CHW) Human Resource Management in Rwanda: Recommendations for Enhancing CHW Recruitment, Training, Retention, and Supervision*. Submitted to Tulane University/Rwanda under World Bank Award No. 547653C1 Technical Assistance for Strengthening Human Resources for Health.
41. **Bates, R. A.** (2008). *Touchpoints™ Training Program Evaluation*. Technical report delivered to Children's Services Council of Palm Beach County, Florida, USA.
40. **Bates, R. A.** (2004). *Evaluation of learning and training transfer from clinical supervision training with recommendations for improvement*. Technical report delivered to the Office of Addictive Disorders, Louisiana State Department of Health and Hospitals.
39. **Bates, R. A., & Maddy-Bernstein, C.** (2000). *Program review report 2000: School of Human Resource Education and Workforce Development, Louisiana State University*. Technical report submitted to the Louisiana State University Program Review Council for an internal review of programs and services delivered by the School of Human Resource Education and Workforce Development.

38. Holton, E. F. III, & **Bates, R. A.** (1999). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Labor*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
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36. Holton, E. F. III, & **Bates, R. A.** (1999). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Environmental Quality*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
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34. Holton, E. F. III, & **Bates, R. A.** (1999). *Computer skill gap assessment, Louisiana Department of Natural Resources*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
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32. Holton, E. F. III, & **Bates, R. A.** (1999). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Transportation and Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
31. Holton, E. F. III, & **Bates, R. A.** (1999). *Basic work skill assessment, Louisiana Department of Transportation and Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
30. Holton, E. F. III, & **Bates, R. A.** (1999). *Learning Transfer Climate Assessment, Louisiana Department of Transportation and Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
29. Holton, E. F. III, & **Bates, R. A.** (1999). *Assessment of first-line supervisor competencies and training needs, Louisiana Department of Transportation and Development*. Technical Report

- published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
28. Holton, E. F. III, & **Bates, R. A.** (1999). *Supervisory competency and job skills analysis, Louisiana Department of Corrections*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  27. Holton, E. F. III, & **Bates, R. A.** (1998). *Long-term care application process analysis with recommendations for process improvement, Louisiana Department of Health and Hospitals*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  26. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of first-line supervisor competencies and training needs, Eastern Louisiana Mental Health System*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
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  24. Holton, E. F. III, & **Bates, R. A.** (1998). *Audit of Medicaid customer service training, Louisiana Department of Health and Hospitals*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  23. Holton, E. F. III, & **Bates, R. A.** (1998). *Basic work skills needs assessment, Eastern Louisiana Mental Health System*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  22. Holton, E. F. III, & **Bates, R. A.** (1998). *Psychiatric treatment team skills assessment, Louisiana Department of Health and Hospitals*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  21. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Wildlife and Fisheries-Office of the Secretary*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  20. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Wildlife and Fisheries-Office of Wildlife*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.

19. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Wildlife and Fisheries-Office of Fisheries*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
18. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Wildlife and Fisheries-Office of Management and Finance*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
17. Holton, E. F. III, & **Bates, R. A.** (1998). *Learning transfer climate assessment, Department of Social Services, Louisiana Rehabilitation Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
16. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Social Services, Louisiana Rehabilitation Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
15. Holton, E. F. III, & **Bates, R. A.** (1998). *Audit of the Counselor Training Academy, Louisiana Department of Social Services, Louisiana Rehabilitation Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
14. Holton, E. F. III, & **Bates, R. A.** (1998). *Learning transfer climate assessment, Louisiana Department of Social Services, Office of Community Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
13. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Social Services, Office of Community Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
12. Holton, E. F. III, & **Bates, R. A.** (1998). *"Find Work" case manager job/task analysis, Louisiana Department of Social Services, Office of Family Support*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
11. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Family Support, Office of Community Services*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
10. Holton, E. F. III, & **Bates, R. A.** (1998). *Audit of the "New Worker Training Program", Louisiana Department of Family Support, Office of Community Services*. Technical Report



- published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
9. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Family Support, Office of the Secretary and Office of Management and Finance*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  8. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of managerial/supervisory competencies and professional development needs, Louisiana Department of Economic Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  7. Holton, E. F. III, & **Bates, R. A.** (1998). *Assessment of "Senior Executive" competencies and professional development needs, Louisiana Department of Economic Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  6. Holton, E. F. III, & **Bates, R. A.** (1998). *Stakeholder/customer analysis, Louisiana Department of Economic Development*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  5. Holton, E. F. III, **Bates, R. A.**, Redmann, D., Burns, N., Wilson, J., & Naquin, S. (1997). *Louisiana State Needs Assessment Pilot Project (vols. 1 - 7)*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  4. Holton, E. F. III, & **Bates, R. A.** (1997). *Vision and Strategic Agenda for Workforce Development in East Baton Rouge City-Parish*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  3. Holton, E. F. III, **Bates, R. A.**, & Seyler, D. (1996). *Evaluation of a Computer-Based Training System for OSHA Safety and Plant Operator Training, Ciba-Geigy Corporation*. Technical Report published by the School of Human Resource Education and Workforce Development, Louisiana State University, Baton Rouge, LA.
  2. **Bates, R. A.** (1992). *JTPA Biennial Job Training Plan for the Republic of the Marshall Islands, 1992-1994*. Report presented to the Ministry of Education, Republic of the Marshall Islands.
  1. **Bates, R. A.** (1992). *President's Coordination and Special Services Plan for Education and Training in the Marshall Islands*. Report presented to the Ministry of Education, Republic of the Marshall Islands.

## PROFESSIONAL ACTIVITIES & CONTRIBUTIONS

### Editorships/Editorial Board Memberships

5. Editorial Board Member, *Human Resource Development Quarterly*, 2000-2010 and 2012 to present.
4. Quantitative Methods Editor, *Human Resource Development Quarterly*, August 2005 to March 2009.
3. Editorial Board Member, *New Perspectives in Organizational Learning, Performance, and Change*, 2002 to 2009.
2. Reviews Editor, *Human Resource Development International*, 2002-2004.
1. Editorial Board Member, *Advances in Developing Human Resources*, 1998-2004.

### Contributions to Books and Juried or Refereed Publications

9. Referee/Reviewer, *European Journal of Training and Development*, 2012 to present.
8. Book Manuscript Reviewer, Jossey-Bass Publishers 2005 to present
7. Referee/Reviewer, *Human Resource Development Review*, 2001 to present.
6. Referee/Reviewer, *Human Resource Development Quarterly*, 1998 to present.
5. Referee/Reviewer, *Human Resource Development International*, 1998 to present.
4. Referee/Reviewer, *International Journal of Training and Development*, 1998 to present.
3. Referee/Reviewer, *Performance Improvement Quarterly*, 1998.
2. Referee/Reviewer, *Journal of International Agricultural and Extension Education*, 1997.
1. Referee/Reviewer, *Proceedings of the Academy of Human Resource Development Annual Meeting*, 1996 to 2005.

### Seminars/Symposium Chaired

7. Chair, *Management and Leadership Development Symposium*, held at the annual meeting of the Academy of Human Resource Development, Raleigh-Durham, NC, March 3, 2001.
6. Co-chair, *Performance and Integrity Pre-conference*. Two-day pre-conference seminar held at the annual meeting of the Academy of Human Resource Development, Raleigh-Durham, NC, March 8, 2000.
5. Chair, *Management Development Symposium*, held at the annual meeting of the Academy

of Human Resource Development, Raleigh-Durham, NC, March 10, 2000.

4. Chair, *Performance Pre-conference*. Two-day pre-conference seminar held at the annual meeting of the Academy of Human Resource Development, Arlington, VA, March 5, 1999.
3. Chair, *Measurement and Research Tools Symposium*, held at the annual meeting of the Academy of Human Resource Development, Arlington, VA, March 5, 1999.
2. Chair, *Leadership and Executive Development Symposium*, held at the annual meeting of the Academy of Human Resource Development, Chicago, IL, March 6, 1998.
1. Chair, *Performance Improvement Processes Symposium*, held at the annual meeting of the Academy of Human Resource Development, Atlanta, GA, March 7, 1997.

#### Non-Credit Instructional Activities/Training Workshops Conducted

13. **Bates, R. A.** (2002, November). *Assessing job training needs in organizations*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU. Session also conducted April 2001.
12. **Bates, R. A.** (2001, May). *Assessing the results of training*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU.
11. **Bates, R. A.** (2001, May). *Facilitating training transfer*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU. Sessions also conducted May 2000, October 1999, March 1999, and April 1999.
10. **Bates, R. A.** (2001, March). *Conducting needs assessments in organizations*. Two-day workshop conducted for training and development professionals working in Louisiana State Government, sponsored by the Division of Administration, Louisiana State Government.
9. **Bates, R. A.** (2000, October). *Evaluating Learning from Training*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU. Sessions also conducted September 2000, March 2000, and May 1999.
8. **Bates, R. A.** (2000, May). *Introduction to Needs Assessment in Organizations*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU. Sessions also conducted October 1999, September 1999, and February 1999.
7. **Bates, R. A.** (2000, September). *Collecting Data in Organizations*. Eight-hour workshop conducted for the LSU Trainer Certification Program through the Division of Continuing Education at LSU. Sessions also conducted March 2000 and May 1999.
6. **Bates, R. A.** (2000, January). *Building and Using Competency Models*. Eight-hour workshop conducted for training managers in Louisiana State Government, sponsored by the Division of Administration, Louisiana State Government.

5. **Bates, R. A.** (1999, November). *Conducting Job Analysis and Developing Task Inventories*. Eight-hour workshop conducted for training managers in Louisiana State Government, sponsored by the Division of Administration, Louisiana State Government.
4. **Bates, R. A.** (1999, October). *Building a Learning Transfer System in Organizations*. Eight-hour workshop conducted for and sponsored by the Louisiana State Department of Transportation and Development.
3. **Bates, R. A.** (1999, October). *Assessing Performance Improvement Needs in Organizations*. Eight-hour workshop conducted for and sponsored by the Louisiana State Department of Transportation and Development.
2. Holton, E. F. III, & **Bates, R. A.** (1997, October). *The Transfer of Learning Climate*. Two-hour workshop conducted for the American Society for Training and Development, Baton Rouge Chapter, Fall Conference.
1. Holton, E. F. III, **Bates, R. A.**, Burns, N., & Wilson, J. (1997, October). *Performance-Based Needs Analysis*. Two-hour workshop conducted for the American Society for Training and Development, Baton Rouge Chapter, Fall Conference.

#### Applied Research Instruments Developed

30. **Bates, R. A.** (2017). *Checklist for the evaluation of national health workforce strategic plans*.
29. **Bates, R. A.** (2016). *Gujarati version of the Learning Transfer System Inventory*.
28. **Bates, R. A.**, & Sorenson, P. (2015). *Danish version of the Learning Transfer System Inventory*.
27. **Bates, R. A.** (2015). *Bahasa Malaysian version of the Learning Transfer System Inventory*.
26. **Bates, R. A.** (2014). *Competency framework for health workforce planning in the Caribbean*.
25. **Bates, R. A.** (2014). *Competency framework for health policy analysis, development, advocacy, and implementation in the Caribbean*.
24. **Bates, R. A.** (2014). *High performance training system inventory (HPTSI)*.
23. **Bates, R. A.**, Holton, E. F. III, & Hatala, J. P. (2012). *The Learning Transfer System Inventory (LTSI) version 4*.
22. **Bates, R. A.**, & Holton, E. F. III. (2011). *IkinyaRwanda-version of the Learning Transfer System Inventory*.
21. **Bates, R. A.** & Holton, E. F. III. (2008). *Romanian-version of the Learning Transfer System Inventory*.

20. **Bates, R. A.**, & Yamnill, S. (2004). *Thai-version of the Human Resource Development Values Survey*.
19. **Bates, R. A.**, & Holton, E. F. III. (2007). *Spanish version of the Learning Transfer System Inventory: Puerto Rico*.
18. **Bates, R. A.**, & Holton, E. F. III. (2005). *Icelandic-version of the Learning Transfer System Inventory*.
17. **Bates, R. A.**, & Holton, E. F. III. (2005). *Dutch-version of the Learning Transfer System Inventory*.
16. Wilson, L., Holton, E. F. III, & **Bates, R. A.** (2004). *Andragogical Principles Inventory (API)*.
15. **Bates, R. A.**, & Holton, E. F. III. (2004). *Arabic-version of the Andragogical Principles Inventory (API)*.
14. **Bates, R. A.**, & Holton, E. F. III. (2004). *Turkish-version of the Learning Transfer System Inventory*.
13. **Bates, R. A.**, & Holton, E. F. III. (2004). *Farsi-version of the Learning Transfer System Inventory*.
12. **Bates, R. A.**, & Chen, H. C. (2003). *Taiwanese-version of the Human Resource Development Values Survey*.
11. **Bates, R. A.**, & Holton, E. F. III. (2003). *Portuguese-version of the Learning Transfer System Inventory*.
10. **Bates, R. A.**, & Holton, E. F. III. (2003). *German-version of the Learning Transfer System Inventory*.
9. **Bates, R. A.**, & Holton, E. F. III. (2003). *Arabic-version of the Learning Transfer System Inventory*.
8. **Bates, R. A.**, & Holton, E. F. III. (2003). *French-version of the Learning Transfer System Inventory*.
7. Holton, E. F. III, & **Bates, R. A.** (2005) *Ukrainian version of the Learning Transfer System Inventory*.
6. Holton, E. F., & **Bates, R. A.** (2003). *Learning Transfer System Inventory – Mandarin Chinese edition*.
5. **Bates, R. A.**, & Chen, H. C (2002). *Human Resource Development Values Survey*.
4. **Bates, R. A.**, & Khasawneh, S. (2001). *Online Learning Technology Questionnaire*.

3. Holton, E. F. III, **Bates, R. A.**, & Naquin, S. S. (1998). *Louisiana Managerial/Supervisory Competency –Based Assessment Survey*.
2. Holton, E. F. III, & **Bates, R. A.** (1998). *Learning Transfer Systems Inventory*.
1. Holton, E. F. III, & **Bates, R. A.** (1996). *Learning Transfer Questionnaire*.

#### Research/Teaching/Exchange Partnerships and Collaborations

- On behalf of the HR/IO Psychology Consultancy in the School of Human Resource Education and Workforce Development, developed and signed a collaborative agreement with the Escuela de Empresas, University of San Francisco, Quito, Ecuador. The aims of the agreement are to implement collaborative research initiatives in the US and Ecuador that advance individual, team and organizational performance, employee well-being, and which advance the science and practice of human resource development; develop a Faculty Exchange Program to promote the participation of faculty from both institutions in research and teaching programs. ; and to conduct collaborative applied projects aimed at developing cost effective solutions for organizational clients in the following areas: employee attitude surveys; training program evaluation; training climate analysis; training needs assessment; job analysis; competency modeling; organizational network analysis; personnel selection; employee retention/turnover; and statistical consultation.
- Currently collaborating with Dr. Simon Wardale at the Center of Excellence for Behavior Support at the University of Queensland, Australia, to conduct applied research in the evaluation of a large-scale training program to improve teaching skill effectiveness.
- Currently collaborating with Aysegul Karaeminogullan and Meryum Aybas of the Faculty of Business Administration at Istanbul University, Istanbul, Turkey to translate into Turkish and test the predictive validity of the High Performance Training System Inventory (HPTSI), an instrument developed by Dr. Bates.

#### Professional Awards and Recognition

23. **Greater Houston Alumni Chapter Endowed Alumni Professor** (2016 to present), an LSU Alumni Professorship is one of the university's highest honors whose recipients are selected through a rigorous and highly competitive process. The award recognizes faculty members who have a reputation of excellence in teaching and demonstrate dedication to their respective academic fields.
22. **Louisiana State University Distinguished Faculty Award** (2015), The LSU Distinguished Faculty Award recognizes faculty members with sustained records of excellence in teaching, research, and service.
21. **Jones S. Davis Distinguished Professor of Human Resource & Organization Development** (2014-2016), an endowed professorship in the School of Human Resource Education & Workforce Development which recognizes the recipient as an eminent scholar in her/his field.

20. Invited to and attended the **Third Global Forum on Human Resources for Health**, an invitation-only conference, held November 10-13, 2014 in Recife, Brazil. The conference focused on sharing evidence-based advances and eliciting new political commitments for Human Resources for Health (HRH) with the goal of accelerating progress towards universal health coverage and attainment of the health Millennium Development Goals (MDGs). The conference brought together nearly 1,500 health workforce champions from national ministries, HRH experts from global agencies and organizations, researchers, policy-makers, professional associations, civil society and local communities. Invitation only attendance.
19. **LSU Flagship Faculty Member** (July, 2012). LSU Flagship Faculty members are recognized for their value in working towards achieving the University's strategic goals as outlined in the Flagship Agenda – Flagship 2020: LSU Transforms Lives. As Louisiana's national flagship university, LSU has a unique role, scope and mission as the leading academic institution in the state. The goals of Flagship 2020 include expanding discovery through transformative research and creative activities; enhancing a faculty-led environment that develops engaged citizens and leaders; strengthening the intellectual environment by broadening the cultural diversity at LSU, and promoting the engagement of the faculty in the transformation of communities. LSU Flagship Faculty are recognized as successfully converting these goals and aspirations into material accomplishments. These are faculty members who earn national awards for research and creative activity; and serve in leadership positions in national organizations and on boards, commissions and committees.
18. Received the **2009 Richard A. Swanson Distinguished Research Award** for a research manuscript entitled *Toward Development of a Generalized Instrument to Measure Andragogy*. This award is presented annually by the Academy of Human Resource Development for the outstanding research article published that year in the Academy's flagship journal, *Human Resource Development Quarterly*.
17. Awarded a **Fulbright Scholar Grant** by the United States Department of State and the J. William Fulbright Foreign Scholarship Board to lecture at the International University of Management (IUM) in Windhoek, Namibia for 11 months during 2009. The Fulbright Scholar Program, America's flagship international educational exchange program, is sponsored by the Department of State, Bureau of Educational and Cultural Affairs. Recipients of Fulbright awards are selected on the basis of their academic or professional achievement as well as demonstrated leadership potential in their fields. While at IUM, Dr. Bates taught the following courses: *Principles of Human Resource Management & Development, Competency-Based Human Resource Systems, and Strategic Management in Healthcare Organizations*.
16. Awarded **2004 HRD Scholar of the Year** by the Academy of Human Resource Development. This award is made to an outstanding human resource development scholar that has demonstrated a continuing record of outstanding scholarly productivity and influence in the profession. It is the highest honor awarded to individuals by the Academy of Human Resource Development, the preeminent professional organization in the field of Human Resource Development. The award focuses on two broad criteria. First, continuing and substantial contributions to the research in HRD as evidenced by research articles and other scholarly publications. Second, substantial contributions to the advancement of research in

- the HRD profession as evidenced by research-related service to the profession and by building research-related infrastructures.
15. Awarded **One of the Top Ten Best Papers** of over 180 manuscripts submitted to the 2005 Academy of Human Resource Development Conference. The manuscript was entitled *Effective Evaluation of Training: Beyond the Measurement of Outcomes*. The manuscript was published in the Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph from the 2005 Annual Research Conference.
  14. Nominated for The National Society of Collegiate Scholars (NSCS) **Faculty of the Year Award** (2005). The NSCS is a national student organization and member of the Association of College Honor Societies. Nominees for the Faculty of the Year award are made by student scholars.
  13. Awarded **One of the Ten Best Papers** of over 180 manuscripts submitted to the 2003 Academy of Human Resource Development Conference. The manuscript was entitled *Using Online Learning Systems: The Role of Self-Efficacy*. The manuscript was published in the Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph from the 2003 Annual Research Conference.
  12. Awarded **One of the Ten Best Papers** of over 180 manuscripts submitted to the 2003 Academy of Human Resource Development Conference. The manuscript was entitled *An Exploration of Value Structure and Value Priority across Occupational and Stakeholder Groups*. The manuscript was published in the Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph from the 2003 Annual Research Conference.
  11. Received the **2001 Richard A. Swanson Distinguished Research Award** for a research manuscript entitled *Development and Validation of a Generalized Learning Transfer System Inventory*. This award is presented annually by the Academy of Human Resource Development for the outstanding research article published in the preceding year in the Academy's flagship journal, *Human Resource Development Quarterly*.
  10. Selected as one of seven **Outstanding Teachers** at Louisiana State University for participation in an on-line course development pilot program sponsored by the Center for Excellence in Learning and Teaching. The program was entitled *Using Web-Based Technology to Enhance Teaching and Learning at LSU* and culminated in a one-week workshop held in May 2001.
  9. Selected for **Gamma Sigma Delta Teacher Merit Honor Roll**, 2000, an award for outstanding teaching by faculty at Louisiana State University.
  8. Awarded the **Louisiana State University Council on Research Summer Stipend Award** for summer, 2000. This is a competitive financial award made to faculty members of the professorial ranks seeking to conduct research judged to have the potential to make a significant contribution to scholarly knowledge in their discipline.
  7. Selected for **Gamma Sigma Delta Teacher Merit Honor Roll**, 1999, an award for outstanding teaching by faculty at Louisiana State University.



6. Awarded **One of the Ten Best Papers** of over 160 papers submitted to the 1999 Academy of Human Resource Development Conference. The paper was entitled *Application and test of a model of team effectiveness for self-managing interdisciplinary psychiatric treatment teams*. The manuscript was published in the Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph from the 1999 Annual Research Conference.
5. Selected for **Gamma Sigma Delta Teacher Merit Honor Roll**, 1998, an award for outstanding teaching by faculty at Louisiana State University.
4. Awarded **One of the Ten Best Papers** of over 150 papers submitted to the 1997 Academy of Human Resource Development Conference. The paper was entitled *Factors affecting transfer of training in an industrial setting*. The manuscript was published in the Academy of Human Resource Development Cutting Edge Outstanding Papers Monograph from the 1997 Annual Research Conference.
3. Awarded **Citation of Excellence by ANBAR Electronic Intelligence** in 1997 for paper entitled *Toward construct validation of a transfer climate instrument*. This award signifies that this paper received the highest quality rating based on a review of the top 400 international management journals.
2. Awarded **Louisiana State University Graduate School Fellowship** (1993-1997). A four-year full scholarship with stipend, the most prestigious scholarship award made to Ph.D. students at LSU.
1. **Distinguished Service Award**, United States Peace Corps, Swaziland, Africa, 1988, 1989.

### **Leadership Positions and Contributions to Professional Organizations**

#### ***The Academy of Human Resource Development***

- Chair, Early Career Scholar Award Committee, Academy of Human Resource Development, 2004 to 2008.
- Member, Richard A. Swanson Research Excellence Award Committee, 2002 to present.
- Member, Book of the Year Award Committee to select the outstanding book in the field of Human Resource Development from those submitted to the Academy of Human Resource Development, 2001 & 2002.
- Co-Chair, Academy of Human Resource Development Performance-Integrity Pre-Conference, 2001.
- Chair, Academy of Human Resource Development Performance Pre-Conference Committee, 2000.

- Member, Cutting Edge Selection Committee to select the ten best papers submitted to the Academy of Human Resource Development Annual Meeting, 1998 & 2001.
- Member, Malcolm S. Knowles Dissertation Award Committee to select the outstanding dissertation submitted to the Academy of Human Resource Development, 1999.
- Member, Manuscript Review Committee for the Proceedings of the Academy of Human Resource Development Annual Meeting 1997 to 2004.

### ***The American Society for Training and Development***

- Board of Directors, Baton Rouge Chapter of the American Society for Training and Development, 1998-2000.
- Chair, 2000 Conference Committee for the Baton Rouge Chapter of the American Society for Training and Development Annual Conference.
- Chair, 1999 Conference Committee for the Baton Rouge Chapter of the American Society for Training and Development Annual Conference.
- Chair, 1998 Conference Committee for the Baton Rouge Chapter of the American Society for Training and Development Annual Conference.

### University Service Activities

- Member, College of Human Sciences and Education Administrative Council, 2016 ongoing.
- Member, College of Human Sciences and Education College Planning Council, 2016 ongoing.
- Member, College of Human Sciences and Education Discovery & Research Committee, 2016 ongoing.
- Member, Faculty Senate, 2013-2016.
- Member, College of Human Sciences and Education Courses and Curriculum Committee, 2014 ongoing.
- Member, College of Human Sciences and Education Internationalization Advisory Committee, 2014 ongoing.
- Member, College of Human Sciences and Education Awards and Recognition Committee, 2013-2016.
- Member, College of Human Sciences and Education Promotion and Tenure Committee, 2013-2016.

- Member, College of Human Sciences and Education Ad Hoc Promotion and Tenure Guidelines Committee, 2014.
- Member, School of Human Resource Education & Workforce Development, HRLD MS and PhD program review committee, 2014 ongoing.
- Member, School of Human Resource Education & Workforce Development Scholarship Committee, 2014 ongoing.
- Member, School of Human Resource Education & Workforce Development, Committee to develop Workforce Development concentration.
- Member, LSU Faculty Senate, 2013 ongoing.
- Member, College of Human Sciences and Education Promotion and Tenure Committee, 2013 ongoing.
- Member, School of Human Resource Education and Workforce Development Assessment Committee, 2013 ongoing.
- Member, Internationalization Strategic Planning and Implementation Committee, 2011 ongoing.
- Member, College of Agriculture Promotion and Tenure Committee, 2011-2012.
- Member, Coordinating Committee for the International Studies Program, Louisiana State University, 2007 to present.
- Affiliate Faculty member, International Studies Program, Louisiana State University, 2007 to present.
- Member, International Education Committee of the Faculty Senate, Louisiana State University, 2007 to 2009.
- Member, Behavior Science Research Development Group. This group is comprised of research faculty in the area of behavioral science. Its role is to advise the University Council on Research regarding university, national and international matters related to behavioral science scholarship or research, 2006 to 2010.
- Participant, LSU Career Services Center/Federal Career Panel. February, 2006.
- Member, Student Recognition and Honors Committee, College of Agriculture, 2005 to present.
- Member, College of Agriculture Policy Committee, Louisiana State University, 2004-2005.

- Member, Curriculum Committee, College of Agriculture, Louisiana State University, 2002 to 2004.
- Member, Continuing Scholarship Committee, College of Agriculture, Louisiana State University, 2002 to 2004.
- Member, Freshman Scholarship Committee, College of Agriculture, Louisiana State University, 2002 to 2004.
- Member, Outstanding Dissertation Award Committee, School of Human Resource Education and Workforce Development, Louisiana State University, 2001.
- Member, Outstanding Dissertation Award Committee, School of Human Resource Education and Workforce Development, Louisiana State University, 2000.
- Chair, Program Review Committee, School of Human Resource Education and Workforce Development, Louisiana State University, 2000.
- Member, Search Committee for Assistant Professor of Adult, Extension, and International Education in the School of Human Resource Education and Workforce Development, Louisiana State University, 2000.
- Invited Participant, *Dean's Conference on Teaching at Louisiana State University*, August 17, 2000.
- Invited Participant, Louisiana State University Faculty Forum entitled "*Creating a Culture of Collaboration*", October 30, 2000.
- Member, Who's Who in Colleges and University Selection Committee, Louisiana State University, 1999-2001.
- Invited Participant, Louisiana State University Faculty Forum entitled "*Building an Entrepreneurial Spirit at LSU*", April 26, 1999.
- Invited Participant, Louisiana State University Faculty Forum entitled "*Research, Scholarship, & Graduate Studies*", September 9, 1998.

#### Recruitment of Students and Faculty

- Chair, Search Committee for three faculty positions in the School of Leadership & Human Resource Development, Louisiana State University, 2017 - 2018.
- Chair, Search Committee for full-time Instructor, School of Leadership & Human Resource Development, Louisiana State University, 2018.
- Chair, Search Committee for three faculty positions in the School of Leadership & Human Resource Development, Louisiana State University, 2017 - 2018.

- Chair, Search Committee for Associate Professor in the School of Leadership & Human Resource Development, Louisiana State University, Louisiana State University, 2014 - 2015.
- Recruiting Coordinator, MS Program in Leadership & Human Resource Development.
- Search Committee for Assistant Professor, School of Leadership & Human Resource Development, Louisiana State University, 2003.
- Search Committee for Assistant Professor School of Leadership & Human Resource Development, Louisiana State University, 2000.

## **TEACHING AT LOUISIANA STATE UNIVERSITY**

### *Courses Developed and/or Taught at Louisiana State University*

- LHRD 2723 Introduction to Leadership Development
- LHRD 4079 Foundations of Human Resource & Organization Development
- LHRD 4068 Project Management and Team Leadership
- LHRD 4575 Ethical Issues in Human Resource & Organization Development
- LHRD 4579 Training in Global Organizations (Developing Cross-Cultural Training Programs)
- LHRD 4808 Leadership Development Internship (Coordinator)
- LHRD 7571 Performance Analysis in Organizations
- LHRD 7573 Strategic Human Resources for Global Organizations
- LHRD 7801 HR/OD Program Evaluation (structured independent study)
- LHRD 7802 Adult Learning Theory (structured independent study)
- LHRD 7803 Career Development (structured independent study)
- LHRD 7804 Workforce Development Systems (structured independent study)
- LHRD 7871 Research and Theory in Human Resource & Organization Development
- LHRD 7873 Advanced Research and Theory in Human Resource & Organization Development
- LHRD 7973 Applied Data Collection and Analysis in Organizations

### Other Curriculum/Program Development at LSU

- Developed an undergraduate baccalaureate in Organizational Leadership.

- Mobilized and provided technical expertise in the development of a Workforce Development MS concentration and a, Workforce Development certificate program, and courses in Workforce Development and Workforce Planning and Analysis.
- Lead ongoing review and revision of the undergraduate, Masters, and PhD programs in Leadership & Human Resource Development at LSU.
- *Leadership Development Minor* – Member of the steering committee that led the design, development, and implementation of an 18-hour Leadership Development minor for undergraduate students at LSU. Served as the program’s Internship Coordinator.
- *Human Resource & Organization Development Certification Program* – Developed, coordinated, and implemented a 15-course non-degree, competency-based program that offered two levels of professional certification to HR/OD practitioners. Offered through the Division of Continuing Education at LSU the non-degree program has served HR/OD practitioners from a number of organizations including Associated Grocers, Blue Cross Blue Shield of Louisiana, Cytec Industries, Honeywell, Entergy, Monsanto, Louisiana Department of Revenue, Louisiana Department of Transportation and Development, and others.

#### Doctoral Student Advisement at LSU

##### *Doctoral (Ph.D.) Committee Chair*

<i>Student</i>	<i>Date Completed</i>	<i>Dissertation Title</i>
Candi McIheny	June 2018	<i>A study on the direct and moderating effects of leader facilitated workplace learning and leader-member exchange on employee engagement</i>
Unnati Umarvadia	Ongoing	
Steven Gervais	Ongoing	
Greg Sevcik	Ongoing	
Kimberly Cheramie	Ongoing	
Adriana Alfaro	May 2107	<i>Gender bias in leadership: Does gender of leader, type of error, diversity climate and gender of subordinate affect faculty perceptions of academic leader effectiveness?</i>
Kent Blumberg	April 2016	<i>Competencies of outstanding coaches: A grounded theory approach.</i>

Vicky Katsiolouides	December, 2015	<i>Supervisor ratings as a measure of training transfer: Testing the predictive validity of the Learning Transfer System Inventory</i>
Nicole Cannonier	August 2014	<i>Self-direction in adult learning: Effect of locus of control and program design on learner motivation and training utility.</i>
Nikki Bray-Clark	May 2005	<i>Toward construct validation of the Louisiana School Analysis Model Instructional Staff Questionnaire</i>
Samer Khasawneh	May 2004	<i>Construct validation of an Arabic version of the Learning Transfer Systems Inventory for use in Jordan.</i>

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*Doctoral (Ph.D.) Committee Member*

<i>Student</i>	<i>Date Completed</i>	<i>Dissertation Title</i>
Phelecia Udoko	Ongoing	
Joseph Harris	Ongoing	
Pallavi Singh	Ongoing	
Celena Trahan	May 2017	<i>An examination of various factors (age, gender, family status, marital status, and work engagement) and their relationship to longevity, attendance, and job performance of custodial staff at a large public university</i>
Charles Kodzo Torwudzo (George Washington University)	August 2014	<i>Understanding the relationship between Global Food Safety Initiative (GFSI) and high performance work systems (HPWS) and the role of employee learning and development.</i>
Simone Phipps	August 2011	<i>Contributors to an enterprising sex: Examining the influence of creativity on entrepreneurial intentions and the moderating role of political skill controlling for gender.</i>
Bogdan Yamkovenko	May 2009	<i>Dispositional influences on the intent to transfer learning: A test of a structural equation model.</i>
Michelle Bouillon	May 2007	<i>Workforce implications for hurricane affected Gulf Coast region industrial companies.</i>

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K. Lynn Basham	May 2007	<i>The effects of 3-dimensional CADD modeling software on the development of the spatial ability of ninth grade technology discovery students</i>
Lynda Wilson	May 2005	<i>A test of andragogy in a post-secondary educational setting.</i>
Mary Boudreaux	May 2004	<i>Development of a predictive model for student-athlete retention and graduation at Louisiana State University.</i>
Janis Lowe	May 2004	<i>A theory of effective computer-based instruction for adults.</i>
Ann Berry	May 2003	<i>The relationship between selected housing and demographic characteristics and employment status among rural, low-income families</i>
Hsin Chih Chen	May 2003	<i>Cross-cultural construct validation of the Learning Transfer System Inventory in Taiwan</i>
Heather Williams	May 2003	<i>A mediated hierarchical regression analysis of factors related to research productivity of Human Resource Education and workforce development postsecondary faculty</i>
Doris Collins	August 2002	<i>The effectiveness of managerial leadership development programs: A meta-analysis of studies from 1982-2001</i>
Suzette Bryan	May 2002	<i>Cognitive complexity, transformational leadership, and organizational outcomes</i>
Robert Zehner	May 2001	<i>The early identification of business leaders: The development and validation of a leadership potential instrument</i>

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## EXTERNAL CONSULTANCIES

- (Jan. 2018 to May 2018). Developed and finalized the 5-year health workforce strategic plan for St. Kitts & Nevis, Pan American Health Organization (PAHO) & the Ministry of Health, St. Kitts & Nevis.
- (Jan. 2018 to May 2018). Provision of technical assistance for the development and finalization of a 5-year health workforce strategic plan, Pan American Health Organization (PAHO) & the Ministry of Health, Antigua & Barbuda.



- (Nov. 2017 to Dec. 2017). Completed a situational analysis for human resources in health for St. Kitts & Nevis. Report delivered to the Pan American Health Organization (PAHO) & the Ministry of Health, St. Kitts & Nevis.
- (Oct. 2016 to March 2017). Provision capacity building for human resources for health (HRH) planning and developed and finalized the 10-year health workforce strategic plan, Ministry of Health, Trinidad & Tobago.
- (Oct. 2014 to Feb. 2016). Evaluation of Mine Safety and Health Training, Alpha Foundation for the Improvement of Mine Safety and Health, University of Arizona, Mel and Ingrid Zuckerman School of Public Health.
- (Jan. 2012 to Dec. 2014.) Provision of leadership and technical expertise in Human Resources/Organization Development (HR/OD) for health systems strengthening. Outcomes included identification of best processes/practices in HR/OD that contribute to improved productivity and retention of health staff in the context of the Caribbean; development of competency frameworks; development of a collaborative work agreement between the Caribbean HIV/AIDS Regional Training Center and the Pan American Health Organization/Barbados to build human resource health capacity in the Caribbean; developed and implemented an evaluation protocol for health-related training programs; planned and facilitated meetings and workshops with high level staff in Ministries of Health, non-governmental organizations, and other organizations working in the Caribbean health sector in collaboration with the Center for HIV/AIDS Research and Training, Regional Coordinating Unit (CHART RCU), University of the West Indies, Kingston, Jamaica.
- (Jan. to Dec 2011). Senior Technical Advisor, Human Resources for Health, Payson Center for International Development/Tulane University/Center for Disease Control (CDC)-funded grant No. 5U2GPS001168 entitled *Improving Public Health Capacity in Rwanda*.
- (Aug/Sept. 2009; Nov. 2008). Senior Technical Advisor, Human Resources for Health, Payson Center for International Development/Tulane University/Kigali, Rwanda
- (June – August, 2007). Developed and implemented a program evaluation for the Touchpoints™ Training Program. Children’s Services Council, Palm Beach County, Florida.
- (April – June, 2004). Developed and implemented a program evaluation for the Supervisor Training Program, Office of Addictive Disorders, Louisiana State Department of Health and Hospitals, Baton Rouge, LA.
- February-March, 2002). Developed and implemented a job analysis for level 1 & 2 Production Supervisors, Georgia Gulf Corporation, Plaquemine, LA.
- (October – December, 1996). Developed and implemented a program evaluation for a Computer-Based Training Program used to certify and train production operators, Ciba-Geigy Corporation, Geismer, LA.

- (May-June, 1995). Developed a strategic model and agenda for workforce development system planning in the Greater Baton Rouge area, Office of the Mayor, Baton Rouge, LA.
- (1994-1999). Human Resource & Organization Development Consultant, Louisiana State Government, Co-Director of a team of consultants and graduate assistants that developed and implemented the following projects:
  - Louisiana Department of Labor, developed and implemented a competency model and assessment for managers and supervisors.
  - Louisiana Department of Environmental Quality, developed and implemented:
    - An information technology (IT) and multimedia competency assessment;
    - A benchmark study of public relations activities and communications;
    - A competency assessment for managerial and supervisory positions.
  - Louisiana Department of Natural Resources, developed and implemented:
    - An assessment of computer technology skill needs for a “paper-less environment”;
    - An analysis of customer service performance, skill needs and development of customer service training curriculum;
    - A competency assessment for managerial and supervisory positions.
  - Louisiana Department of Transportation and Development, developed and implemented:
    - A basic skills assessment for engineers and technicians;
    - A competency assessment for managerial and supervisory positions;
    - An evaluation of the effectiveness of road maintenance training effectiveness and learning transfer barriers.
  - Louisiana Department of Corrections, developed and implemented a competency model and assessment for managerial and supervisory positions.
  - Louisiana Department of Health and Hospitals, developed and implemented:
    - An analysis of self-managing team skills for psychiatric treatment teams;
    - A competency assessment for managerial and supervisory positions;
    - An analysis and reengineering of the Medicaid payment process;
    - A basic skills assessment for psychiatric aides, correction guards, behavioral shaping specialists, and residential trainer specialists.
  - Eastern Louisiana Mental Health System, developed and implemented a competency model and assessment for managerial and supervisory positions.
  - Louisiana Department of Wildlife and Fisheries-Office of the Secretary, developed and implemented a competency model and assessment for managerial and supervisory positions.
  - Louisiana Department of Wildlife and Fisheries-Office of Wildlife, developed and implemented:
    - A competency model and assessment for managerial and supervisory positions;
    - An assessment of departmental public service culture.

- Louisiana Department of Wildlife and Fisheries-Office of Fisheries, developed and implemented a competency model and assessment for managerial and supervisory positions.
- Louisiana Department of Wildlife and Fisheries-Office of Management and Finance, developed and implemented a competency model and assessment for managerial and supervisory positions.
- Department of Social Services, Louisiana Rehabilitation Services, developed and implemented:
  - o A competency model and assessment for managerial and supervisory positions;
  - o An audit of case manager training.
- Louisiana Department of Social Services, Office of Community Services, developed and implemented:
  - o An evaluation of new employee training effectiveness and learning transfer barriers;
  - o A competency model and assessment for managerial and supervisory positions;
  - o An audit of the Training Academy training program.
- Louisiana Department of Social Services, Office of Family Services, developed and implemented:
  - o A job analysis of Case Managers in the Find Work Program;
  - o Managerial and supervisory competency assessment.
- Louisiana Department of Economic Development, developed and implemented:
  - o A stakeholder analysis;
  - o A competency model and assessment for managerial and supervisory positions.