

**Lynn A. McFarland, Ph.D.**  
**Vita**

**WORK ADDRESS**

Management Department  
Darla Moore School of Business  
University of South Carolina  
Columbia, SC 29208  
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**PROFESSIONAL EMPLOYMENT**

Tenure Track Assistant Professor, Department of Management University of South Carolina	August 2017 - Present
Clinical Associate Professor, Department of Management University of South Carolina	August 2015 - May 2017
Visiting Associate Professor, Department of Management University of South Carolina	January 2014 - May 2015
Human Capital Solutions, President Chapin, SC	August 2005 - August 2015
Assistant Professor, Department of Psychology, George Mason University	August 2000 - May 2004
Personnel Decisions Research Institutes, Inc. Arlington, VA	July 1999 - July 2000

**EDUCATION**

Michigan State University Industrial/Organizational Psychology Dissertation Master's Thesis	Ph.D.: May 2000 M.A.: May 1998
Bowling Green State University Industrial/Organizational Psychology	August 1995 - July 1996
Manhattan College Psychology, Summa Cum Laude, University Honors	B.A.: May 1995

**SELECTED AWARDS AND HONORS**

Dean's Fellow, Darla Moore School of Business, University of South Carolina (2021)  
Best Paper Award, HR Division, Academy of Management (2005)  
Walter G. Klopfer Award for Distinguished Contribution, *Journal of Personality Assessment* (2005)  
Junior Faculty Research Award, George Mason University (2001)

Phi Beta Kappa, National Honor Society  
 Sigma Xi, National Honor Society for Scientific Research  
 Summa Cum Laude, Manhattan College  
 Recipient of Brodrick Medal for Psychology, Manhattan College  
 Epsilon Sigma Pi Honor Society, Manhattan College  
 Presidential Scholarship, Manhattan College  
 William Dwyer Scholarship, Manhattan College  
 Recipient of PEW 1993 Research Grant

### **REFEREED JOURNAL PUBLICATIONS**

- McFarland, L. A., Hendricks, J. L., & Ward, W. B. (in press). A contextual framework for understanding impression management. *Human Resource Management Review*.  
<https://doi.org/10.1016/j.hrmr.2022.100912>
- Ployhart, R. E., Schepker, D. J., McFarland, L. A. (in press). A review and theoretical framework for understanding external team contexts. *Journal of Applied Psychology*.  
<https://doi.org/10.1037/apl0000987>
- McFarland, L. A., & Kim, Y. (2021). An examination of the relationship between applicant race and accrued recruitment source information: Implications for applicant withdrawal and test performance. *Personnel Psychology*, *74*, 831-861.
- McFarland, L. A., Reeves, S., Porr, W. B., & Ployhart, R. E. (2020). Impact of the COVID-19 pandemic on job search behavior: An event transition perspective. *Journal of Applied Psychology*, *105*, 1207-1217.
- Mackey, J. D., Roth, P. L., Van Iddekinge, C. H., & McFarland, L. A. (2019). A meta-analysis of gender proportionality effects on job performance. *Group & Organization Management*, *44*, 578-610.
- McFarland, L. A., & Ployhart, R. E. (2015). Social media: A conceptual framework to guide research and practice. *Journal of Applied Psychology*, *100*, 1653-1677.
- Ellingson, J. A., & McFarland, L. A. (2011). Understanding faking behavior through the lens of motivation: An application of VIE theory. *Human Performance*, *24*, 322-337.
- Roth, P. L., Bobko, P., McFarland, L. A., & Buster, M. (2008). Work sample tests in personnel selection: A meta-analysis of Black-White differences in overall and exercise scores. *Personnel Psychology*, *61*, 637-661.
- Van Iddekinge, C. H., McFarland, L. A., & Raymark, P. H. (2007). Antecedents of impression management use and effectiveness in a structured interview. *Journal of Management*, *33*, 752-773.
- Harold, C. M., McFarland, L. A., & Weekley, J. A. (2006). The validity of verifiable and non-verifiable biodata items: An examination across applicants and incumbents. *International Journal of Selection and Assessment*, *14*, 336-346.
- McFarland, L. A., & Ryan, A. M. (2006). Toward an integrated model of applicant faking behavior. *Journal of Applied Social Psychology*, *36*, 979-1016.
- Dudley, N. M., McFarland, L. A., Goodman, S. A., Hunt, S. T., & Sydell, E. J. (2005). Racial differences

in socially desirable responding in selection contexts: Magnitude and consequences. *Journal of Personality Assessment*, 85, 50-64.

**[Recipient of the Walter G. Klopfer Award for Distinguished Contribution, *Journal of Personality Assessment* (2005)]**

- McFarland, L. A., Yun, J., Harold, C. M., Viera, Jr, L., & Moore, L. G. (2005). An examination of impression management use and effectiveness across assessment center exercises: The role of competency demands. *Personnel Psychology*, 58, 949-980.
- Roth, P. L., Bobko, P., & McFarland, L. A. (2005). A meta-analysis of work sample test validity: Updating and integrating some classic literature. *Personnel Psychology*, 58, 1009-1037.
- Yun, G. J., Donahue, L. M., Dudley, N. M., & McFarland, L. A. (2005). Rater personality, rating format, and social context: Implications for performance appraisal ratings. *International Journal of Selection and Assessment*, 13, 97-107.
- McFarland, L. A., Ryan, A. M., Sacco, J. M. & Kriska, S. D. (2004). Examination of structured interview ratings across time: The effects of applicant race, rater race, and panel composition. *Journal of Management*, 30, 435-452.
- McFarland, L. A. (2003). Warning against faking on a personality test: Effects on applicant reactions and personality test scores. *International Journal of Selection and Assessment*, 11, 265-276.
- McFarland, L. A., Ryan, A. M., & Kriska, S. D. (2003). Impression management use and effectiveness across assessment methods. *Journal of Management*, 29, 641-661.
- McFarland, L. A., Lev-Arey, D. M., & Ziegert, J. C. (2003). An examination of stereotype threat in a motivational context. *Human Performance*, 16, 181-205.
- Ployhart, R. E., Ziegert, J. C., & McFarland, L. A. (2003). Understanding racial differences on cognitive ability tests in selection contexts: An integration of stereotype threat and applicant reactions research. *Human Performance*, 16, 231-259.
- McFarland, L. A., Ryan, A. M., & Ellis, A. (2002). Item placement on a personality measure: Effects on faking behavior and test measurement properties. *Journal of Personality Assessment*, 78, 348-369.
- McFarland, L. A., Ryan, A. M., & Kriska, S. D. (2002). Field study investigation of applicant use of influence tactics in a selection interview. *The Journal of Psychology: Interdisciplinary and Applied*, 136, 383-398.
- Ployhart, R. E., McFarland, L. A., & Ryan, A. M. (2002). Examining applicants' attributions for withdrawal from a selection procedure. *Journal of Applied Social Psychology*, 32, 2228-2252.
- McFarland, L. A., & Ryan, A. M. (2000). Variance in faking across non-cognitive measures. *Journal of Applied Psychology*, 85, 812-821.
- Ryan, A. M., Sacco, J., McFarland, L. A., & Kriska, S. D. (2000). Applicant self-selection: Correlates of withdrawal from a multiple hurdle process. *Journal of Applied Psychology*, 85, 163-179.
- Ryan, A. M., McFarland, L. A., & Baron, H. (1999). An international look at selection practices: Nation and culture as explanations for variability in practice. *Personnel Psychology*, 52, 359-391.

Schmitt, N., Chan, D., Sacco, J. M., McFarland, L. A., & Jennings, D. (1999). Correlates of person fit and effect of person fit on test validity. *Applied Psychological Measurement, 23*, 41-53.

Kolz, A. R., McFarland, L. A., & Silverman, S. B. (1998). Cognitive ability and job experience as predictors of work performance. *The Journal of Psychology: Interdisciplinary and Applied, 132*, 539-548.

### **BOOK CHAPTERS**

McFarland, L. A., & Ployhart, R. E. (2017). Strategic training and development and their role in shaping competitive advantage. In K. G. Brown (Ed.), *The Cambridge Handbook of Workplace Training and Employee Development* (pp. 545 - 565). Cambridge University Press.

London, M., & McFarland, L. A. (2017). Assessment feedback. In J. L. Farr & N. T. Tippins (Eds.). *Handbook of Employee Selection* (2<sup>nd</sup> Edition, pp. 406 - 425). New York, NY: Routledge/Taylor & Francis Group.

Ployhart, R. E., Call, M., & McFarland, L. A. (2017). Autonomous learning, human capital resources, and value capture. In J. E. Ellingson & R. A. Noe (Eds.), *Autonomous Learning in the Workplace* (pp. 287 - 303). New York, NY: Routledge.

McFarland, L. A. (2013). Applicant reactions to personality tests: Why do applicants hate them? In N. Christiansen & R. Tett. *Handbook of Personality at Work* (pp. 281 - 298). New York, NY: Routledge/Taylor & Francis Group.

McFarland, L. A., Van Iddekinge, C. H., & Ployhart, R. E. (2012). Measurement and methodology in organizational politics research. In G. R. Ferris & D. C. Treadway. *Politics in Organizations: Theory and Research Considerations* (pp. 133 - 164). New York, NY: Routledge/Taylor & Francis Group.

London, M., & McFarland, L. A. (2010). Assessment feedback. In J. L. Farr, N. T. Tippins, J. L. Farr, N. T. Tippins (Eds.). *Handbook of Employee Selection* (1<sup>st</sup> Edition, pp. 417 - 436). New York, NY: Routledge/Taylor & Francis Group.

McFarland, L. A. (2007). Applicant/test-taker reactions. *Encyclopedia of Industrial/Organizational Psychology* (pp. 25 - 29). Thousand Oaks, California: Sage Publications.

### **OTHER PUBLICATIONS**

McFarland, L. A. (2005). The career column: Career paths: The winding road. *The Industrial-Organizational Psychologist, 43*, 61-66.

McFarland, L. A. (2005). The career column: Women in academe: A SIOP panel discussion. *The Industrial-Organizational Psychologist, 43*, 71-76.

McFarland, L. A. (2005). The career column: Funding opportunities for I/O psychologists. *The Industrial-Organizational Psychologist, 42*, 79-85.

McFarland, L. A. (2005). The career column: I/O Psychologists in the department of homeland security. *The Industrial-Organizational Psychologist, 42*, 49-54.

- McFarland, L. A. (2004). The career column: An officer and a psychologist. *The Industrial-Organizational Psychologist*, 42, 109-114.
- McFarland, L. A. (2004). The career column: I/O psychology: An international perspective. *The Industrial-Organizational Psychologist*, 42, 59-63.
- McFarland, L. A. (2004). The career column: Work-family balance. *The Industrial-Organizational Psychologist*, 41, 47-53.
- McFarland, L. A. (2003). The career column: The path to becoming a full professor. *The Industrial-Organizational Psychologist*, 41, 83-87.
- McFarland, L. A. (2003). The career column: What does it take to start a successful consulting firm? *The Industrial-Organizational Psychologist*, 41, 79-84.
- McFarland, L. A. (2003). The career column: Publishing as a consultant: Challenges and strategies. *The Industrial-Organizational Psychologist*, 40, 106-111.
- McFarland, L. A. (2003). The career column: The mid to late career stage. *The Industrial-Organizational Psychologist*, 40, 73-78.

### **INVITED PRESENTATIONS**

- McFarland, L. A. (2022). *When value congruence goes wrong: An examination of the positive and negative effects of value priority congruence on individual and group-level outcomes*. Fox School of Business, Temple University.
- McFarland, L. A. (2022). *The nature and business unit consequences of the collective candidate experience*. School of Human Resources & Labor Relations, Michigan State University.
- McFarland, L. A. (2022). *The consequences of value congruence on new hire socialization and turnover*. The Transitions Research Group. Virtual Presentation.
- McFarland, L. A. (2020). *Contextualizing social media research*. Invited to give the keynote address at the European Media Management Association Conference at Jonkoping, Sweden. Conference was cancelled due to COVID-19.
- Heggstad, E., McFarland, L.A., & Goff, M. (2018). *Glimpses of personality everywhere: Looking beyond self-report assessments*. Workshop presented at the annual conference of the Society of Industrial and Organizational Psychology, Chicago, IL.
- McFarland, L. A. (2011). *Understanding faking behavior*. Work and Organizational Psychology, University of Zurich, Zurich, Switzerland.
- McFarland, L. A. (2004). *Impression management use in selection contexts*. Conference on Applied Psychology, Clemson University, Clemson, SC.
- McFarland, L. A. (2002). *Applicant faking: Causes, measurement, and consequences*. Personnel Testing Council of Metropolitan Washington, D.C.

McFarland, L. A. (2000). *Racial similarity and composition effects on structured panel interview ratings*. University of Maryland, Department of Psychology, College Park, Maryland.

### **CONFERENCE PRESENTATIONS**

Li, P., McFarland, L. A., Welbourne, J. L. (2022). *Moral outrage and public shaming on social media: Role of organizational affiliation and identification*. Paper to be presented at the annual conference of the Academy of Management, Seattle, WA.

McFarland, L. A., Ward, W. B., Clark, S., Hendricks J. L. (2022). *Observer reactions to impression management use in the workplace*. Paper to be presented at the annual conference of the Academy of Management, Seattle, WA.

McFarland, L. A., Ployhart, R. E., Shepherd, W., & Ward, M. (2022). *Unit-level consequences of the candidate experience*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.

McFarland, L. A., Ray, C., Harold, C. M., & Shepherd, W. (2022). *The consequences of value congruence: It depends on value type*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Seattle, WA.

Flynn, P., Kirkman, B., McFarland, L. A., & Pollack, J. M. (2021). *Impression management and group member performance: Examining the role of collective altruism*. Paper presented at the annual conference of the Academy of Management, Virtual Presentation.

McFarland, L. A., Ward, W. B., & Clark, S. (2021). *Reactions to impression management behavior: Effects of situational strength and attributions*. Paper presented at the annual conference of the Academy of Management, Virtual Presentation.

McFarland, L. A., Ward, W. B., & Clark, S. (2021). *Attributions for observed impression management behavior*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

McFarland, L. A., Ward, M., & Russ, K. (2021). *Just don't think about it: Examining identity-blind practices from an ironic process perspective*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

Ward, M. E. & McFarland, L. A. (2021). *Gender pay equity statements and their effect on applicant perceptions*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.

McFarland, L. A., Ployhart, R. E., Shepherd, W., & Ward, M. (2020). *The business unit consequences of the candidate experience*. Paper presented at the annual conference of the Academy of Management, Vancouver, Canada.

Ployhart, R. E., Schepker, D. J., McFarland, L. A. (2020). *Toward a unified theory of meso and macro teams*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Austin, TX.

McFarland, L.A., Hendricks, J., & Ward, W. A. (2019). *Contextualized integrative framework for understanding impression management*. Paper presented at the annual conference of the Academy of Management, Boston, MA.

McFarland, L.A., Hendricks, J., Meister, A., & Thatcher, S. (2019). *An examination of the prevalence and consequences of identity disclosures among job seekers*. Paper presented at the annual conference of the Academy of Management, Boston, MA.

**[Recognized as a Best Paper by the HR Division and published in the proceedings]**

**McFarland, L. A. & Kim, Y. (2019). *The importance of diagnostic pre-application information for recruiting a diverse and competent workforce*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, National Harbor, MD.**

**Meister, A. L., Hendricks, J., & McFarland, L. A. (2017). *The paradox of virtual disclosure: How identity disclosures online influence different interview outcomes for men and women job seekers*. Paper presented at the annual conference of the Academy of Management, Atlanta, GA.**

**McFarland, L. A., Kim, Y. & Ployhart, R. E. (2017). *Effects of recruiting sources on test reactions and performance*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.**

**Roth, P. L., Mackey, J. D., Van Iddekinge, C. H., McFarland, L. A. (2015). *A meta-analytic test of the token effect on job performance*. Paper presented at the annual conference of the Academy of Management, Vancouver, Canada.**

**[Recognized as a Best Paper by the HR Division and published in the proceedings]**

**Schmit, M. J., Ployhart, R. E., & McFarland, L. A. (2013). *The science and practice of social media use in organizations*. Master Tutorial presented at the annual conference of the Society of Industrial and Organizational Psychology, Houston, TX.**

**Vroom, V., Ellingson, J., & McFarland, L. A. (2012). *Then and now*. Symposium presented at the annual conference of the Academy of Management, Boston, MA.**

**McFarland, L. A. (2009). *Uncovering the nature of applicant faking behavior: A theoretical examination*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.**

**McKibben, E. S., Thomas, B. W., Moore, D. D., & McFarland, L. A. (2009). *Smile, But Don't Wear Yourself Out: Emotional Labor and Ego-Depletion*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.**

**Vasilopoulos, N. L., Cucina, J. M., McFarland, L. A., & Ingerick, M. (2009). *Do warnings reduce faking? The moderating role of authoritarian submission*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.**

**Ford, D. K., McFarland, L. A., Truxillo, D. M., Wang, M., & Zhan, Y. (2008). *The social dynamics of rater consensus: Individual difference effects*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Francisco, CA.**

**McFarland, L. A., Ford, D. K., & Langkamer, K. L. (2006). *The social dynamics of reaching rater consensus*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.**

McFarland, L. A., Harold, C. M., Bludau, T., & Wasko, L. (2006). *Do favorable test reactions lead to more faking?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.

Harold, C. M., & McFarland, L. A. (2005). *Personal organization fit: The role of symbolic factors*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Harold, C. M., & McFarland, L. A. (2005). *Investigating person-environment fit: The role of instrumental and symbolic factors*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Langkamer, K. L., & McFarland, L. A. (2005). *Personality and situational factors as predictors of impression management use*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Lebiecki, J. E., & McFarland, L. A. (2005). *Do negative test reactions contribute to faking on personality measures?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

McFarland, L. A., Yun, G., Harold, C. M., Viera, L., & Moore, L. G. (2005). *Effect of competency demands on impression management use and effectiveness*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

McFarland, L. A., Wolf, P. P., & Nguyen J. D. (2005). *Weighting criteria: The impact on validity and subgroup differences*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

Raymark, P. H., Van Iddekinge, C. H., Odle-Dusseau, H. N., Bradley, J., Millard, M. R., & McFarland, L. A. (2005). *Do interviewee impression management tactics bias interviewer judgments?* Paper



presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.

- Roth, P. L., Bobko, P., & McFarland, L. A. (2005). *A meta-analysis of work sample test validity: Updating and integrating some classic literature*. Paper presented at the annual conference of the Academy of Management, Honolulu, Hawaii.  
**[Recipient of the 2005 Best Convention Paper Award, Academy of Management, HR Division]**
- Weekley, J. A., McFarland, L. A., Cooper-Hakim, A., & Hayes, B. (2005). *Moderators of the demographic diversity – unit performance relationship*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Los Angeles, CA.
- Chandler, C., & McFarland, L. A. (2004). *Understanding organizational citizenship behaviors: Do motives make a difference?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Harold, C. M., McFarland, L. A., Dudley, N., & Odin, E. P. (2004). *Personality and faking behavior: Does warning moderate validity?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Ingerick, M., McFarland, L. A., Vasilopoulos, N. L., & Cucina, J. M. (2004). *Modeling the effects of test perceptions on the construct validity of personality and biodata tests: A person x situation approach*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Lozzi, D. E., & McFarland, L. A. (2004). *The theory of planned behavior: An examination across racial groups*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- McFarland, L. A., Harold, C. M., & Lozzi, D. E. (2004). *Job performance change: The relative contribution of ability and training*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- McFarland, L. A., Lev-Arey, D. M., Ingerick, M., & Harold, C. M. (2004). *An examination of strategies to increase interviewer accuracy*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Van Iddekinge, C. H., McFarland, L. A., Lozzi, D. E., & Raymark, P. H. (2004). *Effects of faking instructions and personality on candidate impression management*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Chicago, IL.
- Harold, C. M., McFarland, L. A., & Weekley, J. (2003). *Validity of verifiable and nonverifiable biodata items: An examination across applicants and incumbents*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- McFarland, L. A., Kemp, C., Viera, L., & Odin, E. P. (2003). *Stereotype threat and female math performance: Can context weaken the threat effect?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.

- McFarland, L. A., Yun, G., Harold, C. M., Viera, L., & Moore, L. G. (2003). *Candidate use of verbal and non-verbal impression management tactics: An examination across assessment methods*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Chandler, C. W., McFarland, L. A., & Harold, C. M. (2002). *Personality test responses and reactions: The role of language and culture*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Dudley, N. M., McFarland, L. A., & Goodman, S. A. (2002). *Social desirability scales: Do race differences exist?* Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Jackson, K., & McFarland, L. A. (2002). *Parent-child attachment: Relationships with employer attachment and satisfaction*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- McFarland, L. A. (2002). *Consequences of warning against faking on a personality test*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- McFarland, L. A., Ingerick, M., & Viera Jr., L. (2002). *Socially desirable responding: A substantive trait or situationally induced faking?* Paper presented at the annual conference of the International Personnel Management Association Assessment Council, New Orleans, LA.
- McFarland, L. A., Lev-Arey, D. M., & Ziegert, J. C. (2002). *Stereotype threat: Generalizability to a motivational context*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Vasilopoulos, N. L., McFarland, L. A., Cucina, J. M., & Ingerick, M. (2002). *A comparison of measures of faking across types of warnings and levels of job familiarity*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Yun, G., Dudley, N. M., Donahue, L. M., & McFarland, L. A. (2002). *Rater personality, rating format, and social context: Implications for performance appraisal accuracy*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- Ziegert, J. C., Ployhart, R. E., & McFarland, L. A. (2002). *Perceived stereotype threat: Development of a self-report scale*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Toronto, Canada.
- McFarland, L. A., & Ryan, A. M. (2001). *Toward an integrated model of applicant faking behavior*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- McFarland, L. A., Weichmann, D., & Chandler, C. W. (2001). *Using a measure of aberrant responding to detect applicant faking on a personality test*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.

- Ployhart, R. E., Ziegert, J. C., McFarland, L. A., & Lev-Arey, D. (2001). *Explaining racial differences on cognitive ability tests: An integration of face validity and stereotype threat research*. Paper presented at the annual conference of the Academy of Management, Washington D.C.
- McFarland, L. A., Ryan, A. M., & Ellis, A. (2000). *Effect of item placement on faking a personality measure*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- McFarland, L. A., Sacco, J. M., Ryan, A. M., & Kriska, S. D. (2000). *Racial similarity and composition effects on structured panel interview ratings*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans, LA.
- McFarland, L. A. & Ryan, A. M. (1999). *Individual differences in the ability to fake across non-cognitive measures*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Sacco, J., Ryan, A. M., McFarland, L. A., & Kriska, S. D. (1999). *Minority self-selection as an obstacle to diversity enhancement: Correlates and concerns*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Chan, D., Sacco, J., Schmitt, N., McFarland, L. A., & Jennings, D. (1998). *Appropriateness fit, reactions, motivation, conscientiousness, subgroup differences, and test validity*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- McFarland, L. A., Ryan, A. M., & Paul, K. B. (1998). *Equivalence of an organizational attitude survey across administration modes*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Ployhart, R. E., McFarland, L. A., & Ryan, A. M. (1998). *Applicant reactions to selection processes: Expanding the justice framework*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Ryan, A. M., McFarland, L. A., Baron, H., & Page, R. (1998). *Global implementation of selection practices: The influence of cultural context*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Thorsteinson, T. J., McFarland, L. A., & Ryan, A. M. (1998). *Specificity in job advertisements as signals of unknown organizational characteristics*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- Thorsteinson, T. J., Ryan, A. M., & McFarland, L. A. (1998). *Effect of job advertisement specificity and inferences about organizational characteristics on applicant attraction*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, TX.
- McFarland, L. A., & Ryan, A. M. (1997). *Impression management in structured interviews: Effects on interview outcomes*. Paper presented at the annual conference of the Academy of Management, Boston, MA.
- Ryan, A. M., & McFarland, L. A. (1997). *Incumbent perceptions of job relatedness in a concurrent validation study*. Paper presented at the annual conference of the Academy of Management, Boston, MA.

- Ryan, A. M., & McFarland, L. A. (1997). *Influences on applicant withdrawal from a selection process*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Fuiman, M., & McFarland, L. A. (1996). *Gender differences in perceptions of hostile environment sexual harassment*. Paper presented at the annual conference of Industrial/Organizational Psychology and Organizational Behavior, Bowling Green, OH.
- Johnson, P. B., & McFarland, L. A. (1996). *The relative influence of expectancies and context on freshman alcohol consumption*. Paper presented at the convention of the Research Society on Alcoholism, Washington, DC.
- Kolz, A., & McFarland, L. A. (1996). *Cognitive ability and job experience as predictors of work performance*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- McFarland, L. A. (1996). *Effect of selection ratio and self-efficacy on social desirability*. Paper presented at the annual conference of Industrial/Organizational Psychology and Organizational Behavior, Bowling Green, OH.
- Wasacz, M., Johnson, P. B., & McFarland, L. A. (1996). *Gender differences in alcohol expectancies*. Paper presented at the annual conference of the Eastern Psychological Association, Philadelphia, PA.
- Morris, E., & McFarland, L. A. (1995). *Gender differences in drinking motives and behaviors*. Paper presented at the annual conference of the Eastern Psychological Association, Boston, MA.
- McFarland, L. A. (1993). *Temperament differences between ethnic groups*. Paper presented at the Fifth Annual Greater New York Conference in the Social Sciences, New York, NY.

### **TECHNICAL REPORTS**

- McFarland, L. A. (2014). *Fire Captain Promotion Process: Calculation of Composite Scores and Standard Deviation Groupings*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2014). *Fire Lieutenant Promotion Process: Calculation of Composite Scores and Standard Deviation Groupings*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2014). *Police Captain Promotion Process: Calculation of SOI Scores and Total Composite Scores*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2014). *Police Sergeant Promotion Process: Calculation of Composite Scores*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2014). *Review of the City of Toledo Fire Fighter Examination Report*. Submitted to the City of Toledo, OH.
- McFarland, L.A. (2013). *2012 City of Toledo Police Officer Examination: Analyses and Recommendations*. Submitted to the City of Toledo, OH.

- McFarland, L. A. (2012). *The Science and Practice of Social Media: A Review and Directions for Future Research*. Report for the Society of Human Resource Management.
- McFarland, L. A. (2011). *Examination of Predictors for the Early Phase of the City of Toledo Fire Fighter Selection Process: An Update*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2010). *Police Officer Selection: Meta-Analyses Examining the Relationships Between Predictors and Field Training Officer Performance*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2010). *Police Officer Selection: Meta-Analyses Examining the Relationships Between Predictors and Job Performance Ratings*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2010). *Police Officer Selection: Meta-Analyses Examining the Relationships Between Predictors and Police Academy Performance*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2008). *City of Toledo Fire Fighter Selection Process: An Examination of Criterion-Related Validity*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2008). *Examination of Predictors for the Early Phase of the City of Toledo Fire Fighter Selection Process*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (2006). *An Examination of the South Carolina Department of Transportation EEO Goal Forms and Selection/Promotion Procedures*. Opinions used in the Mulligan and Russell vs. South Carolina Department of Transportation case.
- McFarland, L. A., Bludau, T., Harold, C. M. (2004). *2004 City of Toledo Police Officer Examination: Analyses and Recommendations*. Submitted to the City of Toledo, OH.
- McFarland, L. A., Bludau, T., & Lozzi, D. E. (2004). *A Criterion-Related Validation Study of the Inwald Survey 5 and the Background Data Questionnaire for City of Toledo Police Officers*. Submitted to the City of Toledo, OH.
- McFarland, L. A., & Lozzi, D. E. (2004). *An Examination of Potential Alternative Predictors to be Used in the Selection of Entry-Level Toledo Police Officers*. Submitted to the City of Toledo, OH.
- McFarland, L. A., & Harold, C. M. (2003). *Written Examination for the Position of Fire/EMS Captain: Analyses and Recommendations*. Submitted to Arlington County, VA.
- McFarland, L. A. (2002). *Review of Suggested Revisions to the Toledo Police Exam*. Submitted to the City of Toledo, OH.
- McFarland, L. A., & Harold, C. M. (2002). *Police Officer Selection: A Meta-Analysis Examining Criterion-Related Validity from 1983 to 2002*. Submitted to the City of Toledo, OH.
- McFarland, L. A., & Harold, C. M. (2002). *Police Officer Selection: Meta-Analyses Examining the Relationships Between Test Scores and Job Performance*. Submitted to the City of Toledo, OH.
- McFarland, L. A., & Harold, C. M. (2002). *Police Officer Selection: Meta-Analyses Examining the Relationships Between Predictors and Ratings of Field Training Operations Performance*. Submitted to the City of Toledo, OH.

- McFarland, L. A., Harold, C. M., Yun, G. J., & Viera, Jr. L. (2002). *Candidate Impression Management Use Across Assessment Exercises*. Submitted to Arlington County, VA.
- McFarland, L. A. (2001). *Written Examination for the Position of Fire/EMS Captain: Analyses and Recommendations*. Submitted to Arlington County, VA.
- Fisher, S. L., McFarland, L. A., & Carter, G. W. (1999). *Evaluation of User Migration to New Desktop Application Standards*. Submitted to the Federal Deposit Insurance Corporation, Arlington, VA.
- McFarland, L. A. (1999). *Training Manual for the City of Toledo's Human Resources Department: Instructions On How to Create An Eligibility List for Entry Level Civil Service Examinations*. Submitted to the City of Toledo, OH.
- McFarland, L. A. (1999). *Firefighter Examination: Recommendations for Entry-Level Firefighter Selection*. Submitted to the City of Toledo, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1998). *Report to the City of Columbus: Written Exercise and Oral Board Scores and Perceptions*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1998). *Report to the City of Columbus: Failure to Appear for the Oral Boards*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1998). *Report to the City of Columbus: Post-Oral Board Perceptions*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1998). *Report to the City of Columbus: Repeat Test-Takers*. Submitted to City of Columbus, OH.
- McFarland, L. A., & Ryan, A. M. (1997). *Paper and Pencil Vs. On-Line Administration of Surveys*. Submitted to 3M, St. Paul, MN.
- Ryan, A. M., McFarland, L. A., & Sacco, J. (1997). *Report to the City of Columbus: Applicant Perceptions Study*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1997). *Report to the City of Columbus: Applicant Perceptions and Test Performance*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1997). *Report to the City of Columbus: Relation of Application Measures to Withdrawal*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1997). *Report to the City of Columbus: Interviews with Those Withdrawing Prior to LECR*. Submitted to City of Columbus, OH.
- Ryan, A. M., Sacco, J., & McFarland, L. A. (1997). *Report to the City of Columbus: Post LECR Perceptions*. Submitted to City of Columbus, OH.
- Schmitt, N., Clause, C. S., Toney, R. J., Sacco, J., McFarland, L., & Lazzarini, R. (1997). *Report on Development of Promotional Exam for the State of Virginia State Troopers*. Arlington, VA: Personnel Decisions Research Institutes, Inc.

Schmitt, N., DeShon, R., Clause, C. S., Chan, D., Delbridge, K., Jennings, D., McFarland, L. A., Plamondon, K., & Sacco, J. (1997). *Final Report: Pilot Test of Revised Cognitive Ability Examination*. Submitted to AT&T.

Kraiger, K., Ford, J. K., Kamensky, M., & McFarland, L. A. (1996). *Assessing Academy Outcomes*. Submitted to the U.S. Air Force.

McFarland, L. A., & Ployhart, R. E. (1996). *SPSS Training Program for the City of Toledo's Human Resources Department*. Submitted to the City of Toledo, OH.

Ryan, A. M., Ployhart, R. E. & McFarland, L. A. (1996). *Recommendations for Entry-Level Police Officer Selection*. Submitted to the City of Toledo, OH.

## **PROFESSIONAL EXPERIENCE**

*National Center for State Courts* (2015 - 2018)

Served on the Scientific Advisory Committee for a project conducted by the National Center for State Courts (funded by the State Justice Institute). The project resulted in a framework for judicial excellence that outlined the key competencies state court judges should possess. We also developed ideas for how state judges could address weak competencies. The committee also included Eric Heggstad and Boris Baltes.

*Society for Human Resource Management Foundation* (2008 - 2014)

Research Coordinator for the SHRM Foundation. Served as the point of contact for those applying for a SHRM Foundation research grant (e.g., answered questions and provided feedback on potential research proposals). Reviewed and provided feedback for grant proposals, summarized funded research results for a practitioner audience, and served as the editor for literature reviews and *Effective Practice Guidelines* on topics deemed important to the SHRM Foundation Research Committee.

*City of Toledo, OH* (2010 - 2014)

Conducted validation studies to determine the criterion-related validity of predictors used in the selection of police officers. Meta-analytic estimates of the validity were provided. Conducted a search of potential alternative predictors that might be used by the City in future police testing. Continually worked with the City throughout this time to advise their police and fire fighter hiring processes.

*Bank of America, NC* (2005 - 2009)

Served as a Success Profile Specialist. This involved analyzing key roles within the organization. Based on analyses, competency models were created for each role. The competency models were used in applicant selection, performance evaluation, and employee development.

*City of Toledo, OH* (2007 - 2008)

Conducted a validation study to determine the criterion-related validity of predictors used in the selection of firefighters. As part of this effort, meta-analytic estimates of the validity were provided. Also conducted a search of potential alternative predictors that might be used by the City in future fire fighter testing.

*City of Toledo, OH* (2002 - 2005)  
Served as the City's expert in a discrimination suit that was filed against the City of Toledo. Conducted several meta-analyses to demonstrate the criterion-related validity of the various predictors that have been used by the City since 1983. Reviewed and commented upon Plaintiff's recommendations to ensure that any new selection procedure instituted was legally justified and defensible. Conducted local validation study to evaluate the validity and adverse impact associated with alternative predictors considered for use in the selection of entry-level police officers.

*Arlington County, VA* (2001 - 2003)  
Performed item and test statistics to evaluate the written examination for the position of Fire/EMS Captain. Computed final test scores and provided the county with recommendations and a final report.

*Personnel Decisions Research Institutes, Inc., VA* (1999 - 2000)  
Served as a Research Associate. Duties involved performing job analyses, development of competencies, performance appraisal systems, content validation, leading focus groups, and meeting with subject matter experts. Also involved in analyzing data, writing technical reports, and developing training manuals.

*Toledo Human Resources Department, Toledo, OH* (1999)  
Developed a training program for human resource employees at the City of Toledo. This was done by conducting a needs assessment so that a specific training program to suit their needs could be developed. City employees were instructed how to analyze and interpret test data from civil servant exams (e.g., firefighter entry level examination) so that an eligibility list could be created. Developed and provided hands-on training and prepared a training manual/user's handbook.

*Toledo Human Resources Department, Toledo, OH* (1999)  
Involved in selection process of entry-level fire-fighter candidates. Performed item and test statistics to evaluate and refine measures. Developed eligibility lists of qualified applicants. Examined adverse impact ratios using a variety of cut scores, bands, and combinations of test scores. Recommendations and a final report were provided.

*City of Columbus, Columbus, OH* (1997 - 1998)  
Designed a survey to measure police applicant perceptions of the selection process for an entry level position. Analyzed data to determine applicants' reasons for withdrawal from a selection process to predict and understand the differences in withdrawal rates among demographic groups. Assisted in writing several technical reports to the City of Columbus. Assisted in presenting results and recommendations for reducing negative withdrawal to city officials.

*3M, Minneapolis, MN* (1997 - 1997)  
Determined the psychometric equivalence of computer and paper-and-pencil versions of an organizational attitude survey. Conducted multiple groups confirmatory factor analysis to determine equivalence. Recommendations and a final report were provided.

*AT&T* (1996 - 1997)  
Pre-tested a cognitive ability test for use as a selection instrument. Recruited and administered the test to individuals, and conducted analyses to determine if the test had adverse impact or differential validity against minority groups. Assisted in writing a technical report to the company.



*Virginia State Police, Fairfax, VA* (1996 - 1997)  
Developed an internal promotion selection system for State Police Captains. This involved creating an in-basket exam and developing rating scales and training materials for the in-basket. Focus groups with Virginia State Police Captains were also conducted to refine exam materials. Also assisted in the development of multiple choice and in-basket promotion exams for Lieutenant, Special Agent, Sergeant, and Assistant Special Agent in Charge.

*Toledo Human Resources Department, Toledo, OH* (1996)  
Developed an SPSS training program for human resource employees at the City of Toledo. This was done by first conducting a needs assessment so that a specific training program to suit their needs could be developed. Developed and provided hands-on training, and prepared a training manual/user's handbook.

*Toledo Human Resources Department, Toledo, OH* (1996 - 1996)  
Involved in selection process of police candidates. Created a database for the city office that could handle large numbers of applicants. Performed item statistics and assisted in test development. Developed eligibility lists of qualified applicants. Examined adverse impact ratios using a variety of cut scores, bands, and combinations of test scores. Recommendations and a final report were provided.

*Hispanic Research Center, Fordham University, NY* (1992 - 1995)  
Responsible for training and supervising undergraduates on several research projects. Involved in generating and implementing research ideas. Assisted in creating and pretesting surveys. Responsible for selecting, contacting, and conducting interviews with subjects. Responsible for analyzing data and assisted in writing research papers and preparing them for publication.

### **TEACHING EXPERIENCE**

*University of South Carolina*

Undergraduate:

- Principles of Management

Graduate:

- Employee and Leadership Development

Executive Education:

- Certificate of Leadership Excellence: Leadership Course

*George Mason University & Michigan State University*

Undergraduate:

- Behavioral Statistics
- Industrial/Organizational Psychology
- Psychological Measurement
- Research Methods

Graduate:

- Personnel Selection
- Professional Development

### **GRANTS AND SOURCES OF FUNDING**

*Promoting realistic self-assessment as the basis for effective leader self-development.*

STTR grant, \$55,000. Jose Cortina – Principal investigator; Steve Zaccaro and Lynn McFarland – Co-Investigators.

(2002 - 2004)

*Graduate Research Assistant Support Award.* George Mason University. (2001 - 2003)

*Junior Faculty Research Award.* George Mason University. (2002)

*Summer Research Support Award.* George Mason University. (2001)

### **EDITORIAL BOARDS**

*Group & Organization Management* (2020 - Present)

*Journal of Applied Psychology* (2003 - Present)

*Journal of Business and Psychology* (2009 - Present)

*Human Performance* (2006 - 2014)

*The Industrial/Organizational Psychologist* (2002 - 2005)

### **AD HOC REVIEWER DUTIES**

*Academy of Management Review*

*Applied Psychology: Interdisciplinary and Applied*

*International Journal of Selection and Assessment*

*Journal of Management*

*Journal of Occupational and Organizational Psychology*

*Journal of Personality Assessment*

*Personnel Psychology*

### **PROFESSIONAL SERVICE**

Academy of Management, HR Division, Program Committee (2016 - 2020)

Academy of Management, OB Division, Best Dissertation Paper Award Committee (2018 - 2019)

SIOP Evaluation Committee Chair (2010 - 2012)

APA Program Committee (2001 - 2010)

SIOP Program Committee (2001 - 2010)

SIOP Strategic Planning Committee (2004 - 2005)

Author of Recurring *TIP* Article on Career Issues (2002 - 2005)

SIOP Membership Committee (2002 - 2005)

Academy of Management, Human Resources Division, Best Paper Committee (2004)

SIOP Dissertation Scholarship Committee (2003)

### **DEPARTMENT SERVICE**

MGMT 371 Course Coordinator (2021 - Present)

Speaker Series Coordinator, Management Department (2021 - Present)

Member of Management Department, Doctoral Committee (2018 - Present)

MHR Graduate Program Committee (2018 - Present)

Doctoral Program Chair, Management Department, UofSC (2015 - 2018)

Chair of GMU I/O Doctoral Student Admissions (2001 - 2004)

### **STUDENT THESES AND DISSERTATIONS**

*University of South Carolina*

Melanie Ward, Dissertation Chair (2022 - Present)

Silvia Clark, Dissertation, Committee Member (2020 - 2022)

Alexis Bickett, Undergraduate Honors Thesis Chair (2022)  
Michael Dommel, Undergraduate Honors Thesis Chair (2022)  
Lauren Medlin, Undergraduate Honors Thesis Chair (2020)  
Rodney Cruzan, Undergraduate Honors Thesis Reader (2018)

*George Mason University*

Celia Chandler, Dissertation Chair  
Crystal Harold, Dissertation Chair  
Kurstin Jackson, Undergraduate Honors Thesis Chair  
Brittany Mann, Undergraduate Honors Thesis Chair  
Eric McKibben, Dissertation Committee Member  
Stephanie Payne, Dissertation, Committee Member  
Anna Schneider, Undergraduate Honors Thesis Chair  
Laurie Wasko, Thesis, Committee Member  
Gunna Yun, Dissertation Committee Member

**PROFESSIONAL AFFILIATIONS**

Academy of Management  
Society for Industrial/Organizational Psychology  
Personnel and Human Resources Research Group (PHRRG)  
Social and Applied Psychological Society (SAPS)