

ACADEMIC VITAE

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Education

1962 B.S. Mississippi State University, Industrial Relations
1965 M.B.A. Mississippi State University, Management
1970 Ph.D. University of Alabama, Business Administration
Major: Industrial Relations
Minors: Industrial Management, Economics
Dissertation: "Employment Practices Relating to the Hard-Core Jobless:
A Study of Birmingham, Alabama"
Chairman: Dr. Langston T. Hawley

Teaching Experience

Mississippi State University	Instructor	1964-65
University of Tennessee-Martin	Instructor	1965-66
Auburn University	Instructor	1969-70
Auburn University	Assistant Professor	1970-75
Auburn University	Associate Professor	1975-80
Auburn University	Alumni Professor	1980-83
Auburn University	Edward L. Lowder Professor	1983-84
Auburn University	Department Head, Management Department	1984-85
Auburn University	Edward L. Lowder Professor	1985-86
Auburn University	Associate Dean for Academic Affairs	1986-88
Auburn University	Edward L. Lowder Professor	1988-94
Auburn University	Regions Bank Professor of Business	1994-2001
Auburn University	Professor Emeritus	2001-PRESENT

Labor/Employment Arbitrator/Mediator part-time 1976-2001
Labor/Employment Arbitrator/Mediator full-time since 2001

Courses Taught at Auburn University

Labor Relations (graduate and undergraduate)
Human Resources Management (undergraduate)
Collective Bargaining and Arbitration (graduate)
Labor Law

Personnel Administration Law
Wage and Salary Administration

Major Assignments at Auburn University

Priorities and Planning Committee (1980-1982) Chair, Graduate Programs
University Graduate Council (1974-1977)
Graduate Faculty (1973-present)
Faculty Adviser to SHRM (1971-1982, 1989, 1990, 1993-94)
Chairman of HRM Curriculum Committee (1973-1984; 1993-94)
Served on 14 Doctoral Committees – College of Education, Department of Psychology,
Department of Management
Graduate Policy Committee (1977-1978) – College of Business
Member of S.R.E.B. Team on Faculty Evaluation – (1977-78)
Five M.S. Theses Committees; Directed Two
Faculty Grievance Committee (1978-81) Chairman (1980-81)
University Promotion and Tenure Committee (1981-84)
University Research Grant-in-Aid Committee (1980-82)
University Committee to Select University Professors (1990-92)
Dean's Faculty Advisory Council-College of Business
Chair: College of Business Curriculum, Tenure and Promotion, MBA Policy, Academic Affairs,
MBA Task Force, Business Minor, and Progress of non-tenured Faculty committees (1986-
88)
Chair: Teaching Effectiveness Committee (1988-89). Submitted three reports (survey of current
programs, proposal for center of teaching improvement, teaching evaluation instrument)

Industrial Experience

Stephens-Adamson, Inc., Clarksdale, MS, Factory Worker, Summers, 1958, 1959
Delta Motor Lines, Clarksdale, MS, Truckdriver and Dock Worker, Summers, 1960, 1961
Chromcraft, Inc., Senatobia, MS, Sales Service, 1962-63
Alabama Power Company, Birmingham, AL, Summer, 1973
Performance appraisal program for employees and management, retirement preparation
program, and evaluation of personnel department.
Southern Airways, Atlanta, GA, Summer, 1975
Set up wage and salary program for management personnel and other special projects.
National Aeronautical and Space Administration, Washington, DC., Summer, 1977
Designed performance appraisal system for Headquarters personnel.

Military Experience

Graduate of U.S. Army Communication School, Fort Jackson, SC
Graduate of U.S. Army Engineer School, Fort Belvoir, VA
Selected Outstanding Officer in Engineering Battalion of 30th Armor Division, 1965
Commanding Officer, Berry, AL, 230th Engineering Company, 1966-69
Other Assignments: Training Officer, Personnel Officer, Assistant Operations Officer

Memberships in Academic, Professional and Honorary Associations

Alabama Chapter of Industrial Relations Research Association (Academic)-Vice President - 1987-1989, Program Committee -1988-1989
Alpha Kappa Psi (Professional)
Academy of Management (Academic)
American Arbitration Association (Professional)
Beta Gamma Sigma (Honorary)
Labor and Employment Relations Research Association (Academic)
Southern Management Association (Academic), Board of Governors, 1972-75, Co-Chairman of Membership Committee 1974-77, Secretary, 1977 to 1980, Vice President-elect, 1980-81, Vice-President and Program Chair, 1981-82, President-elect, 1982-83, President, 1983-84, Past President, 1984-85, member currently
National Academy of Arbitrators (Honorary and Professional)
Member of Research and Continuing Education Committees (1986-1990),
Chair of Continuing Education Committee (1990-1993); member, (1993-present)
Program Chair of Mid-Year Annual Education Meeting, 1991, Ottawa, 1992, Chicago; 1993, Pittsburgh
Regional Chair of Southeast Region - (1992-1994) Program Chair, 1993, Atlanta; 1994, Orlando; 1985, Atlanta
National Coordinator of Regional Activities (1993-1996)
Chair, Committee on Regional Educational Activities (1993-1996)
Executive Secretary-Treasurer (1996-2002)
Chair, Strategic Planning Committee (2002-2006)
Board of Governors (2006-2006)
Vice President (2006-2008)
President Elect (2008-2009)
President (2009 – 2010)
Past President (2010 -

Professional Recognition

Accredited Personnel Diplomate (Labor Relations) – The American Society for Personnel Administration (now Society of Human Resources Management)
Danforth Associate Fellow – Program for Advancement of Undergraduate Teaching
Editorial Board, The Journal of Collective Negotiations in the Public Sector, 1977-present
Selected for American Assembly for Collegiate Schools of Business Sears Federal Fellowship for 1977-78, one of 16 in U S. selected through the American Assembly of Collegiate Schools of Business. (Assigned to NASA in Washington, D.C.)
Editorial Board-Journal of Management, (1975-80, 86-89)
Arbitration Rosters: American Arbitration Association, Federal Mediation and Conciliation Service, National Mediation Board
Selected for American Council in Education Fellowship in Academic Administration - one of 40 for 1978-79 academic year-Mentor: Dr. Taylor Littleton, Vice-President of Academic Affairs, Auburn University

Faculty Seminar Leader - Beta Gamma Sigma - National Seminar - 1980 (One of five faculty members selected from AACSB universities)
Southern Management Association, Service Award. 1980, 1984; Distinguished Service Award, 1985, SMA Fellow, 1992 to present
Editorial Review Board, The Employee Responsibilities and Rights Journal, 1987-2001.

Publications: Books:

W.H. Holley and K.M. Jennings, The Labor Relations Process, Hinsdale, Illinois: The Dryden Press, 1980, 656 pgs.; and Instructor's Manual, 212 pgs.; 2nd edition, 1984, 657 pgs.; Instructor Manual, 276 pgs.; 3rd edition, 1988, 714 pgs.; Instructor Manual, 349 pgs.; 4th edition 1991, 586 pgs.; Instructor Manual, 412 pgs.; 5th edition 1994, 705 pgs.; Instructor Manual, 6th edition 1997, 686 pgs.; Instructor Manual, 7th edition 2001, 638 pgs.; 8th edition, 2005, 754 pgs.; 9th edition, 2009, 696 pgs. 10th edition, 2012.

W.H. Holley and K.M. Jennings, Personnel Management: Functions and Issues, Hinsdale, Illinois. The Dryden Press, 1983, 655 pgs. and Instructor Manual, 338 pgs., 2nd edition, 1987, 677 pgs., Instructor Manual 2nd ed., 1986, 485 pgs.

Roger Wolters and William H. Holley, Jr., Labor Relations, Texts, Cases, and Experiential Exercises, Hinsdale, Ill: Dryden Press, 1988, 321 pgs., Instructor Manual, 131 pgs.

Publications. Articles:

W.H. Holley, Jr., "Effect of Modifying Job Design to Employ the Hard-Core Jobless," Personnel Journal, April, 1971.

W.H. Holley, Jr., "Employer Preferences for Programs to Train and Employ the Hard-Core Jobless," Training and Development Journal, June, 1972.

Thad Green and W.H. Holley, Jr., "Behavioral Simulation: A Foretaste of the Future," Gordon and Breach Science Publishers, New York: Progress in Science (ed, K.W. Gohring, N.D. Swain, and R.L. Sauder) 1972 pp. 59-81.

W.H. Holley, Jr., "More Effective Manpower Utilization Through Improved Labor Relations and Personnel Management," Alabama Municipal Journal, October, 1972, pp. 15-16, 25.

W.H. Holley, Jr., "Employing the Hard-Core Jobless by Utilizing the Buddy System," Supervision, November, 1972.

Thad Green and W.H. Holley, Jr. "Film-Based-Simulation: An Assessment Technique for Personnel Selection and Promotion," Management Theory Research and Practice – The Search for Unity, 1972, pp 126-136.

- W.H. Holley, Jr. and Joe Van Matre, "Utilization of Discriminant Analysis in Personnel Decision Making," Applications, Issues, Developments, and Strategies in the Decision Sciences, 1973, pp. 369-375.
- Thad Green and W.H. Holley, Jr., "A Film-Based-Simulation: An Assessment Technique for Personnel Selection and Promotion," Business Perspectives, Winter, 1973, pp. 9-13.
- W.H. Holley, Jr., "Personnel Practices to Facilitate Employment of the Disadvantaged," Personnel Journal, 1973, pp. 193-197, 208.
- W.H. Holley, Jr., "Evaluation of Programs Designed to Facilitate Effective Performance of the Disadvantaged Worker," Training and Development Journal, 1973, pp. 18-21.
- W.H. Holley, Jr. and Earl Ingram, "Communicating Fringe Benefits," The Personnel Administrator, March-April, 1973, pp 21-22.
- Naval Modani and W.H. Holley, Jr., The Impact of Water Pollution Abatement on Competition and Pricing in the Alabama Paper Industry, Water Resources Research Institute Bulletin No. 13, Auburn University Auburn, AL, November, 1973, pp. 1-173.
- Grant M. Davis and W.H. Holley, Jr., "The Railway Labor Act: A Case for Compulsory Arbitration?" Denver, CO, September, 1973, Inter-society Conference on Transportation, published monograph by the American Society of Mechanical Engineers (ASME Paper 73-ICMT-38) (with Grant Davis). Also published in 1974 Proceedings of the ASME Rail Transportation Division.
- Grant M. Davis and W.H. Holley, Jr., "A Case for Final Offer Selection Arbitration," Southern Management Association, published in Managing Changing Organizations, 1974, pp. 133-140.
- W.H. Holley, Jr., "Some Comments on 'But What if the Successor Wants to Destroy the Existing System?' A Case of Using Theory in Reverse," Management in an Age of Rapid Technological and Social Change, 1974.
- A.A. Armenakis, H.S. Feild and W.H. Holley, Jr., "Correlates of Satisfaction, Learning, and Success in Business Gaming," Simulations, Games, and Experiential Learning Techniques: On the Road to a New Frontier. Proceedings of the First National Association for Business Simulation and Experiential Learning, 1974, pp. 272-278.
- A.A. Armenakis, H.S. Feild, and W.H. Holley, Jr., "Graduate Students' Satisfaction with Graduate Education: Intrinsic vs. Extrinsic Factors or What Makes Johnny Happy in B-School?" Proceedings of the Academy of Management, 1974.
- W.H. Holley, Jr. and H.S. Feild, "Designing a Retirement Preparation Program: A Case Study," Personnel Journal, Vol. 53, No. 7, July, 1974, pp. 527-535. Reprinted In

- Marvin J. Levine, Public Personnel Management: Readings, Cases and Contingency Plans, Salt Lake City, Utah: Brighton Publishing Company, 1979, pp. 263-268.
- H.S. Feild, A.A. Armenakis, and W.H. Holley, Jr., "Graduate Students' Satisfaction with Graduate Education: Intrinsic and Extrinsic Factors," The Journal of Experimental Education, Vol. 43, No. 2 (1974), pp. 8-15.
- A.A. Armenakis, H.S. Feild, and W.H. Holley, Jr., "An Empirical Identification of the Evaluation Problems of OD Change Agents," Proceedings of the Academy of Management, 1974.
- A.G. Bedeian, A.A. Armenakis, H.S. Feild, and W.H. Holley, Jr., Thirty-Fifth Annual Academy of Management Proceedings Auburn, AL (1975) (Eds).
- Achilles Armenakis, Hubert Feild, W.H. Holley, Jr., and Art Bedeian, "The Effects of Anonymity versus Identified but Confidential Response Conditions in Organizational Research," Journal of Management Vol. 1, No. 1, pp. 45-49.
- H.S. Feild and W.H. Holley, Jr., "Traits in Performance Ratings – Their Importance in Public Employment," Public Personnel Management, Vol. 4, No. 5, 1975, pp. 327-330.
- W.H. Holley, Jr., H.S. Feild, and Nona Barnett, Performance Appraisal in the State of Alabama: Analysis and Recommendations. Auburn, AL: School of Business, Auburn University, 1975, pp. 1-144.
- W.H. Holley, Jr and H.S. Feild, "Performance Appraisal and the Law," Labor Law Journal, No. 7, July, 1975, pp. 423-430. Reprinted in Personnel Administration Today, R.W. Beatty and C.E. Schneier, eds., New York: Addison-Wesley, 1978, pp. 172-179; Fred E. Schuster (ed.), Contemporary Issues in Human Resource Management, Reston, VA.: Reston Publishing Company (in press), and Marvin Levine, Personnel Administration in the Public Sector: Readings and Cases, Brighton Publishing Co., Salt Lake City, Utah. 1980. pp. 113-21; Donald E. Klinger, Public Personnel Management, Palo Alto, Calif.: Mayfield Publishing Co., 1981, pp. 188-195.
- W.H. Holley, Jr., "Unique Complexities of Public Sector Labor Relations," Personnel Journal, Vol. 55, No. 2, February, 1976, pp. 72-75, 85.
- Armenakis, H.S. Feild, and W.H. Holley, Jr , "Guidelines for Overcoming Empirical Identified Evaluation Problems of Organizational Development Change Agents," Human Relations Vol, 29, No. 12, 1976, pp. 1147-1161.
- Feild, H.S. and Holley, W.H. "Performance Appraisal—Analysis of Statewide Practices." Public Personnel Management, 1975, 4, 145-150. Reprinted in The Public Personnel World: Readings on the Professional Practice (ed. J.M. Shafritz). Chicago: International Personnel Management Association, 1977.

- W.H. Holley, Jr., H.S. Feild, and Nona Barnett, "Analyzing Performance Appraisal Systems: An Empirical Study," Personnel Journal, Vol. 55, No. 9, September 1976, pp. 457-463. Reprinted: Paul S. Greenlaw, Readings in Personnel Management, Philadelphia, PA: W.B. Saunders, 1979, pp. 167-173, L.S. Baird, R.W. Beatty, and C.E. Schneier, The Performance Appraisal Sourcebook, Amherst, Mass.: Human Resource Development Press, 1982, pp. 115-119.
- H.S. Feild and W.H. Holley, Jr., "Resume Preparation: An Empirical Study of Personnel Managers' Perceptions," Vocational Guidance Quarterly, Vol. 24, No. 3, 1976, pp. 229-237.
- H.S. Feild, W.H. Holley, Jr., and A.A. Armenakis, "Effect of Sex, Class Standing, and Academic Performance on Perceived Importance of Teacher Behaviors," Research in Higher Education, Vol. 5, 1976, pp. 215-222.
- W.H. Holley, Jr., and H.S. Feild, "Equal Employment Opportunity and Its Implication for Personnel Practices," Labor Law Journal, Vol 25, No. 5, May 1976, pp. 278-286. Reprinted in Perspective on Personnel and Human Resource Management, H.G. Heneman III and D.P. Schwab, Homewood, Ill.: Richard B. Irwin, 1978, pp. 344-351, and W.F. Glueck, Personnel: A Book of Readings, Dallas, TX: Business Publications, Inc , 1979, pp. 349-358.
- A.A. Armenakis, H.S. Feild, and W.H. Holley, Jr., "Computerized Answer Sheets: What Effects on Response to a Mail Survey?" Educational and Psychological Measurement, Vol. 38, No. 3, Autumn, 1978, pp. 755-759.
- H.S. Feild and W.H. Holley, Jr., "Subordinates' Characteristics, Supervisors' Ratings, and Their Decision to Discuss Appraisal Results," Academy of Management Journal, Vol. 19, No. 2, 1976, pp. 315-321.
- W.H. Holley, Jr., J. Boyd Scebra, and William Rector, "Perceptions of the Role of the Principal in Professional Negotiations," Journal of Collective Negotiations in the Public Sector, Vol. 5, No. 4, 1976, pp. 359-367.
- W.H. Holley, Jr., "Use of Performance Ratings in Arbitration," The Arbitration Journal, Vol. 32, No 1, March, 1977, pp. 8-25.
- A.A. Armenakis, H.S. Feild, W.H. Holley, A.G. Bedeian, and Bureon Ledbetter, Jr. "Human Resource Considering Textile Work Redesign," Human Relations Vol. 30, No. 12, 1977, pp. 1147-1156.
- W.H. Holley, Jr., H.S. Feild, and B.B. Holley, "Age and Reactions to Jobs: An Empirical Study of Paraprofessional Workers," Aging and Work, Vol. 1, No. 1, 1978. pp. 33-40.

- W.H. Holley, Jr. and H.S. Feild, "The Law and Performance Evaluation in Education: A Review of Court Cases and Implications for Use," Journal of Law and Education, Vol. 6, No. 4, 1977, pp. 427-448.
- W.H. Holley, Jr. and H.S. Feild, "Use of Statistics in Employment Discrimination Cases," The Employee Relation Law Journal, Vol. 4, No. 1, 1978, pp. 43-58.
- Grant M. Davis, W.H. Holley, Jr., and A.G. Sullenberger, "The Railway Industry: A Case of Final Offer Selection Arbitration," Transportation Journal, Vol. 17, No. 4, Summer, 1978, pp. 73-85.
- Armenakis, A.A., Feild, H.S. and Holley, W.H., "Organizational Development in a Public Agency," Training and Development Journal, 1975, 29, 52-55.
- H.S. Feild, W.F. Giles, and W.H. Holley, Jr., "Effects of Ratee Characteristics on the Frequency of Voluntary Performance Appraisal Feedback," Journal of Business Research, Vol. 4, December, 1976, pp. 271-276.
- W.H. Holley, Jr., A.A. Armenakis, and H.S. Feild, "Effects of Role-Playing in Perceptions of Union Leaders," The Journal of Management, Vol. 3, No 2, 1977, pp. 41-46.
- W.H. Holley, Jr. and Pleas Davis, "Attitudes Toward Student Unions: A Case Study," Journal of Collective Negotiations in the Public Sector, Vol. 7, No. 2, 1978, pp. 135-143. Abstracted in College Student Personnel Abstracts, 1979.
- W.F. Giles and W.H. Holley, Jr., "The Attractiveness of Job Enrichment versus Traditional Issues at the Bargaining Table: What Union Members Want," Academy of Management Journal, Vol. 21, No. 4, Dec. 1978, pp. 725-730 (published in James E. Martin, Timothy J. Keaveny, and Robert E. Allen, eds. Readings and Cases in Labor Relations and Collective Bargaining, Reading, Mass.: Addison-Wesley Publishing Company, 1985, pp. 217-220.
- W.H. Holley and W.F. Giles, "Faculty Attitudes Toward Reevaluation of Graduate Faculty Memberships," Proceedings, Southeastern Section, American Institute for Decision Sciences, Alan H. Kvanli and Joe G. Van Matre (eds.), 1979, pp. 83-85.
- W.H. Holley, "The Personnel Function in Higher Education in the 1980s," Journal of College and University Personnel Association, Vol. 31, No. 2, Summer, 1980, pp. 25-29.
- H.S. Feild, W.H. Holley, and B.B. Holley, "Paraprofessional-Client Similarity: Its Effect on the Relation Between Job Attributes and Performance," Social-Work Research and Abstracts, Vol. 16, No. 4, 1980, pp. 13-19.
- William H. Holley, Jr. and Hubert S. Feild, "Will Your Performance Appraisal System Hold Up in Court?" Personnel, January-February, 1982, pp. 59-64. Reprinted in Frederick E.

Schuster, Human Resource Management, Reston, Va.: Reston Publishing Co., 1985, pp. 500-503.

William H. Holley, Jr., Glennelle Halpin, and Gerald W. Johnson, "Assessment of Faculty Performance," Journal of College and University Personnel Association, Vol. 33, Spring 1982, pp. 14-18.

W.H. Holley and Glennelle Halpin, "Elements of a Successful Performance Evaluation System," What Can Management Do To Improve Productivity in the 1980 Decade? Dennis Ray, ed., Miss. State, MS: Southern Management Association, 1980, pp. 120-122.

T. Leap, W.H. Holley, and H.S. Feild, "Equal Employment Opportunity and Implication for Personnel Practices in the 1980s," Labor Law Journal, Vol. 31, No. 11, November, 1980, pp. 669-682. (published in Heneman, H.S. III and Schwab, D.P., eds.) Perspectives on Personnel/Human Resource Management, Rev. ed. 1982; 3rd ed. Press, 1986, R.D. Irwin, Inc.

W.H. Holley, H.S. Feild, and J.C. Crowley, "Negotiating Quality of Worklife, Productivity, and Traditionally Issues: Union Members' Preferred Roles of Their Union," Personnel Psychology, Vol. 34, Summer, 1981, pp. 309-328.

H.S. Feild and W.H. Holley, "The Relationship of Performance Appraisal System Characteristics to Verdicts in Selected Employment Discrimination Cases," Academy of Management Journal, Vol. 25, June, 1982, pp. 392-406. Highlighted in: The Daily Labor Reporter, December 24, 1980, No. 249, pp. A-2-A-4; Labor Relations Reporter, January 5, 1982, 106, No. 1, pp. 9-11; The Government Manager January 12, 1981, No. 210, p. 4; Fair Employment Practices, January 15, 1981, No. 412, p. 4; Fair Employment Compliance, March 25, 1981, No. 227; Labor Relations Yearbook, 1980, Washington, D.C.: Bureau of National Affairs, 1981, pp. 181-182.

Bennie J. Wilson, III, William H. Holley, and John S. Martin, "Effects of Faculty Unions on Administrators' Attitudes Toward Issues in Higher Education," Journal of Collective Negotiations in the Public Sector. Vol. 12 (No. 1, 1983), pp. 33-44.

Sides, E.H., Feild, H.S., Giles, W.F., Holley, W.H. and Armenakis, A.A. "Biographical Data: A Neglected Tool for Career Counseling," Human Resources Planning, 7 (No. 3, 1984), pp. 151-156.

W. Gerald Gilmer, William H. Holley, Jr., and John S. Martin, "Perceptions of Administrator Faculty Union Leaders, and Student Government Officers toward Student Development in Collective Bargaining," Journal of Collective Negotiations in the Public Sector, 14 (No. 4, 1986), pp. 305-316.

William H. Holley and Kenneth M. Jennings, "Personnel Research," "Personnel Management Functions and Issues, Hinsdale, Illinois: Dryden Press, reprinted in Personnel/Human Resource Management Today 1st Edition and 2nd Edition by

Schneier, Beatty, and McEvoy, Reading, Mass: Addison-Wesley Publishing Company, 1986, pp. 606-612.

William H. Holley, Jr. and Roger S Wolters, "An Employment At-Will Vulnerability Audit," Personnel Journal, 66 (April, 1987), pp. 130-138.

Grant M. Davis, Norman Weintraub, and William H. Holley, Jr., "Employee Stock Ownership Programs and Their Use in Trucking: Capital Formation, Employee Participation, or Survival?" The Logistics and Transportation Review, 23 (August, 1987), pp. 243-264.

William H. Holley, Jr. and Roger S. Wolters, "Employment At Will: An Emerging Issue for Small Businesses," Journal of Small Business Management, 25 (October, 1987), pp. 1-8.

William H. Holley, Jr., Earl Higgins, and Sally Speights, "Résumés and Cover Letters: The Practices of Personnel Professionals," Personnel, 65 (December, 1988) pgs. 49-51.

Kathryn E. Buckner, Hubert S. Feild, and William H. Holley, Jr., "Relationship of Legal Case Characteristics with the Outcomes of Personnel Selection Court Cases," Labor Law Journal, 41 (January, 1990), pp. 31-40.

Hubert S. Feild, Kathryn E. Buckner, and William H. Holley, Jr., "Personnel Selection in Police and Fire Departments: A Study of Employment Discrimination Case Characteristics and Outcomes," Labor Law Journal, 41 (September, 1990), pp. 622-632.

Matt Roberts, Roger Wolters, William H. Holley, Jr., and Hubert Feild, "Grievance Mediation: A Management Perspective," Arbitration Journal, 45 (October, 1990), pgs. 15-23.

Roger S. Wolters and William H. Holley, Jr., "Arbitration of Statutory Employment Discrimination Claims in a Nonunion Environment: A Guide to Procedural Fairness," Employee Responsibilities and Rights Journal, 12 (September 2000), pgs. 163-176.

"Presidential Address: Lessons Learned in the Arbitration and Within the Academy: 50 Years after the *Steelworker Trilogy*," Arbitration 2010: The Steelworkers Trilogy at 50, ed. Paul D. Staudohar and Mark I. Lurie, Washington, D. C.: Bureau of National Affairs, Inc., 2011, pgs. 1-18.

Labor Arbitration Cases Published

GATX Tank Erection Corp and IBB, Local 583, 74 LA 330 (1980), 80-1 ARB 8186; 11 IND. REL. REP. 20.3; 7 LAI 305.

Covington Mfg. Corp. and Furniture Workers, 75 LA 455 (1980); 7 LAI 496.

Bethea Mfg. Co and United Steelworkers of America, Pension Reporter, March 23, 1981.

Bowater Carolina Co., 77 LA 336 (1981), 8 LAI 4573.

Barber Colman Co., 78 LA 433 (1982).

Jno. N. Swisher & Sons, 81-2 ARB 8503; 8 LAI 5293, 12 IND. REL. REP. 31.1.

Alladin Plastics, Inc., and Leather Goods, Plastics and Novelty Workers Local 351, 82-1 ARB 8223.

Seamless Hospital Products and Rubber Workers, Local 880, 82-2 ARB 8352, 9 LAI 2320; 284 AAA 13.

Tennessee River Pulp & Paper Company and United Paperworkers International Union, AFL-CIO, Local Unions 978, 992, and 993, 82-2 ARB 8580; 9 LAI 4364.

Defense, Department of Air Force, Warner Robins Air Logistics Center, Robins AFB, GA and AFGE, Local 987, 84 FLRR 2-2140; LAIRS 15707.

Defense, Department of Navy, Marine Corps Logistics Support Base, Albany, GA and AFGE, Local 2137, 84 FLRR 2-1890; LAIRS 15421.

Defense, Department of Navy, Marine Corps Logistics Support Base, Albany, GA and AFGE, Local 2317, 83 FLRR 2-1536, LAIRS 15042, LAIG 3267.

Munsingwear, Vassarette Division, 14 IND REL REP 6.6.

National-Standard and Steelworkers, 84-1 ARB 8241.

Supreme Beverage Co., Industrial Relations Guide, Vol. XVI, No. 1, January 9, 1985. p. 6.

Department of Air Force and AFGE, 84 LA 1173 (1985)

Oxford Chemicals, Inc., and Teamsters, Local 528, 84-1 ARB 8277.

Mid-South Transportation Management and Transit Union, Local 713. 85 LA 1204 (1986).

Union Camp Corp and Machinists, Lodge 23, 86-2 ARB 8495; 332 AAA 12, November 15, 1986; 13 LAIS 1167.

Air Force v. AFGE Local 987, February 27, 1987 in The Federal Labor - Management and Employee Relations Consultant, April 24, 1987, p. 2.

Brown & Williamson Tobacco Corp., Industrial Relation Guide, Vol. XVIII, No. 25, December 9, 1987 p. 6; 88-1 ARB 8093.

Whirlpool Corporation, Industrial Relations Guide, Vol. XIX, No. 1. January 6, 1988, 90 LA 41 (1988).

The United Furniture Workers of America, Local 282 and Trojan Luggage Company, 87-2 ARB 8402, 89 LA 355 (1987).

O'Neal Steel Inc., Industrial Relations Guide, Vol. XVII, No. 12, June 11, 1986, p. 3.

The United Paperworkers International Union, Local No. 95 and Local Union No. 1924 and Bowater Carolina Company, 88-1 ARB 8214, 88-2 ARB 8341.

Independent Workers of America (IWNA) Local 461 and Armstrong World Industries, Inc., 89-1 ARB 8128.

Steelworkers, District 35 and Robertshaw Controls Co., 89-1 ARB 8303.

Almark Mills and IBFO, Local 284. 89-1 ARB 8276.

U. S. Department of Air Force and AFGE, Local 987, LAIG 4168, Vol. 19, No. 6, June 15, 1989, Industrial Relations Guide, Vol. XX, No. 4, February 15, 1989, p. 5.

Robins Air Logistic Center, 92 LA 1265 (1989)

Veterans Administration Medical Center, Industrial Relations Guide, Vol. XVII, No. 25, December 7, 1988, p. 7; 92 LA 46 (1989).

Brown and Williamson Tobacco Co., Industrial Relations Guide, Vol. XVII, No. 21, December 12, 1988.

Glass Molders, Pottery, Plastics, and Allied Workers, Local 256B and U.S. Pipe and Foundry Co., 89-2 ARB 8433.

Amalgamated Transit Union, Local 1235 and Transportation Management of Tennessee, Inc., 93 LA 73 (1989).

Sam Blount Co. and United Steelworkers, Local 825, 93 LA 209 (1989).

Electrical Workers (IBEW), System Council U-8 and Florida Power Corp., 93 LA 368 (1989)

Fieldcrest Cannon, Inc. and Clothing and Textile Workers, 90-2 ARB 8605.

Erwin Mills and Amalgamated Clothing and Textile Workers Union, AFL-CIO, CLC, 90-2 ARB 8517.

Mead Corp., Fine Paper Division (Kingsport, Tenn.) and USA, Local 12943, AAA No. 379-8 (October 15, 1990).

Georgia Power Company, 93 LA 846 (1990).

Oil, Chemical and Atomic Workers, Local 3-541 and Mobile Gas Service Corp, 91-1 ARB 8155.

Aluminum, Brick and Glass Workers, Local 496E and AFG Industries. Inc., 91-1 ARB 8271.

TENNSCO Corp. and SFAAW, Local 234, 92-2 ARB 8547.

Chemical Workers, Local 297 and Public Service Co. of North Carolina, 92-2 ARB 8552.

Colonial Baking Co., 100 LA 1071, (1993).

Aluminum, Brick and Glass Workers International Union, AFL-CIO, Local 496 and AFG Industries, Inc., 93-1 ARB 3084.

GMPP and AW and Universal Rundle Corp., 93-1 ARB 3134.

Paperworkers, Local 1693 and Kimberly-Clark Corp., 93-2 ARB 3437.

Manchester Tank and Equipment Co., Inc. and International Association of Machinists and Aerospace Workers, AFL-CIO, Local Lodge No. 2212, 99-1 ARB 5586.

Robins Air Force Base and American Federation of Government Employees, Local 987, 99-2 ARB 3019.

United Telephone Company of Missouri and CWA Local 6372, 11-1 ARB 5153.

ICWU /UFCW 252-C ATLC and B&W Y-12 LLC, 10-2 ARB 5058, 127 LA 1185..

Comcast of Alabama and IBEW, Local 558, 10-2 ARB 5088, 127 LA 1574..

TVA and OPEIU Local 2001, 10-2 ARB 5108, 128 LA 20..

Progressive Energy Florida and IBEW, System Council U-8, 10-2 ARB 4998.

Rock Tenn Services and USW, Local 0-0719, 10-2 ARB 5129.

Wayne Farms and UFCW, Local 1995, 10-2 ARB 5028.

Aurora Australis Lodge and RWDSU Local 952, 117 LA 1641.

Keebler Co. and BCTW Local 42, 118 LA 326.

Shepard Convention Services Co. and IATSE Local 834, 118 LA 1381.

Meriwether Lewis Electric Cooperative and IBEW 175, 119 LA 767.

AFG Industries Inc. and Steelworkers No. 456, 119 LA 1745.

GIW Industries, Inc. and Machinists Lodge 703, 120 LA 1406.

LBM Inc. and Machinists Local Lodge 2555, 120 LA 326.

Army Fleet Support and Machinists, Local 15485, 126 LA 33.

BWXT-12 and PACE, Local 5-228, 121 LA 384.

Joe Wheeler Electric Membership Corp. and IBEW Local 558, 121 LA 1608.

Davidson Transit Organization and Transit Union Local 1235, 124 LA 573.

Florida Keys Aqueduct Authority and CWA, 124 LA 211.

Joe Wheeler Electric Corp. and IBEW Local 558, 124 LA 1299.

Augusta Newsprint Co. and PACE Locals 3-1504 and 3-1958, 122 LA 214.

Goodman Co. and Machinists District Lodge 711, 122 LA 543.

AFG Industries and USW Local 522, 123 LA 522.

Cagle's Inc. and RWDSU Local 315, 123 LA 1531.

Sara Lee Corporation and Teamsters Local 728, 129 LA 1.

Book Review

Grievance Guide, Washington, D.C., Bureau of National Affairs, Inc., 1987, 410 pgs. in
Employee Responsibilities and Rights Journal, 2 (No. 1. 1989) pg. 75-77.

Funded Research Projects Directed

“Economic Impact of Water Pollution in the Pulp and Paper Industry in Alabama” 1970-72

“Analysis of Personnel Practices in Alabama Hospitals” 1971

“Wage and Salary Administration in Municipal Governments in Alabama” 1972

“Analysis of the Alabama State Performance Appraisal System” 1973-75

“Assessment of Personnel Practices In Higher Education” 1978-79

“Implementation of Performance Appraisal System in State Government in Alabama” 1975-79

Continuing Education, Programs, and Consulting

“Labor Relations for Municipal Government,” Alexander City, Auburn, Sheffield, Dothan, Tuskegee, and Sylacauga, AL

“Labor Relations For Public Housing Officials” Auburn, Phenix City and Birmingham, AL

“Labor Relations, Discipline, and Performance Appraisal,” Dothan, Geneva, Eufaula, and Decatur, AL

“Management for Alabama State Officials,” Montgomery, AL

“Labor Relations” and “Performance Appraisal,” Appleton, Wireworks, Montgomery, AL
“Performance Appraisal,” Ampex, Inc., Opelika, AL, and Georgia Power Co.

“Management for New Supervisors,” Olin Corporation, Charleston, TN

“Labor Relations” and “Performance Appraisal” for Middle Management, McWane Cast Iron Pipe Company, Birmingham, AL

“Human Resource Management,” Middle Management Program, Decatur, Montgomery, Dothan, and Birmingham, AL

“Fair Employment Practices,” West Point Pepperell (twice yearly)

“Designing Performance Appraisal Systems,” Lee County Hospital Regional Education Department and Dothan, AL

“How Managers Motivate,” Birmingham, AL, 1972-1976

“Labor Relations in Hospitals,” Lee County and Huntsville Hospital

“Advanced Management in Course,” A.U. School of Business

“Test Validation Project,” First National Bank, Birmingham, 1978-79

“Test Validation Project,” State of Alabama, 1978-79

Participant as an Ad Hoc Arbitrator, Comprehensive Training in Labor Arbitration Advocacy, Labor Arbitration Services, Inc., St. Petersburg , FL, 2007 to present.

Program Appearances in Which Paper Not Published

“Employment Practices Relating to Disadvantaged Employees,” Annual Institute for Personnel in Employment Security, University of Alabama, 1970

“Impact of Water Pollution Abatement in the Paper Industry in Alabama,” Alabama Academy of Science, Huntsville, AL, 1973 (with Naval Modani)

“Personnel Utilization in Alabama Hospitals,” Alabama Academy of Science, Jacksonville, AL, 1974

“Organizational Development in a Public Agency: A Case Study,” Alabama Academy of Science, Birmingham, AL, 1974 (with Achilles Armenakis and Hubert Feild)

“Performance Appraisal: Analysis and Recommendations,” Alabama State Institute of Public Administration, University of Alabama, 1976

“Employee Evaluation Systems,” Annual Institute for Personnel in Employment Security, University of Alabama, 1976

“Job Dimensions of Program Assistants in Alabama EFNEP,” State Conference, Auburn University, 1976

William H. Holley, Glennelle Halpin, and Gerald Johnson, “Comparison of Department Heads and Faculty Members Perception of the Performance Appraisal Process,” Paper Presented at the Annual Meeting of the Eastern Educational Research Association, Norfolk, Virginia, March, 1980.

“Performance Appraisal System: State of Alabama,” Alabama State Institute in Public Administration, University of Alabama, 1979

“Performance Appraisal: An Update,” Alabama State Institute in Public Administration, 1982.

Armenakis, A.A., Feild, H.S. and Holley, W.H. “Correlates of Satisfaction, Learning, and Success in Business Gaming.” Paper presented at the National Conference on Business Gaming and Experiential Learning, Oklahoma City, April 1974.

Feild, H.S., Holley, W.H., and Armenakis, A.A. "Graduate Students' Satisfaction with Graduate Education: Intrinsic versus Extrinsic Variables." Paper presented at the National Academy of Management, Seattle, August 1974.

Armenakis, A.A., Feild, H.S., and Holley, W.H. "An Empirical Identification of the Evaluative Problems of OD Change Agents." Paper presented at the National Academy of Management, Seattle, August 1974.

William H. Holley, Jr. and Roger Wolters, "Effect of Employment at Will Court Decisions on Personnel Practices," presented at Southern Industrial Relations Academic Meeting, Knoxville, TN, October 1983.

"The Business of Labor Arbitration," Southeastern meeting of National Academy of Arbitrators, Atlanta, GA, February 20, 1988.

Speeches

"Personnel Assessment Selection," East Alabama Personnel Association, 1972 (with Thad Green)

"The Railway Labor Act: A Time for Change," Delta Nu Alpha, The Professional Transportation Fraternity, Auburn, AL 1972

"Sex Discrimination and the EEOC," Professional Business Women's Association, October, 1973, Columbus, GA

"Labor Relations in the Agricultural Sector," Agronomy Club, November, 1975, Auburn University

As president of the National Academy of Arbitrators, made speeches at regional meetings in Boston, New York Philadelphia, Columbus, OH, Atlanta, Seattle, San Francisco, and Los Angeles, 2009-2010.

Presidential Address, May 27, 2010, Philadelphia, PA. Annual meeting of the National Academy of Arbitrators.

Luncheon Speaker, Southwest Regional Meeting of the National Academy of Arbitrators, March 2010.

Luncheon Speaker, Atlanta Chapter of the Labor and Employment Relations Association, February 2010.

Keynote Speaker, "Tenets of Labor Arbitration", FMCS Mid-West Symposium, Chicago, November 19, 2010.

Arbitration Panels:

U.S. Postal Service/National Postal Mail Handlers Union
U. S. Postal Service/American Postal Workers Union
AGC/United Steelworkers of America/ Kingsport, TN and Church Hill, TN plants.
BWTX, Inc., Oak Ridge, TN and Atomic Trades and Labor Council, AFL-CIO, Oak Ridge,
TN
TVA and Salaried/Professional Employees Union
UPS and Teamsters Local 2727
UPS and Independent Pilots Association
Robins Air Force Base and AFGE
Eglin Air Force Base and AFGE
SEC and NTEU
FDIC and NTEU
ATT Mobility and CWA
ATT and CWA
Vestal Manufacturing and United Steelworkers of America Local 6638
Fleet Readiness Center East, Cherry Point N.C. and Machinists Local Lodge 2297

Other

Faculty Advisor to Auburn University's Student Chapter of ASPA: in 1972, 1975, 1976, the chapter received a Superior Merit Award; in 1972, received two special Recognition Awards for outstanding contributions to the Student Chapter Program; received Merit Award in 1973 and 1974; in 1972 and 1976 received faculty award for serving as advisor to Student Chapter in which a member received 3rd place award for Outstanding Student in U.S.

Scholarship to attend Short-Course "Grievance Administration and Arbitration, Private and Public Sector," Southwestern Legal Foundation, Dallas, TX, 1974

Attended conference "Labor-Management Relations in the Federal Sector," presented by U.S. Department of Labor, Atlanta, GA, 1976

Attended course "Arbitration in Federal Governments," Emory University, 1979

Ad hoc Reviewer for Academy of Management Journal, Academy of Management Review, Journal of Management, and Human Relations.

Reviewer for Human Resource Personnel Division, Academy of Management Program, 1979, 1982, 1985, 1986, 1989, 1990, 1991

Attended five-day Associate Dean Short Course, University of North Carolina - Fall 1986

Attended two-day Accreditation Workshop conducted by AACSB, St. Louis, 1988

Session Chair, Academy of Management Annual Meeting, 1989

Moderator, Business of Arbitration, Fall Education Conference, National Academy of Arbitrators, 1989

Attended regional, educational, and national meetings of the National Academy of Arbitrators from 1986 to present

Attended course on "Arbitration in the Federal Sector," Atlanta, GA, May, 1993

"Reform Calls for Dispute-Resolution Methods," Article on the Students Frist legislation. Article was carried in most major newspapers in Alabama