

IPAC

CONFERENCE

JULY 19-22, 2015 • ATLANTA, GA

**HOT TOPICS &
COOL SOLUTIONS**



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Past President.....	Michael Blair
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Board Member.....	Scott Highhouse (2013-2015)
Board Member.....	Kathleen Walker (2014-2016)

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Bemis Memorial Award Nomination	Dennis A. Joiner
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Host Committee Chair.....	MaryAnn Haskins
Vendor and Sponsor Committee Chair.....	Kathleen Stewart
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Letter from the President

Welcome to the 2015 International Personnel Assessment Council (IPAC) Conference!

Here in Atlanta, you will be captivated, entertained and informed by the discussions of hot topics and cool solutions in assessment. Our dedicated team, comprised of volunteers who served on the IPAC Conference Committee and subcommittees with the guidance of the IPAC Board, have harnessed a world-class conference, including thought-provoking Keynote Speakers, informative pre-conference workshops, intriguing concurrent sessions, and engaging social and networking opportunities.



But that's not all.

We have the opportunity to meet innovative award winners:

- Catch insights into the state-of-the-art work in assessment with this year's crowning of the Innovation in Assessments Award.
- Introduce yourself to the best and brightest of students after our announcement of the Student Paper Award.
- Through the announcement of the coveted Bemis Award, help recognize an individual who has made a career commitment to principles of merit and fairness by his or her individual contributions to the field and by being ever-so available to assist peer practitioners.

Additionally, during the 2015 IPAC Conference, our sixth as an independent organization, we will break new ground with our inaugural student poster session and the introduction of the IPAC sponsored journal Personnel Assessments and Decisions (PAD). These are true opportunities to acquaint ourselves with the hot topics of our time.

We are fortunate to have well-integrated vendors and sponsors, supporters who make it possible to provide the most value. As we learn more about these committed sponsors and exhibitors, we understand the contributions they make to our profession and how they often hold the cool solutions we seek.

What makes IPAC unique, however, is you. IPAC attracts assessment professionals from the private and public sectors in all aspects of our field; directors and managers, specialists in staffing, recruiting, and organizational performance management, psychologists, psychometricians, attorneys, researchers, management consultants, academic faculty and students. What we have in common is an earnest desire to enhance our current understanding and expertise in the development and effective use of employment selection and assessment methods using research, metrics, innovation and technology. IPAC members have an unparalleled eagerness to share ideas and best practices. This conference is the apex of our common thread. Take the opportunity to get to know one another in our informal settings; Sunday's President's Welcome Reception, Monday evening's social event at Park Tavern, Tuesday night's informal local group dinners, and every night our invariably energized hospitality suite.

On behalf of the IPAC Board and hardworking Conference Committee, I wish each of you an enriched experience, in which the memories of this conference have a lasting and fruitful impact and fuel positive change in the upcoming years.

Conference Activity Schedule

Hours/days/location for various activities

Continental Breakfast

Foyer Phoenix Ballroom

Sunday and Monday, 7:00am – 8:00am

Tuesday and Wednesday, 7:30am – 8:30am

Morning Breaks

Foyer Phoenix Ballroom

Sunday, Monday, Tuesday, and Wednesday

10:00am – 10:30am

Afternoon Breaks

Foyer Phoenix Ballroom

Sunday, Monday, and Tuesday

3:00pm – 3:30pm

Hospitality Suite

Terrace Room #2005

Each evening join board members and fellow conference attendees for drinks, snacks, and stimulating conversation in the hospitality suite.

Hours include:

Sunday, 8:00pm to Midnight

Monday, 10:00pm to Midnight

Tuesday, 8:00pm to Midnight

Exhibitor Hours

Foyer Phoenix Ballroom

Sunday, 5:30pm – 7:30pm

(The President's Welcome Reception is scheduled during this time in the same area as the exhibit area to encourage attendees to visit exhibit booths.)

Monday, 7:00am – 3:30pm

Tuesday, 7:30am – 3:30pm

President's Welcome Reception

Charleston

Sunday, July 19, 6:00pm – 7:30pm

A casual gathering. Come join us for drinks, appetizers, and a chance to get to know some fellow conference attendees. The President's Welcome Reception will take place on the second floor of the JW Marriott in the Charleston Room.

IPAC Social Event at Park Tavern

Monday, 6:30pm – 9:30pm

The social event will be held at Park Tavern in Piedmont Park (<http://www.parktavern.com>), 500 10th St NE, Atlanta, GA, 30309. Park Tavern's relaxed atmosphere includes a restaurant and bar with dining on their spacious patio overlooking Piedmont Park or inside the newly renovated restaurant and sushi bar. The social event will feature hor d'oeuvres, stations, an open bar, and an opportunity to relax and socialize with colleagues. Don't miss the fun!

Transportation to the event will be provided. There will be a shuttle service for those who need transportation to Park Tavern for the Monday night social. The first shuttle will arrive at the JW Marriott for pick up at 6:00PM and depart the hotel at 6:15PM. The second shuttle will depart the hotel at 6:45PM. Shuttle service returning from Park Tavern to the JW Marriott will begin at 9:30PM.



Conference Evaluation

Feedback is important to the continuous improvement of the IPAC conference. We would appreciate your feedback for any sessions you attend during the 2015 IPAC conference. Below is the link to the conference evaluation survey for the Plenary Sessions and Concurrent Sessions. Feel free to use either the QR code or URL to access each survey. If you do not already have a QR code scanning application you can download SCAN from your AppStore (Google, Apple, Windows) or QR Code Scanner for BlackBerry devices. You can also just type the URL into your mobile browser.



ipacweb.org/2015eval



The IPAC Board and 2015 IPAC Conference Chair would like to thank John's Creek, GA for the significant time, effort, and support they have dedicated to the 2015 IPAC Conference. We greatly appreciate your enormous contribution to ensure the success of this year's conference.

Sponsors

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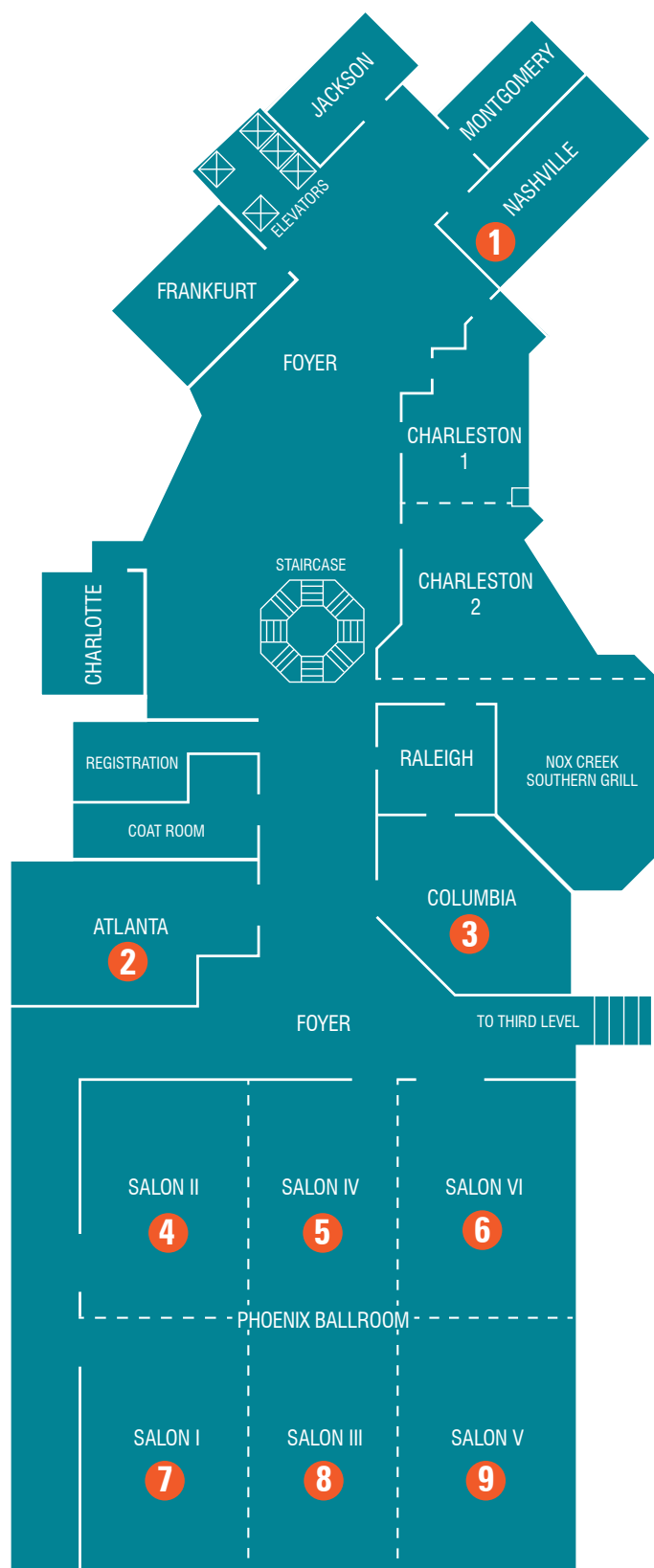


BRONZE SPONSORS



JW Marriott 2nd & 3rd floor plan

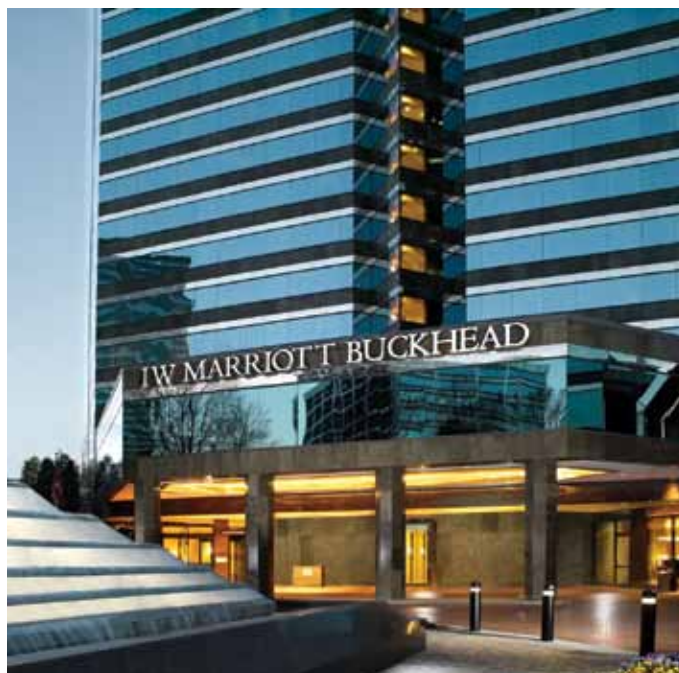
2nd floor



3rd floor



- 1 NASHVILLE
- 2 ATLANTA
- 3 COLUMBIA
- 4 SALON II
- 5 SALON IV
- 6 SALON VI
- 7 SALON I
- 8 SALON III
- 9 SALON V
- 10 RICHMOND



Keynote Speakers

Brian Hoffman, Ph.D.

University of Georgia
Monday, July 20, 2015
9:00am – 10:00am



Dr. Brian Hoffman received his doctorate from the University of Tennessee in 2006 and is the Chair of the Industrial-Organizational Psychology Program at the University of Georgia. Dr. Hoffman currently serves as an Associate Editor of the Journal of Management and has served on the Editorial Boards of the Journal of Business and Psychology, Journal of Management, Journal of Organizational Behavior, and the Journal of Personnel Psychology. Dr. Hoffman has published over 50 articles, chapters, and books on a range of topics, including the changing nature of work and workers, the assessment and prediction of effective leadership, and the application of management principles to sports settings. His research has been covered by CBS Sports Network, ESPN's SportsCenter, National Public Radio, Cracked.com, and the Washington Post.

Winfred Arthur, Jr., Ph.D.

Texas A&M University
Monday, July 20, 2015
3:30pm – 4:30pm



Winfred Arthur, Jr., PhD. is a full professor of psychology and management at Texas A&M University. He is a fellow of the Society for Industrial and Organizational Psychology (SIOP), the Association of Psychological Science (APS), and the American Psychological Association (APA). He is an Associate Editor of Human Performance, a past Associate Editor of Journal of Applied Psychology, and currently serves on the editorial boards of Journal of Applied Psychology, Personnel Psychology, and Industrial and Organizational Psychology: Perspectives on Science and Practice. He has been active in human resource consulting since 1984 and has been the principal of Winfred Arthur, Jr. Consulting since 1989. He has published extensively in the areas of personnel psychology, selection, testing, and individual and team training.

Ann Quigley, M.A.

U.S. Government
Tuesday, July 21, 2015
9:00am – 10:00am



Ann Quigley has over 25 years of experience making a difference where science meets practice, from reviewing the Department of Labor's General Aptitude Test Battery and an unprecedented study of workplace violence at the U.S. Postal Service to the largest peacetime mobilization of civilians since World War II at the Transportation Security Administration (TSA) and integrating the Intelligence Community in the aftermath of 9/11. In her current role as Chief, Strategic Workforce Planning and Competencies at the Office of the Director of National Intelligence she is responsible for a broad portfolio including workforce planning, competency management, performance management, and climate surveys. The focus of this work is to enable intelligence integration across the 17 elements of the U.S. Intelligence Community. A past-president of the Personnel Testing Council of Metro Washington, she was a member of the team recognized by the Society for Industrial Organizational Psychology with the M. Scott Myers Award for Applied Research in the Workplace and IPAC's Innovations in Assessment Award for the TSA stand-up. She also received the Intelligence Community National Intelligence Certificate of Distinction.

Presentation sponsored by:



Keynote Speakers

Kathleen Lundquist, Ph.D.

APTMetrics, Inc.

Tuesday, July 21, 2015

3:30pm – 4:30pm



Kathleen K. Lundquist, Ph.D., is a nationally-recognized organizational psychologist who testifies frequently as an expert witness in employment discrimination class-action lawsuits. In addition to testifying for both defendants and plaintiffs, she has been appointed by courts to implement settlements of litigation involving organizations such as Morgan Stanley, Bank of America, Dell, Sodexo, The Coca-Cola Company, Abercrombie & Fitch, Ford Motor Company and the FBI. Dr. Lundquist has been appointed by the U.S. State Department to serve a three-year term as a member of the Board of Examiners for the Foreign Service.

Dr. Lundquist is president and CEO of APTMetrics, Inc., an international firm which consults with Fortune® 100 employers on the design and implementation of HR processes. Dr. Lundquist is a frequent presenter at the Society for Industrial and Organizational Psychology, the American Bar Association and the American Employment Law Council. She has also provided invited testimony to the U.S. Equal Employment Opportunity Commission on multiple occasions. Kathleen serves as an officer and member of the executive committee of the Society of Industrial and Organizational Psychology and is a former member of the board of directors of the National Council for Research on Women.

Mike Fetzer, Ph.D.

CEB

Wednesday, July 22, 2015

10:30am – 11:30am



Dr. Mike Fetzer is the Global Director of Advanced Assessment Technologies at CEB, the leading global provider of pre-employment assessments and talent measurement solutions. In this role, he is responsible for leading teams of I-O psychology and simulation/multimedia experts that design and develop leading-edge simulations and multimedia-based assessments that are utilized across many industries around the world. In addition, Dr. Fetzer is responsible for developing and implementing new and innovative methods for multimedia-based talent measurement, including serious games and other cutting-edge technologies. Dr. Fetzer holds a doctoral degree in I-O psychology and is a contributing member of the Society for Industrial and Organizational Psychology (SIOP), the Association of Test Publishers (ATP), the International Test Commission (ITC), the International Association of Applied Psychology (IAAP), and the American Psychological Association (APA).

Presentation sponsored by:

ORACLE®

In Memory: Jeff Feuquay 1949 – 2014



Jeffrey Price Feuquay, 65, Nevada, MO passed from this life on Monday, December 29, 2014, following a brief illness. Jeff is survived by his wife Judy, his three children, and seven grandchildren.

Jeff was a long-standing and highly active member of IPAC.

He was a regular conference attendee and presenter, known for his dry wit and ability to make legal topics and updates interesting. He served as the Conference Chair in 1993, as a Board member from 1993 – 1999 and again from 2011 – 2013, and was our President for two terms in 1998 and 2012. In addition, Jeff was the 2011 recipient of the Stephen E. Bemis Memorial Award acknowledging his accomplishments, impact, and commitment to the assessment field.

Outside of IPAC, Jeff was active in his community through his service in the Rotary Club, the Children's Center, Habitat for Humanity, other organizations and civic clubs, and through his work with the United Methodist Church of Nevada, MO.

Jeff earned his undergraduate degree from University of Oklahoma, his Ph.D. in psychology from the Oklahoma State University and his law degree from the Oklahoma City University. Jeff had a prodigious career including professor at Oklahoma State University; Assistant Administrator for the State of Oklahoma Office of Personnel Management; international consultant representing Oklahoma State University with the World Bank and the Ministry of Education in Amman, Jordan; Director for the Psychology-Law Center, LLC; as well as a practicing attorney.

Keynote Speaker Schedule

Salon I, III, V

Monday, July 20, 2015 9:00am – 10:00am

Brian Hoffman, Ph.D.

Changes in Workers and Work:

Implications for Staffing Modern Organizations

Changes in the nature of work are commonly invoked when describing the importance of all manner of talent management processes. However, evidence of changes is largely anecdotal or retrospective. This presentation summarizes two studies that provide an empirical analysis of changes in over twenty work characteristics and worker attitudes since the 1950's. These evidence-based changes are then used as a springboard to discuss implications for staffing organizations in the modern world of work.

Monday, July 20, 2015 3:30pm – 4:30pm

Winfred Arthur, Jr., Ph.D.

The Predictor Method-Change Approach to Reducing Subgroup Differences: True Method Effects or Camouflaged Construct-Change Effects?

In both scholarly and legal circles, the predictor method-change approach continues to be a widely professed means of reducing subgroup differences and subsequently adverse impact. Yet because the change in methods is almost always confounded with a change in constructs as well, the true effectiveness of the method-change approach remains unknown. Hence, the results of meta-analysis that seeks to answer the following questions will be presented: (1) How effective is the method-change approach in reducing subgroup differences when the constructs are held constant? (2) Are the observed reductions in subgroup differences associated with alternative predictors (i.e., assessment centers, SJTs, interviews, and work samples) true method-change effects or are they camouflaged construct-change effects? (3) What is the relative effectiveness of the alternative predictors in reducing subgroup differences when they are used to measure the same constructs? (4) How much variance in subgroup differences is accounted for by methods vs. constructs?

Tuesday, July 21, 2015 9:00am – 10:00am

Ann Quigley, M.A.

The Federal Government:

The Place to be for Hot Topics and Cool Solutions

The Federal Government has a rich history of innovation in assessment (such as the selection of candidates for the Office of Strategic Services (OSS) and the screening of over a million applicants for Transportation Security Officers in the aftermath of 9/11). Few things embody merit principles better than a well-developed, well-implemented assessment. This presentation will examine some major assessment initiatives that include "hot topics and cool solutions" past and present and discuss some likely hot topics to come.

Tuesday, July 21, 2015 3:30pm – 4:30pm

Kathleen Lundquist, Ph.D.

Big Data and Big Challenges in Managing the Legal Risk of your Assessments

As employers increasingly rely on emerging technologies and innovative approaches to source, assess and select candidates, they not only benefit from the use of "big data" but also confront the challenges of defending their use of that data in the legal context. Data mining using such innovative approaches as artificial intelligence software, recruiting using social media sites and even online interviewing of candidates may produce unintended consequences such as huge candidate pools, unanticipated adverse impact and, consequently, a new frontier for legal challenges. This presentation will discuss the legal issues surrounding the use of these new techniques, review some recent court decisions and present strategies for validation and potential modification of selection processes that might improve legal defensibility.

Wednesday, July 22, 2015 10:30am – 11:30am

Mike Fetzer, Ph.D.

Gamification: Leveling Up to Personnel Selection

Serious games and other gamification approaches have resulted in many positive outcomes in the areas of employee attraction, training, and performance management. As a selection tool, gamification holds the promise of similar results. Unfortunately, gamification for personnel selection is in its infancy, and not many guidelines exist for enhancing the potential return on investment in these new tools. This session will build a basic foundation of understanding around serious games and gamification, showcase examples of these exciting technologies, and provide insight into the key considerations where selection contexts are concerned. Audience members will be able to share their experiences in this area, and opportunities for further collaboration will be encouraged.



PERSONNEL ASSESSMENT AND DECISIONS

A JOURNAL OF THE INTERNATIONAL PERSONNEL ASSESSMENT COUNCIL

Personnel Assessment and Decisions is focused on evidence-based assessment in a way that is short and accessible to practitioners as well as academics—getting the best evidence out to the field quickly.

The journal will focus is on publishing relatively brief articles that report cutting-edge scholarship. Articles are selected based upon novelty, clarity, accessibility while having practical relevance and a broad interest.

CONTENT

The journal will welcome any studies or reviews related to staffing organizations and assessing its members. Considerable emphasis will be placed on applied research that is novel, accessible, and newsworthy. It is our intention that this journal will stimulate more creative research on staffing decisions.

SPECIAL SECTION

Applied psychology has been at the vanguard of measurement theory. Yet, there are not many outlets for validity studies, replications, and psychometric issues. Accordingly, there will be a special section on measurement topics (e.g., Measurement Corner). The focus of this section will be on scale development and refinement, construct validity evidence, and theoretical and applied problems of psychological measurement.

SNEAK PEAK AT A FIRST EDITION ARTICLE

Using the extant literature on best practices in the selection interview, this paper describes a technology-based selection interview system. The process includes interviewer training and certification, and the construction of standardized interview guides. Linked to a common set of human abilities and skills, answers to the questions and probes are evaluated using behaviorally anchored rating scales for each of a number of competency elements. The process described can be used to help ensure quality interviewing practices in organizations of different sizes, structures, and levels of complexity. How to use this process to address various research objectives is also discussed.

Learn More:

ipacweb.org/PAD



Submit Articles:

www.scholarworks.bgsu.edu/pad/about.html



Conference Program Summary

	Salon II	Salon VI	Columbia	Nashville	Richmond
Sunday					
7:00 A.M.	Registration and Continental Breakfast in the Foyer Phoenix Ballroom				
8:00 A.M.	Situational Judgment Tests in Action	Legal Update: What You Need to Know as an HR Selection and Assessment Professional	Integrating Affective Decision-Making Competence into Leadership Development	Making Performance Appraisals Matter: How to Design and Develop a Performance Appraisal	
10:00 A.M.	Morning Break in Foyer Phoenix Ballroom				
10:30 A.M.	Morning Workshops Continue				
12:00 P.M.	Lunch on Your Own				
1:00 P.M.	Situational Judgment Tests in Action (continued)	A Primer on Job-Relatedness and Reasonable Alternatives	Getting the Right People on Board: Recruitment and Selection	Making Telework Work: Evaluating and Measuring Telework Program Success	IPAC Board Meeting (Open)
3:00 P.M.	Afternoon Break in Foyer Phoenix Ballroom				
3:30 P.M. - 5:00 P.M.	Afternoon Workshops Continue				
6:00 P.M. - 7:30 P.M.	President’s Welcome Reception in the Charleston Room				
8:00 P.M. - 12:00 A.M.	Hospitality Suite				
	Salon I,III,V	Salon II	Salon VI	Atlanta	Columbia
Monday					
7:00 A.M.	Registration, Continental Breakfast, and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
8:00 A.M.	Opening Remarks and Bemis Award Presentation				
9:00 A.M.	Plenary Session: Brian Hoffman Changes in Workers and Work: Implications for Staffing Modern Organizations				
10:00 A.M.	Morning Break and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
10:30 A.M.	Top Ten Questions about Assessments	Assessment Center Best Practices and Innovations Work Capacity Test Job Simulation Alternative Assessment to the 1.5 Mile Run Test	Trait-Based Abilities: Do We Know What to Call Them—or Do With Them? Recent Developments in the Application of Ideal Point Measurement Models for Personality Assessment	Workforce Credentialing: Emerging Trends and Innovations Unexpected Contamination of Criterion Data by Economic Pressures	Calling all Stakeholders: Strategic Collaboration in HR System Development Employment Laws and Works Councils: Selection and Personnel Management in Germany
12:00 P.M.	Student Poster Session in the Charleston Room Lunch on Your Own and Visit Exhibitors				
1:30 P.M.	Video-Based Testing: Steps, Tips, and Guidance on Developing Your Own Video Tests	Presenting a Data Driven Business Case for Candidate Assessment Conducting Job Analyses in the Real World: Five Challenges I Wish I Had Learned How to Solve in Graduate School	An Innovative Succession Planning Program in the Federal Aviation Administration and Group Differences Closing the Gaps in Competency Gap Analysis	Back Away from the Cliff! Re-evaluating Online Testing Practices after the Lemming Effect Using Social Networking Websites to Screen Job Candidates: Is it Worth the Risk?	Total Classification Redesign: From Case for Action to Applications
3:00 P.M.	Afternoon Break and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
3:30 P.M.	Plenary Session: Winfred Arthur The Predictor Method-Change Approach to Reducing Subgroup Differences: True Method Effects or Camouflaged Construct-Change Effects?				
4:30 P.M.	Closing Remarks followed by IPAC Business Meeting				
6:30 P.M. - 9:30 P.M.	IPAC Social Event at Park Tavern				
10:00 P.M. - 12:00 A.M.	Hospitality Suite				

Conference Program Summary

	Salon I,III,V	Salon II	Salon VI	Atlanta	Columbia
Tuesday					
7:00 A.M.	Registration, Continental Breakfast, and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
8:00 A.M.	Opening Remarks, Innovations in Assessment Award Presentation, and Student Paper Award Presentation				
9:00 A.M.	Plenary Session: Ann Quigley The Federal Government: The Place to be for Hot Topics and Cool Solutions				
10:00 A.M.	Morning Break and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
10:30 A.M.	Collecting Multiple Measures in a Single Assessment Hiring in the Fast Lane	Applying and Communicating the ROI of Human Capital Initiatives to Drive Change in Organizations Accuracy, not Aspirations: Tips for Identifying and Preventing Applicant Faking	The Debate: On-site versus Remote Video Web-based Assessment	Three Text Analytics Techniques That Can Change Your Life—Or at Least Improve Your Surveys Batten Down the Hatches: Preparing for the Silver Tsunami Student Paper Competition Winner Examining the Process Underlying Responses to Personality Measures in High-Stakes Situations: Does the Item Response Process Matter?	Multiple Perspectives on Women in Leadership
12:00 P.M.	Lunch on Your Own and Visit Exhibitors				
1:30 P.M.	Promoting Civil Service	Apples to oranges? Use and Comparative Scores for Mobile and Non-Mobile Selection Assessments Addressing Common Applicant Assessment Challenges via Internet Based Testing	Developing Knowledge-Based Written Exams – How to Maximize Reliability and Validity, and Minimize Challenges and Group Differences In-baskets: Development, Validity, and Utility	Test Construction Guidance in the New (2014) Testing Standards The Test Is Valid Because I Say It is Valid (and Other Ways to Lose in Court)	Optimal selection: Predictive Efficacy and Diversity Fairness using Pareto-optimal Selection System Innovations in Assessment Award Winner Development of the Adaptive Employee Personality Test Paper Presentation
3:00 P.M.	Afternoon Break and Visit Exhibitors in Salon IV & Foyer Phoenix Ballroom				
3:30 P.M.	Plenary Session: Kathleen Lundquist Big Data and Big Challenges in Managing the Legal Risk of your Assessments				
4:30 P.M.	Closing Remarks				
8:00 P.M. - 12:00 A.M.	Hospitality Suite				
	Salon I,III,V	Salon II	Salon VI	Atlanta	Columbia
Wednesday					
7:30 A.M.	Continental Breakfast in Salon IV & Foyer Phoenix Ballroom				
8:30 A.M.	Using Behavior and Motivation-based Approaches to Improve Employee Selection, Professional Development, Team Dynamics and Managerial Effectiveness	A Study of Leadership Competencies and their Relationship to Measures of Leader Effectiveness Connecting Personality Traits and Individual Competencies to Support Leadership Development	Nuts and Bolts of a Psychological Screening Program	Alternative Methods for Examining Test and Item Bias SEM-based Banding versus SEE-based Banding Being an Expert Witness: Beyond the Basics	Rebuilding the Pay and Performance Culture in the City of Milwaukee Post Act 10 Coming and Going: Areas of Interest to Examine with Exit and Entrance Surveys
10:00 A.M.	Morning Break in Salon IV & Foyer Phoenix Ballroom				
10:30 A.M.	Plenary Session: Mike Fetzer Gamification: Leveling Up to Personnel Selection				
11:30 A.M.	Closing Remarks				
12:00 P.M.	End of Conference				

Workshop Information



Sunday, July 19, 2015

Pre-Conference Workshops all approved for General HRCI and SHRM continuing education credits.

FULL-DAY WORKSHOP

Salon II

Situational Judgment Tests in Action

8:00am – 5:00pm 6.5 HRCI and SHRM Credits

Ryan O'Leary, Ph.D. & Greg Haudek, Ph.D.
PDRI a CEB Company

Situational Judgment Tests (SJTs) are a group of low-fidelity simulations frequently used for personnel selection. They provide job candidates with situations that

they would encounter on the job and viable options for handling the presented situations. This workshop will review reliability and validity evidence, stimulus and response modality, applicant reactions, scoring approaches, and subgroup mean difference and potential for adverse impact. Approaches for development will be discussed and templates provided. Workshop attendees will participate in a series of engaging exercises designed to practice SJT development and to exchange ideas and considerations related to their use in personnel selection.

MORNING HALF-DAY WORKSHOPS

Salon VI

Legal Update: What You Need to Know as a Selection and Assessment Professional

8:00am – 12:00pm 3.5 HRCI and SHRM Credits

Eric Dunleavy, Ph.D. & Emilee Tison, Ph.D.
DCI Consulting

This workshop will provide a primer on the contemporary legal context surrounding personnel selection and adverse impact measurement. To set the stage, the presenters will highlight the importance of evaluating a wide range of employment activities by discussing recent equal employment opportunity (EEO) court cases that impact the selection world. Participants will then be walked through an example EEO analytics process, including major decision points that determine how to structure analyses by identifying the employment actions to evaluate (e.g., selection, promotions), the protected groups to compare, and who to include/exclude from the analysis. Specific adverse impact measurement strategies will be reviewed, including both statistical significance tests and practical significance measures. The session will end with a review of 'hot EEO topics'.

nizations, and society. How can organizations assess and develop managers to improve their ability to make effective decisions? This workshop will present a research-based framework that links affect (emotions, moods, and personality) with the decision-making competence and performance of managers. It will demonstrate ways to use this framework in a practical manner to develop managers as leaders.

Participants in the workshop will be given the opportunity to take an Affective Processing Profile (APP) assessment prior to the workshop. Participants who choose to complete the assessment will receive complementary personalized professional development reports at the workshop. The assessment will provide a hands-on example of how to use this information to have follow-up leadership developmental conversations with managers.

Columbia

Integrating Affective Decision-Making Competence into Leadership Development

8:00am – 12:00pm 3.5 HRCI and SHRM Credits

Magda du Preez, Ph.D.
Informed Talent Decisions

Managers are expected to be leaders. Every day they make decisions that impact their teams, their orga-

Nashville

Know the Goal: How to Develop Performance Elements and Write Performance Standards

8:00am – 12:00pm 3.5 HRCI and SHRM Credits

Rebecca Ayers, Ph.D. & Amanda Custer, M.S.
U.S. Office of Personnel Management

Performance management isn't easy. This workshop on writing performance plans will help you feel more confident in the performance management planning process. We take away the ambiguity and uncertainty by explaining each performance plan component and guide participants to draft performance elements and standards that are results-focused and measurable. Participants will walk away with their very own crafted performance element and associated standard to include in future Performance Plans.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of these activities. It means that these activities have met the HR Certification Institute's criteria to be pre-approved for recertification credit

Workshop Information

Sunday, July 19, 2015

Pre-Conference Workshops all approved for General HRCI and SHRM continuing education credits.



AFTERNOON HALF-DAY WORKSHOPS

Salon VI

A Primer on Job-relatedness and Reasonable Alternatives

1:00pm – 5:00pm 3.5 HRCI and SHRM Credits

Eric Dunleavy, Ph.D. & Emilee Tison, Ph.D.
DCI Consulting

This workshop will provide a contemporary discussion of how different validation efforts are evaluated within the EEO context, with a focus on issues of job relatedness and reasonable alternatives. The session will begin by evaluating regulatory and professional guidance related to validation efforts – to review the current state of the field. During this discussion, we will review a variety of validation strategies and discuss both best practices and common criticisms. A review of current court cases and EEO enforcement will provide context for a discussion of current practices and highlights the topic of job-relatedness. Next, the presenters will review the topic of reasonable alternatives. This will include a consideration of definition, context and the identification of strategies for considering alternatives and their persuasiveness. Recent case law will also be reviewed, concluding with an evaluation framework designed to ensure a systematic review of these topics.

Columbia

Getting the Right People on Board: Recruitment and Selection

1:00pm – 5:00pm 3.5 HRCI and SHRM Credits

Harry Brull, Ph.D.
PDI Ninth House

This workshop will cover the entire process of filling an open position – from analyzing job requirements and setting minimum qualifications to making an offer to the selected candidate. The workshop is appropriate for those relatively new to the assessment field as well as those with experience who wish to sharpen their skills and gain exposure to new approaches designed to increase effectiveness, efficiency, and defensibility.

As a start, we will look at minimum qualifications and discuss how to design an effective and efficient recruitment strategy designed to yield the highest number of qualified candidates. From there, we will explore the world of job analysis to determine our choice of

assessment tools and what competencies are appropriate to measure. For each of the four major categories of assessment instruments (self-report/standardized instruments/simulations/other people) we will present samples and discuss the construction, administration, and scoring of each assessment option.

Particular attention will be paid to the distinction of screening tools, designed to reduce the size of the candidate pool and evaluation instruments which provide more detailed information about candidates. Specifically, the workshop will provide examples and guidance in the following methodologies: resume screening and scoring; targeted resumes; training and experience ratings; job-knowledge tests; situational judgment tests; personality tests; “live” simulations (role plays, presentations, task forces, etc.); “dead” simulations (in-baskets, planning exercises, etc.); interview panels; reference checking; and promotability index.

Nashville

Making Telework Work: Evaluating and Measuring Telework Program Success

1:00pm – 5:00pm 3.5 HRCI and SHRM Credits

Megan Arens, M.S. & Kate McGrath, M.S.
U.S. Office of Personnel Management

Successful telework programs require building the organizational systems and people competencies necessary for affecting change. In this workshop, participants will learn how to set up robust telework program evaluations that can help establish and grow their organization's telework program. At the conclusion of the workshop, participants will understand how to define a vision for telework program improvement or change, set goals to achieve the vision, and establish telework program metrics to evaluate success and track progress. Participants will also understand the latest methods used by agencies in the Federal Government to measure telework program return on investment. Through a mix of lecture and interactive discussions, participants will be challenged to think big and develop a vision for change that will inspire their organization's senior leaders and employees alike.

The use of this seal is not an endorsement by the HR Certification Institute of the quality of these activities. It means that these activities have met the HR Certification Institute's criteria to be pre-approved for recertification credit

Concurrent Sessions

Monday, July 20, 2015
Morning Sessions, 10:30am-12:00pm

Salon I, III, V

Top Ten Questions about Assessments

Panel Discussion (90 minutes)

Reid Klion, pan - Performance Assessment Network, Inc.
Michael Blair, H&R Block
Martha Hennen, Consumer Financial Protection Bureau
Kathleen Walker, City of Little Rock
Erin Wood, pan - Performance Assessment Network, Inc.

Testing professionals often spend considerable time educating others about the scientific, legal, and practical issues involved in the use of assessments. Since much of the popular and business press coverage of assessments tends to be superficial and, at times, misleading, it is difficult for those outside the assessment professions to become well-informed about it. This panel discussion will focus on the Top Ten Questions heard when discussing occupational testing. Comprised of individuals who work in both internal and external roles for private and public sector organizations, the panel will share and discuss the approaches they have found useful in addressing these questions. Audience participation will also be invited.

Salon II

Assessment Center Best Practices and Innovations

Paper Presentation (45 minutes)

Julie Sampson & Tomer Gotlib
Ergometrics & Applied Personnel Research, Inc.

Assessment centers are commonly used within public safety selection processes. Due to their widespread use, best practices that can enhance the effectiveness, validity, and legal defensibility should be followed. This presentation will cover the current research on assessment center best practices, as well as current topics and trends.

Work Capacity Test Job Simulation Alternative Assessment to the 1.5 Mile Run Test

Paper Presentation (45 minutes)

Randolph Park
U.S. Customs and Border Protection

The 1.5 Mile Run Test assesses aerobic endurance and is often used by rescue and law enforcement entities. Age-related run time differences are often found. A work sample alternative to a physical ability test helps to mitigate age-related group differences on incumbents who are otherwise capable job performers.

Salon VI

Trait-Based Abilities:

Do We Know What to Call Them—or Do With Them?

Paper Presentation (30 minutes)

Sharon Roth & Peter Leeds
U.S. Merit Systems Protection Board

Presenters will share insights from research on how Federal agencies assess “soft skills” and trait-based abilities in hiring, discussing promising approaches and issues practitioners should anticipate and address when developing or using assessments.

Recent Developments in the Application of Ideal Point Measurement Models for Personality Assessment

Paper Presentation (45 minutes)

Nathan Carter, Rachel Williamson, Li Guan, & Lane Siedor
University of Georgia, Department of Psychology

Recent research suggests that ideal point measurement models are more appropriate for use in personality assessment in selection scenarios due to their ability to more correctly rank-order applicants. This talk will summarize research by the presenter and colleagues showing the advantages and disadvantages of using these models in personnel applications.

Concurrent Sessions

Atlanta

Workforce Credentialing: Emerging Trends and Innovations

Paper Presentation (60 minutes)

Bob Mahlman

CETE at The Ohio State University

Personnel assessment professionals have witnessed a recent groundswell of interest and activity in the area of workforce credentialing. The proliferation of credentials has resulted in "credential confusion". The presenter will summarize recent trends and innovations in workforce credentialing, and the impact on the personnel assessment and workforce development industry.

Unexpected Contamination of Criterion Data by Economic Pressures

Paper Presentation (30 minutes)

Joel P. Wiesen

Applied Personnel Research

An unexpected barrier to criterion-related validation of a certification exam was encountered. The criterion data revealed unexpected poor job performance. This was determined to be due to non-job related, economic influences on job performance. This form of economic contamination of criterion data seems not to be described in the validation literature.

Columbia

Calling all Stakeholders: Strategic Collaboration in HR System Development

Symposium (60 minutes)

Margaret Barton, Jennifer Demarais, Joyce Wentz, &
Rebecca Ayers

U.S. Office of Personnel Management

Technology has forever changed the way we recruit, assess, hire, on-board, appraise, and develop employees. A key to developing effective human resources (HR) information technology (IT) systems is involving a wide variety of stakeholders, including programmers, business analysts, HR specialists, psychologists, customers and contractors. This symposium highlights methods for fostering strategic collaboration among stakeholders based on recent system development efforts at the U.S. Office of Personnel Management (OPM). Presenters from various settings within OPM will share specific methods and tips for engaging and working with a wide variety of stakeholders throughout system design, development, testing and implementation phases.

Employment Laws and Works Councils: Selection and Personnel Management in Germany

Paper Presentation (30 minutes)

Christoph Gloger

Louisiana Tech University

With the Transatlantic Trade and Investment Partnership (T-TIP) on the horizon and business between the markets of the United States and Europe set to intensify, international challenges that require a basic understanding of foreign cultures and legal environments will increasingly be important. As the largest economy of the European Union, Germany's role in the partnership with the United States is significant. However, divergent cultural ideologies that manifest in different legal environments and approaches to Human Resources practices may impose serious challenges to overseas' business endeavors. In Germany, the tendency for institutionalized collectivism yields a forced cooperation of employees and management in Human Resource decision-making that is backed by comprehensive legislature. This session discusses fundamentals of the German Human Resource environment and provides approaches and insights on effective communication and negotiation with employee representatives.

Concurrent Sessions

Monday, July 20, 2015

Student Poster Session, 12:00pm – 1:30pm

Charleston

Communication Preference Scale

Scott Hines, Mike Knott, & Jason Marks
Louisiana Tech University

With many communication mediums available in today's workplaces, the possibility exists that conflicting preferences may result. The purpose of this study is to develop a measure of employee communication preference in a sample of approximately 200 working adults. Future research may include examinations of cross-generational communication preferences in the workplace.

Network Analysis of Psychometric Organizational Survey Data: Using a Visualization Tool to Ease Interpretation and Target Interventions

Rachel Williamson & Nathan Carter, University of Georgia
Michael Zickar, Bowling Green State University

Network analysis has been a groundbreaking method in a variety of scientific disciplines. Recent work extending network analysis to psychometric data has opened endless possibilities. Here we demonstrate the application of network analysis to personnel survey data, highlighting its ability to ease data interpretation and result in highly targeted interventions.

Regional Accent Bias in Hiring Practices

Ellen Lovell, Mitzi Desselles, & Brittani Plaisance
Louisiana Tech University

This paper draws attention to an under-explored contributor to employment discrimination: regional bias. Without evidence that regional accent differences reflect differential job performance, inaccurate and unfair personnel decisions may result. We propose research into the impact of regional bias on validity and suggestions to reduce the negative consequences for practice.

The Cyber Smear Propensity Scale

Olivia Reinecke & Tilman Sheets
Louisiana Tech University

Making use of the Internet to intentionally damage the reputation of one's employer, sometimes referred to as cyber smearing, is of escalating concern to many of today's organizations. The purpose of this study is to develop a scale measuring employees' propensity to engage in cyber smearing against their employers.

How Much Validity is Enough?

Information Presentation Affects Validity Thresholds

Chelsea Chatham, Yuyan Zhang, Chris Arnold, Margaret E. Brooks, & Scott Highhouse
Bowling Green State University

When assessing the effectiveness of selection tests, the use of different effect size indicators can impact how easy people perceive to understand the information, and whether people perceive an effect size as minimally acceptable. The poster provides insights for both researchers and practitioners in communicating validity information with different audiences.

Which Psychological Testing Format Should be Trusted: Likert or Forced-Choice?

Li (Ada) Guan & Nathan Carter, University of Georgia
Jeffery Conway & Anthony Boyce, Aon Hewitt
Alan Mead, Talent Algorithms Inc.

Personality testing is used frequently in the workplace for various purposes, however, there are on-going discussions regarding the credibility of using such testing, especially the Likert format testing. Two of our studies discuss advantages/disadvantages using Forced-Choice (FC) format and the Likert format testing.

Concurrent Sessions

Monday, July 20, 2015
Afternoon Sessions, 1:30pm – 3:00pm

Salon I, III, V

Video-Based Testing: Steps, Tips, and Guidance on Developing Your Own Video Tests

Tutorial (90 minutes)

Julie Sampson

Ergometrics & Applied Personnel Research, Inc.

The use of videos can enhance the selection and promotional process for public safety departments. Overall, research has demonstrated several advantages to using video-based tests. The session will review the research behind the use of video in the selection process and provide data supporting this research. The main focus of the session will be on the development of video scenarios from pre-shoot logistics to post-production graphics/audio work. After the session, attendees will have a solid understanding of video-based testing and the critical steps needed to develop effective video-based exams.

Salon II

Presenting a Data Driven Business Case for Candidate Assessment

Paper Presentation (45 minutes)

Martha Hennon

Consumer Financial Protection Bureau

This presentation will describe analytic techniques and tips for using available applicant flow information to support your assessment processes. Discussion will cover: data typically available across vacancy announcements, analytic decisions and data presentation tips. Attendees will gain specific recommendations for simple methods they can implement in their own situation.

Conducting Job Analyses in the Real World: Five Challenges I Wish I Had Learned How to Solve in Graduate School

Paper Presentation (45 minutes)

Michael Blair, H&R Block

Jennifer Geimer & Paul DeKoekkoek, CEB

Graduate programs in applied HR disciplines typically educate students on traditional job analysis techniques. Unfortunately, these techniques rarely prepare the student for job analysis in the real world. The authors will discuss real world challenges (e.g., time constraints, lack of incumbents) and potential solutions to these challenges drawn from experience.

Salon VI

An Innovative Succession Planning Program in the Federal Aviation Administration

Paper Presentation (45 minutes)

Anne Marrelli & Michael Patsfall

Federal Aviation Administration

Formal succession planning is rare in Federal agencies. Regulations specific to government pose challenges that the private and non-profit sectors do not face. This paper will describe an innovative succession planning program developed by the Federal Aviation Administration and the structured assessment methods employed to ensure an objective, merit-based process.

Closing the Gaps in Competency Gap Analysis

Paper Presentation (45 minutes)

Rebecca Fraser, Melissa Buford, & Anne Holloway-Lundy
U.S. Office of Personnel Management

For several years, the Federal Government has emphasized assessing and closing skills gaps across the federal workforce, thereby increasing the demand for competency gap analysis services. This presentation offers practitioners various approaches and considerations for conducting gap analysis, and discusses common challenges to success and strategies to address them.

Concurrent Sessions

Atlanta

Back Away From the Cliff! Re-evaluating Online Testing Practices after the Lemming Effect

Paper Presentation (45 minutes)

Amy McKee
Pearson VUE

In the last 15 years, online testing and unproctored selection testing has become de rigueur. However, have we all gone over the cliff a bit without fully considering the implications? This paper reviews the expert opinions along with research and employer practices to bring you along on the P&P to CBT to UIT journey. We will revisit what high-stakes tests are in different environments and discuss the best approach for administration, considering the candidate experience as well as test validity and security.

Using Social Networking Websites to Screen Job Candidates: Is it Worth the Risk?

Symposium (45 minutes)

Scott Hines, Lauren Mouton, & Jason Marks
Louisiana Tech University

Social networking websites allow individuals to share information with others over the Internet. Recruiters and hiring managers will often utilize social networking sites to access this information and use it to recruit, screen, and possibly select job candidates. In this symposium, we will discuss the potential advantages and disadvantages of utilizing social networking sites for recruitment, screening, and selection purposes from practical, legal, and ethical standpoints. We believe that the information presented in our symposium will help attendees to think critically about and make informed decisions regarding the utilization of social networking sites at their own organizations for the purposes mentioned above.

Columbia

Total Classification Redesign: From Case for Action to Applications

Symposium (90 minutes)

Wayne Baughman, Shonna Waters, & Tanya Perry
National Security Agency
Chelsa Gurkin & Robyn Trotter
U.S. General Accountability Office

The U.S. General Accountability Office (GAO) has recently recommended the modernization of the classification system used by Federal Government organizations (GAO, 2014). We first describe the process used by GAO to evaluate the current state of classification practices and identify eight attributes of a modern, effective classification system. Next, we describe key barriers to implementing modern classification systems and present a framework, principles, and practices that can overcome these barriers and enable more effective classification practices to better drive organizational performance. Finally, we present an example of a promotion process where its redesign involved applying the principles and practices of modern classification. In addition, we will describe the project context, design approach, and the implementation of the revised process. Finally, we will review lessons learned and what we perceive as best practices because of this project.

Concurrent Sessions

Tuesday, July 21, 2015

Morning Sessions, 10:30am – 12:00pm

Salon I, III, V

Collecting Multiple Measures in a Single Assessment

Paper Presentation (30 minutes)

Todd Baker & Deborah Gebhardt
Human Performance Systems, Inc.

For all jobs, effectiveness is determined by multiple attributes. For the electrical lineman job effective pole climbing is a function of physical ability, technique, and safety. This paper describes methods used to develop pole climbing assessments measuring multiple attributes. These methods can be used to develop other multiple measure assessments.

Hiring in the Fast Lane

Symposium (60 minutes)

Karen Walker, Brian Ross, & George Johnston
U.S. Secret Service

The U.S. Secret Service utilizes an intricate hurdle hiring system to ensure it selects the most qualified applicants for entry level Special Agent and Uniformed Division Officer positions. This hurdle system has multiple steps and can take up to 12 months for some applicants to endure. Through the implementation of an Entry-level Assessment Center (ELAC) the U.S. Secret Service has expedited its hiring to fill triple the amount of classes in half the amount of time with qualified applicants. The ELACs provide the U.S. Secret Service with an influx of best qualified applicants that can then be further screened for best organizational fit by competency, ability to obtain security clearance, and meet the medical and physical requirements.

Salon II

Applying and Communicating the ROI of Human Capital Initiatives to Drive Change in Organizations

Symposium (60 minutes)

Melinda Seibert, National Security Agency
Eric Sydell, SHAKER
Michael Blair, H&R Block
David Swiderski, University at Albany,
State University of New York
Shonna Waters, National Security Agency

The recent recession has caused business leaders in both private and public sectors to tighten budgets in an effort to meet changing economic circumstances. As a result, internal and external consultants alike have been asked to demonstrate the impact of human capital initiatives on the bottom line. This symposium will offer a forum for human resources professionals being asked to translate the value of solutions into metrics that matter to businesses. Presenters will discuss a business-outcome focused approach to demonstrating return on investment (ROI) that can be applied in a variety of industry settings. Presenters will share methods, measures, and tools they have used to affect change in organizations based on demonstrating the economic ROI of assessments. Lessons learned will guide future practitioners as they seek to conduct ROI analyses to help demonstrate the impact of human capital initiatives to affect change in organizations.

Accuracy, not Aspirations:

Tips for Identifying and Preventing Applicant Faking

Paper Presentation (30 minutes)

Nivedita Prabhu, Olivia Reinecke, & Ellen Lovell
Louisiana Tech University

Research has demonstrated that faking in selection can be costly for organizations. Because faking poses a threat to organizations, this proposal focuses on ways to reducing faking likelihood within assessments. More specifically, methods geared towards alleviating the impact of faking in both survey and interview context will be explored further.

Concurrent Sessions

Salon VI

The Debate:

On-site versus Remote Video Web-based Assessment Tutorial (90 minutes)

Allysa Singer & Martinique Alber
Personnel Board of Jefferson County

In the past decade, there have been significant advancements in digital media technology. Specifically, the delivery of test content via video and the recordings of candidate responses on digital media has become more accessible and user friendly. Many organizations and consultants have begun to take advantage of the use of technology in personnel selection and assessment. With fiscal and logistical concerns of the assessment process, it has become more appealing to discover new ways to tackle this challenge. Through a practitioner's viewpoint the benefits and drawbacks to both on-site and remote video web-based assessments as solutions to these challenges are thoroughly discussed. Main topics include common assessment practices, assessor training, test security, logistical concerns, and costs.

Atlanta

Three Text Analytics Techniques That Can Change Your Life—or at Least Improve Your Surveys

Paper Presentation (30 minutes)

John Ford
U.S. Merit Systems Protection Board

Designing effective survey questions is not easy. This presentation describes three text analytic techniques that can improve organizational surveys and provides links to freely available software tools to implement them. Additionally, the presentation illustrates the value of these techniques using example questions and results from governmentwide surveys of Federal employees.

Batten down the Hatches:

Preparing for the Silver Tsunami

Paper Presentation (30 minutes)

Mike Knott, Scott Hines, & Frank Igou
Louisiana Tech University

Massive workforce change is on the horizon as baby-boomers edge towards retirement. More individuals may be leaving the workplace than entering it. To protect cognitive capital in this knowledge-based economy, organizations will need to adapt. This paper examines how training, retention, selection, and ergonomic interventions can address these concerns.

Student Paper Competition Award Winner

Examining the Process Underlying Responses to Personality Measures in High-Stakes Situations: Does the Item Response Process Matter?

Paper Presentation (30 minutes)

Mengyang Cao
University of Illinois

We investigated the underlying response process for personality assessment administered in high- versus low-stakes situations, and whether any differences matter for selection outcomes. In Study 1, we used an experimental design to investigate whether the dominance model or the ideal point model exhibited better model fit to responses to personality scales. Results suggested that respondents adopted a trait shift strategy as opposed to a response model shift strategy. Specifically, individuals continued using an ideal point response process, but inflated their latent trait standings when they responded to personality items in a job application scenario. In Study 2, we used Monte Carlo simulations to further demonstrate that misapplying the dominance model to score ideal point responses may lead to lower predictive validity and lower mean job performance, especially when the selection ratio is low. On the other hand, applying the correct item response model resulted in more fake-resistant selection decisions.

Concurrent Sessions

Columbia

Multiple Perspectives on Women in Leadership

Panel Discussion (90 minutes)

Bharati Belwalkar, Louisiana Tech University

Lisa Moore, Florida Institute of Technology

Elizabeth Reed, City of Columbus Civil Service Commission

Mitzi Desselles, Ph.D., AROS Consulting at Louisiana Tech University

Lt. Col. Karen Gregory, USSOCOM and HRSS Consulting Group, LLC

Rae Reed, WordUp, LLC.

The present interactive panel session is intended for students and young professionals who desire to climb organizational hierarchy. This panel discussion will revolve around understanding the issue of gender-disparity in leadership. Successful women leaders representing academia, industry, and military will share their thoughts and experiences on this issue. This panel discussion will also attempt to explore ways in which the existing gender-disparity can be reduced.

Concurrent Sessions

Tuesday, July 21, 2015
Afternoon Sessions, 1:30pm – 3:00pm

Salon I, III, V

Promoting Civil Service

Tutorial (90 minutes)

Elizabeth Reed

City of Columbus Civil Service Commission

Civil Service Commissions are underfunded and misunderstood. Civil Service is not a sexy topic. In reality, Civil Service is just as important today as it was a hundred years ago when Commissions were first being formed in the United States. Over the past 50 years the field of assessment and measurement of performance has evolved and matured. The time is ripe for effective and meaningful Civil Service, but how do we educate stakeholders? How do we promote Civil Service for what it is and what it can be? If Civil Service is not funded and stakeholders are not educated, our critics will be right. How do we change the message? How do we advocate for the right Civil Service reform? How do we campaign for funding? The message may not be sexy, but our voice is critical to success.

Salon II

Apples to Oranges? Use and Comparative Scores for Mobile and Non-Mobile Selection Assessments

Paper Presentation (60 minutes)

Erin Wood, Katherine Sliter, & Kelsey Stephens
pan - Performance Assessment Network

Unproctored employment testing using mobile devices has recently emerged as an important issue. This presentation reviews the current literature on mobile assessment and presents the results of an archival review using cognitive, personality, mechanical aptitude, and work attitudes measures. Issues of mobile testing frequency and demographic differences will be discussed.

Addressing Common Applicant Assessment Challenges via Internet Based Testing

Paper Presentation (30 minutes)

Charles Thompson, U.S. Office of Personnel Management
Nicholas Martin, Aon-Hewitt
Melissa Buford, Jaron Holmes, & Philip Walmsley
U.S. Office of Personnel Management

This session examines three common challenges associated with designing and implementing personnel selection procedures. We consider 1) the value to an organization, 2) whether and how general competencies can be measured, and 3) user acceptance issues. We discuss our experiences in large-scale online testing and highly encourage audience participation.

Salon VI

Developing Knowledge-Based Written Exams – How to Maximize Reliability and Validity, and Minimize Challenges and Group Differences

Tutorial (60 minutes)

Tomer Gotlib

Ergometrics & Applied Personnel Research, Inc.

This session will cover best practices for the development of knowledge-based multiple-choice written exams with the intent of educating attendees on how to maximize reliability and content validity, while minimizing challenges and group differences. The session will also give attendees a chance to practice writing test questions with the knowledge gained during the session and receive feedback.

In-baskets: Development, Validity, and Utility

Paper Presentation (30 minutes)

Deborah Whetzel

Human Resources Research Organization

This presentation will describe steps for developing in-baskets using a content-oriented approach, including examples of in-basket items. The latest research on the validity of in-baskets also will be presented. Finally, the improved utility of in-baskets over random selection will be described.

Concurrent Sessions

Atlanta

Test Construction Guidance in the New (2014) Testing Standards

Paper Presentation (30 minutes)

Joel P. Wiesen

Applied Personnel Research

Late in 2014 a revised edition of the Standards for Educational and Psychological Testing was issued by the American Psychological Association and two other professional societies. This is the first revision of the Standards since 1999. The new Standards contain many rather specific statements about test development and validation. These will be summarized.

The Test is Valid because I say it is Valid (and Other Ways to Lose in Court)

Tutorial (60 minutes)

Jim Kuthy & Heather Patchell

Biddle Consulting Group, Inc.

Test developers frequently assume the validation reports they produce demonstrate a practice, procedure, or test is “job related and consistent with business necessity” (Griggs v. Duke Power Co., 1971). However, they are often surprised when their evidence is found to be problematic when challenged in court. For example, we frequently review validation studies that inappropriately rely on techniques related to validity generalization or the “transportability” of content-related evidence, neither of which has been traditionally accepted by the courts. Other reports skip important steps in the validation process, while still others inappropriately rely on the test creator’s reputation as evidence of its validity. During this session we will go over the process we use when reviewing the appropriateness of job analysis and validation studies to determine whether they address the requirements of the federal Uniform Guidelines on Employee Selection Procedures, which is the standard that the EEOC and courts rely on.

Columbia

Optimal Selection: Predictive Efficacy and Diversity Fairness using Pareto-optimal Selection Systems

Paper Presentation (45 minutes)

Jose Valadez, Christoph Gloger, & Frank Igou

Louisiana Tech University

Although advances in the design of more-sophisticated selection systems have been proposed, implementation of these systems in real-world settings has been gradual (De Corte, Sackett, & Lievens, 2011). The purpose of this presentation is to assist practitioners through a stepwise example of a Pareto-optimal selection system that is concurrently efficient and fair.

***Innovations in Assessment Award Winner* Development of the Adaptive Employee Personality Test**

Paper Presentation (45 minutes)

Anthony S. Boyce, Jeffrey S. Conway, Pat M. Caputo & Christopher R. Huber

Aon Hewitt

Does the world need another workplace personality assessment? Well, yes, it does, especially if it is adaptive, mitigates faking, and is developed from the ground-up to be globally relevant. This talk will cover the development of the Adaptive Employee Personality Test (AD-EPT-15). Specific focus will be devoted to the development of the personality model, choice of the response format (forced-choice), identification of the IRT model (i.e., the multi-unidimensional pairwise preference model), content development, calibration, validation, and global localization. Additional research focusing on applicant reactions and faking will also be shared.

Concurrent Sessions

Wednesday, July 22, 2015
Morning Sessions, 8:30am – 10:00am

Salon I, III, V

Using Behavior and Motivation-based Approaches to Improve Employee Selection, Professional Development, Team Dynamics and Managerial Effectiveness

Panel Discussion (90 minutes)

Rumi Portillo, Heidi Murphy, & Michael D'Antonio
Town of Los Gatos

Located in the San Francisco Bay Area, the Town of Los Gatos is a vibrant community of 30,000 residents, with a downtown that is consistently voted "Best in Silicon Valley." The municipal workforce of 150 employees has been stretched to provide services to the public, particularly as budget impacts reduced the organization by 30% over the past five years. As the economy has shifted to more positive conditions, the Town is now challenged to meet increasing service demands and high expectations of the public. To meet these challenges, the Town leadership recognized a need to revitalize the workforce through excellence in hiring and by engaging the workforce. A number of methods have been deployed to improve employee selection, establish consistent customer service standards and to accelerate the growth and development of employees. In this session, managers from Los Gatos will share their experiences, successes and visions of the future.

Salon II

A Study of Leadership Competencies and their Relationship to Measures of Leader Effectiveness

Paper Presentation (45 minutes)

Michael Rossi, Jaron Holmes, & Henry Thibodeaux
U.S. Office of Personnel Management

This presentation will summarize an investigation into the relationship between leadership competencies and perceptions of leader effectiveness. A relative weights analysis on data collected from over 3,000 multi-source rating instruments identified the most impactful competencies for current effectiveness and for readiness to take on more senior leadership positions.

Connecting Personality Traits and Individual Competencies to Support Leadership Development

Paper Presentation (45 minutes)

Jaron Holmes, Michael Rossi, & Henry Thibodeaux
U.S. Office of Personnel Management
Nicholas Martin, Aon-Hewitt

This presentation will summarize the development and use of the Leadership Profiler, a personality assessment designed to provide leaders in the Federal Government insights into their natural tendencies related to leadership. We will discuss the development of the assessment and our observations in administering it in applied settings.

Salon VI

Nuts and Bolts of a Psychological Screening Program

Symposium (90 minutes)

Delisa Walker Hall, U.S. Secret Service
Kimberly Perry, U.S. Secret Service
Robert Levine, Consultant to the U.S. Secret Service

In this symposium, the authors will present different aspects of the process to research, develop, and prepare for implementation of a psychological screening program in law enforcement selection for a Department of Homeland Security agency. These presentations will discuss the need for developing a psychological screening program, the advantages and disadvantages of adding this step to the hiring process, the hurdles encountered while developing the psychological screening program, legal implications for adding a psychological screening program, and the lessons learned along the way. We will also present benchmark data that was utilized in the development of the psychological screening program. This session will be of interest to HR practitioners in assessment and selection. This session would be of interest especially for those whose organizations or agencies have high-risk or security sensitive positions, such as law enforcement officers or positions that require a security clearance.

Concurrent Sessions

Atlanta

Alternative Methods for Examining Test and Item Bias

Paper Presentation (30 minutes)

Frank Igou & Jose Valadez

Louisiana Tech University

Test and item bias are ongoing concerns of testing and assessment professionals. In this presentation, new methods, including the use of Gini Coefficients, Lorenz Curves, and Gini Mean Differences will be demonstrated and compared to traditional methods for examining test and item bias. Practical implications will be discussed.

SEM-based Banding versus SEE-based Banding

Paper Presentation (30 minutes)

Bharati Belwalkar & Frank Igou

Louisiana Tech University

This paper presentation will explain a traditional SEM-based banding and new SEE-based banding. Their comparison warrants attention because their results may produce variations in selection related decision making. Attendees will be made aware of how these two formulae differ in their calculations and how each may impact selection decisions.

Being an Expert Witness: Beyond the Basics

Paper Presentation (30 minutes)

Joel P. Wiesen

Applied Personnel Research

This presentation will present lessons learned from serving as an expert in several court cases. Unexpected barriers to effective testimony will be described, with ways to deal with those barriers. The practical implications of the structure of courtroom procedure will be explored. Examples from actual court cases will be provided.

Columbia

Rebuilding the Pay and Performance Culture in the City of Milwaukee Post Act 10

Paper Presentation (60 minutes)

Carl Nagy & Andrea Knickerbocker

City of Milwaukee

Act 10 curtailed the collective bargaining rights of Municipal Employee Unions in Wisconsin and has led to major policy changes in how the City of Milwaukee manages the workforce. This presentation will describe the process that has emerged for the creation of new pay and performance practices in City Departments.

Coming and Going: Areas of Interest to Examine with Exit and Entrance Surveys

Paper Presentation (30 minutes)

Mike Knott & Frank Igou

Louisiana Tech University

While the circumstances and implementation of exit and entry surveys may be different; both may be used to examine many of the same areas. This paper examines some areas of interest such as work engagement, leadership, socialization, their temporal fluctuations, and their relationship to retention. Practical implications will be discussed.

IPAC Exhibitor Floor Plan

F1: U.S. Office of Personnel Management
F2: Gravic, Inc.
F3: The Ohio State University
F4: JobAps
F5: CEB
F6: Ergometrics

F7: Shaker Consulting Group
F8: PAN
F9: PDRI, a CEB Company
F10: IPMA-HR
F11: APTMetrics
F12: WRIPAC



Floor Plan is Not Drawn to Scale

Promoting excellence in personnel selection practices

WRIPAC Training & Meeting Opportunities

Register for WRIPAC meetings and trainings online at www.wripac.org

WRIPAC provides public agency assessment staff with a unique forum for professional networking; membership expertise; and recruitment, selection, and development resources in a collaborative, innovative, friendly and fun environment.

WRIPAC provides quality training opportunities at a reasonable cost. The full catalog of training offerings can be found on our website. We typically offer 5-7 trainings each year. If your agency is interested in a specific course, please contact us to find out more about hosting a training at your offices.

WRIPAC Meetings

There is no charge to attend WRIPAC meetings which consist of speakers on current topics and the opportunity to network with other human resource professionals in assessment. During the meeting, we have a “roundtable” discussion where participants bring questions to the group to get advice and benefit from the experience of our colleagues. We’re often told that this roundtable is the best part of the meeting. We encourage attendees to come prepared to seek advice or share information regarding interesting or innovative initiatives from their agencies. Meetings are held 3 times a year, generally alternating between Northern and Southern California.

WRIPAC Membership

One of the things that makes WRIPAC different from other organizations is our membership model. We do not charge any membership fees, and membership is agency-based, not individual. Establishing membership requires an agency representative to attend two consecutive meetings, and stay for our Friday business meeting. After two meetings, you will receive an invitation to request membership, and at the third meeting the members will vote to add your agency as a member. Maintaining membership requires active participation in committee and attendance of at least two meetings (including the business meeting) each year. Member benefits include a copy of the WRIPAC Job Analysis manual and the WRIPAC monographs, discounts on training registrations, access to the test material exchange program, and professional development and networking opportunities.

WRIPAC was first established in 1979 and consists of over 30 small, medium, and large public agencies in Arizona, California, Nevada, and Oregon.

Our objectives are:

- To develop and share personnel selection procedures.
- To provide a forum for the review of professional and legal selection issues.
- To assist member jurisdictions in maintaining professional personnel selection standards and in complying with legal requirements and guidelines.
- To promote the principles of merit selection and equal employment opportunities.
- To improve communication among member jurisdictions and with other regional assessment groups



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SHARE.

Exchange ideas and best practices with other members

Share your expertise and lessons learned from your work to benefit the community

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