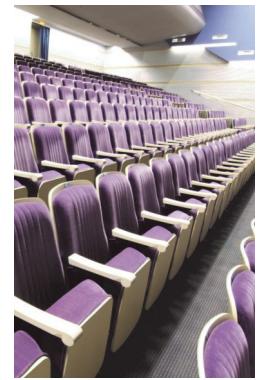




Harrah's Las Vegas,
Nevada

2012



**IPAC
CONFERENCE**

HARRAH'S LAS VEGAS — NEVADA

22
JULY
25

www.ipacweb.org



Welcome to the 2012 IPAC Conference



This is IPAC's 3rd conference as an independent organization. It continues the rich tradition of promoting excellence in assessment begun more than 35 years ago by IPAC's predecessor, IPMAAC. On behalf of the IPAC Board of Directors, Committee Chairs, and Committee Members, welcome to the 2012 IPAC Conference and thank you for coming. You will not be disappointed.

I can't improve upon what then-president Julia Bayless wrote in last year's program: "As the premier organization of assessment professionals who develop and deliver state-of-the-science testing and measurement services within the HR community, IPAC is dedicated to providing educational opportunities, a forum for expertise sharing, best practices and research in the field, and resources that demonstrate value-added ROI of assessment in organizations. The IPAC Annual Conference is a culmination of that vision."

Over the next few days, world-class thought leaders in assessment will frame the conference in general sessions, while separate session tracks will address the needs of all levels of conference attendees: foundational, applied, and innovative tutorial sessions. Attend the sessions, of course, because you will gain valuable knowledge and skill. But, do not neglect the social events. Both there and in the nightly hospitality suite, get to know people from nearby and around the world who you can call on for help solving difficult challenges at work . . . and who can call on you for help. Discuss real issues and get real, practical answers. That's the collegial advantage that only an organization like IPAC can provide and that will last your entire career.

When I was IPMAAC Program Chair and later President many years ago, the paid professional staff of our former parent organization was constantly working in the background to ensure our success. Times have changed. Instead of paid staff, an amazingly dedicated cadre of volunteers commits huge amounts of time and talent to the smooth operation of the organization and to delivering a world-class conference of truly international proportions. Please recognize and thank them for their dedication to our profession.

Jeff Fenquay

2012 IPAC President

2012 COMMITTEE CHAIRS

IPAC extends special thanks to all of our 2012 Committee Chairs for organizing a terrific program and activities!

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STACY MURILLO
Speaker Gifts Committee

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IPAC is grateful to our conference sponsors and exhibitors whose support enhances the IPAC Annual Conference experience.

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EXHIBITORS



2012

KEYNOTE SPEAKERS

WAYNE CASCIO

University of Colorado, Denver

Dr. Cascio is a professor of management and leadership at the University of Colorado, Denver and the Robert H. Reynolds Chair in Global Leadership. His areas of expertise include staffing, training, performance management, compensation, organizational restructuring, and the economic impact of HR activities. He has received numerous awards and accolades during his career, including the Distinguished Career Award from the HR Division of the Academy of Management in 1999, an honorary doctorate from the University of Geneva (Switzerland) in 2004, and the Michael R. Losey Human Resources Research Award from SHRM in 2010. In 2008 he was named by the *Journal of Management* as one of the most influential scholars in management in the past 25 years. Currently he serves as Chair of the U.S. Technical Advisory Group that is developing international standards for the Human Resources profession, and he represents the United States to the International Organization for Standards. He is a noted scholar and presenter, a prolific researcher and author or editor of 24 books on Human Resources Management, a valued consultant, and a gracious presenter to professional organizations including PTC/NC, PTC/SC, and IPAC (and IPMAAC).

IPAC would like to thank Western Region Intergovernmental Personnel Assessment Council for sponsoring keynote speaker Dr. Cascio.



KEVIN MURPHY

Lamorinda Consulting, LLC and Colorado State University

Dr. Murphy is a professor of industrial and organizational psychology at Colorado State University. He also is a Consulting Expert with Lamorinda Consulting LLC. His areas of research include personnel selection and placement, performance appraisal and psychological measurement. Kevin is the author of over 160 articles and book chapters, and author or editor of 11 books, in areas ranging from psychometrics and statistical analysis to individual differences, performance assessment, gender, and honesty in the workplace. He is a Past-President of the Society for Industrial and Organizational Psychology (SIOP) and was SIOP's 2004 recipient of the Distinguished Scientific Contribution Award.

IPAC would like to thank California School Personnel Commissioners Association for sponsoring keynote speaker Dr. Murphy.



SCOTT HIGHHOUSE

Bowling Green State University

Dr. Highhouse is a Professor and Ohio Eminent Scholar in the Department of Psychology, Bowling Green State University. He received his PhD in 1992 from University of Missouri at St. Louis. Scott served as Associate Editor of *Organizational Behavior and Human Decision Processes* (OBHDP) from 2001-2007, and as Associate Editor of *Journal of Occupational and Organizational Psychology* from 2007-2009. He has been named a fellow of the American Psychological Association, the Association for Psychological Science, and the Society for Industrial and Organizational Psychology. Scott formerly worked in organizational development at Anheuser Busch Companies in St. Louis, MO. His primary areas of expertise are assessment/selection for employment, and human judgment/decision making. His work has been featured in the *Washington Post*, *Wall Street Journal*, and *Chronicle for Higher Education*. He has been a past presenter for IPAC, as well as PTC/NC.

IPAC would like to thank CPS HR Consulting for sponsoring keynote speaker Dr. Highhouse.





Wayne Cascio



Kevin Murphy



Scott Highhouse



Rob Ployhart



David Campbell



ROB PLOYHART **University of South Carolina**

Dr. Ployhart is a Professor of Business Administration at the Darla Moore School of Business at the University of South Carolina, having joined the faculty in August 2004. A prolific scholar, Ployhart has published more than 80 scholarly articles and book chapters, made more than 100 presentations at conferences, and has written two books. He has served on the editorial boards of six scientific journals, including the Journal of Applied Psychology where he is an Associate Editor. His awards and honors are numerous, including a Distinguished Scientific Award for Early Career Contributions by the American Psychological Association and the Journal of Management's Best Paper Award and Scholarly Impact Award. He is a fellow of the American Psychological Association, the Association for Psychological Science and the Society for Industrial and Organizational Psychology.

IPAC would like to thank Personnel Testing Council of Metropolitan Washington, D.C. for sponsoring keynote speaker Dr. Ployhart.



DAVID CAMPBELL **Center for Creative Leadership**

David Campbell's groundbreaking work on career development has made him renowned in the field of industrial and organizational psychology. He created the Strong-Campbell Interest Inventory and its successor, the Campbell Interest and Skill Survey, which became widely-used assessment tools for career choices. He also authored several popular books on careers and leadership. Campbell's books include *If You Don't Know Where You're Going, You'll Probably End Up Somewhere Else* and *If I'm in Charge Here, Why is Everybody Laughing?* He published the Campbell Development Surveys, which analyze working interests, skills, leadership potential and teamwork. His speaking appearances have spanned North America and taken him to Asia, the Middle East, South and Central America and much of Europe and have included IPMAAC and IPAC. The Society for Psychologists in Management named Campbell its 2006 Distinguished Psychologist in Management. He has also received the Distinguished Professional Contributions Award from the Society for Industrial and Organizational Psychology and an Honorary Doctorate from the University of Colorado.

International Personnel Assessment Council is proudly sponsoring keynote speaker Dr. Campbell.



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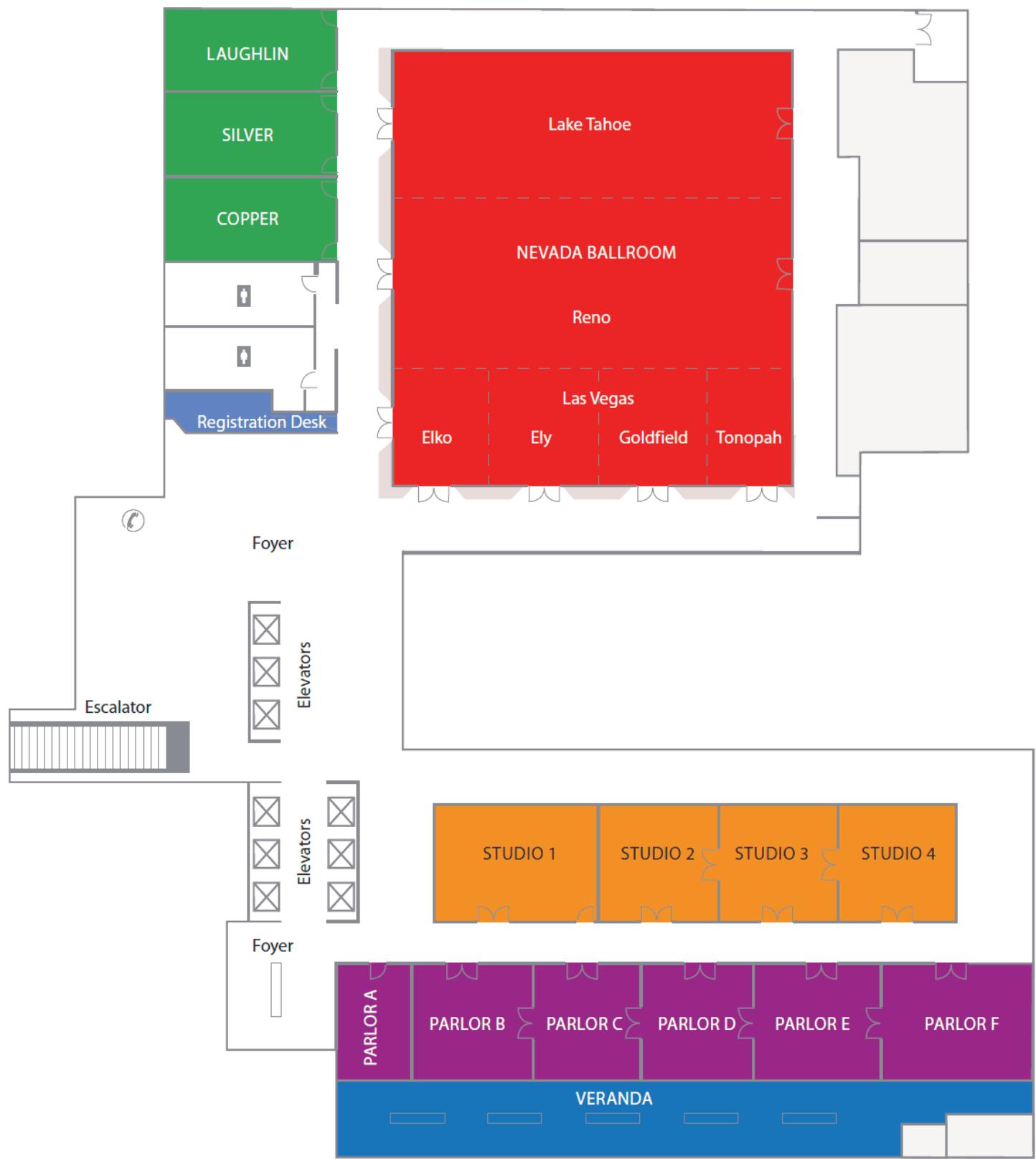
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Harrah's Las Vegas, Nevada Meeting Facilities Map



SUNDAY, JULY 22

Pre-Conference Workshops & President's Reception



SCHEDULE

7:15 am - 8:00 am	Registration	1:00 pm - 5:00 pm	Pre-Conference Workshops See Workshop Descriptions for Details
8:00 am - 12:00 pm	Pre-Conference Workshops See Workshop Descriptions for Details	2:30 pm - 3:00 pm	Break
10:00 am - 10:30 am	Break	5:00 pm - 7:00 pm	President's Reception - Kick-off to the 3rd Annual IPAC Conference (Conference Badge Required)
12:00 pm - 1:00 pm	Lunch on Your Own	5:00 pm - 7:00 pm	Exhibitor Visiting
12:00 pm - 6:30 pm	Registration Desk Open	Post Social	IPAC Hospitality Suite
12:45 pm	IPAC Board Meeting (Open)	Room and Details to be Announced	
Parlor Room B			

HALF-DAY WORKSHOPS

DEVELOPING, IMPLEMENTING & SCORING VALID JOB SIMULATIONS

Silver Room

8:00 am - 12:00 pm - HRCI Recertification Credit Hours: 3.5 General
Suzanne Tsacoumis, Human Resources Research Organization (HumRRO)

This session will provide a comprehensive overview of the development and use of job simulations as assessment tools. Simulations such as role-play, analysis, and in-basket exercises can be very informative, powerful methods for evaluating general, as well as, technical job competencies. This workshop will cover how to follow a content-oriented strategy to develop valid simulations and rating scales and to identify the appropriate weights for each component of the assessment process. Various delivery options will be discussed, as well as implementation and logistical issues. The presenter will address the strengths and weaknesses of this type of assessment method, contrasting it with other commonly used approaches. This workshop also will include a discussion of different response formats and the implications of using video-based simulations, both in terms of implementation issues as well as in terms of validity evidence. This will be an interactive session to ensure participants understand all relevant principles.



COLLECTING JOB ANALYSIS INFORMATION: TOOLS AND TIPS

Silver Room

1:00 pm - 5:00 pm - HRCI Recertification Credit Hours: 3.5 General
Kristine Smith, Darany & Associates

Because the information collected during job analysis is the foundation of assessment process design, efforts in the area of data collection are an essential and invaluable component of an assessment program. However, like precious stones encased in the earth, the task of mining the authentic gem of accurate and complete information is often fraught with difficulties ranging from resource limitations to uncooperative participants. This workshop will provide perspective and tools to enhance the effectiveness of information obtained at key steps in the job analysis process. Discussion and exercises will focus on the primary information objective at each step in the process and approaches for achieving those objectives. Specific topics to be addressed include planning for information gathering, gaining cooperation from management and other participants, facilitating group meetings, and designing effective information gathering tools such as checklists and surveys.

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FULL-DAY WORKSHOPS



BEST PRACTICES IN ASSESSMENT QUESTIONNAIRE DEVELOPMENT

Laughlin Room

8:00 am - 5:00 pm - HRCI Recertification Credit Hours: 8 General

Matisha Montgomery & Emilee Tilson, US Office of Personnel Management



The public sector significantly relies upon online assessment questionnaires of training and experience as the only means for assessing applicants. While assessment questionnaires are effective for screening purposes, their ability to predict job performance leaves something to be desired. This workshop is designed to cover a variety of topics for individuals interested in developing online assessment questionnaire content for the first time or in improving the effectiveness of their assessment. Workshop topics include: job analysis for quality questionnaire development; assessing minimum qualifications; best practices in writing questionnaire items; warnings and verification statements; and implementation considerations. The training consists of a balance of lecture and experiential (hands-on) learning exercises.

GETTING THE RIGHT PEOPLE IN THE RIGHT SEATS ON THE BUS: RECRUITMENT, SELECTION, & PROMOTION

Copper Room

8:00 am - 5:00 pm - HRCI Recertification Credit Hours: 8 General

Harry Brull, PDI Ninth House

This workshop is designed for selection practitioners and those responsible for hiring/promotion. It will provide the understanding and tools for designing effective hiring strategies for positions ranging from entry level to top leadership roles. The program is designed for new analysts, experienced assessment professionals, and those in between.

Course topics include:

- Effective recruitment – building an applicant pool
- Job analysis – understanding what it takes to be successful
- Self-report options – designing applications and interviews
- Standardized tests – knowing what's available and what they measure
- Simulations – how to turbo charge your assessment process by having candidates perform actual job tasks
- Other people – how to maximize return on references
- Defensibility – staying out of trouble and minimizing complaints

NETWORKING OPPORTUNITIES

PRESIDENT'S RECEPTION
Sunday Evening

IPAC SOCIAL EVENT
Monday Evening
Jimmy Buffett's
Margaritaville

HOSPITALITY SUITE
Each Evening

8

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Monday, JULY 23

Conference Sessions



SCHEDULE

7:15 am - 3:00 pm Registration Desk	Registration	1:30 pm - 3:00 pm See Session Descriptions	Concurrent Sessions
7:30 am - 8:15 am Reno Room	Refreshments Vendor/Exhibitor Visiting	3:00 pm - 3:30 pm Reno Room	Refreshments Vendor/Exhibitor Visiting
8:15 am - 9:00 am Lake Tahoe Room	Introductions, Good Morning, and Bemis Award Ceremony	3:30 pm - 4:30 pm Lake Tahoe Room	Plenary Session
9:00 am - 10:00 am Lake Tahoe Room	Plenary Session	4:30 pm - 5:30 pm Lake Tahoe Room	Town Hall and Business Meeting
10:00 am - 10:30 am Reno Room	Refreshments Vendor/Exhibitor Visiting	6:00 pm - 8:30 pm	IPAC Social Event Jimmy Buffet's Margaritaville (Conference Badge Required)
10:30 am - 12:00 pm See Session Descriptions for Program Tracks and Room Information	Concurrent Sessions	Post Social	IPAC Hospitality Suite
12:00 pm - 1:30 pm Reno Room	Lunch on Your Own Vendor/Exhibitor Visiting	Room and Details to be Announced	

PLENARY SESSIONS

RISK MANAGEMENT IN HR AND ASSESSMENT

Lake Tahoe Room

9:00 am - 10:00 am - HRCI Recertification Credit Hours: 1.0

Business Management and Strategy

Wayne Cascio, Ph.D., University of Colorado

Did you know that HR/people issues are among the top five business issues impacting a corporation's results, and that they are among the top three business risks most likely to occur? In this presentation we will identify various classes of HR risks and learn a systematic method to prioritize them. We will examine alternative methods for dealing with risk, and consider how assessment professionals can balance risk.



ETHICS IN ASSESSMENT

Lake Tahoe Room

3:30 pm - 4:30 pm - HRCI Recertification Credit Hours: 1.0 General

Kevin Murphy, Lamorinda Consulting, LLC and Colorado State University

Assessment brings with it a variety of ethical responsibilities and challenges. Professionals involved in the development and use of assessments in organizations have obligations to their profession, to the organization, and to the individuals who are being assessed, and these obligations are not always fully compatible. The principles that underlie the ethical practice of assessment and the ways of resolving the conflicting goals of assessors and assessees are discussed.



**FOUNDATIONS TRACK - ELKO-ELY ROOM**

FAIRNESS: THE BIG PICTURE. HOW TAKING A BROADER VIEW OF FAIRNESS IN SELECTION CAN RESULT IN BETTER SERVICE AND FEWER COMPLAINTS

90 Minutes

Kristine Smith, Darany and Associates

Merit systems are designed to ensure fairness. However, the concept of fairness has evolved over the past decade. Traditional system models and guidelines emphasize the distributive, or outcome level, yet this facet of fairness is frequently not the basis of employment process complaints. People do not generally file complaints because they recognize that the validity evidence for a test is flawed or because they believe the job analysis did not meet professional standards. Rather, the basis of most complaints is a perception of unfairness or mistreatment. This type of complaint often results from flaws in communication or procedures that can be mitigated. This presentation will focus on fairness from the expanded perspective of procedural, interactional, and informational justice including how applicants perceive and react to various components of the employment process.

APPLIED TRACK 1 - LAUGHLIN ROOM

SESSION 1- UNMASKING THE RESCUER PERSONALITY

30 Minutes

James Tornabene, Louisiana Tech University

In 1983, J.T. Mitchell introduced the concept of a rescuer personality in his Critical Incident Stress Debriefing (CISD) treatment. Since that time a great deal of controversy has surrounded the concept and critics have argued that there is no empirical evidence of the personality. This is a research proposal that suggests innovative ways to isolate the personality construct.

SESSION 2 - THE DOLLARS AND CENTS OF SELECTION FOR CUSTOMER SERVICE: INNOVATIONS AND ROI

60 Minutes - HRCI Recertification Credit Hours: 1.0 General

Cynthia Hedricks, SkillSurvey, Inc. & Michael Blair, Sprint

Selecting and retaining good front-line service employees is imperative to business success.

Methods used must be cost- and time-efficient, and correlate to the bottom line. Toward that end, methodology and results of two real-world case studies including innovative pre-hire criteria are linked to performance, retention, and bottom-line results.

**APPLIED TRACK 2 - SILVER ROOM**

SESSION 1 - THE YOUR SAY SURVEY: A MEASURE OF ORGANIZATIONAL EFFECTIVENESS IN THE CANADIAN FORCES

30 Minutes

Larry Grandmaison, Canadian Forces

The Your-Say Survey (YSS) is a semi-annual continuous attitude survey administered to the Canadian Forces (CF). Core and focus sections of questions assess attitudes towards various aspects of the CF career and military life. This presentation will communicate the results of the latest iteration of the YSS core section.

SESSION 2 - ORGANIZATIONAL SURVEYS: SETTING THE TABLE FOR EMPLOYEE ENGAGEMENT IN THE PUBLIC SECTOR

45 Minutes

Mike DeSousa & Clinton Kelly, CPS HR Consulting

The goal of the presentation is to share best practices and practical hands on experience to assist public sector agencies in their efforts to carry out well-designed organizational surveys. A brief literature review will be presented on survey design and the constructs commonly assessed by organizational surveys including organizational commitment, job satisfaction and employee engagement. The presenters will focus on important aspects of survey design and administration including the choice of constructs to be assessed, item development, survey administration, and tactics for effective data analysis and presentation of results. Strategies for conducting follow-up data collection to clarify survey findings will also be presented. Some key results of previous organizational surveys carried out by CPS HR to assess drivers of employee engagement in public sector organizations will also be discussed.

APPLIED TRACK 3 - COPPER ROOM

SESSION 1 - STRATEGIC JOB ANALYSIS: PREDICTING FUTURE JOB REQUIREMENTS

30 Minutes

Ilene Gast & Kathlea Vaughn, U.S. Customs and Border Protection

When changes in the nature of work or organization mission, goals, and structure require assessment professionals to develop assessment tools for jobs in the future, typical job analysis methods will not suffice. The authors draw on existing research and their own experience to present a model for conducting a "Strategic Job Analysis."

SESSION 2 - NAVIGATING THE COMPETENCY MODELING MAZE

60 Minutes - HRCI Recertification Credit Hours: 1.0 General

Matisha Montgomery & Rebecca Fraser, U.S. Office of Personnel Management

Competency modeling and job analysis are seminal processes for human resource (HR) functions; however, they differ in methodologies, resources required, and outcomes. It is imperative that HR professionals are equipped with the tools to design a methodology that supports their intended use and respond to challenges while upholding best practices.



INNOVATIONS TRACK - LAKE TAHOE ROOM

SESSION 1 - EVERYTHING YOU ALWAYS WANTED TO KNOW ABOUT SELECTING FOR TEAMS BUT DIDN'T KNOW TO ASK: BRIDGING THE GAP FROM RESEARCH TO PRACTICE

45 Minutes

DeAnn Arnold, James De Leon, & Mitzi Desselles, Louisiana Tech University

When staffing teams, managers face a number of pivotal decisions to select individuals that are both strong contributors as well as good team members. Current research findings from the organizational psychology literature on teams are recast for personnel practitioners, including individual assessment, measuring team performance, leadership, and team composition strategies.

SESSION 2 - HIGHER VALIDITY AND LESS ADVERSE IMPACT: USING "EXECUTIVE ATTENTION" TO MEASURE COGNITIVE ABILITY

45 Minutes

Frank Bosco, Marshall University, Barry Nathan, Leader Business Coaching, & David Allen, University of Memphis

Executive attention (EA) is the underlying mechanism for allocating cognitive resources to task performance. In three studies, our EA measure demonstrated stronger relationships with supervisor performance ratings and business simulation performance, than a traditional measure of general mental ability, and with significantly less adverse impact. We provide an administration demonstration.

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FOUNDATIONS TRACK - ELKO-ELY ROOM

SESSION 1 - BENEFITS OF USING SCIENTIFICALLY-BASED SELECTION TOOLS OVER TRADITIONAL METHODS

60 Minutes - HRCI Recertification Credit Hours: 1.0 General

Stacie Young, pan - A TALX Company

Resume screening and unstructured interviews are traditional selection methods commonly misperceived as cost-effective and providing high control of the process. Today, organizations are utilizing and investing in valid, scientifically-based selection tools, such as assessments -- found to be more effective in reducing turnover and improving quality of hires.



SESSION 2 - IN-BASKETS: WHAT DO THEY MEASURE AND WHY SHOULD WE CARE?

30 Minutes

Deborah Whetzel, Human Resources Research Organization & Paul Roten Berry, West Chester University

In-baskets are widely popular due to their face validity, ease of administration, and availability online. We compiled the largest known database of in-basket information: 32 studies containing data on 3,986 people. To determine what in-baskets measure, we investigated correlations between in-basket scores and cognitive ability, personality, and job performance. We also investigated features of the in-basket that might affect how well they predict job performance. These features were scoring approach (objective vs. subjective) and content (generic in-baskets vs. ones tailored to an organization). Additionally, we investigated features of how in-basket studies are conducted to determine if they influence in-baskets' prediction of job performance. Results showed that the validity of the in-basket for predicting job performance was comparable to other simulations.

APPLIED TRACK 1 - LAUGHLIN ROOM

SESSION 1 - PUBLIC SAFETY PHYSICAL ABILITY TESTING, ANALYSIS OF THE CPAT AND ALTERNATIVES

60 Minutes

Oscar Spurin, Ergometrics

In recent years, a simulation test of demanding firefighter tasks, The Candidate Physical Ability Test or CPAT, has been the dominant method used to screen candidates. This paper takes a closer look at the actual physiological demands of this exam. The rationale for simulation vs. standard exercise tests in police and firefighter physical ability tests will be discussed. The presentation will also present research on an alternative protocol designed for use with incumbent firefighters that does not use time as the primary scoring criterion.

SESSION 2 - IMPROVING THE VALIDITY AND FAIRNESS OF AN ENTRY-LEVEL FIREFIGHTER SELECTION PROCESS

30 Minutes

David Blitz & John Harnisher, I/O Solutions

This paper will discuss the addition of an integrity assessment to an entry-level selection process for a large eastern U.S. police department. Including an integrity assessment with strong validity evidence added more fairness to the selection process and was able to satisfy the scrutiny of the U.S. Department of Justice.

APPLIED TRACK 2 - SILVER ROOM

SESSION 1 - USING ASSESSMENTS THROUGHOUT THE EMPLOYEE LIFE CYCLE

60 Minutes

Gerry Groe, pan - A TALX Company

Growing and retaining talent is increasingly valuable to businesses as the competitive landscape becomes defined by people assets and Baby Boomer retirements loom. Assessments can facilitate talent management throughout the employee life cycle. This paper presentation will discuss the role of assessments in Onboarding, Employee Development, Team Building and Succession Planning.

SESSION 2 - AN INNOVATIVE APPROACH TO PERFORMANCE APPRAISAL: UPDATE ON THE CANADIAN FORCES EXPERIENCE

30 Minutes

Line St-Pierre, Federal Government Canada, Wendy Darr, Federal Government Canada, & Walter Borman, PDRI

Performance appraisals are an important and widely used human resource practice, yet they often fail to deliver the assessment accuracy intended. This paper discusses the development to date of Computer-Adaptive-Rating-Scales (CARS) for the Canadian Forces, which promise more valid and accurate depictions of personnel performance compared to mainstream rating formats.



MONDAY, JULY 23 - 1:30 PM CONCURRENT SESSIONS

APPLIED TRACK 3 - COPPER ROOM

SESSION 1 - REAL WORLD ROI

60 Minutes

Warren Bobrow, All About Performance

There's always a reason why assessment professionals are asked to justify their existence. Effectively demonstrating the value of testing (beyond the meritocracy argument) requires looking at dollar values that the average manager can relate to and understand. This presentation will look at how you can demonstrate the value of validation selection procedures without using complex formulas to estimate the dollar value of performance. During this interactive session attendees will have the opportunity to share experiences about other non-traditional ways of demonstrating the value of valid assessment.

SESSION 2 - PORTRAIT OF A WEB APPLICANT: THE ONLINE JOB SEEKING SELF-EFFICACY SCALE

30 Minutes

DeAnn Arnold & James Tornabene, Louisiana Tech University

We present a scale designed to assess individual differences in online job-seeking skills applicants need to compete for positions online. The scale is designed for use with online job application construction, research, and vocational rehab. Presentation includes validation efforts and attitudinal information from unemployed individuals and undergraduate students.

INNOVATIONS TRACK - LAKE TAHOE ROOM

SESSION 1 - PARADOXES IN THE USE OF PERSONALITY MEASURES FOR SELECTION: A REVERSAL THEORY

PERSPECTIVE

30 Minutes

Stephanie Murphy & Mitzi Messelles, Louisiana Tech University

Use of personality measures in personnel is steadily increasing, despite results from scholarship that are sometimes paradoxical or contradictory. This paper offers a new conceptualization of personality using reversal theory, a structural phenomenological theory that integrates motivation, emotion and personality; the latter defined in terms of states rather than traits.

SESSION 2 - LIFE AFTER THE RECESSION - WILL YOU BE READY WHEN THE HIRING FREEZE ENDS?

60 Minutes

Ted Darany, Darany and Associates

Right now, the economy is in terrible shape. It won't always be. When things start to get better many employers will want to hire in a hurry. We should be seen as "go to" agents to make this happen. This session will focus on proven ideas for streamlining the hiring process - while doing it in a way that will not ruin the quality of who gets hired. The ideas will be illustrated by case studies.

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Tuesday, JULY 24

Conference Sessions

SCHEDULE

7:30 am - 12:00 pm Registration Desk	Registration	12:00 pm - 1:30 pm Reno Room	Lunch on Your Own Vendor/Exhibitor Visiting
7:30 am - 8:30 am Reno Room	Refreshments Vendor/Exhibitor Visiting	1:30 pm - 3:00 pm See Session Descriptions	Concurrent Sessions
8:30 am - 9:00 am Lake Tahoe Room	Introductions, Good Morning, and Innovations in Assessment Ceremony	3:00 pm - 3:30 pm Reno Room	Refreshments Vendor/Exhibitor Visiting
9:00 am - 10:00 am Lake Tahoe Room	Plenary Session	3:30 pm - 4:30 pm Lake Tahoe Room	Plenary Session
10:00 am - 10:30 am Reno Room	Refreshments Exhibitor Prize Drawing	4:30 pm - 4:45 pm Lake Tahoe Room	Closing Remarks
10:30 am - 12:00 pm See Session Descriptions for Program Tracks and Room Information	Concurrent Sessions	Evening	IPAC Hospitality Suite Room and Details to be Announced

PLENARY SESSIONS

SELECTION DECISION AIDS AND PSYCHOLOGICAL RESISTANCE TO CHANGE

Lake Tahoe Room

**9:00 am - 10:00 am - HRCI Recertification Credit Hours: 1.0 General
Scott Highhouse, Ph.D., Bowling Green State University**

Over the last century, psychologists have made considerable gains in reducing selection error by developing standardized procedures for collecting and combining information on job candidates. These techniques are efficient, require little expertise, and are widely regarded as "best practices" in HR management. Despite the considerable advantages offered by selection decision aids, they remain grossly underutilized. Decades of research on psychological resistance to change can help us to understand common resistance factors and methods to overcome them.



SELECTION AND ASSESSMENT FOR COMPETITIVE ADVANTAGE

Lake Tahoe Room

**3:30 pm - 4:30 pm - HRCI Recertification Credit Hours: 1.0
Business Management and Strategy**

Rob Ployhart, Ph.D., University of South Carolina

Personnel selection and assessment can be used to help organizations differentiate themselves and achieve competitive advantage. In contrast to the usual ways selection and assessment systems are promoted to organizations (e.g., validity, utility), a complementary and potentially more impactful way of conveying the value of selection and assessment is by demonstrating their strategic importance. Selection and assessment will be linked to financial, accounting, and market-based organizational metrics to illustrate the strategic value of assessment.



FOUNDATIONS TRACK - ELKO-ELY ROOM

DESIGN AND USE OF SITUATIONAL JUDGMENT TESTS

90 Minutes

Edward Hane, Personnel Consulting Group

This presentation provides an understanding of situational judgment assessment and its applications, and practical guidance for the design and use of situational judgment assessments. Situational judgment has received increasing attention during recent years, with increased emphasis on written multiple choice tests of situational judgment. The presentation will cover the development and purpose of situational judgment assessment. Particular attention will be given to detailed characteristics of individual situational judgment test items, to provide a basis for test item construction. Procedures will be presented for test item writing, job analysis, validation, and scoring. Guidance will be given for useful job analysis procedures, and methods of working with SMEs for job analysis, selection of situations, and item writing. Presentation will include examples of various approaches, and group involvement in discussion will be encouraged. Practical exercises will be provided for supervised practice.

APPLIED TRACK 1 - LAUGHLIN ROOM

SESSION 1 - SO YOU THINK YOU CAN FLY? A DIFFERENTIAL INVESTIGATION INTO THE DOMAIN OF VISUAL PERCEPTION

30 Minutes

Christopher M. Castille, Brittani Plaisance, Jordan Lyons, Stephen McKnight, & Tilman Sheets, Louisiana Tech University

Research has demonstrated that aviators score differently from the general population on lower-order factors of the domain of visual perception. This domain is broadly defined as one's ability to search for objects in the visual field, to create mental representations in three-dimensional space, and to manipulate them mentally (Carroll, 1993). In this study, performance on cognitive tasks that theoretically correspond to the assessment of the higher-order discriminating factors of visual perception are presented. These tasks include the manipulation of three-dimensional objects, speed and flexibility of apprehending visual patterns, and making judgments based on visual information (Carroll, 1993). Performance, defined in terms of accuracy and reaction time, will be used to differentiate between a group of students in a university pilot training program and psychology undergraduate students. Further, the distinguishing characteristics of performance on these tasks are compared to the overall performance on a general cognitive ability assessment.

SESSION 2 - A COMPARISON OF TOP-DOWN AND BANDING METHODS OF SELECTION APPLIED TO AN ENTRY-LEVEL POLICE SELECTION PROCEDURE

45 Minutes

Frank Igou, Louisiana Tech University, Fred Rafilson, Industrial Organizational Solutions, Inc, & Jeffrey Binder, Louisiana Tech University

In this paper, top-down and banding methods based on error of measurement are applied to a large selection procedure ($N = 3808$) for entry-level police officers. Adverse impact and utility loss are examined. The paper concludes with brief review of legal and practical guidance for the use of banding.

APPLIED TRACK 2 - SILVER ROOM

DEVELOPING A COMPETENCY MODEL "101:" AN APPLIED PERSPECTIVE

90 Minutes

Line St-Pierre, Federal Government of Canada

Competencies are a popular and useful tool upon which to base human resource activities such as selection, performance assessment, employee/leadership development and succession planning. This tutorial is intended to present a rigorous approach to developing competency models, for an organization at large or for a job-family. Through a combination of lectures, exercises and discussions, participants will gain knowledge on:

- the basis for selecting and defining the most relevant competencies;
- how to develop behavioral indicators for the various levels of employment, management, and proficiency;
- how to validate the competency profile/dictionary; and
- common pitfalls to avoid.

Participants will receive material (i.e. a binder of materials used in the tutorial) covering the step-by-step approach presented, as well as templates for future use. Note that the session will focus on the development of a leadership competency model.

**APPLIED TRACK 3 - COPPER ROOM****SESSION 1 - AUTOMATING AN INVENTORY MANAGEMENT SYSTEM WHILE MAINTAINING TEST INTEGRITY:
DETAILED STEPS ON DEVELOPMENT, IMPLEMENTATION AND OVERSIGHT****45 Minutes****Athena Dattilo, Charles Trucco, & Marta Tancula, U.S. Office of Personnel Management**

Maintaining test security is one of the greatest responsibilities of the US Office of Personnel Management's Nationwide Testing branch (NWT). As a government provider of proctored testing, automating an effective testing inventory management system is crucial. Test integrity can easily be compromised during nationwide distribution of test material. In this session, NWT will discuss the research, system development, and implementation for automating an inventory management system.

SESSION 2 - PLANNED OR UNPLANNED REPLACEMENT OF A SELECTION TEST: BEST PRACTICES TO THE RESCUE**45 Minutes****Kasey Stevens, Board of State and Community Corrections & Leanne M. Williamson, CSU, Sacramento**

As a result of anticipated or unanticipated situations, agencies may need to quickly replace a selection exam. The purpose of this presentation is to provide attendees an overview of the best practices for test development that, when utilized, will prepare their agency to meet this challenge.

INNOVATIONS TRACK - LAKE TAHOE ROOM**SESSION 1 - TEST FAIRNESS IN THE 21ST CENTURY****60 Minutes****John Weiner, PSI Services LLC & Keith Pyburn, Fisher and Phillips LLP**

"Beauty is in the eye of the beholder" is a time-worn saying that certainly applies when it comes to the subject of test fairness. What makes a test fair or unfair? Answers to this question are as diverse as the stakeholders who answer it. Fairness is viewed quite differently from social, legal, and scientific perspectives. For this reason, discussions and debates regarding the fairness of tests continue. This session will explore current legal and psychometric issues and controversies regarding test fairness, delving into the gap between law and science.

SESSION 2 - IT'S VALID BECAUSE WE SAID SO: CAN PERCEPTIONS OF VALIDITY BE MANIPULATED THROUGH ASSESSMENT INSTRUCTIONS?**30 Minutes****Stephanie Murphy, DeAnn Arnold, Jeffrey Binder, & Ann-Marie Rabalais, Louisiana Tech University**

Applicant perceptions of validity have important implications for organizations. Through experimental manipulation of validity statements in instructions, we found that perceptions of validity influenced perceptions of the organization. By including a statement of validity, organizations may avoid unfavorable reactions and the consequences, which may include the expenses associated with litigation.

FOUNDATIONS TRACK - ELKO-ELY ROOM

SESSION 1 - ISSUES SURROUNDING CONVERSION OF PAPER-AND-PENCIL TO COMPUTERIZED TESTING

30 Minutes

David Blitz & John Harnisher, I/O Solutions

There are numerous issues involved with converting from paper-and-pencil to computerized tests. This paper will discuss topics including, but not limited to, suitability for and advantages of conversion, types of computerized testing, test migration and operationalization, calibrated item banks, test targeting, standard setting, and item exposure controls.

SESSION 2 - DEVELOPING A HIGH PERFORMING WORKFORCE IN THE CURRENT ECONOMY

60 Minutes - HRCI Recertification Credit Hours: 1.0 General

Kim Koller, NEOGOV & Kathleen Walker, City of Little Rock

Talent management is facing many challenges these days: hiring freezes, reductions in force, budget constraints, restructuring recruitment policies, etc. - they're all examples of what we face in a down economy. So in this current state of affairs, does HR simply shut down? Or, do we utilize our time on and address other HR initiatives? In this session, we focus on how one municipal agency focused on employee performance. Learn best practices on the latest technology to evaluate your current staff, how to find your best performers, and how to help prepare for succession planning and leadership development. At the end of this panel discussion, attendees will see the latest practices on how to most effectively:



- Automate their current paper based evaluation process
- Incorporate learning management, competencies and goals into the performance timeline
- Enhance manager and organization effectiveness
- Identify and reward top performers
- Develop succession plans

APPLIED TRACK 1 - LAUGHLIN ROOM

SESSION 1 - BRANCHING ROLE PLAYS: STRATEGIES FOR SUCCESSFUL DEVELOPMENT AND IMPLEMENTATION

30 Minutes

Kevin Smith, Anne Hansen, Ryan O'Leary & Neta Moye, PDR, an SHL Company

Branching Role Plays (BRPs) provide an innovative approach to assessing interpersonal, teamwork, and leadership competencies in unproctored testing environments. This paper describes the development and implementation of two BRPs: one for development, and the other for selection. It highlights strategies for success, common challenges, and purpose-specific considerations.

SESSION 2 - COACHING VERSUS CHEATING: WHERE IS THE BOUNDARY IN PREPARING JOB APPLICANTS?

60 Minutes

J. Peter Leeds, U.S. Merit Systems Protection Board, John Ford, US Merit Systems Protection Board, Brian O'Leary, U.S. Office of Personnel Management, and Kathryn Troutman, The Resume Place

This panel will discuss the appropriate role of coaches in preparing Federal job applicants. Coaches claim they help applicants overcome barriers to Federal employment that are unrelated to job abilities. Selection professionals are concerned that coaching sometimes introduces unfairness and lowers the validity of assessments.

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**APPLIED TRACK 2 - SILVER ROOM****SESSION 1 - PANEL DISCUSSION - IMPLICIT BIAS: A NEW PLAINTIFF CLASS ACTION STRATEGY - FIRST WALMART AND IOWA - WHAT IS NEXT?****60 Minutes - HRCI Recertification Credit Hours: 1.0 General****David Friedland, Friedland and Associates & Jeff Feuquay, Psychology-Law Center, LLC**

The theory of implicit bias holds that individuals have unconscious biases that affect their decisions. This theory has recently been featured in high profile employment discrimination class actions. This theory is receiving considerable interest in psychological research and literature. The theory was recently featured in the Dukes v. Wal-Mart class action litigation, and was a central feature of a major class action lawsuit (Pippen v. State of Iowa) challenging hiring practices of the State of Iowa. The Iowa case, involved a class of 6,000 African Americans alleging that the state of Iowa failed to control bias in its hiring bureaucracy, allowing subconscious racial bias to affect decades of hiring and promotion decisions in nearly 40 government agencies and departments. This panel discussion will address the theory of implicit cognition, including implicit bias, its recent role in employment discrimination litigation and its further implications for human resources practices. The presentation will include discussion of the Implicit Association Test (Greenwald, A. G., McGhee, D. E., & Schwartz, J. L. K. (1998)).

**SESSION 2 - AN EXAMINATION OF POTENTIAL AGE DISCRIMINATION USING A SIMULATED SELECTION PROCEDURE****30 Minutes****Frank Igou & Jefferey Binder, Louisiana Tech University**

Despite legal protections offered by the Age Discrimination in Employment Act of 1967, age discrimination in employee selection may be a hidden, pervasive problem for older applicants. The study presented in this paper examines how applicants' age, race and gender may influence evaluation and rating of their job application materials.

APPLIED TRACK 3 - COPPER ROOM**DOING MONTE CARLO RESEARCH USING SPSS****90 Minutes - HRCI Recertification Credit Hours: 1.5 Business Management and Strategy****Joel Wiessen, Applied Personnel Research**

Monte Carlo research is a powerful statistical approach that allows mathematical evaluation of situations too complex for direct analysis, such as: what change in rank standing is expected regarding given a specified test reliability, what validity and adverse impact is expected for pass-fail combinations of employee selection procedures with given validities and intercorrelations. To date, such research has been done with mathematically oriented software. A new approach has been developed that allows conducting Monte Carlo research using SPSS. This tutorial will teach and provide some experience using this new approach. This tutorial will assume some familiarity using SPSS syntax (AKA command files).

(Participants attending this session are encouraged to bring access to SPSS software to maximize participation.)

**INNOVATIONS TRACK - LAKE TAHOE ROOM****SESSION 1 - INNOVATIONS IN ASSESSMENT AWARD WINNER
NEW FRONTIERS IN SCALABLE ASSESSMENT CENTERS****45 Minutes****Lynn Collins****SESSION 2 - JAMES C. JOHNSON STUDENT PAPER AWARD WINNER****45 Minutes****Garrett Howardson**

Previous research narrowly conceptualizes affective reactions in terms of satisfaction or enjoyment. These represent only a fraction of the affective continuum. This research draws from core affect theory and measure a broader range of affective reactions. Two superordinate dimensions of valence (unpleasant to pleasant) and activation (deactivating to activating) characterize these reactions and form a circumplex. Results show that highly unpleasant and activating affective reactions (e.g., tension) negatively relate to cognitive learning outcomes; highly pleasant and deactivating reactions (e.g., serenity) positively relate to cognitive learning. Combined, these core affective reactions explain 25% of the variance in cognitive learning outcomes.

Wednesday, JULY 23

Conference Sessions



SCHEDULE

7:30 am - 8:30 am Refreshments
Reno Room

8:30 am - 10:00 am Concurrent Sessions
See Session Descriptions for Program Tracks
and Room Information

10:00 am - 10:30 am Refreshments
Reno Room

10:30 am - 11:30 am Plenary Session
Lake Tahoe Room

**11:30 am - 12:00 pm James C. Johnson Student
Paper Ceremony and
Closing Remarks**
Lake Tahoe Room

PLENARY SESSION

LEADERSHIP DYNAMICS: TRAGEDIES, DANGERS, SCANDALS AND SEX

Lake Tahoe Room

**10:30 am - 11:30 am - HRCI Recertification Credit Hours: 1.0 General
David Campbell, Ph.D., Center for Creative Leadership**

An exploration of forty bite-sized quixotic observations about leadership based on forty years of quantitative and qualitative data from HS student leaders in center city schools to commanders with four stars on their shoulders to successful, wealthy entrepreneurs to corporate executives who have blown billions will provide a foundation for exploring leadership dynamics that can be applied to any context. Spiced with quotes: "In France we find it useful to shoot an admiral now and then to encourage the others." -- Voltaire. "The race is not always to the swift or the battle to the strong -- but that's where to put your money." -- Damon Runyon. "Real women don't have flushes, they have power surges." -- Sandra Cabot, Australian Physician.



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**FOUNDATIONS TRACK - ELKO-ELY ROOM****SESSION 1 - ASSESSMENT CENTER FUNDAMENTALS AND TRENDS****45 Minutes****Dennis Joiner, Dennis A. Joiner and Associates**

This session will provide information on the most important concepts involved in developing and using assessment centers and job simulation exercises as well as a summary of recent trends in the use of assessment center methodology. The presentation will describe various assessment center approaches including videotaped and live approaches. The focus will be on the fundamental concepts involved in the use of assessment centers and answer such questions as: What are they; how are they used; and, why are they used? Audience participation will be encouraged.

SESSION 2 - PROMOTING MERIT IN FEDERAL MERIT SYSTEMS: UNDERSTANDING AND ADDRESSING PERCEPTIONS OF FAVORITISM**45 Minutes****Cynthia Ferentinos & James Tsugawa, U.S. Merit Systems Protection Board**

The U.S. Merit Systems Protection Board (MSPB) conducts studies to evaluate adherence to the merit system principles, the core values of the Federal civil service. Based on surveys of Federal employees, including supervisors and human resources professionals, this presentation will discuss perceptions of how Federal managers make human resources decisions and explore implications for practice.

APPLIED TRACK 1 - LAUGHLIN ROOM**SESSION 1 - PHYSICAL ABILITY TEST ADMINISTRATOR TRAINING: JUGGLING MULTIPLE TASKS SIMULTANEOUSLY****45 Minutes****Erica Volpe, Deborah Gebhardt, & Todd Baker, Human Performance Systems, Inc.**

The quality of test administration for physical tests influences applicant outcomes. Standardized physical test administrator training programs are essential to the defensibility of a test. This paper addresses the components of administration training programs that include methods to ensure administrators are able to juggle multiple tasks simultaneously during test administration.

SESSION 2 - ISSUES AND PITFALLS ASSOCIATED WITH INCUMBENT PHYSICAL TESTING IMPLEMENTATION**30 Minutes****John Ford and Brian O'Leary, U.S. Office of Personnel Management, Kathryn Troutman, The Resume Place**

Public safety agencies utilize incumbent physical testing to assess the capabilities of employees. Development of incumbent testing programs requires consideration of many factors not present in applicant testing. This paper addresses program development and issues that will determine the success of assessing the physical capabilities of incumbent personnel.

APPLIED TRACK 2 - SILVER ROOM**COMMUNICATION: THE KEY TO BUSINESS SUCCESS****60 Minutes****Julie Anderson, Your Best Mind**

The key to success in any relationship whether personal or professional is good communication. Without this key component, businesses have failed and partnerships have crumbled. Yet good communication seems to elude many. The answer is in understanding how the make-up of our individual brains create a unique way of communication for each of us. When we gain an understanding of the different factors that affect the way we communicate, we are better equipped to adapt our methods to readily be understood by the person we are trying to communicate with. Acquiring mastery in this skill is a must for anyone in a HR position. Learn how to better communicate with different sexes, different learning styles and across the generations.



APPLIED TRACK 3 - COPPER ROOM

CHALLENGES AND RESULTS IN THE DEVELOPMENT AND VALIDATION OF LARGE SCALE VIDEO-BASED SIMULATIONS

90 Minutes

Oscar Spurlin, Carla Swander, Glenda Wonsock, & Brandon Nicholas, Ergometrics and Applied Personnel Research

This symposium includes discussion of the development of a new video-based work simulation test. The test is a two hour long situational judgment video pre-employment test for law enforcement. In two parts, we will discuss the 14 month development and validation project. The goal is to share the real world issues in video simulation and the advantages of this format for measuring certain job dimensions.

Part one of this symposium is focused on the making of the video simulation test in collaboration with law enforcement agencies. Video production is discussed from product design and approach to production, and challenges in executing a large-scale video production and post-production activity. Part two is focused on our approach to content and criterion validation, including critical incident identification, job analysis and performance evaluations, and our approach to measurement of major competencies necessary for new hire success in law enforcement. Major validation results will be presented.

INNOVATIONS TRACK - LAKE TAHOE ROOM

MARGINAL FUNCTIONS CAN BECOME ESSENTIAL (AND VICE VERSA) BASED ON AN EMPLOYER'S CURRENT NEEDS

90 Minutes - HRCI Recertification Credit Hours: 1.0 General

James Kuthy & Heather Patchell, Biddle Consulting Group

Essential functions are defined by the Americans with Disabilities Act as the basic job duties that an employee working in a particular job must be able to perform, with or without reasonable accommodation. Work functions are frequently identified as being essential during a job analysis. Since job analysis traditionally assumes that content and context of a job is relatively stable, many employers also automatically consider that the categorization of marginal or essential functions will also remain stable. However, the needs of an employer at the time a job is posted and as each employee is hired should be taken into account when attempting to justify specifying a work function as being either marginal or essential as defined under the ADA. This session will review the requirements for accurately labeling work functions as essential or marginal, as well as offering guidance about how and when such a decision should be made.



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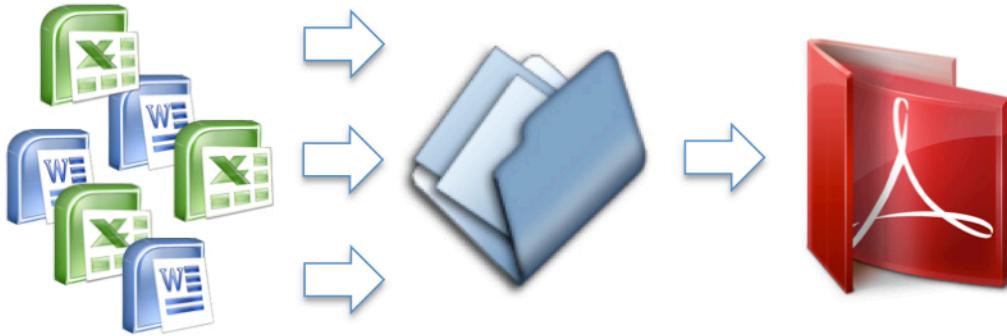
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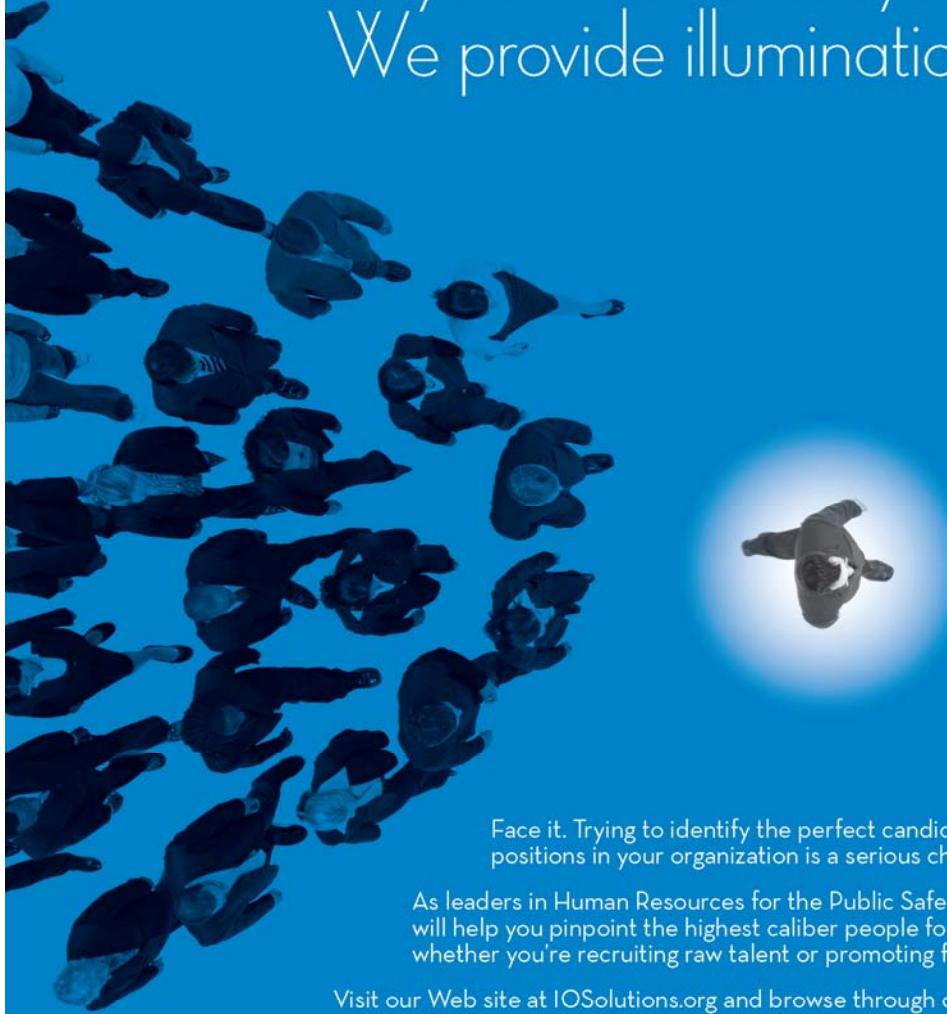
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MEETINGS

Three meetings are held each year; one each in January/February, May, and September/October.

The two-day informal meetings consist of the components described below.

TRAINING

WRIPAC is known in the assessment and selection field for providing high-quality core competency HR training at a reasonable price.

At least one WRIPAC training course is always held before the free two-day meeting. The one- or two-day training is available for a low fee and discounts are offered to members. The following provides a sample listing of the training courses WRIPAC provides:

- ~ Job Analysis (2 days)
- ~ Recruitment and Selection Planning in Today's Labor Market
- ~ Structured Interviews
- ~ Item Writing
- ~ Item Analysis
- ~ Pass Point Setting
- ~ T & E Evaluations

WRIPAC can also provide onsite training for your HR team. WRIPAC has highly-qualified trainers willing and able to travel to your work-site, locally or out of state. With a commitment of at least 25 participants, training can be customized for your workforce with an emphasis on the needs of your organization. To schedule and/or customize a training for your agency, please contact wripac@yahoo.com.

ROUNDTABLE DISCUSSION | An informal in-person discussion in which members ask questions, share experiences and best practices, and share and request information.

INVITED SPEAKERS | Speakers share research findings, topical developments in the field, innovations and ideas, and/or practical techniques and procedures.

COMMITTEE MEETINGS | Each WRIPAC member is a part of a committee. Committee work is an integral part of carrying out WRIPAC's strategic plan.

BUSINESS MEETING | During the business meeting, the administrative direction and functions of the organization takes place. Members are required to attend at least two business meetings each year.

NETWORKING | Opportunities are available to network with other HR professionals during and after the informal two-day meetings.

GUESTS | Guests are always welcome to attend WRIPAC meetings.



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