

# IPAC

SACRAMENTO, CALIFORNIA 2016



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# 2016 IPAC Board Members and Committee Chairs



## 2016 IPAC Board Members

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Secretary .....	Margaret Barton
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Board Member .....	Kathlea Vaughn (2015-2017)
Board Member .....	Kathleen Walker (2014-2016)

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Electronic Communications Network Guru .....	Ben Porr
Accreditation Committee .....	James Kurtessis
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Innovations in Assessment Award .....	Martha Hennen
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Continuity, Policy, & Procedures Committee .....	Ilene Gast
Bemis Memorial Award Nomination .....	Dennis A. Joiner
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Host Committee Chair .....	Heather Patchell
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# Letter from the President



## Welcome to Sacramento!

On behalf of the IPAC Board of Directors, Committee Chairs, and Committee Members, welcome to the 2016 IPAC Conference: Nuggets of Truth in Assessment! We are proud to offer an outstanding program of invited speakers, concurrent sessions, pre-conference workshops, networking opportunities, and social events for you to take advantage of this week. There are tremendous prospects for you to learn, meet colleagues from near and far, share your expertise, and take best practices back to your organizations, agencies, and clients.



This year we celebrate IPAC's 40th anniversary of operations by continuing the tradition of advancing great assessment practices and sharing knowledge and best practice at our annual conference. We want all IPAC members to enjoy, learn and share your nuggets of truth over our three day journey together. We strongly encourage you to take full advantage of the networking and social opportunities throughout the conference. Our small size and close interconnectedness is a key differentiator of IPAC. We hope that you will take full advantage of all the opportunities for one on one and group interaction. We also hope that you enjoy the conference and learn as much as we have in planning it!

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 methods of assessment in organizations. The IPAC Annual Conference is the epitome of our vision and mission. We hope you leave Sacramento invigorated and excited to apply all that you learn here and that you will think back fondly on great memories of your experience here.

Martha E. Hennen  
IPAC President

*Special thanks to:*



# Conference Activity Schedule



## Hours/days/location for various activities

### Registration Hours

Sunday: 7:00 am – 8:00 am; 12:00 pm -1:00 pm; 5:00 -7:00 pm  
Monday: 7:00 am -12:00 pm  
Tuesday: 7:00 am -12:00 pm  
Wednesday: 7:30-8:30am

### Continental Breakfast

*Vendor Area*

Sunday, Monday, Tuesday 7:00 am – 8:00 am  
Wednesday, 7:30 am – 8:30 am

### Morning Coffee Breaks

*Vendor Area*

Sunday, Monday, Tuesday, and Wednesday  
10:00 am – 10:30 am

### Afternoon Refreshment Breaks

*Vendor Area*

Sunday, Monday, and Tuesday  
3:00 pm – 3:30 pm

### Hospitality Suite

*Presidential Suite Room 1629*

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

Sunday, 8:00 pm to Midnight  
Monday, 10:00 pm to Midnight  
Tuesday, 8:00 pm to Midnight

### Exhibitor Hours

*Hermosa, Granada, Fresno*

Sunday, 6:00 pm – 8:00 pm

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, 7:00 am – 3:30 pm  
Tuesday, 7:30 am – 3:30 pm

### President's Welcome Reception

*Vendor Area*

6:00 pm – 8:00 pm

A casual gathering. Come join us for drinks, appetizers, and a chance to get to know some fellow conference attendees.

### Student and New Professional Speed Mentoring

Monday

1:30 - 3:00 pm

IPAC welcomes all interested students and new practitioners to attend the first annual speed-mentoring event, to be held during the Annual IPAC Conference. At this speed-mentoring event, you will have the opportunity to participate in a round robin of four 12-minute roundtable discussions with one or two seasoned professionals on predetermined topics of interest. This event is a terrific opportunity to seek guidance, knowledge, and wisdom from mentors who have "been there and done that."

### IPAC Social Event

Monday, 6:00 pm – 9:00pm

*Delta King Hotel*

1000 Front Street

Join your peers on this converted river boat. Enjoy heavy appetizers and drinks as you meet your fellow attendees and make new friendships while overlooking the Sacramento River. And best of all, its all just a 5 minute walk from the hotel.



# Sponsors



## Gold Sponsors

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## Silver Sponsors

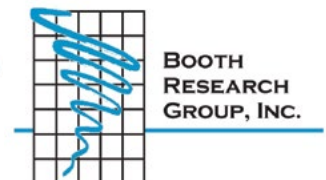
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## Bronze Sponsors

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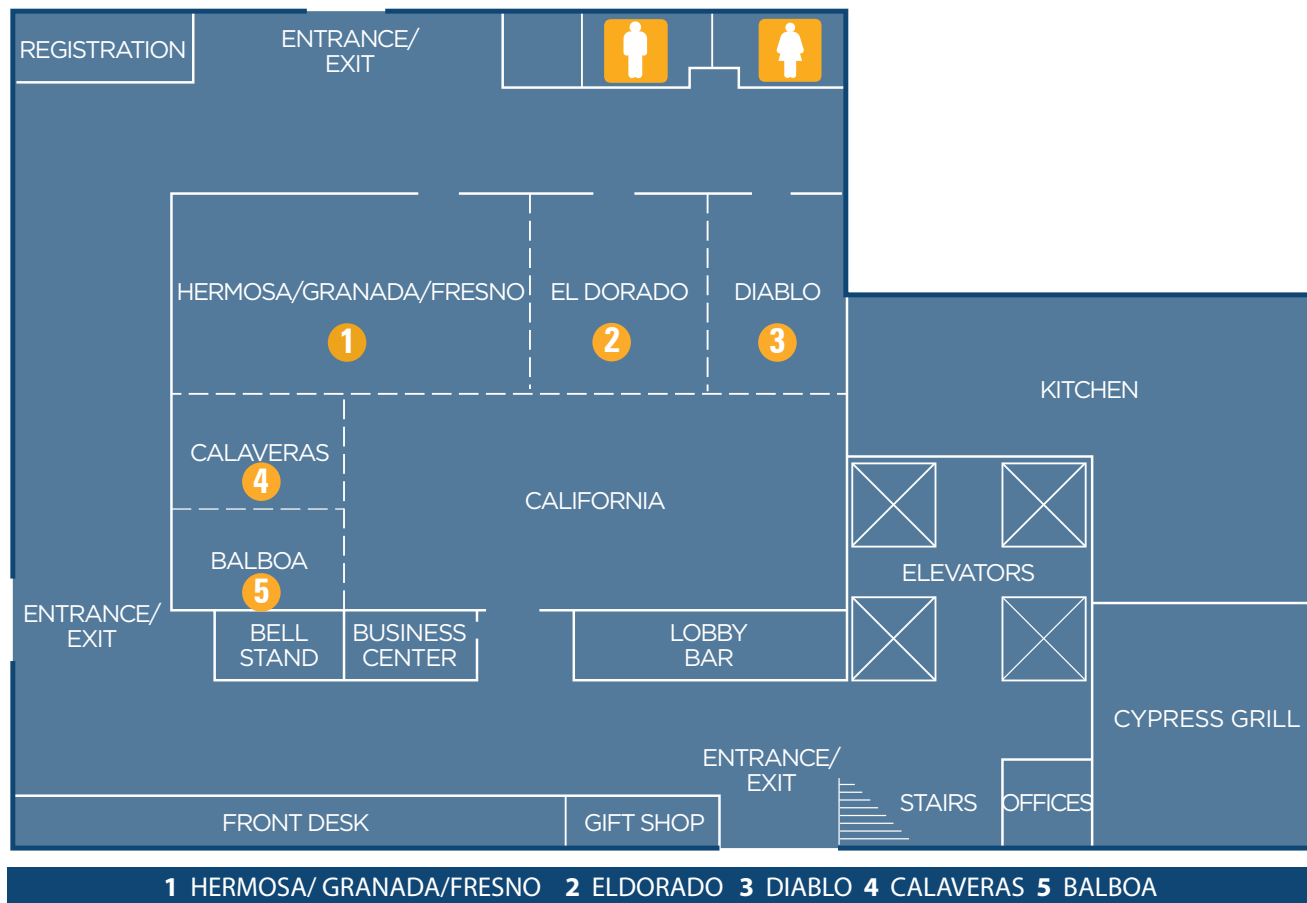


## Other Sponsors

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# Holiday Inn Floor Plan



Holiday Inn Sacramento



# Exhibitor Floor Plan



## Hermosa/Granada/Fresno Rooms



*Thank you for sponsoring*



**IPAC**  
INTERNATIONAL PERSONNEL ASSESSMENT COUNCIL



Feedback is important to the continuous improvement of the IPAC conference. We would appreciate your feedback for any sessions you attend during the 2016 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, or Windows) or QR Code Scanner for BlackBerry devices.

You can also just type the URL into your mobile browser:

[ipacweb.org/2016eval](http://ipacweb.org/2016eval)



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**The 2016 IPAC Conference Program has been pre-approved by SHRM for 12.5 credits.**



# Conference Program Summary



	California	Calavaras	El Dorado	Diablo	Balboa	
SUNDAY						
7:00 A.M.	Registration and Continental Breakfast in the Vendor Area					
8:00 A.M.		How to plan and conduct professional test validation studies		Saving the Soul of the 360	A Start-to-Finish Primer for Developing Selection and Promotion Assessments	
10:00 A.M.	Refreshments in Vendor Area					
10:30 A.M.		Morning Workshops Continue				
12:00 P.M.	Lunch on Your Own					
1:00 P.M.		How to plan and conduct professional test validation studies	IPAC Board Meeting in Hospitality Suite Open in Room 1629	Leadership for Engagement: What it is, Why you want it, and How to get it.	Equal Employment Opportunity in Pay: Regulations, Obligations, and Analysis Strategies	
3:00 P.M.	Refreshments in Vendor Area					
3:30 P.M.- 5:00 P.M.		Afternoon Workshops Continue				
6:00 P.M.- 8:00 P.M.	President's Welcome Reception in the Vendor Area					
8:00 P.M. - 12:00 A.M.	Hospitality Suite					
	California	Calavaras	El Dorado	Diablo	Balboa	
MONDAY						
7:00 A.M.	Registration, Continental Breakfast, and Visit Exhibitors in Vendor Area					
8:00 A.M.	Opening Remarks and Bemis Award Presentation					
9:00 A.M.	Plenary Session: Dan Putka Sifting for Truth in the Big Data Morass: Benefiting from Big Data Methods with Your Small Assessment Data					
10:00 A.M.	Refreshment Break and Visit Exhibitors in Vendor Area					
10:30 A.M.	Equal Employment Opportunity in Pay: Regulations, Obligations, and Analysis Strategies	Judging the Testing Situation: An Overview of Situational Judgement Tests  Situational Judgement Tests: Applications and Advances	The Job Analysis is Complete, Now What?	Banding, Adverse Impact, and Utility  Smith v Boston (2015): The Decision and an Insider's Perspective	Technology in Selection: When It is Appropriate  Ongoing Monitoring of Human Capital Decisions: Tools You Can Use	
12:00 P.M.	Student Poster Session in the Balboa Room Lunch on Your Own					
1:30 P.M.	Contemporary Content-Oriented Validation Research: Same Old Song and Dance?	Fits and Starts: The Evolution of Testing for the State of California Special Invited Session	Job Analysis: Methods & Implementation  Developing Physical Ability Work Simulations	Transitioning to Computer-Based Testing: Lessons Learned and Recommendations  A Moving Target: Test Security in Temporary Facilities	Mentoring Event	
3:00 P.M.	Refreshment Break and Visit Exhibitors in Vendor Area					
3:30 P.M.	Plenary Session: Harry Brull Assessment as a Driver of Performance - It's Doable; Why Aren't We Doing It?					
4:30 P.M.	Closing Remarks followed by IPAC Business Meeting					
6:00 P.M.- 9:00 P.M.	IPAC Social Event at Delta King					
10:00 P.M. - 12:00 A.M.	Hospitality Suite					

# Conference Program Summary

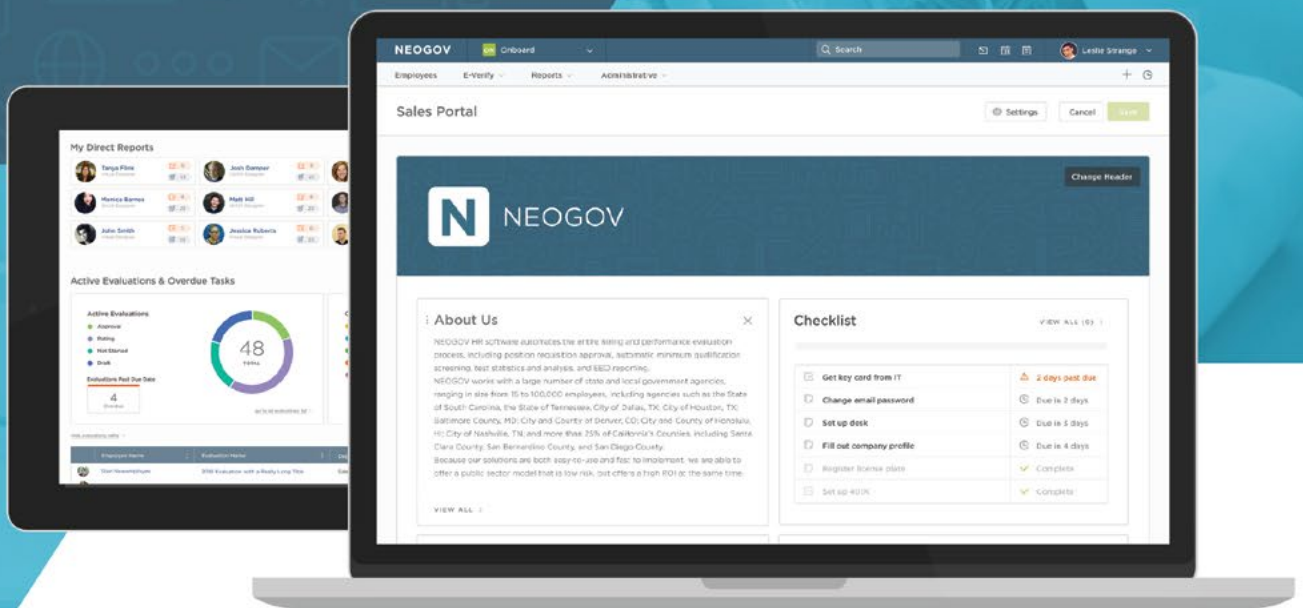


	California	Calaveras	El Dorado	Diablo	Balboa
<b>TUESDAY</b>					
7:30 A.M.	Registration, Continental Breakfast, and Visit Exhibitors in Vendor Area				
8:00 A.M.	Opening Remarks, Innovations in Assessment Award Presentation, and Student Paper Award Presentation				
9:00 A.M.	Plenary Session: Deniz Ones Employee Screening for Higher Stakes Occupations: Measurement and Nomological Network of Maladaptive Personality				
10:00 A.M.	Refreshment Break and Visit Exhibitors in Vendor Area				
10:30 A.M.	Perspective on Orlando's Mass Shooting: What Can I/O Psychology Do?	Challenges of Measuring Interpersonal Communication Skills Using Exit Survey Data in Organizational Health Assessment	Strengthening the HR Foundation: Creating Career Tracks for your HR Workforce	The Job Analysis is Tasking: A different Approach to Conducting Job Analysis to Support Physical Fitness and Medical Standards Teaching an Old Dog New Tricks: Moving from Face-to-Face Job Analysis to a Distance Approach	
12:00 P.M.	Lunch on Your Own and Visit Exhibitors in Vendor Area				
1:30 P.M.	What If and What Now: A Critical Look at the Use of Content Validation Methods	Student Paper Winner The Trainer Matters: Cross-Classified Models of Trainee Reactions Innovations in Assessment Award Winner	Affective Assessments: The Missing Link in Employee Engagement	Improving Candidate Experience: Robust Tactics for Implementing Video Interviewing	
3:00 P.M.	Refreshment Break and Visit Exhibitors in Vendor Area				
3:30 P.M.	Plenary Session: Ryan Ross High Potential Identification - Are You Doing It Wrong?				
4:30 P.M.	Closing Remarks				
8:00 P.M. - 12:00 A.M.	Hospitality Suite				
	California	Calaveras	El Dorado	Diablo	Balboa
<b>WEDNESDAY</b>					
7:30 A.M.	Continental Breakfast				
8:30 A.M.	Assessing and Developing Executives' Business Acumen	Validation of Pre-Employment Screenings Visibility in Interviewing: Video Outperforms Phone Interviewing Outcomes	Best Practices for Generating Test Specifications from Job Analysis Results	State of Federal Hiring: Update & Future Directions	
10:00 A.M.	Refreshment Break				
10:30 P.M.	Plenary Session: Greg Hurtz Test Security Systems: Using Statistical and Psychometric Models for Prevention and Detection of Test Fraud				
11:30 A.M.	Closing Remarks				
12:00 P.M.	End of Conference				



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# Keynote Speakers



## Dan Putka

Human Resources Research  
Organization (HumRRO)  
Monday, August 1, 2016  
9:00am – 10:00am

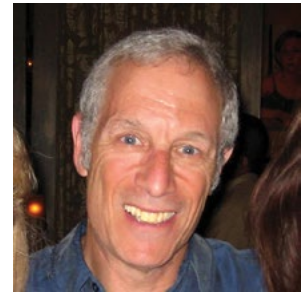


Dan J. Putka is a Principal Staff Scientist at the Human Resources Research Organization (HumRRO) in Alexandria, Virginia. He has over 15 years of experience helping private and public sector organizations innovate in the areas of talent acquisition and human capital analytics. Dr. Putka has helped numerous organizations design, develop, and evaluate assessments to (a) enhance their hiring and promotion processes, and (b) guide individuals to career and job opportunities that fit them well. He has also conducted several large-scale analytics and evaluation projects to (a) identify precursors of employee engagement and turnover, (b) evaluate and refine personnel selection systems and hiring processes, and (c) identify job critical competencies and organization-wide competency gaps.

Complementing his client-centered work, Dr. Putka has maintained an active presence in the industrial-organizational (I-O) psychology scientific community. He has delivered over 50 presentations and invited workshops at national conferences, published over 20 book chapters and articles in peer-reviewed journals, and serves on the editorial board of five scientific journals. Dr. Putka is a past-president of the Personnel Testing Council of Metropolitan Washington (PTC-MW), a fellow of APA and three of its divisions (5, 14, and 19), and was the 2015 recipient of IPAC's Stephen E. Bemis Memorial Award.

## Harry Brull

Personnel Decisions International  
Monday, August 1, 2016  
3:30pm – 4:30pm



Until October 27, 2015, Harry Brull was Senior Vice President, Public Sector Services for PDI Ninth House (formerly Personnel Decisions International, now Korn Ferry), an I/O psychology consulting organization with 34 offices in North America, Europe, South America, and Asia. At the present time he is officially half-retired and Senior Partner of BCG Consulting Group.

He joined PDI in 1978. Prior to that, he served as a probation officer, elementary school teacher, drug counselor, therapist, and general contractor. He was a charter member of the Minnesota Employment Law Council where he was the only non-attorney. During his tenure at PDI he has consulted with major corporations, public agencies and non-profit organizations. He has designed and implemented more than 3,000 selection and promotion processes.

He has taught at Cornell University, the University of Minnesota, Minnesota School of Professional Psychology, and the Southern Police Institute. He taught I/O psychology at St. Olaf and Macalester Colleges. He was president of the International Public Management Assessment Council (IPMAAC) and the recipient of the 2002 Bemis Memorial award and 2007 Clyde Lindley Service Award

He currently serves as a board secretary of the League of American Bicyclists, and board chair of KHEN Community Radio. In his spare time, he enjoys long-distance bicycling, competitive volleyball, scuba diving, and good liquor. His excuse is that he's originally from New York and left-handed.

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# NEOGOV

# Keynote Speakers



## Deniz Ones

University of Minnesota  
Tuesday, August 2, 2016  
9:00am – 10:00am



Deniz S. Ones is the Hellervik Professor of Industrial Psychology and a Distinguished McKnight Professor at the University of Minnesota, where she also directs the Industrial-Organizational Psychology program. She received her Ph.D. from the University of Iowa in 1993 under the mentorship of Frank Schmidt. Her research, published in more than 175 articles and book chapters, focuses on staffing, employee selection and measurement of personality, integrity, and cognitive ability and has been cited over 12,500 times in the scientific literature. She has received numerous awards for her work in these areas; among them the 1994 Wallace Best Dissertation and the 1998 McCormick Early Career Distinguished Scientific Contributions Awards from the Society for Industrial and Organizational Psychology, the 2003 Cattell Early Career Award from the Society for Multivariate Experimental Psychology, and the 2012 Lifetime Professional Career Contributions and Service to Testing Award from the Association for Test Publishers. She is a Fellow of Divisions 5 (Evaluation, Measurement, and Statistics) and 14 (SIOP) of the American Psychological Association as well as a Fellow of the Association for Psychological Science. She has served as co-editor in chief of the *International Journal of Selection and Assessment* (2001-2006) as well as on editorial boards of multiple prominent scientific journals. Dr. Ones is also the past Chair of APA's Committee on Psychological Tests and Assessments. In her applied work, she focuses on helping organizations design and implement valid and fair staffing and selection systems.

## Ryan Ross

Hogan Assessments  
Tuesday, August 2, 2016  
3:30pm – 4:30pm



Ryan has more than 20 years of experience across a wide range of industries. He has worked in numerous practices at Hogan over the last 14 years including the selection and development practices, as well as working with Hogan's strategic alliances and partners around the world. Ryan has developed and implemented large scale, multi-level selection programs domestically and internationally, consulted with organizations on selecting people into new jobs, and on the use of personality based and future oriented job analysis. Ryan also has vast experience in validating and defending the use of personality assessments in the pre-employment context.

Ryan's experience also encompasses leadership development, talent management, and succession planning projects. Considered an expert on leadership derailment and the use of assessments to help identify potential points of failure in current and future leaders, Ryan frequently speaks at conferences and invited sessions on the topic of Strategic Self Awareness. Practically, Ryan has experience integrating Hogan's tools into various development programs at all levels of the organization, including the integration of data into larger development and succession planning processes.

Ryan received a Master's in Clinical Psychology from Baylor University and a Masters in Industrial / Organizational Psychology from the University of Tulsa.



# Keynote Speakers



## Greg Hurtz

California State University  
Wednesday, August 3, 2016  
10:30am – 11:30am



Greg Hurtz is a Professor in the Psychology Department at California State University, Sacramento, where he has been teaching and supervising research in statistical methods, industrial psychology, and psychological testing and measurement at both the undergraduate and graduate levels since 2002.

Since the early 1990s he has regularly carried out project work as a consultant in the areas of statistical analysis, psychometric methods, work analysis, employee selection testing, and employee training evaluation for public and private sector organizations and consultancies. His current consulting efforts are focused exclusively on his role as a Senior Psychometrician at PSI Services LLC, where he has spent the past three years engaged in research and development activities in advancing item response theory applications, automated test assembly methods, and data forensics methods for test security analysis. His strongest research interests involve applications of latent trait (Rasch and IRT) models and Monte Carlo methods to the evaluation of psychometric and statistical analysis practices.

He has given over 50 presentations at scientific and professional conferences and meetings, has written 2 book chapters, and has published 12 articles in respected journals such as *Organizational Research Methods*, *Journal of Applied Psychology*, *Applied Psychological Measurement*, and *Educational and Psychological Measurement*. He served as an associate editor on the recently published *Handbook of Work Analysis: Methods, Systems, Applications and Science of Work Measurement in Organizations*. Greg earned his B.A. and M.A. in Psychology from California State University, Sacramento, followed by his Ph.D. in Industrial-Organizational Psychology at the University at Albany, State University of New York.

*Brought to you by:*



*Promoting excellence in personnel selection practices*

# WRIPAC Training & Meeting Opportunities

*Register for WRIPAC meetings and trainings online at [www.wripac.org](http://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



[www.wripac.org](http://www.wripac.org)

# Keynote Speaker Schedule

California

**Monday, August 1, 2016 9:00am – 10:00am**

Dan Putka

*Sifting for Truth in the Big Data Morass: Benefiting from Big Data Methods with Your Small Assessment Data*

For the past several years, Big Data has been recognized as one of the top workplace trends. Despite the mystique surrounding Big Data, there is still little published work accessible to HR practitioners and psychologists describing how Big Data ideas and methods can readily be leveraged in practice. As a result, several myths have perpetuated in our field regarding these methods that are slowing their adoption. In this presentation, I will introduce and debunk several Big Data related myths as they pertain to problems typically encountered in applied assessment and prediction work. Myths related to Big Data methods being irrelevant to smaller data sets, producing results that are too hard to convey to lay decision makers, producing overly optimistic results (i.e., capitalizing on chance), and lacking theoretical value will be addressed. A concrete example based on a biodata measure and job performance outcome will be used to illustrate key points.

California

**Monday, August 1, 2016 3:30pm – 4:30pm**

Harry Brull

*Assessment as a Driver of Performance – It's Doable; Why Aren't We Doing It?*

Most of us think about assessment as the measurement of individual capabilities for decisions about selection and promotion – and maybe development. This presentation has two distinct parts. The first is a description of a project using assessment principles as a foundation for purposes quite different, and potentially more impactful, than employee selection. The second is a survey of IPAC members and their IPMA-HR counterparts inquiring about “state of the art” when it comes to assessing performance at the organizational or departmental level. Of particular interest, the experience of public entities in measuring performance outcomes (assessing performance) and the forces impeding attempts to do so.

The original impetus for the project was a request by a city of 50,000 to build a “Pay for Performance” system. The final result, still in place 17 years later, is far more than that. It is a tool by which individuals, departments, and the city as a whole measure their performance and design strategies to improve. The survey and presentation will describe the process and trace its evolution over time. Contrary to expectations, other public agencies have not, it appears, embraced comparable efforts. With the assistance of survey, we will consider “why not?”

California

**Tuesday, August 2, 2016 9:00am – 10:00am**

Deniz Ones

*Employee Screening for Higher Stakes Occupations: Measurement and Nomological Network of Maladaptive Personality*

For employees in some occupations, freedom from psychopathology is essential. Typically, individuals in these occupations have greater responsibility for public safety and the well-being of others. Such occupations include pilots, law enforcement personnel, and nuclear power plant operators, among others. Those in high stakes jobs may also be responsible for the welfare of vulnerable populations (e.g., childcare workers, medical professionals). In other cases, reputations and financial welfare of organizations may be dependent on a few critical decision makers (e.g., CEOs). In this presentation, I will focus on recent scientific and applied developments in employee screening for higher stakes occupations. In particular, with the release of the DSM-5, screening for so-called dark side personality traits and psychopathology is being transformed. I will discuss how a better understanding of the structure and spectrum of maladaptive personality measurement can help in better personnel decision making. Personality constructs range between maladaptive positive and negative extremes, with the middle normal range representing typical (i.e., “normal” or adaptive) traits. Both the adaptive and maladaptive personality construct space is characterized by hierarchy (including a general factor of personality, meta-traits, Big Five factors, Big Five Aspects, and personality facets), lack of simple structure (resulting in compound traits indicating more than one personality domain), and bipolarity. Implications for maladaptive personality assessments and employee screening will be discussed.



# Keynote Speaker Schedule

California

**Tuesday, August 2, 2016 3:30pm – 4:30pm**

Ryan Ross

## *High Potential Identification – Are You Doing It Wrong?*

Leadership is usually defined in terms of a person's status in an organization. If a person has a title, he or she must have the leadership skills. Right? Wrong. The business landscape is shifting at an ever increasingly fast rate. People represent the difference between organizational success and failure, and thus, the stakes of correctly identifying and developing the next generation of leaders could not be higher. The leadership pipeline needs to be populated by those who can successfully lead high performing teams, also known as HIPOs. Despite guidance from the academic and business literatures, some organizations still base these important decisions on politically fraught processes, or confuse successful emergence with effective leadership. When it comes to desired leadership outcomes, emergence does not necessarily equal effectiveness, and accurately identifying top talent must involve science and data; which is what we as a profession are supposed to do. The question is – are we doing it right? This session will explore the question and provide five areas to explore in your own organization.

California

**Wednesday, August 3, 2016 10:30am – 11:30am**

Greg Hurtz

## *Test Security Systems: Using Statistical and Psychometric Models for Prevention and Detection of Test Fraud*

Test security is a serious issue for high-stakes testing. Individuals may engage in fraudulent testing behaviors to improve their own scores and testing outcomes, or to profit by gathering information that can be sold to others. Increased use of computerized testing can potentially exacerbate the problem (e.g., with unproctored internet testing) but can also provide opportunities to combat it (e.g., through technology-driven test delivery and response data collection strategies). In this presentation I will discuss test security strategies involving the use of statistical and psychometric methods to automate the generation of unique test forms for candidates, and data forensics methods that can help detect aberrant patterns consistent with test fraud in response data. I will discuss my recent research in both areas using a combination of simulated and real-world data.

# Workshop Information



**Sunday, July 31, 2016**

All workshops have been approved for continuing education credits by both HRCI and SHRM.

## **HALF-DAY WORKSHOP**

*Calavaras*

### **How to Plan and Conduct Professional Validation Studies**

8:00 am – 12:00 pm 2.5 HRCI and SHRM Credits

1:00 pm – 5:00 pm 2.5 HRCI and SHRM Credits

Philip Walmsley, Ph.D.

*U.S. Customs and Border Protection (CBP)*

Adam Beatty, Ph.D.

*HumRRO*

This workshop is a primer on important concepts in test score validation. It is designed to be useful to those with minimal experience conducting these studies, but will also survey advanced and emerging topics. Balancing treatment of legal guidelines and professional standards, the presenters will emphasize practical steps for gathering multiple forms of evidence, with attention to the meaning of content, construct, and criterion-related validation procedures described in the Uniform Guidelines on Employee Selection Procedures. The workshop will begin with presentation of a guiding framework and methods for identifying the goals of any test validation study. Within the context of content validation, presenters will engage the audience in discussion of procedures for documenting content-oriented test development, methods for linking test content to job analysis outputs, and determination of when to rely on content-based evidence. Within the context of criterion-related validation, presenters will discuss predictor and criterion measure specification, data collection and sampling procedures, analytic methods, documentation, and factors influencing the results of traditional analytic strategies. Presenters will touch on prospects for reliance on validity generalization procedures. The goal is an interactive session: for each major topic covered, attendees will be asked to consider steps in planning these studies in their own organizations. Throughout the workshop, brief overviews of recent developments in the professional literature will also be provided as guidance for conducting validation studies in organizations.



## **MORNING HALF-DAY WORKSHOPS**

*Balboa*

### **A Start-to-Finish Primer for Developing Selection and Promotion Assessments**

8:00 am – 12:00 pm 2.5 HRCI and SHRM Credits

Robert Stewart, Ph.D. & Kerri Fersti, Ph.D.

*PDRI*

Human Resources practitioners face a variety of options and considerations when developing assessments for making employee selection and promotion decisions. This workshop will demonstrate steps and critical decision points involved in building such assessments. Attendees will hear practical advice for developing a testing plan, identifying constructs to measure, and determining the most appropriate testing methods. Next, the workshop will cover steps for test content development, including best practices for item development and ensuring job-relatedness. The workshop will go into greater depth on the development of two valid and widely-used assessment types, job knowledge tests and virtual situational judgement simulations, including opportunities for attendees to practice developing test content. The workshop will end with processes for collecting content validation evidence and piloting assessments. This workshop is designed for practitioners in the field charged with implementing assessments in their organizations, and will focus on the challenges and trade-offs practitioners leading these efforts may face, along with procedures for developing high-quality, job-related test content. Tip sheets and templates will be provided.

*Diablo*

### **Saving the Soul of the 360**

8:00am – 12:00pm 2.5 HRCI and SHRM Credits

Kelly Sorensen, Ph.D.

*U.S. Office of Personnel Management (OPM)*

Organizations are increasingly seeking to increase the value and return on investment (ROI) of 360 degree feedback instruments to create and sustain both individual and organizational change. However, in their efforts to gain more utility from 360s, organizations may be violating the basic tenets that are critical to the integrity of 360 data and undermining their goals in the process. Using 360s for the dual purposes of both development and performance appraisal degrades their value. This workshop will discuss trends and research on 360 feedback instruments and considerations for their use. Participants will become familiar with best practices in the use of 360° feedback instruments and the conditions necessary to their efficacy as tools for increasing the self-awareness for individual and, ultimately, organizational development.

All workshops have been approved for 2.5 continuing education credits by both HRCI and SHRM.

**IPAC Conference • Sacramento 2016**

# Workshop Information



Sunday, July 31, 2016

All workshops have been approved for continuing education credits by both HRCI and SHRM.

## AFTERNOON HALF-DAY WORKSHOPS

### Balboa

#### **Equal Employment Opportunity in Pay: Regulations, Obligations, and Analysis Strategies**

1:00pm – 5:00pm 2.5 HRCI and SHRM Credits

Michael Aamodt, Ph.D. & Kayo Sady, Ph.D.  
*DCI Consulting*

This workshop will focus on the basics of conducting a salary equity analysis and will highlight different strategies for different regulatory contexts. First, we will provide a broad overview of recent developments in the legal landscape of compensation equal employment opportunity (EEO). This will include a comparison of employer obligations and legal standards at both the state and federal levels. Second, we will provide guidance for conducting compensation EEO analyses. Specific topics covered include the following:

- Understanding federal and state laws and regulations governing equity in pay
- Establishing appropriate groupings for analysis
- Analysis strategies (statistical and otherwise)
- Determining merit variables (i.e., pay factors) to include in an analysis
- Conducting and interpreting the actual analysis
- Determining how to make individual and group salary adjustments

We will conclude with an overview of the direction we suspect compensation EEO enforcement is heading.

### Diablo

#### **Leadership for Engagement: What It Is, Why You Want It, and How to Get It**

1:00pm – 5:00pm 2.5 HRCI and SHRM Credits

Kelly Sorensen, Ph.D., Steven Burnkrant Ph.D., & Jaron Holmes, Ph.D.  
*U.S. Office of Personnel Management (OPM)*

Employee Engagement is critical to a number of important organizational outcomes. Further, because leaders have a strong influence on organizational climate, they also have a strong influence on both employee engagement and the outcomes of engagement. The Office of Personnel Management defines engagement as: “the employees’ sense of purpose that is evident in their display of dedication, persistence, and effort in their work or overall attachment to their organization and its mission.” In this workshop the presenters will discuss OPM’s definition of employee engagement as it relates to government employees, as well as factors that influence engagement (job characteristics, organizational climate, and personal characteristics), contextual factors related to engagement (organizational commitment, organizational citizenship, and motivation), and the outcomes of engagement (productivity, retention, job satisfaction, innovation, discretionary effort, and enhanced customer service). Finally, workshop participants will learn strategies and tools to help both measure engagement and to select and develop leaders to drive engagement and assist organizations in achieving their missions.





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**Monday, August 1, 2016**

**Morning Sessions, 10:30am-12:00pm**

*California*

**Equal Employment Opportunity in Pay: Regulations, Obligations, and Analysis Strategies**

Tutorial (90 minutes)

Michael Aamodt, Ph.D. & Kayo Sady, Ph.D.  
*DCI Consulting*

This tutorial is focused on equal employment opportunity (EEO) regulations and practices that focus on compensation. The presenters will review historical and contemporary regulations, commonly implemented analytic strategies, and areas within the compensation EEO landscape in which Industrial/Organizational psychologists can offer expertise.

*Calaveras*

**Judging the Testing Situation: An Overview of Situational Judgement Tests**

Paper Presentation (45 minutes)

Kelsey Stephens  
*PAN*

This presentation will provide a holistic view of situational judgment tests (SJTs), including use cases, best practices, and other areas of consideration. The audience will leave the presentation with the knowledge necessary to understand the advantages and disadvantages of SJTs and will be equipped with the ability to develop and score SJTs.

**Situational Judgement Tests: Applications and Advances**  
Symposium (45 minutes)

John Weiner, Clinton Kelly, & Cyrus Mirza, Ph.D.  
*PSI*

Situational judgment tests have been used as an alternative to traditional paper-and-pencil tests for decades. Numerous studies and meta-analyses have demonstrated that SJTs have useful levels of validity as predictors of job performance. SJTs have been shown to have advantages over more traditional "high-fidelity" practical assessments, such as lower cost and the elimination of rater issues such as training and inter-rater reliability. Due to its popularity, the academic literature and case uses of SJTs in personnel selection are extensive. This symposium will provide a background of SJTs and will review various SJT methods that are available. The symposium will also discuss how technology has helped evolve these assessments and will finish with a discussion of potential directions for future research and application. Within these areas we will discuss specific case studies of SJTs in order to provide real world context and applications.

*El Dorado*

**The Job Analysis is Complete, Now What?**

Tutorial (90 minutes)

Elizabeth Reed  
*City of Columbus Civil Service Commission*

As personnel assessment practitioners we need to apply the science in real world terms. We are charged with devising and implementing meaningful methods of predicting who will be successful in a myriad of jobs. We complete the job analysis and identify the critical knowledge, skills, and abilities for successful performance in the job. We understand the strengths and weakness of various selection tools. But, how do we take this information and determine the best selection process for the job—within the reality of our organization? The selection tools we opt to use depend upon a number of factors. It's these factors that will drive our decisions. In this session, we'll briefly discuss strengths and weaknesses of various selection tools and then we'll focus on the factors that impact our assessment decisions in a real world context. As time permits, we'll discuss how to guide a change to the context in which we work.

*Diablo*

**Banding, Adverse Impact, and Utility**

Paper Presentation (45 minutes)

Frank Igou, Ph.D.  
*Louisiana Tech University*

Test score banding methods define a range of scores in which as scores are considered statistically equivalent. In this presentation, data from a 2015 law enforcement promotional procedure will be examined using standard error of difference bands, based and standard on error of measurement (SEM) and standard error of estimate (SEE). Three different score use rules will be compared: (1) Strict top-down selection, (2) fixed bands, diversity-based selection within bands and (3) sliding bands, diversity-based selection. These methods will be compared for occurrences of adverse impact using the 4/5ths rule and Fisher's Exact Probability Test. Utility of these methods will also be compared using mean Z scores and the Cronbach-Gleser Utility Formula. Current legal status of banding will also be discussed.

## Monday, August 1, 2016 Morning Sessions, 10:30am-12:00pm

### *Diablo*

#### **Smith v. Boston (2015): The Decision and an Insiders Perspective**

Paper Presentation (45 minutes)

Joel Wiesen, Ph.D.

*Applied Personnel Research*

The decision in this Title VII case takes novel, sometimes reasonable stances on content validation and adverse impact. It both raises and lowers the bar for validation. It broadens the definition of adverse impact. The court rejected a claim of validity generalization for this promotional exam for Police Lieutenant.

### *Balboa*

#### **Technology in Selection: When Is It Appropriate?**

Paper Presentation (45 minutes)

Allysa Singer & Megan Krueger

*The Personnel Board of Jefferson County*

This paper discusses the effects computer-based testing can have on performance on selection exercises. Results of written work sample exercises were compared between hand written responses and responses composed on a computer, leading to the discussion of factors that should be considered when determining the appropriateness of computer-based assessments in selection.

#### **Ongoing Monitoring of Human Capital Decisions: Tools You Can Use**

Paper Presentation (45 minutes)

Martha Hennen, Ph.D.

*Consumer Financial Protection Bureau*

The presentation will cover analytic tools to support ongoing/periodic monitoring of human capital data for fairness and equal opportunity. The presentation will include discussion of a compliance monitoring framework developed to engage management in self-evaluation of decisions impacting equal opportunity and diversity. Attendees will gain specific recommendations for methods they can implement in their own organization.

## Monday, August 1, 2016 Student Poster Session, 12:00pm – 1:30pm

### *Balboa*

#### **Revisiting and Refining Interactions: The Effect of a Personality-General Mental Ability Interaction on Job Performance**

Alexander Harris & Nathan Carter, Ph.D.

*University of Georgia*

Anthony Boyce, Ph.D.

*Aon Consulting*

Michael Tocci

*Proctor & Gamble*

Despite increasing research on interactionist explanations of job performance, few studies have investigated a personality-general mental ability (GMA) interaction. Support for a personality-GMA interaction has differed and the traits considered have been limited. This study revisits a personality-GMA interaction for predicting performance and considers all Five Factor Model traits.

#### **What do we miss from our nested data? An evaluation of three multilevel models**

Li Guan & Nathan Carter, Ph.D.

*University of Georgia*

Multilevel modeling has gained popularity among organizational researchers. Several measurement approaches are introduced to deal with nested data, but limited research attention is received. To that end, this proposed study compares three multilevel approaches with an aim to suggest an effective approach to better capture nesting and multilevel effects.

#### **Sources of Employer Resistance to Unproctored Internet Testing**

Sami Nesnidol & Scott Highhouse, Ph.D.

*Bowling Green State University*

Assessment practitioners were surveyed regarding reasons for resistance to using unproctored internet testing (UIT) for pre-employment tests. Concerns about data quality and diffusion in the field were significant predictors of resistance. Public sector practitioners were found to be significantly less likely to choose UIT than private sector practitioners.

**Monday, August 1, 2016**

**Afternoon Sessions, 1:30pm – 3:00pm**

## *California*

### **Contemporary Content-Oriented Validation Research: Same Old Song and Dance?**

Panel Discussion (90 minutes)

Michael Aamodt, Ph.D. & Emilee B. Tison, Ph.D. (Chair)

*DCI Consulting Group*

Kathryn Niles-Jolly, Ph.D.

*U.S. Office of Personnel Management*

Heather Patchell, M.A.

*Biddle Consulting Group*

Scott C. Whiteford, Ph.D.

*Talent Plus, Inc.*

Organizations often employ selection tools to make personnel decisions. The value of these tools depends on whether or not accurate inferences about applicant or employee characteristics can be made based on the selection procedure scores. Content-oriented validation research is a commonly used and potentially useful organizational strategy to support the use of selection procedures, both from organizational value and defensibility perspectives. However, I/O Psychologists have recently debated how useful content-oriented strategies are, particularly relative to other validation strategies. Additionally, recent court cases (e.g., *Lopez v City of Lawrence*, 2014) have put content-oriented research in the spotlight. Although content-oriented validation strategies are recognized as legitimate and legally defensible methods for test development and evaluation, this panel will provide an updated discussion of content validation in today's organizational and legal environments. Particular emphasis will be on modern challenges, practical constraints, defensibility considerations, and value of this approach relative to other strategies.

## *Calvaras*

### **Fits and Starts: The Evolution of Testing for the State of California**

Adria Jenkins-Jones & Bryan Baldwin

*California Department of Human Resources*

In this lively discussion, the presenters will discuss the current state of employment testing for the state of California, including significant recent and upcoming changes to our examination software. Using an interview format, the presenters will discuss the massive changes envisioned for statewide testing, and how the California Department of Human Resources is attempting to collaborate with stakeholders to change the traditional paradigm, and significantly improve automation, while maintaining the commitment to merit. The presenters will engage in open dialogue and there will be time for audience members to ask questions about current and future directions of testing for the state.

## *El Dorado*

### **Job Analysis: Methods and Implementation**

Paper Presentation (30 minutes)

Tomer Gotlib, Ph.D. & Julie Sampson, Ph.D.

*Ergometrics & Applied Personnel Research, Inc.*

The current session will cover best practices on how to develop and implement job analysis, and collect the most accurate job-related information. The session will cover important concepts that need to be considered throughout the job analysis process and are critical to anyone who conducts a job analysis.

### **Developing Physical Ability Work Simulations**

Paper Presentation (60 minutes)

Oscar Spurlin, Ph.D.

*Ergometrics & Applied Personnel Research, Inc.*

In our many years of work in design of physical ability tests for industrial and public safety occupations, our methodology has come to stress work simulation tests over standard exercise test formats. This paper will present reasons for this preference, describe the steps in test design, and discuss some of the pitfalls in trying to create effective simulations.



# Concurrent Sessions



**Monday, August 1, 2016**

**Afternoon Sessions, 1:30pm – 3:00pm**

*Diablo*

**Transitioning to Computer-Based Testing:  
Lessons Learned and Recommendations**

Paper Presentation (30 minutes)

Emily Nguyen & Tomeca Turner

*U.S. Secret Service*

This paper presentation will discuss the U.S. Secret Service's migration from paper and pencil testing to computer-based testing for its entry-level selection process. This presentation will address expected and unforeseen challenges to implementing computer-based testing as well as practitioner-focused strategies and recommendations for data management and safeguarding applicant PII.

**A Moving Target: Test Security in Temporary Facilities**

Paper Presentation (30 minutes)

Brian Ross & Asia Johnson

*U.S. Secret Service*

This presentation will provide views on how the U.S. Secret Service ensures the security of entry-level and promotional exams both domestically and internationally. It will also discuss the potential repercussions of inadequate test security protocols and unsecure testing environments.

*Balboa*

**Student and New Professional Speed Mentoring**

IPAC welcomes all interested students and new practitioners to attend the first annual speed-mentoring event, to be held during the Annual IPAC Conference. At this speed-mentoring event, you will have the opportunity to participate in a round robin of four 12-minute roundtable discussions with one or two seasoned professionals on predetermined topics of interest. This event is a *terrific opportunity to seek guidance, knowledge, and wisdom from mentors who have "been there and done that."*

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# Concurrent Sessions



**Tuesday, August 2, 2016**

**Morning Sessions, 10:30am – 12:00pm**

*California*

**Perspective on Orlando's Mass Shooting:  
What Can I/O Psychology Do?**

Symposium (90 minutes)

Deonda Scott

*City of Orlando*

The City of Orlando was recently rocked to its core by the nation's deadliest mass shooting to date. The horror that unfolded is strikingly similar to our most recent police promotional emergency incident command exercises. This session will explore how the City of Orlando and other organizations have used interactive emergency incident command simulations to select leaders who will be best able to save lives during times of crisis.

*Calavaras*

**The Challenges of Measuring Interpersonal  
Communication Skills**

Symposium (45 minutes)

James Kuthy, Ph.D. & Heather Patchell, M.A.

*Biddle Consulting Group*

Interpersonal communication skills are frequently found to be an important factor for success for many jobs. However, there appear to be potential limitations to the validity and reliability of some of the frequently used tests assessing these skills. The presenters will discuss real-world issues they've encountered implementing valid and reliable measures of interpersonal communication.

*Calavaras*

**Using Exit Survey Data in  
Organizational Health Assessment**

Paper Presentation (45 minutes)

Martha Hennen, Ph.D. & Tanisha Robinson

*Consumer Financial Protection Bureau*

This presentation will describe compiling, reporting and using Exit Survey data across time to inform assessment of organizational health. Comparison of exiting employee perceptions by demographic and functional variables is used to inform human capital business partnership, risk assessment and continuous improvement.

- PCBS quantified background for police officer selection, 9 scales and red flag listing
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Joel P. Wiesen, Ph.D, Director

## Tuesday, August 2, 2016 Morning Sessions, 10:30am – 12:00pm

### *El Dorado*

#### **Strengthening the HR Foundation: Creating Career Tracks for your HR Workforce**

Paper Presentation (60 minutes)

George Johnston  
*U.S. Secret Service*

The U.S. Secret Service sought to improve the career development opportunities for its Administrative, Professional, and Technical (APT) workforce through its APT Career Track Initiative. A thorough look at the creation of the HR Specialist and Instructional Systems Specialist pilot programs will provide insight on the lessons learned.

### *Diablo*

#### **The Job Analysis is Tasking: A Different Approach to Conducting Job Analysis to Support Physical Fitness and Medical Standards**

Paper Presentation (45 minutes)

Kathlea Vaughn & Kathy Stewart  
*U.S. Customs and Border Protection*

U.S. Customs and Border Protection (CBP) was faced with the challenge of conducting job analyses of three law enforcement occupations to support the development of medical and physical fitness standards with the goal that the physical standards be equivalent. The presenters will describe the job analysis model developed and specific challenges faced and solutions implemented.

#### **Teaching an Old Dog New Tricks: Moving from Face-to-Face Job Analysis to a Distance Approach**

Paper Presentation (45 minutes)

Brooke Parker, M.S., Bob Mahlamn, M.A. PMP, Dennis Pribe, M.A.  
*The Ohio State University*

Our legacy job analysis approach has been highly effective, but not without drawbacks for geographically dispersed organizations and those who cannot afford staff to be offline for extended periods of time. Presenters will compare and contrast the legacy and distance approaches, sharing challenges and design considerations encountered along the way.

## Tuesday, August 2, 2016 Afternoon Sessions, 1:30pm – 3:00pm

### *California*

#### **What If and What Now:**

#### **A Critical Look at the Use of Content Validation Methods**

Panel Discussion (90 minutes)

Erin Wood  
*PAN*  
Elizabeth Reed  
*City of Columbus Civil Service Commission*  
Kathlea Vaughn  
*U.S. Customs and Border Protection*  
Heather Patchell, M.A.  
*Biddle Consulting Group*  
Kelsey Stephens  
*PAN*

The ability to validate the use of assessment tools is paramount for the ability to create fair and defensible employment programs, and one method frequently used to validate tools used in assessment programs is content validation. Although content validation has been supported as appropriate for use in validating employment measures by both the SIOP Principles and the Uniform Guidelines, in the field of Human Resources and Industrial and Organizational Psychology, content validation standards have not become as uniform as those related to criterion-related validation. As such, the goal of this panel will be to examine content validation as a method through a critical lens, identifying weaknesses and concerns associated with the method, and how experienced practitioners address those issues. The panel intends to create an open discussion with the audience about the realities and limitations associated with conducting content validation studies, and discuss methods for addressing difficult questions and decisions.

**Tuesday, August 2, 2016**

**Afternoon Sessions, 1:30pm – 3:00pm**

*El Dorado*

**Affective Assessments:**

**The Missing Link in Employee Engagement**

Tutorial (90 minutes)

Akeela Davis

*Courageous Business Culture*

Cognitive assessments show what people can do. Conative assessments show how their brains work in challenging situations. Affective assessments, the missing link, are feelings based, and show what drives people to do, or not do. So how can adding an affective assessment, enhance Employee Engagement in organizations? This session discusses three ways it impacts communications. First, it makes available the true, current, and changing, voice of employees to the organization. Second, because of that voice, it offers managers a conjoint basis to develop employees. Third, because engagement is feelings based, it shows how opposing motivations create tensions between individuals and within teams. We will discuss how these can be diffused, and the results measured in concrete metrics.

*Diablo*

**Improving Candidate Experience: Robust Tactics for Implementing Video Interviewing**

Tutorial (90 minutes)

Daniel Schmeling, Ph.D., Anne Scaduto, Ph.D.,  
Maureen Costello, M.A., & Jen Harvel, Ph.D.

*Capital One*

Technology has been leveraged in the hiring process recently by using one-way video interviews where candidates record themselves responding to pre-established sets of questions that are viewed by evaluators at a later time. Research has shown the effectiveness of this technology by comparing one-way video interviewing to traditional phone and in-person interviewing. One-way video interviewing has been shown to be a superior option in terms of the candidate experience, hiring manager experience, efficiencies in the hiring process, cost savings, and quality hiring decisions (Scaduto, Schmerling, & Harvel, 2016). This tutorial will provide a step-by-step guided set of examples and instructions on how to use one-way video interviewing best practices to implement this technology in an organization. The authors will provide role-play exercises and materials that explain and show to session attendees how one-way video interviewing can be efficiently and effectively introduced into any organization large or small.

**Student Paper Competition Award Winner**

*Calavaras*

**The Trainer Matters:**

**Cross-Classified Models of Trainee Reactions**

Paper Presentation (45 minutes)

David Glerum

*University of Central Florida*

A vast number of human resources professionals have been utilizing trainee reactions (Kirkpatrick, 1959) as part of their training evaluation systems (American Society for Training & Development, 2009). Although prior research (Alliger, Tannenbaum, Bennett, Traver, & Shotland, 1997; Brown, 2005) has examined the factor structure of trainee reactions, little is known about whether or not variability in trainee reactions reflects differences in trainers (i.e., who conducts the training) or training content (i.e., what is being trained). Using cross-classified random effects models (CCREM; Rasbash & Goldstein, 1994; Raudenbush, 1993) of trainee reactions from over 10,000 employees enrolled in professional development programs, we found that variability across trainers is the primary source of variation in trainee reactions (in comparison to variability in training content), suggesting the trainer influences reactions more than what is being trained. Based on our results, we provide practical and research implications as well as directions for future research.

**Innovations in Assessment Award Winner**

*Calavaras*

**Capital One & Quintela Group eInterview System**

Julia Bayless and Adam Vassar

*Capital One and Quintela Group*

In response to the clear need for behavioral interviewing to enter the HR technology age, Capital One and Quintela Group embarked upon an online interview system project to digitize the Capital One interview program. The resulting eInterview system represents a significant technology innovation for interviewing practices. The system includes: a Builder & Guides Portal and a Candidates & eGuide Portal. This presentation will discuss the system development and implementation, lessons learned and results achieved.



## Wednesday, August 3, 2016 Morning Sessions, 8:30am – 10:00am

*California*

### **Assessing and Developing Executives' Business Acumen** Symposium (90 minutes)

Ted Prince, Ph.D.

*The Perth Leadership Institute*

Traditional competency assessments do not specifically focus on innate financial competencies and business acumen. This presentation discusses these and the nine financial signatures of executives. It shows how each of these impacts financial performance and valuation outcomes of organizations. Based on Dr. Prince's book "The Three Financial Styles of Very Successful Leaders" (McGraw Hill, 2005) the presentation discusses how to identify and measure financial impact and business acumen using formal assessment instruments and how to use these findings to improve company financial performance and valuation.

*Calaveras*

### **Validation of Pre-Employment Screenings** Tutorial (60 minutes)

Kathleen Walker

*City of Little Rock*

This presentation will cover basic content validation techniques to ensure that all pre-employment screenings are both content valid and EEOC compliant. Recent and applicable court cases will be discussed to ensure that best practices are utilized, including the application of the Green Factors for background checks. Finally, participants will be provided a step by step validation process with a sample of the required documentation that they can utilize in their agencies.

### **Visibility in Interviewing: Video Outperforms Phone Interviewing Outcomes** Paper Presentation (30 minutes)

Anne Scaduto, Ph.D., Daniel Schmerling, Ph.D.,  
Maureen Costello, M.A., & Jen Harvel, Ph.D.  
*Capital One*

One-way video interviews are being leveraged in the hiring process where candidates record responses to a set of questions viewed by evaluators. This study explores the effectiveness of this technology by comparing one-way video interviewing to traditional interviewing within a large, Fortune 500 Company in the financial services industry.



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# Concurrent Sessions



## Wednesday, August 3, 2016 Morning Sessions, 8:30am – 10:00am

### *El Dorado*

#### **Best Practices for Generating Test Specifications from Job Analysis Results**

Symposium (60 minutes)

Jason Schaefer and Clinton Kelly

*PSI Services*

Howard Forston, Ph.D.

*East Bay MUD*

The results of job analyses provide the foundation for the development of valid and job-related examinations. An important step in this process is the development of test specifications that provide a linkage between the job analysis results and the exam's content and weighting (i.e., the quantity of items or points assigned to each examination topic area). The presenters will provide a brief overview of the literature for using job analysis data to develop test specifications and their implications for the design and execution of job analysis studies. Additionally, a comparison of the various methods available for mechanically combining job analysis and linkage rating results to generate preliminary KSA weights will be explored. Finally, the presenters will discuss how these preliminary weights can be used to guide and facilitate the committee's specification development discussions ultimately providing a stronger empirical linkage between the job analysis results and the finalized exam specifications.

### *Diablo*

#### **State of Federal Hiring: Update & Future Directions**

Symposium (90 minutes)

Michelle Earley, M.B.A, Margaret Barton, Ph.D.,  
Patrick Sharpe, Ph.D., & Jennifer Demarais, M.S.

*U.S. Office of Personnel Management*

Ryan O'Leary, Ph.D.

*PDRI*

John Ford, Ph.D.

*U.S. Merit Systems Protection Board*

Some contend that the process for hiring federal employees is broken – that the government is unable to hire and keep top talent. Given the volume of applicants for federal positions and the high-stakes nature of many mission-critical positions, there is an ongoing need to maximize effectiveness and efficiency, while satisfying a wide range of stakeholders. The purpose of this symposium is to report on what is working and what is not working in federal hiring. Presenters representing government, private sector, systems, research, and practice perspectives will share key updates, challenges and opportunities surrounding this critical hiring sector.

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