



Personnel Testing Council of Southern California
FALL CONFERENCE 2005



Achieving a Competitive Edge with Effective and Efficient Measurement Tools

Distinguished Presenters & Topics

Keynote speaker - Wayne Cascio, Ph.D.

"Test Development and Use: New Twists on Old Questions"

Cal Hoffman, Ph.D. - Using Secondary Sources of Data

Lisa Borden, J.D. - Developing Defensible Selection Procedures

Karen Coffee - Resuscitating the State of California's HR System

Shelley Langan - Setting Pass-Points

Kristin Olsen, Scott Letourneau, and Marina Mihalevsky

Competency Profiling and Situational Judgment Interviews

Malcolm Ree, Ph.D. - Things I Wish I'd Learned in Graduate School (but didn't)

Date: October 20 & 21, 2005

Where: Hilton Long Beach & Executive Meeting Center

701 West Ocean Boulevard

Long Beach, CA 90831

For Hotel Room Registration and Overnight Accommodations call: 1-800-Hiltons

COST

Members: \$175.00

Non-Members: \$195.00

Student Affiliates: \$100.00

Non-Member Students: \$120.00

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Personnel Selection Branch

Los Angeles Unified School District

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Jeremy Holforty jholfort@co.riverside.ca.us

CONFERENCE PROGRAM

Thursday, October 20th

- 8:00 - 8:30 Registration & Reception Breakfast
- 8:30 - 8:45 Welcome & Introductions
- 8:45 – 10:30 Test Development and Use: New Twists on Old Questions
Wayne Cascio, Ph.D., University of Colorado at Denver
- 10:30 – 10:45 Break
- 10:45 – 12:15 Using Secondary Sources of Data: Advantages, Barriers and Applications
Calvin C. Hoffman, Ph.D., Alliant International University
- 12:15 – 1:15 Luncheon & Networking
- 1:15 – 3:15 Legal Issues and Answers: Developing Defensible Selection Procedures
Lisa W. Borden, J.D., Office of Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C.
- 3:15 – 3:30 Break
- 3:15 – 4:45 Resuscitating the State of California's HR System
Karen Coffee, California State Personnel Board
- 4:45 – 5:00 Closing Remarks & Adjournment

CONFERENCE PROGRAM

Friday, October 21st

- 8:00 - 8:30 Registration & Reception Breakfast
- 8:30 - 8:45 Welcome & Introductions
- 8:45 – 12:00 Setting Pass Points: The Puzzle and the Practice
Shelly Langan, CPS Human Resource Services
- 12:00 – 1:00 Luncheon & Networking
- 1:00 – 2:30 Competency Profiling and Situational Judgment
Interviews: Maximizing Assessment Efficiency and
Robustness
Kristin Olson & Marina Mihalevsky, Bassett Unified
School District
Scott Letourneau, NEOGOV
- 2:30 – 4:30 Things I Wish I'd Learned in Graduate School (but didn't)
Malcolm Ree, Ph.D., Our Lady of the Lake University
- 4:30 – 4:45 Closing Remarks & Adjournment

PRESENTATION SUMMARIES

Test Development and Use: New Twists on Old Questions

Wayne Cascio, Ph.D., University of Colorado at Denver

Over the past several decades, there have been some significant advances in psychological science, specifically in our knowledge about important questions to address with respect to the development and use of assessment tools. This presentation focuses on developments in research and guidelines for practice in five selected areas that, if applied, will lead to more informed use of assessment tools. The five areas that we discuss are validity generalization, statistical significance testing, criterion measures, cutoff scores, and cross-validation.

Using Secondary Sources of Data: Advantages, Barriers and Applications

Calvin C. Hoffman, Ph.D., Alliant International University

This presentation is based on earlier works from the SIOP Practitioner Forum (Shultz, Hoffman, and Reiter-Palmon, 2003) and the 2004 TIP article with the same authors. According to these studies, applied researchers and practitioners often have to deal with barriers that intrude on the collection of new data. In this presentation the advantages and disadvantages of the use of existing data from previous tests, interviews, and organizations are discussed.

Legal Issues and Answers: Developing Defensible Selection Procedures

Lisa W. Borden, J.D., Office of Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C.

Test developers must focus on more than just science in developing good selection procedures. Some of the important issues that must be addressed are legal in nature. Is your procedure being developed in a manner that will be defensible in the event of litigation? Are you creating the kind of documentation that will be needed if you wind up in court? Have you correctly anticipated the impact of new or changed legal standards?

The presenter will discuss current legal issues with which developers must grapple, and the types of legal challenges to the selection process that may be raised by applicants or employees. Using a court case in which selection procedure development was approved by a federal court, the presenter will outline methods developers can use to help prevent and defend against legal challenges.

Resuscitating the State of California's HR System

Karen Coffee, California State Personnel Board

In 2004, newly elected Governor Arnold Schwarzenegger took the bold step of committing to the public a complete overhaul of state government. By Executive Order, he established the California Performance Review, an ad hoc team of 250 state employees from all occupations, departments, and classifications who were given four months to research and develop recommendations to improve all aspects of state government. The resulting 2000 pages of recommendations created a blueprint for reform and for "blowing up the boxes". This presentation will include a description of the CPR process and outcomes and will discuss its applicability to other employers.

Setting Pass Points: The Puzzle and the Practice

Shelly Langan, CPS Human Resource Services

This workshop will explore the importance of pass points in the testing process, their legal bases, and a rationale for establishing job-related, defensible pass points. Our discussion will begin with an introduction to pass points, the value of minimum competency, and a review of the legal and professional guidelines related to the use of pass points in employment testing. Next, we will identify the issues and critical elements for establishing competency-based pass points for a variety of assessment methods. A methodology for establishing pass points that encompasses levels of competency, test statistics, and adverse impact considerations will be introduced, and participants will try out their new pass point setting skills with a number of hands-on exercises.

Competency Profiling and Situational Judgment Interviews: Maximizing Assessment Efficiency and Robustness

**Kristin Olson & Marina Mihalevsky, Bassett Unified School District
Scott Letourneau, NEOGOV**

In selection and assessment, best practices are always sought so that efficiency and effectiveness can be maximized without sacrificing instrument robustness. This presentation will focus on the developmental process, the relationship, and impact of competency profiling and situational judgment interviews. This presentation will also go one step further by focusing on how these assessment tools can be incorporated into technology thereby increasing organizational effectiveness to an even greater degree. Audience members will actively participate in this presentation and come away with practical ideas and strategies.

Things I Wish I'd Learned in Graduate School (but didn't)

Malcolm Ree, Ph.D., Our Lady of the Lake University

There are many concepts and skills that we learn in graduate school and there are many more that we do not. This may be because of time constraints, choice of courses, or lack of faculty. In the years of practice and research I have accumulated a list of ideas and techniques useful in the every day practice of testing and in research. These include the consequences of; weighting variables in selection equations, having more than one sex in a validation study (???) and the pernicious effect of unreliability in interpreting statistical estimates, confidence intervals, and hypothesis testing.

DISTINGUISHED PRESENTERS

Wayne Cascio, Ph.D., University of Colorado at Denver

Wayne F. Cascio is US Bank Term Professor of Management at the University of Colorado at Denver and Health Sciences Center. Professor Cascio has held academic appointments at Florida International University, the University of California-Berkeley, the University of Hawaii, the University of St. Gallen, Switzerland, the University of Geneva, the University of Hong Kong, and Nanyang Technological University, Singapore. He spent 1987-1988 as a visiting scholar at the Wharton School of the University of Pennsylvania, and he received an honorary doctorate from the University of Geneva (Switzerland) in 2004.

He is past chair of the HR Division of the Academy of Management and past president of the Society for Industrial and Organizational Psychology. He has consulted with more than 150 organizations on six continents, and has published more than 80 journal articles, 35 book chapters, and 20 books, including: *Managing Human Resources: Productivity, Quality of Work Life, Profits* (7th ed., 2006); *Applied Psychology in Human Resource Management* (6th ed., 2005), *Responsible Restructuring: Creative and Profitable Alternatives to Layoffs* (2002); and *Costing Human Resources: The Financial Impact of Behavior in Organizations* (4th ed., 2000).

An elected Fellow of the Society for Industrial and Organizational Psychology as well as the Academy of Management, he also has received the Distinguished Career award from the Academy's HR Division. Currently he serves on the Boards of Directors of CPP, Inc., Society for Human Resource Management Foundation, and the Academy of Management.

Calvin C. Hoffman, Ph.D., Alliant International University

Calvin C. (Cal) Hoffman is an Associate Professor in the Industrial/Organizational Psychology program at Alliant International University's Los Angeles Campus, a position he has held since July 2000. Prior to moving to an academic setting, he held internal consulting and managerial positions at Southern California Gas Company (1986-2000) and Southern California Edison (1984-1986). Concurrently, he has also worked as a consultant to a wide range of organizations. His professional experience includes a wide variety of programs and interventions, including job analysis, job design/redesign, job evaluation and compensation, development and validation of selection systems, management assessment, management development programs, 360 feedback programs, training design, delivery and evaluation, employee and customer satisfaction research, and process improvement.

Cal earned his M.A. and doctorate in Industrial/Organizational psychology at the University of Nebraska. While spending the bulk of his career in practice, he has also published and presented extensively on topics such as job component validity, utility analysis, assessment centers, 360 feedback, job analysis methodology, statistical corrections to validity, and HR process improvement. Dr. Hoffman has presented numerous papers at the annual conference of the Society for Industrial and Organizational Psychology, and in the journal *Personnel Psychology*. He is currently a member of the editorial review board for the Scientist-Practitioner Forum section of *Personnel Psychology*.

Lisa W. Borden, J.D., Office of Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C.

Lisa W. Borden is a partner in the Birmingham office of Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C., where her practice primarily involves advising and representing both public and private entities in employment matters, including individual and class action litigation. For nearly a decade, Ms. Borden was lead counsel for the State of Alabama in federal class action cases concerning its employment practices, including the defense of methodologies for the development of employee selection procedures for hundreds of job classifications. She has worked with numerous I/O psychologists in a variety of contexts, including the provision of expert opinion and testimony in litigation, consultation prior to and during litigation, and the development and implementation of training programs and selection procedures in compliance with court orders. Ms. Borden received her law degree in 1989 from the Emory University School of Law in Atlanta, Georgia.

Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C. was ranked in 2004 as one of the 10 fastest growing law firms in the U.S. by *The National Law Journal* and is one of the 100 largest law firms in the country. The Firm has more than 440 attorneys and public policy and international advisors in Memphis, Nashville, Chattanooga, Knoxville and Johnson City, Tennessee; Atlanta, Georgia; Birmingham, Alabama; Jackson, Mississippi; New Orleans and Mandeville, Louisiana; Washington, D.C.; and Beijing, China.

Karen Coffee, California State Personnel Board

Karen Coffee began her career in 1972 at the California State Personnel Board where she held a variety of positions in several divisions. For three years, she served as Chief, Personnel Management Services at the California Department of the Youth Authority. In July, 2001, she returned to the California State Personnel Board to assume the position of Chief, Merit Employment and Technical Resources. Her division provides a variety of general fund and reimbursable services to state departments including examination development and administration, test validation, technical training, bilingual services, civil rights, approval of classification proposals, recruitment, and the public service center. Karen has served as President of several national and regional professional personnel associations including both PTC/NC and PTC/SC, WRIPAC, and IPMAAC and has published articles in national journals. Karen was the 1990 recipient of the Stephen E. Bemis Memorial Award for excellence in personnel management. In 2003, Karen was the recipient of the Clyde J. Lindley Distinguished Service Award from the International Public Management Association Assessment Council. Karen received a Bachelor of Arts degree from Stanford University and a Masters in Public Administration from UCLA.

Shelly Langan, CPS Human Resource Services

Shelley Langan has more than 15 years of experience within a broad range of recruitment, testing, and assessment activities including validation, job analysis, employment testing, and workforce planning functions. Shelley is the Manager of Assessment Services for CPS Human Resource Services, where she leads project teams in the design, development, and administration of assessment center processes and test program administration activities. She also conducts a variety of training courses and seminars. Prior to joining CPS, Shelley worked for the California State Personnel Board for seven years in the Test Validation and Construction and Special Projects Units, performing a test validation and assessment-related activities. Shelley also worked 11 years at the Sacramento Municipal Utility District in the Selection and Labor Relations arenas. Shelley is a frequent speaker at national and regional human resources conferences and events, as well as the architect of a number of assessment-related classes and seminars.

Kristin Olson, Bassett Unified School District

Kristin Olson is currently a Personnel Analyst at Bassett Unified School District. She has worked for CODESP, helping to develop employee assessment and training materials and currently serves on the Board of Directors for this organization. She obtained her Bachelors Degree from UCLA in Psychology and Communication Studies and her Masters Degree in I-O Psychology from CSULB. Kristin is actively involved in professional development and is a current member of PTC-SC, WRIPAC, SIOP, IMPAAC, IPMA-HR, and the Breon Legal Consortium. Kristin was the past Vice President of Conferences and is the current Secretary for PTC-SC and serves on the Training Committee for WRIPAC. Kristin is also a graduate of the CSPCA's Merit Academy.

Marina Mihalevsky, Bassett Unified School District

Marina Mihalevsky is currently a graduate student at California State University, Long Beach in the I/O Psychology Masters program. She graduated from UC Berkeley with a Bachelors Degree in Psychology, with an emphasis in Human Resources Management. Marina has worked as a Human Resources Recruitment Specialist for a nation-wide mortgage company, IndyMac Bank and has worked in the Human Resources Department for the City of Berkeley. She currently interns with both the Bassett Unified School District Personnel Commission and the LAUSD Personnel Commission in the Classification department. She is actively involved in the following professional organizations: SIOP and PTC-SC.

Scott Letourneau, NEOGOV

Scott Letourneau is the President of NEOGOV, Inc., a Los Angeles, California-based company. He is responsible for leading the change in public sector jurisdictions nationwide to utilize available technology to eliminate labor intensive, costly, and outdated Human Resource practices. Scott specifically works with public sector Human Resource Departments to promote strategic partnerships with internal departments, become more customer focused, and lead the way as an example for other public sector agencies to decrease operation costs, while increasing HR effectiveness, employee retention, and satisfaction. Scott's objective is to equip public sector HR departments with the tools required to displace time and effort from transactional processing to dedicate more time and effort into becoming increasingly strategic organizations. Scott is a frequent presenter and has presented in such conferences as: PTC-SC, IPMA, ICMA, NASPE, and SCPMA.

Malcolm Ree, Ph.D., Our Lady of the Lake University

Malcolm Ree is Professor of Leadership Studies at Our Lady of the Lake University in San Antonio Texas. Prior to this, he was the Senior Scientist at the Air Force Research Laboratory at Brooks Air Force Base. He was associated with the Human Effectiveness Directorate and had responsibility for the technical program for the selection and classification of all Air Force enlisted personnel and for the selection of pilots, navigators and other aircrew members. For ten years he was the chief psychometrician of the *Armed Services Vocational Aptitude Battery* which is administered more than one million times a year.

Dr. Ree received his Ph. D. from the University of Pennsylvania in Statistics and Psychometrics. He has written more than 65 articles in refereed journals and more than 100 Air Force Technical Reports as well as more than a dozen chapters for both applied and scholarly books. He is the former book review editor of the *Journal of Educational and Behavioral Statistics*. Currently, he serves on the editorial review boards of several scholarly journals and is the editor of the on-line journal, *The Leadership Research Journal*.