

# PTC-SC

PERSONNEL TESTING COUNCIL OF SOUTHERN CALIFORNIA

## 2008 ANNUAL CONFERENCE

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Challenging Traditional Methods of Assessment  
in Human Resources Selection:  
Expanding Horizons and Embracing Innovation

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OCTOBER 2 & 3

HYATT REGENCY

HUNTINGTON BEACH, CALIFORNIA



# WELCOME TO

## SURF CITY, USA

The upcoming PTC-SC 2008 Annual Conference will be held in Huntington Beach, California. This dynamic coastal city, with its sunny Mediterranean climate and idyllic setting, is the only municipality in the country to officially boast the moniker, Surf City, USA. Offering a comfortable climate throughout the year with a temperature that rarely gets above 90 degrees and seldom sees rainfall, visitors can take part in the many outdoor activities Huntington Beach offers. The community features one of the largest recreational piers in the world, public parks, riding stables and equestrian trails, a marina, a wildlife preserve, and an eight-mile biking, inline skating, jogging, and walking trail along the ocean. The crown jewel of the recreation system is the 8.5 miles of wide, spacious beaches where large crowds gather to watch the U.S. Open of Surfing, AVP Pro Beach Volleyball, Van's World Championship of Skateboarding, and other sporting events.

Visitors to Huntington Beach have a wide variety to choose beyond its sandy plains. There is a wide range of dining options, with hundreds of restaurants offering everything from casual to fine dining. Shoppers will find paradise in stores that range from local shops and boutiques to national chains and department stores. The city is centrally located to all major attractions in Orange County including Disney Resorts, the Orange County Performing Arts Center and Repertory Theater, and the Long Beach Aquarium of the Pacific. Huntington Beach is conveniently located near three airports: John Wayne/Orange County (SNA), Long Beach (LGB), and Los Angeles International Airport (LAX).

Captivating ocean views, lavish amenities, and superb service abound at the luxurious [Hyatt Regency Huntington Beach Resort & Spa](#). Surf City, USA's most elegant resort has 2,000 feet of drop-dead beautiful setting across the PCH yet is a frisbee's throw from anything you'd want to see in the O.C. Enjoy the endless activities you'll find at this gigantic Mediterranean-style complex including the 20,000 square-foot Pacific Waters Spa, three restaurants including the AAA four-diamond Californian, the Red Chair Lounge, various outdoor nooks with fireplaces, grotto whirlpools, and wireless Internet access in the guestrooms and throughout the building.\* \*Courtesy of City of Huntington Beach



# PTC-SC

HUNTINGTON BEACH, CALIFORNIA

# DISTINGUISHED PRESENTERS & TOPICS

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*“In Situ” Performance: Staffing 21st Century Organizations*

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

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*Personality, Leadership, and Organizational Effectiveness*

Robert Hogan, Ph.D.  
Hogan Assessment Systems

.....

*Who Put the Suc(k) in Succession Planning:  
Perils and Pitfalls of a Contemporary Organization Trend*

Robin A. Gurien, Ph.D.  
Orange County Department of Education Academy

.....

*Accurately Assessing a Job Candidate's Integrity Level  
During the Interview Process*

Melinda Blackman, Ph.D.  
California State University, Fullerton

.....

*Testing Isn't Just About Validity Anymore!*

Jay Finkelman, Ph.D.  
Marshall Goldsmith School of Management  
Alliant International University

.....

*Rethinking the Validity of Unstructured Interviews:  
Evidence from Recent Developments*

Ben Postlethwaite, MSc  
Tippie College of Business  
University of Iowa

.....

*Leadership Derailment and Its Influence on the Process of Talent Management*

Douglas Klippel  
Hogan Assessment Systems

# Logistics

## Event Date & Time

Thursday, October 2, 2008

7:30am-4:45pm

\*Social networking activity to begin @ 5 PM

Friday, October 3, 2008

7:30am-3:30pm

## Location

**Hyatt Regency Huntington Beach Resort & Spa**

21500 Pacific Coast Highway

Huntington Beach, CA 92648

*For Overnight Accommodations: (714) 698-1234  
PTC has a limited number of rooms on hold through  
Sep. 1.*

*Mention "Personnel Testing Council"*

## Fees

Members: \$200

Non-Members: \$220\*\*

Student Affiliates: \$110

Non-Member Students: \$130\*\*

\*\*To become a member or student affiliate,  
please visit our website:

<http://www.ipmaac.org/ptcsc/membership>

## Registration

For each attendee, complete the registration form on  
the last page and email/mail/fax to Amy Lawton  
(contact information below)

## Payment

Make checks payable and mail to:

Personnel Testing Council/SC

ATTN: Amy Lawton

Personnel Commission

Los Angeles County Office of Education

9300 Imperial Highway, Education Center Annex

Downey, CA 90242

Tel (562) 803-8504

Fax (562) 803-8430

Lawton\_Amy@lacoed.edu

## Questions?

For further information, please contact the  
Co-Vice Presidents of Conferences:

**Matthew Escobedo** at (805) 652-5525,

[mescobedo@vccd.edu](mailto:mescobedo@vccd.edu)

or

**Farsiar Zandian** at (310) 886-1451

[fzandian@lynwood.k12.ca.us](mailto:fzandian@lynwood.k12.ca.us)

# PRESENTATION SUMMARIES & SPEAKER BIOS

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## **Wayne Cascio, Ph.D.**

*“In Situ” Performance: Staffing 21st Century Organizations*

*Despite its popularity, the current staffing model has not shown major improvements in its ability to predict performance in recent decades, and many practitioners do not seem convinced of its merits. To some extent this may be due to a combination of limitations that include the following: a near-exclusive focus at the level of the individual, the assumption of behavioral consistency, a focus on thin slices of behavior and behavior that may not be representative of actual performance on a job, selection systems that produce high levels of adverse impact, over-estimation of expected economic payoffs from the use of valid selection procedures, and limited applicability of the traditional model when applied to executives and expatriates. While many existing selection methods perform well, genuine improvement in the ability to forecast job performance lies in more careful specification of the domain of performance, together with increased effort to demonstrate point-to-point correspondence between predictors and the wide range of elements of the performance domain. That domain is called “in situ” performance.*

Wayne F. Cascio is U.S. Bank Term Professor of Management at the University of Colorado at Denver and Health Sciences Center. He has taught at Florida International University, the University of California-Berkeley, the University of Hawaii, the University of St. Gallen in Switzerland, the University of Geneva, and the University of Hong Kong. During the academic year of 1987-1988, he was a visiting scholar at the Wharton School of the University of Pennsylvania. In 1988, he received the Distinguished Faculty award from the HR Division of the Academy of Management. In 1994, he received the Bemis award for excellence in HRM from the International Personnel Management Association’s Assessment Council. And in 1999, he received the Distinguished Career award from the HR Division of the Academy of Management. He has received two “best paper” awards from the Academy of Management Executive for his research on downsizing and restructuring (1993 and 2003) and an honorary doctorate from the University of Geneva (Switzerland) in 2004.

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## **Robert Hogan, Ph.D.**

*Personality, Leadership, and Organizational Effectiveness*

*The talk will show how leader personality drives leadership behavior, corporate culture, and decision making. Then the talk will show how leader behavior, corporate culture, and decision making impact organizational effectiveness—the bottom line in any organizational intervention.*

Robert Hogan, Ph.D., president of Hogan Assessment Systems, is an international authority on personality assessment, leadership, and organizational effectiveness. He was McFarlin Professor and Chair of the Department of Psychology at the University of Tulsa for 14 years. Prior to that, he was Professor of Psychology and Social Relations at The Johns Hopkins University. He has received a number of research and teaching awards, and is the editor of the *Handbook of Personality Psychology* and author of the Hogan Personality Inventory. Dr. Hogan received his Ph.D. from the University of California, Berkeley, specializing in personality assessment.

Dr. Hogan is the author of more than 300 journal articles, chapters and books. He is widely credited with demonstrating how careful attention to personality factors can influence organizational effectiveness in a variety of areas – ranging from organizational climate and leadership to selection and effective team performance. Dr. Hogan is a fellow of the American Psychological Association and the Society for Industrial/Organizational Psychology.

# PRESENTATION SUMMARIES & SPEAKER BIOS

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## **Robin A. Gurien, Ph.D.**

*Who Put the Suc(k) in Succession Planning:  
Perils and Pitfalls of a Contemporary Organization Trend*

*You've read about the major corporations' succession plans: they replace a key leader at a moment's notice, fast-track their "high potentials," and inaugurate new executives in the blink of an eye. It's exciting to think about the limitless possibilities that succession planning could bring to your organization. But before you commit yourself and your organization down a road that recognizes fewer than 1/3 of your employees and promotes even less than that, take a closer look: what are the facts about succession planning? Does it help to identify the leaders of tomorrow, or is succession planning more likely to keep your organization steeped in its same unchanging culture?*

*The purpose of this session is to explore the reality of succession planning. Participants in this session will learn about the basic concerns associated with succession planning, as well as specific details that must be addressed for the approach to work in public education. New strategies and models will be offered to help guide managers and recruiters.*

Robin A. Gurien, Ph.D., has over 15 years experience consulting with companies including Goodwill Industries, All American Homes, and CUNA Mutual and with organizations including The Federal Bureau of Investigations, The U.S. Postal Service, the Society of American Safety Engineers, and the American Council on Education. She has developed performance management and leadership development programs for University of Northern Iowa and for Community United Child Care Centers. Currently Robin is Administrator of the Orange County Department of Education Academy, which provides professional development opportunities for staff, designs strategic organization development initiatives for work units, and offers executive and performance coaching for managers. Robin's doctorate is in communication from the University of California, Santa Barbara.

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## **Melinda Blackman, Ph.D.**

*Accurately Assessing a Job Candidate's Integrity Level during the Interview Process*

*During this presentation, Dr. Blackman will discuss a multi-method approach to accurately predicting the job candidate's integrity level. Dr. Blackman will present her research to illustrate that an integrity inventory should be paired with other techniques (e.g. interview formats, nonverbal cues, probationary and past behavior) and indicators when assessing a job candidate's potential to engage in counterproductive behavior on the job.*

Dr. Melinda Blackman is a Professor of Psychology at California State University, Fullerton. Dr. Blackman received her B.A. in Psychology from Stanford University in 1991, and her Ph.D. in Psychology from the University of California, Riverside in 1996. Dr. Blackman specializes in Industrial/Organizational Psychology and has published numerous research articles and book chapters on accurately predicting a job candidate's personality and integrity level. Dr. Blackman is the recipient of the 2007 Carol Barnes Excellence in Teaching Award for the University. Also, Dr. Blackman enjoys conducting research in health psychology and has just published a book titled, "Mind Your Diet: The Psychology Behind Sticking to Any Diet."

# PRESENTATION SUMMARIES & SPEAKER BIOS

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## Jay Finkelman, Ph.D.

*Testing Isn't Just About Validity Anymore!*

*The ground rules changed but testing professionals may not have noticed. Simply having a statistically valid selection instrument won't protect an organization from liability if there is adverse impact. You must also demonstrate that there was NOT an equally valid and practical alternative methodology that would have less adverse impact. If a plaintiff's expert can demonstrate that you did not review appropriate alternatives to a selection procedure that manifests adverse impact on protected class members - you are probably going to lose in court!*

Jay M. Finkelman, Ph.D., C.P.E. is System-wide Associate Dean, Professor and Program Director of Alliant International University's Marshall Goldsmith School of Management (MGSM), Organizational Psychology Division. He served as a senior manager, consultant and expert witness in employment, staffing and human resources management for over two decades. He has had hundreds of retentions and depositions, and testified at trial 38 times.

Dr. Finkelman is an Industrial and Forensic Psychologist as well as a Certified Professional Ergonomist. He holds a Ph.D. in Industrial / Organizational Psychology from New York University and an M.B.A. in Industrial Psychology from the Bernard M. Baruch School of Business of The City College of The City University of New York. He was a tenured full professor of Industrial Psychology at The City University of New York as well as Dean of Students at Baruch College. He also served on the Doctoral Faculty in Business, specializing in Organizational Behavior, at the Graduate Center of C.U.N.Y.

Dr. Finkelman served in a variety of senior line management positions after leaving C.U.N.Y., including Station Manager of KTVU Television Channel 2 in San Francisco, Vice President in charge of Marketing for Walt Disney television, and Senior Vice President and General Manager for Kelly Services in the Human Resources Management and Staffing Industry.

Dr. Finkelman holds a Diplomate from the American Board of Professional Psychology and from the American Board of Forensic Psychology where he is also a fellow. He is a *Certified Personnel Consultant* from the National Association of Personnel Consultants and a Certified Employment Specialist from the California Association of Personnel Consultants. He is a licensed psychologist in the State of California and in the State of New York and is listed in the National Register of Health Service Providers in Psychology. He is a member of Psi Chi, Delta Sigma Rho - Tau Kappa Alpha and Beta Gamma Sigma, and received the Excellence In Teaching Award from C.U.N.Y.

He is a member of the Industrial Psychology and Engineering Psychology Divisions of the American Psychological Association, the Human Factors and Ergonomics Society and the American Academy of Forensic Psychology. Dr. Finkelman specializes in Human Resources, staffing industry management practices, employment discrimination (gender, age, race, and disability), sexual harassment, ADA (Americans with Disabilities Act), compensation practices, wage & hours, independent contractor status, conflict of interest, negligent hiring/retention, wrongful termination, adverse impact, performance appraisal, psychometrics, statistical analysis, human factors and ergonomics.

# PRESENTATION SUMMARIES & SPEAKER BIOS

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## **Ben Postlethwaite, MSc**

*Rethinking the Validity of Unstructured Interviews:  
Evidence from Recent Developments*

*Human resource practitioners and researchers have long maintained that structured selection interviews are superior in validity to unstructured interviews. This presentation briefly reviews current issues regarding selection interviews and then presents some recent research suggesting that unstructured interviews may be more valid than previously believed.*

Ben Postlethwaite is a Ph.D. candidate in Organizational Behavior and Human Resource Management in the Tippie College of Business at the University of Iowa. He has a BA from Pepperdine University and an MSc from Imperial College London. Ben currently works in Applied Research at ACT, Inc. in Iowa City, IA. He also has ten years of experience working for emergency medical services organizations in California and West Virginia, serving as an EMT, paramedic, and municipal ambulance service director. His current research focuses on employee selection, organizational and professional commitment, and mentoring.

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## **Douglas Klippel**

*Leadership Derailment and Its Influence on the Process of Talent Management*

*“Leadership derailment” by definition means behaviors that cause leaders to overestimate their own abilities, lose sight of how their actions impact others, and alienate peers and subordinates. This workshop will feature an historical overview of the concept of derailment, a review of available assessment instruments and case studies detailing how organizations have incorporated derailment assessments into their talent management process.*

*This workshop will discuss:*

- The history surrounding leadership derailment behaviors - early research, development of a taxonomy of derailment, and ways of assessing derailment.*
- Specific tools to measure derailment tendencies and ways of profiling an organization's culture to determine which derailment behaviors carry the most weight in a given corporate culture.*
- Ways organizations use and integrate information on derailment in the talent management process including development planning initiatives.*

Douglas Klippel is the Director of the Leadership Practice at Hogan Assessment Systems. In this role, he serves as a consultant to major organizations who are undertaking management development programs, including those who are including derailment measures as part of their management development curricula. Prior to joining Hogan, he served in a variety of consulting and corporate roles, including serving as a Human Resource Director at CSX Transportation, where he was responsible for developing, implementing, and managing employee selection systems and management development programs. Klippel also served as a member of the teaching faculty in the Department of Management at the University of Tennessee, where he received his graduate training in the field of Industrial and Organizational Psychology.



# Program Schedule

## Thursday :: October 2

7:30-8:15	<i>Registration &amp; Breakfast</i>
8:15-8:30	<i>Welcome &amp; Introductions</i>
<b>8:30-10:00</b>	<b>Keynote Address: Wayne Cascio, Ph.D.</b>
10:00-10:15	<i>Refreshment Break</i>
<b>10:00-11:30</b>	<b>Presentation: Melinda Blackman, Ph.D.</b>
11:45-1:15	<i>Lunch Banquet</i>
<b>1:15-2:45</b>	<b>Presentation: Jay Finkelman, Ph.D.</b>
2:45-3:00	<i>Refreshment Break</i>
<b>3:00-4:45</b>	<b>Presentation: Ben Postlethwaite, MSc</b>

*Social Networking starting at 5 PM*

## Friday :: October 3

7:30-8:15	<i>Breakfast</i>
8:15-8:30	<i>Welcome &amp; Introductions</i>
<b>8:30-10:00</b>	<b>Keynote Address: Robert Hogan, Ph.D.</b>
10:00-10:15	<i>Refreshment Break</i>
<b>10:15-11:45</b>	<b>Presentation: Robin Gurien, Ph.D.</b>
11:45-1:15	<i>Lunch On Your Own</i>
<b>1:30-3:30</b>	<b>Workshop: Douglas Klippel</b>

# Breakfast and Lunch Banquet

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## • BREAKFAST •

Muffins, Croissants, and Danishes  
Assortment of Bagels with Cream Cheese  
Sliced Fresh Fruit Platter  
Freshly Brewed Starbucks® Coffee, Decaffeinated Coffee, Hot Tea

## • LUNCH BANQUET •

### Salad

Chopped Salad with Diced Cucumber, Tomato, Red Onions, Peppers and Grated Feta Cheese

### Entrées

*You Have A Choice of:*

- 1 Basil-Roasted Chicken served on a Bed of Orzo Risotto
- 2 Chicken Breast Stuffed with Apple and Fennel served on Mushroom Mac and Cheese
- 3 Nicoise Ahi – Seared Rare Ahi Nicoise, French Beans, Fingerling Potatoes, Hard-Boiled Eggs, Roasted Tomato & Olive Tapenade, Champagne Vinaigrette
- 4 The Cobb Salad – Mixed Greens with Hard Boiled Eggs, Tomatoes, Carrots, Chicken, Smoked Bacon, Crumbled Bleu Cheese, Avocado, White Balsamic Vinaigrette

### Dessert

Brazilian Chocolate Cake

### Beverages

Freshly Brewed Starbucks® Coffee, Decaffeinated Coffee, Hot Tea, and Ice Tea

### Refreshment Break

Chocolate Espresso Brownie Bars  
Freshly Baked Donuts  
Home-style Cookies  
Freshly Brewed Starbucks® Coffee, Decaffeinated Coffee, Hot Tea  
Soft Drinks



# COLORFUL

Concerns being dramatic, engaging, and attention-seeking.

EXCITABLE	93
SKEPTICAL	89
CAUTIOUS	83
RESERVED	72
LEISURELY	95
BOLD	98
MISCHIEVOUS	100
COLORFUL	92
IMAGINATIVE	99
DILIGENT	63
DUTIFUL	13

**BUILDING MORALE:** As a leader, you may tend to be the center of attention. Others may resent your high profile behavior if you don't give them credit for the work of the team.



"Trust me, I do this all the time."



"I'm about to go completely bananas."



"Whatever you say."



"Just let me get the dam thing done!"

## Hogan Development Survey™

*The key to strategic self-awareness*

Every leader has personality traits that threaten his or her success. The Hogan Development Survey is the only business-related assessment that measures performance risks that impede work relationships, hinder productivity and limit overall career potential. The HDS provides valuable feedback for strategic self-awareness, which is the key to overcoming these tendencies and achieving success in the workplace.

**Contact Hogan today** to learn more about the only assessment that effectively identifies potential career derailleurs, and how our reports can help replace challenges with success.



THE SCIENCE OF PERSONALITY™