



2010 IPAC Conference

Making the Case for Assessment



Newport Beach, California

Hyatt Regency • July 18 - 21, 2010

On-Site Guide

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



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IPAC 2010 Conference:

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IPAC extends special thanks to all of our 2010 Committee Members and Volunteers for organizing a terrific program and activities!

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James Tsugawa
Stephanie Wahl
Bill Waldron

Welcome to Newport Beach and IPAC's First Conference!

It is with great pride and pleasure that I welcome you to the first IPAC conference in beautiful Newport Beach, California. For 32 years, as a section of the International Public Management Association for Human Resources (IPMA-HR), the IPMAAC annual conference was a showcase for state-of-art techniques, trends, and technologies within the recruitment and assessment disciplines. Over the years, the IPMAAC conferences became legendary for their emphasis on high-quality programs with a range of topics designed to meet the interests and needs of seasoned assessment practitioners and novices alike. The final IPMAAC conference was held in June of 2008 just up the coast from here in Oakland, California. In 2009, as IPMAAC became IPAC and completed its transition to an independent, self-supporting organization, the annual conference was a joint affair co-hosted with IPMA-HR in Nashville, Tennessee. Although the 2009 IPAC/IPMA-HR conference was a tremendous success, the IPAC Board of Directors never waived from its goal of re-establishing an annual conference in the grand tradition of past IPMAAC conferences that were held each year for almost one-third of a century. Well, we did it, and I am thrilled that you have joined us for this monumental event, our first IPAC conference.

The conference theme is ***Making the Case for Assessment***. The IPAC Board and Program Committee have assembled a tremendous conference program that is sure to please even the most discriminating conference attendee. The program content is certain to assist you in increasing your knowledge, sharpening your skills, and expanding your perspectives. In addition to the plethora of developmental opportunities that the conference provides, you will also have time to engage in valuable networking as well as participate in fun-filled social events. While you are at the conference, I encourage you to visit the exhibit area and talk to the conference exhibitors and sponsors. Without their generous support, putting on a conference of this magnitude would not be possible.

Thank you for attending the first IPAC conference. I am confident that you will leave Newport Beach with increased expertise, new-found friendships, an enhanced network of resources, and many fond memories.



Mike Willingham
IPAC President



IPAC Conference Program – Concurrent Sessions

Sunday, July 18

7:30am – 4:30pm Registration – Lobby Veranda

	BEACH ROOM	SURF ROOM	LAGOON ROOM
8:00am – 10:00am	IPMA-HR Job Analysis Workshop (full day workshop)	Design and Implementation of a Comprehensive Assessment Program (1/2 day workshop)	Designing and Implementing Web-based Surveys: Asking the Right Questions at the Right Time (1/2 day workshop)
10:am – 10:30am	Coffee Break – Bay Pool I		
10:30am – 12:00pm	IPMA-HR Job Analysis Workshop (continued)	Design and Implementation of a Comprehensive Assessment Program (continued)	Designing and Implementing Web-based Surveys: Asking the Right Questions at the Right Time (continued)
12:00pm – 1:00pm	Lunch On Your Own		
1:00pm – 4:30pm	IPMA-HR Job Analysis Workshop (continued)		Foundations of Employee Selection (1/2 day workshop)
6:00pm – 7:30pm	President's Welcome Reception – Garden		

Monday, July 19

7:30am – 4:30pm Registration – Lobby Veranda

7:30am – 8:30am Continental Breakfast – Garden Room I

8:30am – 10:15am Welcome and Opening Session by David Campbell – Garden Room III

The Use of Picture Postcards for Exploring Diversity Issues Such as Bias, Prejudices, or "How can We Keep Our Grandchildren from Going to War with Each Other?"
(Presentation of the Stephen E. Bemis Award)

10:15am – 10:45am Refreshment Break with Exhibitors – Garden Room I

	GARDEN ROOM III	BEACH ROOM	HARBOR ROOM	SURF ROOM	LAGOON ROOM
10:45am – 12:00pm	Assessing the Value of Assessing Public Service Motivation	2009 Student Paper Award Winner: Dimension-Based Assessment Centers: Individual Differences Correlates and Practical Implications for Validity Assessment Center Integrity: Does the Word Get Around?	Questions You Should Answer Before Conducting a Survey Developing and Improving a Federal Employee Engagement Scale	Leadership Coaching: Experience From the Front Line Building Better Supervisors: Insights From Federal Employee Survey Data	Expanded Tutorial Designing, Administering, and Scoring Simulations
12:00pm – 1:15pm	Lunch On Your Own				
1:15pm to 2:45pm	Quality Applicant Ranking Systems in an Online World	To Fee or Not to Fee Testing in Hard Times: What Agencies are Saying and What They are Doing	Biodata and Development of Recruitment Strategy: A Good Fit Meta-analysis Clerical Performance Predictors: A Pearlman, Hunter and Schmidt (1980) Update	Validity, Adverse Impact and Mean Job Performance of Compensatory, Greatest Strength and Other Selection Methods Test Transportability and Job Component Validity for Physical Performance Tests Supervisors: Insights From Federal Employee Survey Data	Designing, Administering, and Scoring Simulations (Continued)

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Monday, July 19, continued

- 2:45pm – 3:15pm** Refreshment Break with Exhibitors – Garden Room I
- 3:15pm – 4:45pm** General Session by Jeff Feuquay – Garden Room III
Assessment and HR Strategy: If the Glove Fits...
(Presentation of the Student Paper Award)
- 6:00pm – 8:30pm** Poolside Reception Sponsored by WRIPAC – Bay Pool

Tuesday, July 20

- 7:30am – 4:30pm** Registration – Lobby Veranda
- 7:30am – 8:30am** Coffee with Exhibitors – Garden Room I
- 8:30am – 10:00am** General Session by Michael McDaniel – Garden Room III
Abolish the Uniform Guidelines
(Presentation of the Innovations in Assessment Award)

	GARDEN ROOM III	BEACH ROOM	HARBOR ROOM	SURF ROOM	LAGOON ROOM
10:30 to Noon	Best Practices in Conducting Adverse Impact Analyses	2010 Student Paper Award Winner The Five-Factor Model of Personality and Job Performance in East Asia: A Cross-Cultural Validity Generalization Study 2010 Innovations in Assessment Award Winner The Difficulty Anchored Rating Scale: A New Angoff Modification	Certifying Employees: A Process for Improving Promotion Decisions and Motivating Skill Acquisition and Maintenance Through Skills Certification	GAP Analysis: Using Traditional Pre-Employment Tools to Identify Skill Gaps in Incumbent Populations The Many Uses of Succession Planning Data	Tips for Serving as an Expert Witness State Your Case: Establishing and Communicating the Value of Assessments
12:00pm – 1:15pm	Lunch On Your Own				
1:15pm - 2:15pm	Online Hiring: A New Approach to an Old Issue	Retooling Recruitment and Selection Competencies: From Recruiting and Selection to Business Partner	Examining Factors that Influence the Quality of Applicants' Unproctored Internet Testing Experience Enhancement in Assessment Technology: Is There Steak with the Sizzle?	Implementing Effective Writing Skills Assessment for Selection and Promotion Writing Ability: Not Just Another Form of Communication	Expanded Tutorial Exam Planning, Scoring Models, and Instrument Selection
2:15pm – 2:45pm	Refreshment Break with Exhibitors – Garden Room I				
2:45pm – 3:45pm		Enhancing Adverse Impact Analysis: An Examination of Alternatives to the Fisher Exact Test	Assessment Centers and Situational Judgment Tests	Online Item Banking: Using a Consortium Approach to Make the Most out of Limited Resources	Exam Planning, Scoring Models, and Instrument Selection (Continued)
	GARDEN ROOM III	BEACH ROOM	HARBOR ROOM	SURF ROOM	LAGOON ROOM

- 4:00pm – 5:00pm** IPAC Business and Town Hall Meeting – Garden Room III



Wednesday, July 21

7:30am – 12:00pm Registration – Lobby Veranda

7:30am – 8:30am Coffee Break – Garden Room I

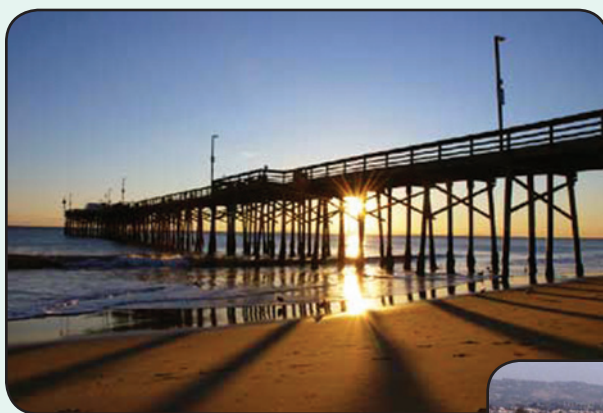
	GARDEN ROOM III	BEACH ROOM	HARBOR ROOM	SURF ROOM
8:30am – 10:00am	Faking and Personality Assessment: A New Look Innovations in Lie Detection	REACT: Video Testing Candidates Who Apply to Work With Offenders	Insuring Content Validity in a Litigious Environment	Expanded Tutorial Training and Experience Evaluations

10:00am – 10:30am Refreshment Break – Garden Room I

10:30am – 12:00pm General Session and Closing Remarks by Scott Highhouse – Garden Room III
A Critical Look at Holistic Assessment

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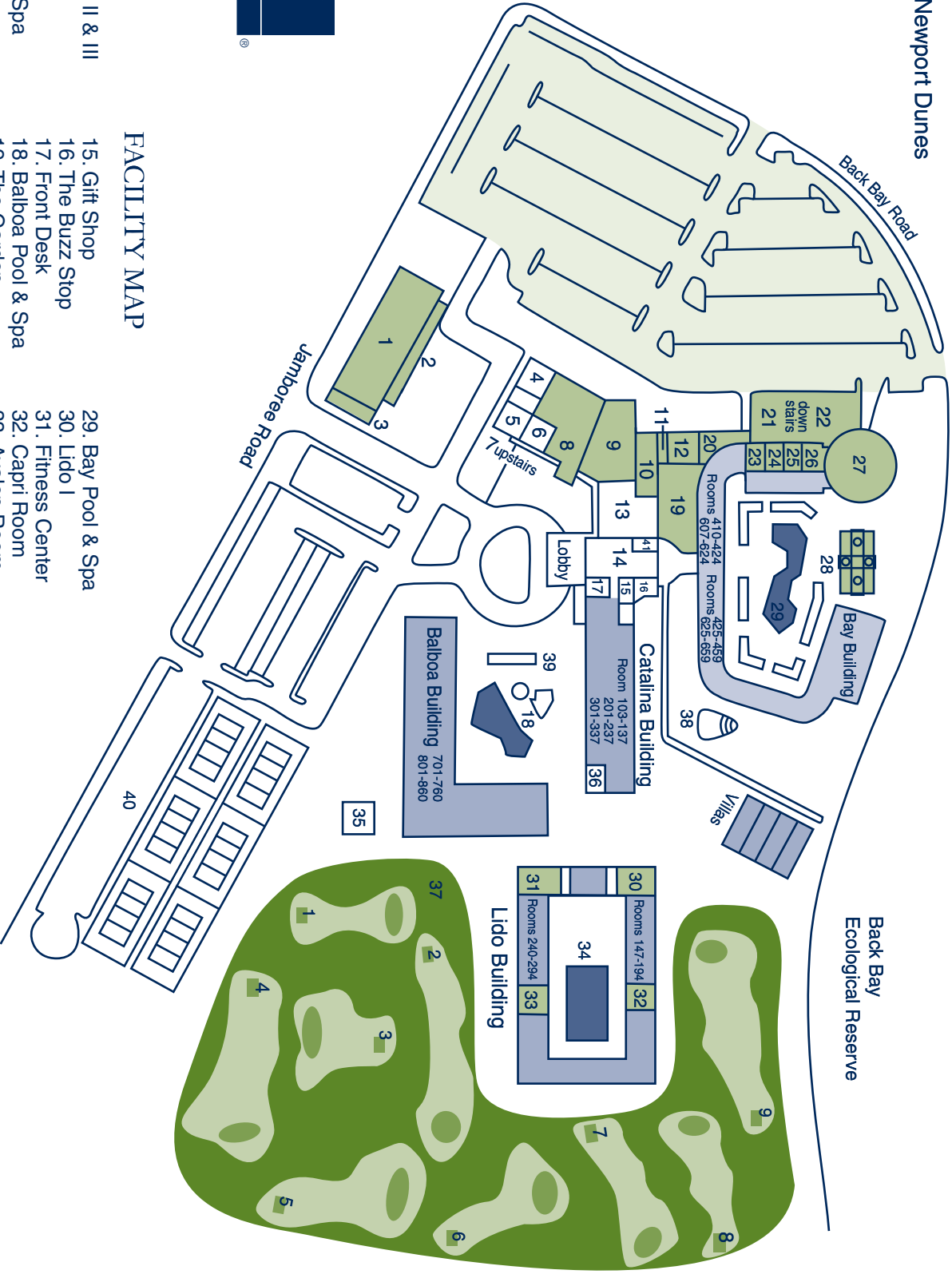




Newport Dunes

Back Bay Road

Back Bay Ecological Reserve



1. Plaza Ballrooms I, II & III
2. Plaza Arbor
3. Plaza Office
4. Gaylee Signature Spa
5. Offices
6. Palm Room
7. Sales & Catering (upstairs)
8. Patio Room
9. Sandbar Lounge
10. Garden Room III
11. Garden Room II
12. Garden Room I
13. Sol Restaurant
14. Lobby

FACILITY MAP

15. Gift Shop
 16. The Buzz Stop
 17. Front Desk
 18. Balboa Pool & Spa
 19. The Garden
 20. The Wine Cellar
 - 21 Harbor Room
 22. Beach Room
 23. Surf Room
 24. Lagoon Room
 25. Ocean Room
 26. Human Resources
 27. Terrace Room
 28. Terrace Arbor
29. Bay Pool & Spa
 30. Lido I
 31. Fitness Center
 32. Capri Room
 33. Avalon Room
 34. Lido Pool & Spa
 35. Golf Pro Shop & Bike Rental
 36. Executive Boardroom
 37. Golf Course
 38. Amphitheater
 39. Shuffle Board Court
 40. Palisades Tennis Club
 41. Lobby Lounge

Legend

- Guest Room Buildings
- Meeting Rooms
- Guest Parking Lot

Sunday, July 18

Pre-Conference Workshops

7:30am – 4:30pm
Registration – Lobby Veranda

Full Day Workshops
8:30am – 4:30pm

Room: Beach

IPMA-HR Job Analysis Workshop

Instructor: Karen Coffee, California Prison Health care Services

This workshop will provide participants with the theory, principles, and methodology to conduct a multi-purpose job analysis. The resulting data can be used for a variety of human resources activities such as the establishment of class specifications, the design of training programs, and the development of content valid selection procedures. The job analysis approach is flexible enough to be used on any type of occupation and is applicable for small-, medium-, and large-sized organizations. Through a combination of lecture, discussion, and group exercises, participants will be provided with the hands-on experience and knowledge needed to conduct a thorough, legally defensible job analysis.

Half-Day Workshops
8:30am – 12:00pm

Room: Surf

Design and Implementation of a Comprehensive Assessment Program

Instructor: Edward Hane, Ph.D., Personnel Consulting Group

This workshop will present a systematic approach to planning, designing, and implementing a comprehensive assessment program which will result in more effective and efficient assessment design. This approach involves the development of a set of competencies to cover the kinds of work behavior required for various jobs, Identification of the kinds of assessment to be used to evaluate individual qualifications, and preparation of an assessment model for the organization, in the form of a matrix relating kinds of assessment to competencies and job groups.

The use of a comprehensive assessment model will make assessment design faster and easier, facilitate the development of assessment components applicable to multiple situations, and achieve cost savings from multiple use of assessment components.

Procedures for developing and using a comprehensive assessment program will be presented and discussed, and their use will be illustrated in practical examples. Small group exercises will be conducted to further illustrate this method for developing assessment programs, and provide supervised practice in its use. The trainer will provide individual guidance, and results will be evaluated. A technical outline of the workshop, summarizing key methods and applications, will be provided for the use of participants during and after the workshop.

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Room: Lagoon**Designing and Implementing Web-based Surveys: Asking the Right Questions at the Right Time**

Instructors: Ilene Gast, Ph.D., U.S. Customs and Border Protection; Kathlea Vaughn, U.S. Customs and Border Protection

Increasingly, organizations are relying on web-based surveys to gain information about a host of assessment and human resources concerns including customer satisfaction, succession planning, skills gaps and training needs, and evaluation of programs, products, or services. However, the relative ease of producing and delivering surveys has had some unintended consequences—most notably, the proliferation of surveys that do not deliver the desired results.

This workshop will present a series of steps that should be followed when planning, designing, and implementing web-based surveys and survey results. We will focus on the skills sets and resources required to conduct a successful survey. At each point in the survey process, we will emphasize special considerations for implementing surveys in a web-based environment. Participants will consider practical problems in the design and implementation of surveys and will have the opportunity to and apply what they have learned.

Half-Day Workshops

1:00pm - 4:30pm

Room: Lagoon**Foundations of Employee Selection**

Instructors: Lance Anderson, Ph.D., ICF International; Paul White, Ph.D., ERS Group

This workshop is intended for practitioners eager to learn more about the technical issues associated with employee selection. Presenters will discuss two general topics: adverse impact analysis techniques, and the issues to consider when developing or evaluating selection procedures. Dr. Paul White will discuss a variety of methods used to determine whether differences in selection rates between protected and non-protected employees are statistically significant. He will also discuss the importance of understanding the assumptions underlying the various types of statistical tests. Dr. Lance Anderson will discuss the issues to consider when developing or evaluating a selection process. Among other things, he will discuss the issues involved in conducting a job analysis, choosing assessment methods, developing a test plan, setting a cut score, and combining all of the elements to create a total score. He will also discuss the latest research on the most commonly used assessment methods.

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**President's Welcome Reception IPAC Expo: Garden**

5:30 pm–7:00 pm

IPAC conference attendees are invited to attend the Welcome Reception on Sunday. This informal event marks the beginning of the first Annual IPAC Conference and the opening of the Products and Services Exposition. Join us for an evening of light refreshments and camaraderie among old and new friends.

Monday, July 19

7:00 am–4:30 pm

Registration—Lobby Veranda

7:30 am–8:30 am

Continental Breakfast with Exhibitors— Garden Room I

8:30 am–10:15 am

Welcome Remarks, Stephen E. Bemis Award, and Opening Keynote Session—Garden Room III

Room: Garden III

David Campbell, Ph.D.:

The Use of Picture Postcards for Exploring Diversity Issues Such as Bias and Prejudices, or “How Can We Keep Our Grandchildren From Going to War With Each Other?”

David was educated in the Midwest, earning his B.S. and M.S. degrees from Iowa State University, and his Ph.D. in psychology from the University of Minnesota. In 1960, he joined the faculty of the University of Minnesota, rising to full Professor in eight years. During that period, he co-authored the widely used Strong-Campbell Interest Inventory. In 1973, he was a Visiting Fellow at the Center for Creative Leadership in Greensboro, North Carolina and then joined the Center as Executive Vice-President. In 1981, he was appointed as the first Smith Richardson Senior Fellow. David has recently published a new psychological test battery, the Campbell Development Surveys which includes individual surveys designed to analyze working interests, skills, leadership potential, teamwork and working satisfaction. He is perhaps best known for his popular books: *If You Don't Know Where You're Going, You'll Probably End Up Somewhere Else*; *Take the Road to Creativity and Get Off Your Dead End* and *If I'm in Charge Here, Why Is Everybody Laughing?* David is an avid photographer and skier, and likes to play squash.

10:15 am–10:45 am

Refreshment Break with Exhibitors— Garden Room I

10:45am – 12:00pm

Concurrent Sessions

Room: Garden III

Assessing the Value of Assessing Public Service Motivation

Presenters: Dennis Doverspike, University of Akron; Adam Hilliard, University of Akron; Jackie Carpenter, University of Akron

In an integrated symposium, assessment-related research will be presented on the construct of public service motivation. Public service motivation (PSM) can be defined as a general altruistic motive to serve the common good through government service. To measure this construct Perry (1996) developed a PSM Scale. The development of this scale has helped to invigorate and organize research on organizational motivation and public-private sector differences. The discussion will include the measurement of PSM, a meta-analysis of PSM research, several studies investigating the relationship between PSM and personality, and attraction to organizations. The final paper will discuss the future on research in PSM including whether it has a place selection, non-selection issues, its relationship to engagement, alternative measures, and what all this tells us about attracting individuals to public sector jobs.

Room: Beach

2009 Student Paper Award Winner

Dimension-Based Assessment Centers: Individual Differences Correlates and Practical Implications for Validity

Presenter: Stephan Dilchert, Zicklin School of Business, Baruch College, CUNY

This presentation provides an overview of a recently published large-scale study investigating the nomological net of the seven primary assessment center dimensions (communication, consideration/awareness of others, drive, influencing others, organizing and planning, problem solving, and tolerance of stress). Rather than considering only overall AC scores, dimension intercorrelations as well as relationships

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with cognitive ability and personality were estimated for each of the seven construct-based AC dimensions. Data were obtained from two large managerial samples (total N = 4,985). Primary data on AC dimensions, personality, and cognitive ability interrelationships were subsequently integrated with meta-analytic data to estimate incremental validity for optimally and unit-weighted AC dimension composites as well as overall AC ratings over psychometric tests of personality and cognitive ability. During the presentation, the validity of unit- and optimally weighted AC dimension composites will be compared to that of overall AC scores, and implications for incremental validity over tests of personality and cognitive ability will be discussed.

AND

Assessment Center Integrity: Does the Word Get Around?

Presenter: Warren Bobrow, All About Performance

Assessment security is always a concern. Most research in this area concerns the integrity of multiple choice tests and unproctored tests. This study examines whether the means and standard deviations of scores on assessment center exercises change when the same, or parallel forms, of the exercises are given on consecutive days or consecutive years in a relatively closed (small, private university) environment. The impact of these findings on future assessment center administrations will be discussed.

Room: Harbor

Questions You Should Answer Before Conducting a Survey

Presenter: Ilene Gast, U.S. Customs and Border Protection

Increasingly, organizations are relying on web-based surveys to gain information about a host of assessment and human resources concerns including customer satisfaction, succession planning, skills gaps and training needs, and evaluation of programs, products, or services. However, the relative ease of producing and delivering surveys has had some unintended consequences—most notably, the proliferation of surveys that do not deliver the desired results. This workshop will present a series of steps that should be followed when planning, designing, and implementing web-based surveys and survey results. We will focus on the skills sets and resources required to conduct a successful survey. At each point in the survey process, we will emphasize special considerations for implementing surveys in a web-based environment. Participants will consider practical problems in the design and implementation of surveys and will have the opportunity to and apply what they have learned.

AND

Developing and Improving a Federal Employee Engagement Scale

Presenters: John Ford, U.S. Merit Systems Protection Board; Doug Nierle, U.S. Merit Systems Protection Board

The U.S. Merit Systems Protection Board developed a 16-item employee engagement scale and used it to examine the relationship between engagement and Federal agency outcomes. This presentation describes the scale's development and revision using research results and text mining of open-ended question responses from both highly and less engaged employees.

Room: Surf

Leadership Coaching: Experience From the Front Line

Presenter: Julie Carswell, Sigma Assessment Systems

The use of executive coaches within both public and private sector organizations has been steadily increasing. While there were about 2000 executive coaches in North America in 1996, the International Coaching Federation alone numbered 15000 members in 2008 (Baron & Morin, 2009). Despite the proliferation of coaches, there remains a lack of clarity on the part of employing organizations and amongst coaches themselves on a number of key issues related to coaching and the coaching process. Within this context, the presentation will explore several case examples based upon front line experiences in the public and private sectors in coaching c-suite executives. The talk will conclude with the presentation of a provisional checklist for consideration by members of the audience who are interested in engaging coaching services for their organization's leaders.

AND



Building Better Supervisors: Insights From Federal Employee Survey Data*Presenters: J. Peter Leeds, U.S. Merit Systems Protection Board; James Tsugawa, U.S. Merit Systems Protection Board*

This paper discusses results from Government-wide surveys of Federal employees, focusing on the perceived skills and effectiveness of Federal supervisors. The session will cover (1) how Federal view their supervisors' technical and managerial skills; (2) congruence between employees' views and supervisory competency models; (3) implications for assessing and selecting supervisors; and (4) the potential of survey research to shape and market improvements in supervisory selection and development.

Room: Lagoon**Designing, Administering, and Scoring Simulations (Expanded Tutorial – 10:45am to 3:15pm)***Presenter: Harry Brull, PDI Ninth House*

This session will be both a conceptual and hands-on approach to the topic. By the end of the session, participants will have both an understanding and a strategy to incorporate simulations into their assessment procedures. The session will cover the following topics:

- Why simulations - the rationale behind using them
- The "What" of simulations - a description of various approaches and methodology
- The connection - How to link the simulation to job analysis
- Design - How to build them
- Administration -how to deal with candidate pools from single digits to 25,000
- Scoring - Improving reliability and efficiency
- Score integration - How to incorporate simulation results into other procedures

The presenter will bring examples of various simulations and approaches. Participants will gain maximum benefit by bringing (in their minds) a position where simulations might be a useful assessment tool.

12:00 pm–1:15 pm Lunch On Your Own**1:15 – 2:45 Concurrent Sessions****Room: Garden III****Quality Applicant Ranking Systems in an Online World***Presenters: Jennifer French, Darany and Associates; Kristine Smith, Darany and Associates*

The advancements of web-based recruitment and selection have made online employment application acceptance and processing quite commonplace. The capabilities of many such systems include ranking of applicants on the basis of specific background information collected. This tutorial will provide information and guidance to participants in the creation of applicant ranking procedures for use with such online application systems. The content of the tutorial will assist participants in developing highly structured evaluations of applicants' experience, training, and educational achievements that are compatible with an online application system. Participants will learn the criteria that properly constructed ranking procedures must meet in order to make job related differentiations among qualified but unranked applicants. The essential characteristics of effective supplemental application question structure will be discussed and a variety of approaches to question design will be provided. Interactive activities will include group development and critique of focused supplemental application questions. General ranking procedure considerations will be discussed, including suggestions for improving the quality of applicant reported information.

Room: Beach**To Fee or Not to Fee***Presenter: Karen Coffee, California Department of Corrections and Rehabilitation*

As the fiscal crisis depends, many jurisdictions are considering the establishment of some type of applicant/examination fee program. This presentation summarizes the types of fee programs which currently exist nationwide and reviews issues that agencies should consider before embarking on an applicant/examination fee program.

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Testing in Hard Times: What agencies are saying and what they are doing

Presenters: Howard Fortson, CPS Human Resources; Jason Schaefer, CPS Human Resources; Clinton Kelly, CPS Human Resources

Public agencies are currently suffering through some of the roughest times in years. With money extremely tight and budgets getting squeezed, what are agencies thinking, what are they doing currently and what do they see ahead. Another pertinent issue is on-line testing which while of interest to many seems to be slow in adoption by any. These are some of the topics of interest in the third annual survey. Researchers surveyed a variety of public agencies regarding their usage of computerized testing (internet based/or static) in their operations as well as a variety of recruitment and outsourcing questions. This survey is an update and follow up to the survey that was conducted in both 2008 and 2009. The original project included a brief review of the current literature in the field, the development of a survey that posed questions regarding the agencies interest/use of on-line testing and their current practices, administration of a brief survey, analysis of the data, and reporting out the results along with conclusions.

Room: Harbor***Biodata and Development of Recruitment Strategy: A Good Fit***

Presenters: Julia Bayless, Sodexo; David Pollack, Sodexo

A biodata instrument was developed and administered to an incumbent population in order to develop recruitment strategies for a hard-to-fill set of managerial positions at Sodexo. The biodata instrument was developed in-house and administered online to a sample of incumbents; 400 complete responses were received. Results have been used to develop tools, resources, and strategies for identifying highly qualified candidates for these difficult to fill management positions. Applications of this approach to a variety of situations, organizations, and industries as well as future directions will be discussed.

AND***Meta-analysis Clerical Performance Predictors:******A Pearlman, Hunter and Schmidt (1980) Update***

Presenters: Deborah Whetzel, Human Resources Research Organization; Rodney McCloy, Human Resources Research Organization; Teresa Russell, Human Resources Research Organization; Shonna Waters, Human Resources Research Organization; Wanda Campbell, Edison Electric Institute

As a result of changes in technology and their effect on clerical occupations, this paper reviews the validity of predictors of clerical job performance since the publication of Pearlman, Schmidt, and Hunter's (1980) comprehensive meta-analysis. This paper identifies predictor taxonomy and determines the validity of predictor constructs using meta-analysis.

Room: Surf***Validity, Adverse Impact and Mean Job Performance of Compensatory, Greatest Strength and Other Selection Methods***

Presenters: Joel Wiesen, Applied Personnel Research; Herman Aguinis, Indiana University; Tuvshintugs Batdelger, National University of Mongolia

The adverse impact, validity, and expected mean job performance using seven novel and traditional methods of using test data are explored using Monte Carlo simulations of real-life situations (e.g., typical selection ratios, d's, validity), so practitioners may predict what is likely to happen if these methods are used operationally.

AND***Test Transportability and Job Component Validity for Physical Performance Tests***

Presenters: Todd Baker, Human Performance Systems; Deborah Gebhardt, Human Performance Systems

Due to organizational constraints, it has become more difficult to conduct local criterion-related validation studies in applied settings. Two approaches to provide validated tests without conducting local validation studies are job component validity (JCV) and test transportability. JCV is based on the assertion that a valid test that measures a specific component is valid for all jobs that require that component. Test transportability is based on the premise that if two jobs are similar, tests validated for one job can be transported to the other job. This presentation covers the use of JCV and test transportability for physical performance tests.

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Room: Lagoon

Designing, Administering, and Scoring Simulations (Expanded Tutorial, Continued)

2:45 pm–3:15 pm Refreshment Break with Exhibitors—Garden Room I

3:15 pm–4:45pm

General Session and 2010 Student Paper Award

Room: Garden III

Jeffrey Feuquay, J.D., Ph.D.:

Assessment and HR Strategy: If the Glove Fits . . .

Over his nearly 30 year professional career, Jeff has built a national reputation in Human Resource Management and Employment Law. His experience ranges from developing a program evaluation system for the Jordanian Ministry of Education under the auspices of the World Bank and United Nations, to serving as the Chief I/O Psychologist for the State of Oklahoma, to arguing cases in state and federal trial and appeal courts and the U.S. Supreme Court. He has served on the board and as president of the International Personnel Management Association – Assessment Council (now IPAC), and a number of state and local personnel and bar organizations. He is a frequent invited speaker at national and regional conferences. His passion is advocating on behalf of neglected and abused children. His off-duty time is spent playing with grandchildren, riding his Harley, flying his plane, and writing – both speculative fiction, and children’s stories and sermons.

Monday, July 19: 6:00 pm – 8:30 pm

Poolside Reception – Bay Pool (Sponsored by WRIPAC)

This is a “do not miss” event. Join us at the Bay Pool and experience the beauty of Newport while being treated to fabulous cuisine and entertainment. This reception is the perfect time to mingle with your IPAC colleagues as well as a great way to end the day.

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Tuesday, July 20

7:00 am–4:30 pm

Registration—Lobby Veranda

7:30 am–8:30 am

Coffee with Exhibitors— Garden Room I

8:30 am–10:00 am

General Session and Innovations in Assessment Award—Garden Room III

Room: Garden III

Michael McDaniel, Ph.D.:

Abolish the Uniform Guidelines

Michael A. McDaniel received his Ph.D. in industrial/organizational psychology at George Washington University. He is a Professor of Management and Research Professor of Psychology at Virginia Commonwealth University. In addition, he is President of Work Skills First, a human resource consulting company. Dr. McDaniel is nationally recognized for his research and practice in personnel selection system development and validation and for his applications of meta-analysis to personnel-related research. Dr. McDaniel has published in several major journals including *Journal of Applied Psychology*, *Personnel Psychology*, and the *International Journal of Selection and Assessment*. Dr. McDaniel is a Fellow of the Society of Industrial and Organizational Psychology, Inc., the American Psychological Association, and the Association for Psychological Science. In recognition of his research, Dr. McDaniel has received awards from the Academy of Management, the Southern Management Association, and the U.S. Office of Personnel Management.

10:30am – 12:00pm

Concurrent Sessions

Room: Garden III

Best Practices in Conducting Adverse Impact Analyses

Presenters: Michael Aamodt, Center for Corporate Equality; Eric Dunleavy, Center for Corporate Equality

In December of 2009, the Center for Corporate Equality assembled a Technical Advisory Committee (TAC) that included 70 of the nation's experts on adverse impact. The purpose of the TAC was to create a best practices document on how to conduct adverse impact analyses. TAC members first responded to a detailed survey and then met in-person to discuss the survey results and try to reach general agreement regarding best practices. The purpose of this symposium is to discuss the best practices developed by the TAC. Topics will include determining when a job seeker becomes an applicant, what applicant behaviors constitute a withdrawal from the selection process, handling multiple applications from the same job seeker, handling applicants who don't self-identify their race or gender, determining which tests of statistical or practical significance are most appropriate for determining adverse impact, and determining when it is appropriate to aggregate analyses across job requisitions.

Room: Beach

2010 Student Paper Award Winner

The Five-Factor Model of Personality and Job Performance in East Asia:

A Cross-Cultural Validity Generalization Study

Presenter: In-Sue Oh, University of Alberta School of Business

Despite the significant role of personality in the field of personnel selection, our current knowledge is limited to Euro-America. To fill this gap, I estimate the operational validity of the Five-Factor Model (FFM) of personality traits in East Asia via meta-analysis. The results show that Extraversion and Conscientiousness were found to be most valid in East Asia, whereas Conscientiousness and Emotional Stability were the two most valid FFM traits in Euro-America. The importance of Extraversion for job performance reflects the more critical role of social/relationship skills (e.g., guanxi, inhwa, wa) in career success in East Asia than in Euro-America.

AND

TUESDAY

IPAC 2010 Conference:
**Making the
Case for
Assessment**



2010 Innovations in Assessment Award Winner

The Difficulty Anchored Rating Scale: A New Angoff Modification

Presenters: Calvin C. Hoffman and C. Chy Tashima, Los Angeles County Sheriff's Department and Gypsi Luck, CSU San Bernardino

While the Angoff is a commonly used cut score method, critics have argued that it places unreasonably high cognitive demands on raters. A number of Angoff modifications have been proposed that are expected to reduce the cognitive demands on raters. The Angoff normative data modification has been viewed as one means of simplifying the cognitive rating task. In that Angoff modification, expert raters are provided item analysis results for the items being rated as part of the Angoff rating process; raters then use item information as a guide while performing their Angoff ratings.

Room: Harbor

Certifying Employees: A Process for Improving Promotion Decisions and Motivating Skill Acquisition and Maintenance Through Skills Certification

Presenters: Patricia Keenan, Human Resources Research Organization; Maggie Collins, Human Resources Research Organization

This presentation addresses the use of testing to assess the skills and knowledge of current employees in a government agency. We will describe the usefulness of "certifying" employees and the approach the Veterans Benefits Administration uses in their skills certification program to assess training acquisition and make promotion decisions for non-management and management jobs.

Room: Surf

GAP Analysis: Using Traditional Pre-Employment Tools to Identify Skill Gaps in Incumbent Populations

Presenters: Michael Blair, CenturyLink; Andy Solomonson, PreVisor; Amanda Evans, PreVisor

Between 1997 and 2007 CenturyLink's Access Engineering workforce experienced a series of reorganizations. With each reorganization came realignment of individual employees and assigned job roles. This led to a workforce that was very diverse in terms of backgrounds, experiences, and qualifications. Concurrently, the telecommunications industry went through a revolution moving from voice-centered to data-centered services. These changes drove concerns regarding mismatches between workforce skill sets and job roles. As a result, CenturyLink underwent an extensive effort to evaluate the current state of the Access Engineering workforce. As part of this initiative, a gap analysis was conducted to determine fit between current employees' skills and competencies and those required to succeed on the job. The outcome of this effort resulted in a series of reports identifying skill gaps at the organizational, regional, office, and individual level. The gap analysis drove plans to target skill development to close identified gaps, as well as realign or reassign individuals to roles better suited to their skills and competencies. The session will present an overview of the project, including example reports, with a focus on practical advice for conducting gap analyses such as: communicating and gaining buy-in throughout the organization; assisting managers in interpreting results and balancing assessment scores against performance measures; identifying critical and common competencies across a large and varied organization; pitfalls to avoid; and successes to share.

AND

The Many Uses of Succession Planning Data

Presenters: Julia Bayless, Sodexo; David Pollack, Sodexo

This presentation will provide an overview of Sodexo's succession planning system and will focus on the varied uses of succession planning data in this large, decentralized organization. Some of the critical areas impacted by succession planning data include recruitment, development, employee retention, and market growth. Emphasis will be placed on the contribution succession planning can make to the organization including and beyond the identification of talent needs.

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Room: Lagoon***Tips for Serving as an Expert Witness****Presenter: Joel Wiesen, Applied Personnel Research*

Serving as an expert witness and writing an expert witness report are not topics typically taught in graduate school. Tips will be offered in areas such as: communicating with attorneys, writing expert witness reports, maintaining files, giving depositions, and testifying in court. Examples from actual court cases will be provided.

AND***State Your Case: Establishing and Communicating the Value of Assessments****Presenter: Jocelyn Courtney-Hayes, pan – A TALX Company*

As assessment professionals, we must measure the utility of assessments and communicate that value to stakeholders within organizations. As companies respond to the continuing economic turmoil, it is imperative to communicate the benefits of assessments in a way that clearly demonstrates the value of assessment programs to the business.

12:00 pm–1:15 pm Lunch On Your Own**1:15 – 2:15 Concurrent Sessions****Room: Garden III*****Online Hiring: New Approach to an Old Issue****Presenters: Howard Fortson, CPS Human Resources; Jason Schaefer, CPS Human Resources; Clinton Kelly, CPS Human Resources*

Traditionally the hiring effort in a public agency is a relatively lengthy process taking weeks of preparation and planning in addition to time spent receiving applications, application review, testing and finally ranking the candidates. Attempts to speed this process have brought innovation along with issues. The Applicant Qualification System (AQS) is an attempt to take a hiring solution online. This system caters to smaller to midsize agencies without the infrastructure to support the larger recruitment efforts. The AQS system assists the busy human resource professional with writing the brochure, posting the position, candidate intake, training and experience qualification, other assessments, reference checking, and background checking. This process is totally online enabling a streamlined, seamless process from inception to hire. This presentation will discuss how these processes are combined into one customizable product and demonstrate how they fit together giving the human resource analyst a useful tool and the candidate a quick, intuitive recruitment experience.

Room: Beach***Retooling Recruitment and Selection Competencies:******From Recruiting and Selection to Business Partner****Presenters: Julie Paholke, Washoe County; Kathy Hart, Washoe County*

Washoe County (Reno, Nevada) experienced significant reductions in force (RIF) in 2009. The Human Resources staff successfully managed this process through building on existing relationships with departments to change the focus from bringing employees into the organization to exiting employees from the organization. Human Resources worked closely with departments to help them identify available options, help them to see the big picture and evaluate their business operations so they would be prepared to continue providing services after the RIF occurred. As a result of the above, Human Resources built integrity and trust with county departments, and demonstrated they could successfully manage change. Recruitment and Selection professionals have broadened the scope and increased the strategic value of the service they provide to the organization by operating as generalists, integrating and aligning HR practices, and becoming strategic business partners with their client departments.



Room: Harbor

Examining Factors that Influence the Quality of Applicants' Unproctored Internet Testing Experience

Presenters: Laurie Wasko, Human Resources Research Organization; Dan Putka, Human Resources Research Organization; Tara Ricci, U.S. Office of Personnel Management

We examine issues associated with use of internet-based testing so that sound practical recommendations for selection system design may be made. Specifically, the impact of technological issues on applicants' perceptions of the testing experience is examined, as is the impact of the physical context in which applicants take the test.

AND

Enhancement in Assessment Technology: Is There Steak with the Sizzle?

Presenter: Nate Studebaker, pan – A TALX Company

Enhancements in assessment technology have led to a growing interest in the use of assessments utilizing multi-media platforms. While these enhancements have led to many benefits, questions exist as to whether or not they provide increased predictive validity. A discussion of pros and cons will be presented.

Room: Surf

Implementing Effective Writing Skills Assessment for Selection and Promotion

Presenters: Anthony Bayless, U.S. Office of Personnel Management; Julia Leaman, U.S. Customs and Border Protection

U.S. Customs and Border Protection has developed two types of writing skills assessments – multiple-choice and writing samples. This presentation will describe the: (1) developmental processes, (2) scoring processes, (3) overall results of implementation, (4) important considerations prior to development, and (5) pros and cons between the two types of measures.

AND

Writing Ability: Not Just Another Form of Communication

Presenters: Julie Weintraub, U.S. Office of Personnel Management; Matisha Montgomery, U.S. Office of Personnel Management; Rebecca Fraser, George Washington University

The ability to communicate effectively in writing appears in most job descriptions; however, Federal agencies do not consistently acknowledge the criticality of writing to effective performance. Psychologists in the U.S. Office of Personnel Management have developed various types of writing assessments for Government agencies to evaluate written communication.

Room: Lagoon

Exam Planning, Scoring Models, and Instrument Selection (Expanded Tutorial)

Presenter: Shelley Langan

This session will present a hands-on approach to moving from job analysis data to the subsequent phases of an effective selection process. Through a combination of lecture, exercises, and group discussion, participants will explore and have a greater understanding of the following topics:

- Moving from job analysis to test planning
- Identifying the selection need(s) at hand
- Choosing instruments to best meet the selection need
- Designing the test plan - weighting, scoring, and ordering of instruments
- Developing a recruitment strategy
- Incorporating candidate perceptions and reactions into the process

The presenter will provide practical examples and approaches that allow participants to maximize the effectiveness of the selection process in meeting the selection need. A balance will be created in designing processes that encourage the right candidates to participate and succeed in the selection process. Participants are encouraged to bring questions, challenges, and an openness to consider the possibilities of sound selection.

2:15pm – 2:45pm

Refreshment Break with Exhibitors – Garden Room I

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2:45pm – 3:45pm
Concurrent Sessions

Room: Beach

Enhancing Adverse Impact Analysis: An Examination of Alternatives to the Fisher Exact Test

Presenters: Jim Higgins, Biddle Consulting Group; Daniel Kuang, Biddle Consulting Group

Adverse impact is defined as a substantially different success rate between two groups. To identify adverse impact, a 2-by-2 contingency table is typically used to evaluate whether the success rates between two groups on a selection procedure are statistically significant. While various statistical methods have been used to analyze these 2-by-2 contingency tables, the Fisher Exact Test (FET) has been widely adopted by courts, federal enforcement agencies, and the professional community, especially when the sample sizes of the groups to be analyzed are small. A number of statisticians and academic researchers have expressed reservations regarding the default use of the FET when the strict conditional assumptions are not met and have proposed several alternative tests appropriate for use under a wider variety of 2 X 2 conditions. Data simulation techniques have shown that the FET is conservative (i.e., has a low Type I error rate) when compared to other available tests. This presentation discusses the FET and alternatives available for assessing adverse impact including the Lancaster (1961) mid-P as a reasonable solution to the challenges posed by the FET.

Room: Harbor

Assessment Centers and Situational Judgment Tests

Presenter: Dennis Joiner, Dennis A. Joiner & Associates

This session will present information on the current use of assessment centers and situational judgment tests for selecting supervisors and managers in the public sector. In September 2009 new **Guidelines and Ethical Considerations for Assessment Center Operations** were published in the International Journal of Selection and Assessment. Participants of this session will receive a copy of the new Guidelines and a presentation on the changes from the prior Guidelines. Several examples of efficient assessment center processes utilizing both live and video-based technologies will be described. Also, many public agencies have begun using Situational Judgment Tests to select supervisors and managers for public safety and non-public safety jobs. These tests will also be described as part of this session as will their relationship to assessment centers.

Room: Surf

Online Item Banking: Using a Consortium Approach to Make the Most out of Limited Resources

Presenters: Gilma Anderson, CODESP; Alex Brody, CODESP; Amy Tompkins, CODESP

During economic downturns, public agencies are forced to reduce human resource budgets and staff. A consortium of agencies can alleviate the strains of increased workload and diminished resources by offering test items and item analysis results from a pooled multiple choice test item bank. This panel discussion will address how using a consortium to develop a variety of custom, job related tests in online or paper and pencil test format from a computerized item bank can add efficiency to an agency's human resource functions.

Room: Lagoon

Exam Planning, Scoring Models, and Instrument Selection (Continued)

Presenter: Shelley Langan

4:00pm – 5:00pm

IPAC Business and Town Hall Meeting - Garden Room III

Please join us for our first official IPAC Business and Town Hall Meeting. We will be discussing the current activities of the Board and our plans for continuing the success of IPAC as an organization.



Wednesday, July 21

7:00 am – 12:00 pm
Registration—Lobby Veranda

7:30 am–8:30 am
Coffee with Exhibitors— Garden Room I

8:30 am–10:00 am
Concurrent Sessions

Room: Garden III

Faking and Personality Assessment: A New Look

Presenters: Julie Carswell, Sigma Assessment Systems; Reid Klion, pan – A TALX Company

During economic downturns, public agencies are forced to reduce human resource budgets and staff. A consortium of agencies can alleviate the strains of increased workload and diminished resources by offering test items and item analysis results from a pooled multiple choice test item bank. This panel discussion will address how using a consortium to develop a variety of custom, job related tests in online or paper and pencil test format from a computerized item bank can add efficiency to an agency's human resource functions.

AND

Innovations in Lie Detection

Presenters: Frank Igou, Louisiana Tech University; Jeff Walczyk, Louisiana Tech University

This paper will discuss lie detection methods currently available to human resource personnel involved in the selection of public safety and security personnel. The polygraph and other methods of lie detection currently available, including paper-and-pencil integrity tests, the EEG, and the fMRI will be discussed in terms of their effectiveness, limitations, practicality, and legal concerns. A new method of lie detection based on measure of cognitive load will be presented. Initial data show support for the notion that this methodology may be much more accurate than the polygraph. In addition, this method may prove to be more cost-effective.

Room: Beach

REACT: Video Testing Candidates Who Apply to Work With Offenders

Presenters: Carla Swander, Ergometrics; Oscar Spurlin, Ergometrics; Carl Swander, Ergometrics; Brandon Nicholas, Ergometrics; Josanna Herman, Ergometrics

This intensive, multi-jurisdictional research and validation project has contributed innovations in testing and new advancements in correctional hiring practices. Video simulations assess candidate response patterns in 11 key dimensions, from manipulation susceptibility to integrity. Candidate profiles outline individual suitability for handling the unique challenge of working with offenders. This symposium is intended for testing professionals interested in research and design innovations, particularly for occupations where understanding human dynamics are critical. It is also intended for any human resources professionals with specific interest in hiring for these occupational areas. This is our 14th video test development project of this size and scope. We will show examples, describe innovations, and provide research results. Reading assessment for corrections and probation/parole officers and an animated test of ability to keep track of offenders in an area will be covered also.

Room: Harbor

Insuring Content Validity in a Litigious Environment

Presenters: Kyle Brink, St. John Fisher College; Jeffrey Crenshaw, Centrus Personnel Solutions; Brian Bellenger, Centrus Personnel Solutions

Approximately 80% of validation studies utilize the content validity method. A content validity study is generally comprised of five steps: (1) job analysis, (2) test development, (3) test administration, (4) test assessment, and (5) data analysis and scoring. The methods that are used in each of these steps will either bolster or compromise test validity and litigation outcome depending on the approaches that are taken. This tutorial will begin by outlining what the Uniform Guidelines, SIOP Principles, and APA Standards

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state regarding content validity. Drawing on our experiences working under a consent decree and serving as an expert witness in federal court, we will then describe procedures that can be used in each of the five steps that will help increase the content validity of a selection procedure and increase the likelihood of successfully defending the procedure in court.

Room: Lagoon

Training and Experience Evaluations (Expanded Tutorial – 90 Minutes)

Presenter: Donna Denning, City of Los Angeles (Retired)

Training and Experience Evaluations (T&E's) are a versatile assessment device. Many forms of them have been developed, and their use in employee selection systems varies greatly. In this tutorial, a full range of approaches to their development and possible applications will be explored in a manner appropriate for everyone from the novice to the experienced practitioner. Best practices will be discussed, as will limitations.

10:00am – 10:30am

Refreshment Break – Garden Room I

10:30am – 12:00pm

General Session and Closing Remarks

Room: Garden III

Scott Highhouse, Ph.D.:

A Critical Look at Holistic Assessment

Scott Highhouse is a Professor and Ohio Eminent Scholar in the Department of Psychology, Bowling Green State University. He received his PhD in 1992 from University of Missouri at St. Louis. Scott served as Associate Editor of *Organizational Behavior and Human Decision Processes* from 2001-2007, and as Associate Editor of *Journal of Occupational and Organizational Psychology* from 2007-2009. He has been named a fellow of the American Psychological Association, the Association for Psychological Science, and the Society for Industrial Organizational Psychology. He is the co-author with Bob Guion of the book *Essentials of Personnel Assessment and Selection*. His work has been featured in the *Washington Post*, the *Wall Street Journal*, and the *Chronicle for Higher Education*.

12:00pm - Conference Adjourns



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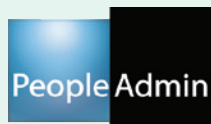
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Christine Parker

PDRI, a PreVisor Company

2010 IPAC Products and Services Expo

Booth 2



Founded in 2000, PeopleAdmin provides web-based Talent Management solutions uniquely designed for higher education, government, and non-profit organizations, including modules for applicant tracking, position description, and performance management. PeopleAdmin's solutions are fully hosted using a Software-as-a-Service (SaaS) model that ensures quick implementation, eliminates paper and manual tasks, improves efficiency and service levels, and supports HR compliance initiatives.

PeopleAdmin provides web-based Talent Management solutions uniquely designed for Public Sector agencies; including modules for Applicant Tracking, Position Description, and Performance Management. More than 600 leading public agencies and campuses throughout North America use PeopleAdmin solutions. PeopleAdmin has a diverse customer base that spans more than 45 states and includes city, county and state governments, research focused non-profit organizations, and college campuses. Some of PeopleAdmin's prominent customers include the City of Austin, the Commonwealth of Virginia, City of Amarillo, Pinal County, and Hanover County. PeopleAdmin has been recognized by Inc. Magazine as of the top 5000 fastest growing private companies in the US for three consecutive years, in addition to receiving the Stevie Award for outstanding Customer Service in 2009. For more information visit www.peopleadmin.com

PeopleAdmin has been recognized by Inc. Magazine as of the top 5000 fastest growing private companies in the US for three consecutive years, in addition to receiving the Stevie Award for outstanding Customer Service in 2009.

Booth 3



Scantron Corporation helps education, commercial, and government organizations worldwide measure and improve effectiveness with assessment and survey solutions. Scantron provides tools for the rapid, accurate, and reliable capture of data with innovative software and

survey solutions that leverage the company's expertise in software, world-class forms printing, scanner manufacturing, and customer service.

Booth 4



Established in 1979, WRIPAC is an organization consisting of over 30 public sector agencies in California, Nevada, and Arizona. Its vision is to promote excellence and efficiency in personnel selection through training and networking. WRIPAC brings value to agencies by keeping current

with best practices, minimizing financial and legal liability, and maximizing cost effectiveness, all in a collaborative, innovative, friendly, and fun environment.

Booth 5



NEOGOV is the market and technology leader in on-demand workforce management for the public sector.

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Booth 6



CODESP is a self-supporting consortium of over 500 public agencies. It was formed over thirty five years ago to provide a more effective and efficient central resource for the development of employee selection materials.

By utilizing CODESP low-cost services, public agencies improve their selection procedures by using job-related employee test instruments to meet Federal and state employment regulations. CODESP's test materials, which are stored in an extensive item bank, allow agencies to determine the KSAs and competency levels of applicants required for success on the job prior to hiring them. This saves them money by maximizing the potential to hire qualified employees who are capable of performing the essential functions of the job. Online testing services increase the efficiency of the process by providing instant scoring and item analysis. Free webinars allow for employee training to continue even when travel budgets have been cut.

Booth 7



Pearson VUE is the global leader in electronic testing for information technology, academic, government, and professional organizations around the world. Our secure, flexible assessment delivery solution allows *proctored* applicant assessments to fit seamlessly into established HR processes—working with any assessment content. Pearson VUE can help companies assess an applicant's actual skill and

knowledge level, protect its content investment and eliminate the opportunity for proxy test takers, all while saving time and resources by delivering the assessment at thousands of locations around the world. Our commitment to service provides clients and each individual test taker with an unmatched testing experience.

Booth 8



SIGMA Assessment Systems, Inc. specializes in assessment solutions for selection, succession planning, leadership development, and career planning. SIGMA tests are used by consultants and HR professionals worldwide to make key decisions

about human ability and potential. Visit www.SigmaHR.com for more information about how we can meet your testing needs.

Booth 9



JobAps is the premier provider of Online Recruitment, Assessment and Workforce Management Systems for the public sector. When you are serious about assessment in your selection processes, look to JobAps for comprehensive automation, public sector processing expertise, and unparalleled service.

Booth 10

Personnel Consulting Group

Personnel Consulting Group provides important human resources consulting services to public and private sector employers, specializing in instruments and procedures for assessment, selection, development and performance evaluation. This includes the design and validation of knowledge, ability and situational judgment tests, competency models, structured interviews, and interactive assessments such as role playing and in-basket exercises. Job analysis, test and exercise construction, statistical evaluation, and implementation are conducted, following professional standards. Personnel Consulting Group has provided these services since 1974, and is directed by Dr. Edward A. Hane, an Industrial-Organizational psychologist with extensive experience in human resources consulting.

EXPO

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Booth 11



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Booth 12



pan provides state-of-the-art web-based test administration solutions for public and private sectors organizations. **pan** distributes assessments from more than fifty leading test publishers and creates web-based versions of proprietary assessments for numerous federal and state agencies. With extensive experience in providing human capital consulting services, proctored as well as non-proctored assessment solutions, as well as in integrating assessments with other human resource information systems, **pan** is proud to be an IPAC sponsor.

Expo Hours

Sunday, July 18 5:30pm – 7:30pm

Monday, July 19 7:30am – 5:00pm

Tuesday, July 20 7:30am – 3:00pm

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Michael Blair – Manager, Strategic Staffing Leader, CenturyLink

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- The integration of assessment concepts in Workforce Planning activities

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