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Exhibit Hall Hours

Sunday – 5:00 pm to 7:00 pm

Monday – 7:30 am to 5:00 pm

Tuesday – 7:30 am to 3:30 pm

Registration Hours

Sunday	7:00 am – 8:00 am
	10:00 am – 10:30 am
	12:00 pm – 1:00 pm
	4:00 pm – 5:00 pm
Monday	7:30 am – 8:30 am
	10:00 am – 10:30 am
	12:00 pm – 1:30 pm
Tuesday	7:30 am – 8:30 am
	10:00 am – 10:30 am

Special thanks to all of our 2011 Committee Members and Volunteers for organizing an amazing IPAC event!

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Kristine Smith
James Tsugawa

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Welcome to Washington, DC!

On behalf of the IPAC Board of Directors, Committee Chairs, and Committee Members, welcome to the **2011 IPAC Conference: Capital Ideas in Assessment!** We are proud to offer an outstanding program of invited speakers, concurrent sessions, pre-conference workshops, networking opportunities, and social events for you to take advantage of this week. There are tremendous prospects for you to learn, meet colleagues from near and far, share your expertise, and take best practices back to your organizations, agencies, and clients.

IPAC's tradition of advancing great assessment practices is rooted in our more than 30-year history as IPMAAC, a section of IPMA-HR. As a newly independent organization in 2009, and after a very successful joint conference with IPMA-HR in Nashville, IPAC planned and executed a triumphant 2010 Conference in Newport Beach, CA. Moving to the opposite coast for 2011, IPAC is thrilled to offer our second annual conference. We hope that you will enjoy the conference as learn as much as we have in planning it!

As the premier organization of assessment professionals who develop and deliver state-of-the-science testing and measurement services within the HR community, IPAC is dedicated to providing educational opportunities, a forum for expertise sharing, best practices and research in the field, and resources that demonstrate value-added ROI of assessment in organizations. The IPAC Annual Conference is a culmination of that vision – it is our wish for you that you leave DC enriched, excited, and with great memories of your experience here.

Julia Bayless

IPAC President



Sunday, July 17 – Pre-Conference Workshops

Registration – Ballroom Foyer 7:00 am – 8:00 am

Breakfast 7:00 am – 8:00 am

08:00 AM **Glover Park A**

Best Practices in Assessment Questionnaire Development (Full-day workshop)

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

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

Best Practices in Assessment questionnaire Development.

This workshop is designed to help you:

- Describe the importance of quality assessment practices for hiring
- Conduct a legally defensible job analysis
- Develop appropriate minimum qualification questions
- Identify competencies and develop items for an assessment questionnaire
- Select appropriate rating scales
- Apply suitable scoring procedures
- Evaluate scoring options for each situation
- Ensure quality throughout the assessment process

08:00 AM **Georgetown**

Designing an Assessment Strategy (Full-day workshop)

Margaret Barton, *U.S. Office of Personnel Management*
Julie Weintraub, *U.S. Office of Personnel Management*

Devoting resources and attention to assessment is a key element needed to make improvements to public sector hiring. Organizations must take a proactive stance on assessment to ensure high-quality hires. This day-long workshop is designed as a beginning primer to provide participants with a broad overview of current and emerging assessment options, as well as variables to consider when developing an assessment strategy. Specific topics include:

- Overview of assessment goals and principles, including an understanding of reliability and validity
- Discussion of a wide range of assessment options and models (e.g., multiple hurdles), including case studies highlighting assessment strategies successfully used within the government
- Discussion of assessment implementation considerations, including common methodologies for establishing cut points for use with assessments
- An interactive exercise focused on designing an assessment strategy

At the conclusion of this workshop, participants will be able to:

- Communicate the importance of quality assessment practices for public-sector hiring
- Analyze the key characteristics to consider when selecting and evaluating assessment tools
- Design an assessment strategy based on current and emerging assessment options and models
- Identify the steps and variables to consider when developing and implementing an assessment strategy

08:00 AM **Kalorama**

Developing, Implementing and Scoring Valid Job Simulations (Half-day workshop)

Suzanne Tsacoumis, *Human Resources Research Organization (HumRRO)*

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

Learning objectives include:

1. Create job simulations that possess high levels so psychological and physical fidelity by following a content oriented development strategy
2. Compare the benefits associated with different job simulations and alternative assessment strategies
3. Assess the different response formats and the implications of using computer-based delivery mode.

Coffee Break – 10:00 am – 10:30 am

Registration – Ballroom Foyer 10:00 am – 10:30 am

12:00 – 1:00 PM Lunch on Your Own (See Lunch Options Listing for Ideas)

Registration – Ballroom Foyer 12:00 pm – 1:00 pm

01:00 PM Kalorama

Collecting Job Analysis Information: Tools and Tips (Half-day workshop)

Kristine Smith, *Darany & Associates*

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

Learning objectives

Upon completing this workshop, participants will:

- List the job analysis information requirements identified in the Uniform Guidelines on Employee Selection Procedures regarding the documentation of the content of a job.
- Recognize the range of information sources available and how to most effectively use them.
- Identify considerations that effect sampling adequacy.
- Recognize the concerns of job analysis participants and identify methods for addressing them.
- Identify and apply meeting facilitation techniques to effectively conduct group meetings.
- Identify survey technique options and recognize the circumstances in which options are most effective.

Refreshment Break – 3:00 pm – 3:30 pm

Registration – Ballroom Foyer 4:00 pm – 5:00 pm

5:00 – 7:00 PM WELCOME RECEPTION - ICE CREAM SOCIAL!

Please join us in the Foxball and Dupont Ballroom for ice cream and cocktails – welcome to the 2011 IPAC Conference: Capital Ideas in Assessment! This informal event marks the beginning of the second Annual IPAC conference and the opening of the Vendor and Sponsorship Exhibit Hall.

Monday, July 18 – Plenary and Concurrent Sessions

Registration – Ballroom Foyer 7:30 – 8:30 am

Breakfast with Exhibitors 7:30 – 8:30 am

8:30 AM Session 1 - Dupont Ballroom (Plenary Session)

Welcome Remarks, Stephen E. Bemis Award, and Opening Keynote Session

Hiring Reform: The Role of Unproctored Assessment in Achieving Maximum Quality and Efficiency of Hiring

Elaine Pulakos, Chief Operating Officer, *PDRI*

President Obama's Memorandum on hiring reform mandates that agencies improve the quality and speed of agency hiring by (1) reducing substantially the time it takes to hire; (2) measuring the quality and speed of the hiring process; and (3) analyzing the causes of agency hiring problems and taking action to reduce them. This talk will discuss an approach to hiring that is being used by the Office of Personnel Management to improve hiring efficiency and quality as mandated in the President's goals. It involves the use of on-line, unproctored hiring assessments coupled with implementation strategies that mitigate the potential risks associated with unproctored assessment (e.g., item exposure and cheating). Because measuring outcomes is a key part of federal hiring reform, best practices for analyzing the impact of hiring process changes will also be presented, using real-world data and results from a number of public and private sector organizations. Finally, a case study (approach, experience, and lessons learned) from a large county government will be presented in which technology-enabled, unproctored assessments were shown to (1) substantially reduce the application-to-interview processing time by 75% and (2) significantly improve quality of hires. This example thus provides a model for how goals that mirror those of federal hiring reform were achieved by a government organization.

10:00 am – 10:30 am Coffee Break with Exhibitors – Foxhall

Registration – Ballroom Foyer 10:00 am – 10:30 am

Cognitive Acuity: Extending Psychophysics to the Measurement of Situational Judgment

J. Peter Leeds, *U.S. Merit Systems Protection Board*

This paper presents a Theory of Cognitive Acuity (TCA) derived from psychophysical principles as a means for understanding and measuring practical intelligence in the context of critical incident decision-making on situational judgment tests (SJT). Cognitive acuity (CA) is defined as the capacity to detect correctness and distinguish between differences in correctness among simultaneously presented situation-specific response options. TCA proposes that respondents can detect differences between SJT response options based on (1) the degree of correctness contrast between the options and (2) the level of cognitive acuity that the respondent possesses. This study showed that CA follows the same logarithmic relation to detection probability as other sensory acuities (e.g., visual, auditory) and is directly and indirectly related to real-world decision making while evidencing very small racial subgroup differences.

Innovations in Lie Detection

Frank Igou, *Louisiana Tech University*

Jeff Walczyk, *Louisiana Tech University*

This paper will discuss the polygraph and a number of alternative approaches of lie detection, including paper-and-pencil integrity tests, the EEG (Electroencephalogram), and fMRI (Functional Magnetic Resonance Imaging). These approaches will be evaluated in terms of effectiveness, limitations, practicality, and legal concerns. Newer methods of lie detection, based on measuring cognitive load, will be presented. Research using these measures appears promising. The findings suggest that these methods are far more accurate than polygraphy, and less susceptible to countermeasures (such as rehearsed lying in anticipation of question types).

Measuring Mental Math: A Simple Task Presents Complex Problems

Timothy Clayton, *American Institutes for Research*

Tara Myers, *American Institutes for Research*

Andrew Loignon, *American Institutes for Research*

Sarah Gilbert, *American Institutes for Research*

Cheryl Hendrickson, *American Institutes for Research*

In the present study, a job analysis identified basic addition completed in one's head (e.g., $4+3+1+4+3 = X$) and perceptual speed as job-relevant constructs. The paper will describe the process followed to develop innovative methods for assessing these two constructs. Challenges faced and final outcomes will be discussed.

Predicting Bad Behavior At Work: A Conditional Reasoning Measure

Hailey Herleman, *Kenexa*
Amber Schroeder, *Kenexa*
Jeff Weekley, *Kenexa*
Erica Hauck, *Kenexa*
Jeff Labrador, *Kenexa*

Building on extant research on predicting aggressive behavior, a conditional reasoning measure was developed to identify individuals more likely to engage in counterproductive work behaviors. By examining individual use of justification mechanisms, this tool detects people likely to behave badly at work using a face valid technique.

10:30 AM

Session 4 - Glover Park A

A Competency Dictionary for the Canadian Forces and Its Application To Succession Planning

Line St-Pierre, *National Defence Canada*
Cheryl Burgess, *National Defence Canada*

Succession planning is a priority for many organizations. This paper discusses the development of a competency dictionary for the Canadian Forces (CF) and its application to the succession planning process. The development process, the competency profiles for senior officer jobs, and the way ahead will be presented.

Identifying, Selecting and Developing High-Potential Leaders: Lessons from the Field

Todd Harris, *PI Worldwide*

Following several high-profile leadership failures, increasing pressures from corporate boards and general dissatisfaction with development offerings, all companies are paying greater attention to the quality of current and future leaders. This presentation will reveal best-practice research, approaches, and challenges faced when identifying, grooming and retaining high-potential talent.

10:30 AM

Session 5 - Georgetown

OMG! R U Sure My Employer Can Fire Me for Tweeting?

Robert Orozco, *Ford & Harrison*
Bill Betley, *Atkinson, Andelson, Loya, Raud & Romo*
Lisa Norton, *DLA Piper*

The explosive growth of networking sites like Facebook, MySpace, and Twitter create new challenges for public employers and employees. We will discuss current legal issues, analyze risks and benefits of using social media as a tool for employment decisions, and discuss best practices to minimize litigation risks.

Online Testing and Computer Gaming: How to Maximize the 'User Acceptability' of Assessment Simulations.

Ben Hawkes, *Kenexa*

The last five years have witnessed the application of simulation and gaming technologies to online assessment for selection. In this session, we will present the principles and practical techniques of designing engaging and realistic assessment simulations that maintain reliability, validity, and cost effectiveness.

12:00 – 1:30 PM Lunch on Your Own (See Lunch Options Listing for Ideas)

Registration – Ballroom Foyer 12:00 pm – 1:30 pm

12:15 PM Session 6 - Glover Park A

Organizational Affiliate Board: Inaugural Meeting and Brainstorming Session

Jeffrey P. Feuquay, *Psychology-Law Center, LLC*
Julia M. Bayless, *Sodexo*

The purpose of the OAB is to foster understanding of shared purpose and to build strong relationships between participating organizations; to coordinate mutual support and to advise the affiliate and IPAC boards of directors of directions and programs which will build the strength and viability of the participating organizations. This inaugural session will focus on further developing the potential goals of the OAB, inviting insights and suggestions from potential members and leaders from related organizations, and next steps in the formation and operation of the OAB.

1:30 pm – 3:00 pm Concurrent Sessions

01:30 PM Session 7 - Dupont A

Online Assessment for Hourly Applicants: What's the Risk?

David Pollack, *Sodexo*
Julia Bayless, *Sodexo*
Neena Gopalan, *Kansas State University*
John Curtis, *APT Metrics*
Peter Rosiere, *Sodexo*

With 100,000 hourly employees in 6,000 locations, Sodexo provides excellent customer service in the safest manner possible. Hourly employees typically work in environments that require them to use heavy machinery, operate equipment, and use chemical solvents in carrying out their daily duties. Their adherence to safety policies and procedures is paramount in ensuring safe operations for themselves and for the clients and customers they serve. Sodexo undertook an initiative to improve the quality of service and the safety of operations through an assessment program for hourly employees. This symposium will present the impetus for the effort from a risk management perspective, the development and validation of the assessment from a technical point of view, and the factors influencing implementation from a pragmatic standpoint. In addition to discussing the psychometric properties of the resulting assessment, we will also provide insights on building the ROI and making the business case for the system.

01:30 PM Session 8 - Dupont B

Online Testing: Who's Doing It and What are They Doing?

Jason Schaefer, *CPS Human Resource Services*
Clinton Kelly, *CPS Human Resource Services*

Presenters will review the results of CPS's fourth annual survey of public agencies regarding their use of online testing. Who is using online testing and which type of online tests are being used? We will discuss

trends in the data over the last four years, the most popular forms of online tests currently being used by public agencies, and the outlook of online testing in the near future.

Opportunities to Improve Testing Research and Practice

Joel Wiesen, *Applied Personnel Research*

Our profession tells us that well-developed personnel selection tests are valid and fair, with high utility. Yet there are areas and aspects of research and practice that present both challenges and opportunities for improvement. This wide-ranging presentation will identify major issues and opportunities for the testing profession and make practical suggestions.

01:30 PM

Session 9 - Glover Park A

A Programmatic Approach to Assessment Excellence across the Leadership “Continuum”

Martha Hennen, *U.S. Postal Service*

John Weiner, *PSI, LLC*

Joseph Abraham, *PSI, LLC*

Deborah Whetzel, *Human Resources Research Organization (HumRRO)*

Nandini Ganguly, *U.S. Postal Service*

Recent years have seen an exponential increase in the use of structured talent management and leadership development solutions, especially in large organizations. While in the 80s and 90s leadership development programs were largely independently developed, situation-specific skill building experiences or programs, the millennium has seen organizations creating a more structured approach to their leadership “pipeline” (Silzer & Dowell, 2010). “Some more ambitious and far sighted organization saw the value in coordinating efforts across these programs to improve effectiveness and efficiency” (Silzer & Dowell, 2010). The symposium will cover in depth how the target organization is pursuing a competency framework and assessment of potential across the spectrum of leadership jobs to support identification and development of high potential leadership talent.

01:30 PM

Session 10 - Georgetown

In-Basket Design: Developing and Implementing an On-Line, Competency-Based, Multiple-Choice In-Basket Job Simulation

Ilene Gast, *U.S. DHS, Customs and Border Protection*

Lisa Votraw, *U.S. DHS, Customs and Border Protection*

The In-Basket Exercise simulates the administrative portion of managerial and supervisory positions. Traditionally, the exercise included representative documents from an incumbent’s in-basket. Candidates responded by writing responses to documents, answering structured interview questions, or providing an oral summary. Performance was evaluated by trained raters. More recently, organizations have begun presenting content electronically and evaluating performance through responses to multiple-choice questions. Further, competencies now provide the underlying metric for evaluating the quality of candidate responses. This tutorial will outline the steps required to develop a competency-based, multiple-choice in-basket job simulation and prepare it for on-line administration. We will explain how we use traditional job analysis and competency models in developing the in-basket content and competency-based multiple-choice questions. We also will address considerations for preparing content for on-line administration. Finally, at each point in this process, we will focus on building the evidence needed to support and document validity.

01:30 PM

Session 11 - Kalorama

Assessment without testing the candidate? A Paradigm Shift in Personnel Selection and Development with AMEXEL

Khashayar Voshmgir, *Fulcrum Consulting Austria*

Research shows that classical assessment methods can cut mis-hiring rates to 30% at best. AMEXEL is questioning the given assessment paradigm rather than continuously trying to improve it. AMEXEL is a paradigm shift in personnel assessment, works in an essentially different manner (without testing), and has a mis-hiring rate of less than 2%. The presenter will discuss how it works.

3:00 pm – 3:30 pm Refreshment Break with Exhibitors – Foxhall

3:30 pm – 4:45 pm Concurrent Sessions

03:30 PM

Session 12 - Dupont A

Categorizing Jobs by Physical Demand

Erica Volpe, *Human Performance Systems*

Deborah Gebhardt, *Human Performance Systems*

Todd Baker, *Human Performance Systems*

Although physical tests can be designed for a single job, it is not cost effective from a test development or implementation standpoint for organizations with 15 or more jobs. Several methods were used to generate physical job groupings that have resulted in physical tests that are applicable to multiple jobs.

Performance of Older Workers in Physically Demanding Jobs

Todd Baker, *Human Performance Systems*

Deborah Gebhardt, *Human Performance Systems*

By 2015, 20% of the labor force will be 55 or older. Many of these individuals will be in physically demanding jobs. This paper will use physical test and job performance data from numerous studies to examine the effect of age on physical capabilities and job performance.

03:30 PM

Session 13 - Dupont B

Practical Use of an Automated Writing Assessment

Sandra Alexander, *U.S. Office of Personnel Management*

Kelly Sorensen, *U.S. Office of Personnel Management*

While it is generally agreed that written communication is a competency that is critical to success both in job performance as well as in education, the resource-intensive nature of the evaluation of written communication has, until recently, been a barrier to its use in selection.

To Band or Not to Band: Is that the Question?

Frank Igou, *Louisiana Tech University*
Jeff Feuquay, *Psychology Law Center, LLC*
Chris Hornick, *CWH Research, Inc.*
Michael Blair, *Sprint Communications*
John Ford, *CWH Research, Inc.*

In this symposium, a panel of human resource selection professionals will present and discuss issues related to the use of score bands based on error of measurement. Each panel member will address a specific issue relating to their personal experience or expertise in using banding. These issues to be addressed include psychometric concerns, adverse impact and demographic diversity issues, legal considerations, and administrative concerns. Following the individual presentations, the proceeding will open to allow other panel and audience members to discuss and share concerns, experiences, and ideas about the use of banding.

03:30 PM

Session 14 - Glover Park A

Broadening Our Horizons: Using Assessments to Facilitate High Potential Identification and Development

Jocelyn Hays, *pan*

Organizations increasingly recognize the value of high potential employees. This session will focus on how assessment professionals can help organizations meet the challenge of identifying and developing high potentials by using assessments to measure characteristics that contribute to potential and provide developmental information to help high potentials grow and improve.

Succession Planning for Leadership Positions: Developing the Leadership Potential Assessment

Phil Walmsley, *U.S. Office of Personnel Management*
Nicholas Martin, *U.S. Office of Personnel Management*
Henry Thibodeaux, *U.S. Office of Personnel Management*
Michael Rossi, *U.S. Office of Personnel Management*
Kelly Sorensen, *U.S. Office of Personnel Management*

Succession planning ensures that organizations achieve their missions by placing individuals into mission-critical positions commensurate with their competencies. Yet, there is a lack of agreed-upon guidance documenting current practices, issues, or available methods for succession planning. This presentation details the development of a succession planning instrument for federal leadership positions.

03:30 PM

Session 15 - Kalorama

Leveraging Opportunity: Revisiting the Talent Management Process

David Pollack, *Sodexo*
Julia Bayless, *Sodexo*
Neena Gopalan, *Kansas State University*

Sodexo is revisiting the content, usability, workflow, forms, policies, and procedures associated with Talent Management. In this presentation, we will share best practices and issues to consider when going through such a process, discuss lessons learned throughout the initiative, and describe future directions of Talent Management for our organization.

4:45 pm – 5:45 pm Session 16 - Dupont Ballroom

IPAC Business and Town Hall Meeting

Please join us for our annual business and town hall meeting. We will be discussing the current activities of the organization and our plan for continuing the success of IPAC as an organization.

7:00 – 10:00 PM IPAC RECEPTION AT THE DIRTY MARTINI

Just a short walk from the Dupont hotel, join us for drinks, heavy hors d'oeuvres, and live music at the Dirty Martini! Join us for a not-to-be-missed evening of fun and entertainment in the private bar and dining area on the mezzanine level. It is a great way to wrap up the day of conferencing and a terrific opportunity to mingle with your IPAC colleagues. The Dirty Martini is located at 1223 Connecticut Avenue NW, Washington, DC 20036.

The logo for Dirty Martini features the words "DIRTY" and "MARTINI" in a tall, thin, sans-serif font. A small green olive with a black stem is positioned above the letter "Y" in "DIRTY".

DIRTY MARTINI

Tuesday, July 19 – Plenary and Concurrent Sessions

Registration – Ballroom Foyer 7:30 – 8:30 am

Breakfast with Exhibitors 7:30 – 8:30 am

8:30 AM Session 17 - Dupont Ballroom (Plenary Session)

Plenary Session and Innovations in Assessment Award

Ten Contemporary Controversies in Adverse Impact Analyses of Selection Rates

Eric Dunleavy, *Center for Corporate Equality*

Mike Aamodt, *Center for Corporate Equality*

David Cohen, *Center for Corporate Equality*

In December of 2009, the Center for Corporate Equality (CCE) assembled a Technical Advisory Committee (TAC) on adverse impact analyses. A preview of TAC recommendations was presented at the 1st annual IPAC conference. This session will focus on 10 of the more controversial topics discussed by the TAC, with particular emphasis on (1) issues that TAC members could not agree on, (2) TAC recommendations that may be inconsistent with what the presenters have seen in recent EEO agency enforcement and case law, and (3) issues directly related to the changing nature of work. One presenter will moderate the session, while the other presenters will describe opposing views on each topic. Some of the controversies to be discussed include:

- Which protected groups should be compared in adverse impact analyses?
- What should count as a ‘positive employment decision’ in an adverse impact analysis of hiring decisions?
- How should missing race/gender be handled in analyses?
- How should ‘basic qualification’ requirements (e.g., high school degree, certification, years of experience, etc.) be analyzed?
- How should multiple applications from the same ‘frequent applicant’ be treated in analyses?
- Should both statistical and practical significance measures be used?
- Which statistical significance tests should be used?
- What is the current role of the 4/5ths rule in adverse impact analysis?
- Should alpha levels (for statistical significance tests) be ‘corrected’ when running multiple statistical significance tests within a family of analyses?
- What factors should be used to determine what level of analysis the data should be aggregated to?

10:00 am – 10:30 am Coffee Break with Exhibitors – Foxhall

Registration – Ballroom Foyer 10:00 am – 10:30 am

10:30 AM

Session 18 - Dupont A

Category Ratings and Assessments: Impact on Validity, Utility, and Managerial Choice

Jeffrey Cucina, *U.S. DHS, Customs and Border Protection*

Henry Busciglio, *U.S. DHS, Customs and Border Protection*

Kathlea Vaughn, *U.S. DHS, Customs and Border Protection*

Recent hiring reform initiatives within the U.S. Federal government have proposed category rating as an alternative to traditional top-down selection. Using data from a large criterion-related validity study and applicant test score data, we examined the impact of category rating on key outcomes (e.g., validity) for mass hiring situations.

Traditional Certification Rules and Banding: An Empirical Comparison

Frank Igou, *Louisiana Tech University*

Tilman Sheets, *Louisiana Tech University*

This paper will present data from selection procedures administered during spring of 2010 through summer 2011. Traditional certification rules will be compared to banding methods that use error of measurement for defining band width. Analyzes will examine the impact of all methods on test utility and demographic representation.

10:30 AM

Session 19 - Dupont B

Leadership Development Implementation and Evaluation in the Federal Government

Theodore Hayes, *U.S. Office of Personnel Management*

Heather Prather, *U.S. Office of Personnel Management*

Beckie Vischulis, *U.S. Office of Personnel Management*

Renee Vincent, *U.S. Office of Personnel Management*

Tracy Bojko, *U.S. Office of Personnel Management*

Dianna Green, *U.S. DHS, Transportation Security Administration*

Holly Jones, *U.S. DHS, Transportation Security Administration*

Government agencies often use formal leadership development programs as succession management and capacity building strategies. These programs are often complex and costly. This panel discussion will allow agencies to discuss the methods used to ensure payoff of their leadership development programs both in terms of program design, implementation and evaluation. The Transportation Security Administration (TSA) has been running a systematic succession planning effort designed to build bench strength and ensure continuity of mission critical operations since 2006 at both the management and executive levels of the organization. TSA will discuss their management and executive level leadership development programs including program structure, best practices and lessons learned. The Office of Personnel Management (OPM) will discuss methods for evaluating leadership development programs in the Federal government and a benchmarking study of Federal Leadership Development Programs.

10:30 AM

Session 20 - Glover Park A

A Word Frequency Index of Word Familiarity: A Tool for Item Writers

Joel Wiesen, *Applied Personnel Research*

Applicant familiarity with individual words can be an important aspect of test item writing. Although the *Standards for Educational and Psychological Testing* caution that a “test should not contain unusual words,” few tools are available to help achieve this standard. The development and application of one new tool will be described.

Enhancing Human Capital Applications with Rich Media Technologies

Mike Russiello, *ClicFlic Intelligent Media*

Mike Hudy, *Shaker Consulting Group*

David Hamill, *U.S. DHS, Transportation Security Administration*

To meet the demands of the incoming generation of applicants, who were raised on PS2s, xBoxes, iPods, YouTube, and Facebook, organizations are applying “rich media” technologies such as video, animation, and intelligent branching to their human capital processes. Potential impacts of these technologies go beyond the candidate experience, and include validity, fairness, and training efficacy. This symposium will include presentations from representatives of ClicFlic Intelligent Media, Shaker Consulting Group, and the Transportation Security Administration. We will provide an overview of current trends in the use of rich media to support human capital initiatives and will include examples from both the private and public sectors. The symposium will also present information about tools that are now available that enables their organizations to explore the use of rich media in a cost effective manner.

10:30 AM

Session 21 - Georgetown

Employee Engagement in Organizations: Worth the Effort?

Neena Gopalan, *Kansas State University*

Julia Bayless, *Sodexo*

David Pollack, *Sodexo*

This paper will provide practical tips for increasing the effectiveness of employee engagement surveys in organizations. Sodexo’s approach to employee engagement is readily applicable to other organizations and industries. Practical guidance for adapting this approach to a variety of situations will also be provided.

Measuring Merit: Using Survey Items to Gauge Adherence to Core Values

James Tsugawa, *U.S. Merit Systems Protection Board*

J. Peter Leeds, *U.S. Merit Systems Protection Board*

The U.S. Merit Systems Protection Board (MSPB) developed survey questions to gauge organizational adherence to merit system principles, the values governing human resources management in the Federal sector. Presenters will discuss how the items were developed and discuss results from research (organizational assessment) and applied (leadership and HR management) perspectives.

10:30 AM

Session 22 - Kalorama

Maybe It's Not the Job, But the Customers

Warren Bobrow, *All About Performance, LLC*

Hiring customer service agents based on a valid selection system based on skills, abilities, and personality traits is nothing new. However, the different modalities of delivering customer service (phone, e-mail, chat) may be segmenting customers based on what they are looking for in the customer experience. The presenter will discuss how those differences affect the valid predictors of agent performance and discuss how a careful job analysis needs to consider customer (internal or external) characteristics that may affect employee performance and selection system validity.

Written Multiple-Choice Job Knowledge Tests: Pros, Cons, Misunderstandings, and Admonitions

Kyle Brink, *St. John Fisher College*

Jeffrey Crenshaw, *Centrus Personnel Solutions*

Written tests are commonly used for making employment selection decisions. Presenters will discuss the advantages and disadvantages of written tests, focusing primarily on written, multiple-choice job knowledge tests. It will also highlight best practices for using written tests in a valid, legally defensible manner.

12:00 – 1:30 PM

Lunch on Your Own (See Lunch Options Listing for Ideas)

Registration – Ballroom Foyer 12:00 pm – 1:00 pm

12:15 PM

Session 23 - Kalorama

Roundtable Discussion: Employer - Student Employment Expectations Survey and Research Results

Marianne Tonjes, *CODESP*

Michael Audelo, *Michael Audelo & Associates*

Paul Deines, *CODESP*

Tina Chang, *HumRRO*

Stephanie Wahl, *Torrance Unified School District*

Jennifer Geimer, *HumRRO*

Good business is based on understanding others, but each generation brings different values, ideas, work processes, and styles of communication into the workplace. As a result, each group has compelling reasons as to why their different employment expectations should be met. Awareness of these contextual gaps in perspective is necessary to increase communication between all generational groups to ensure a healthy and productive workplace. Join us in an open roundtable discussion of recent survey results and research regarding the variations in employment expectations of entry level professionals and the employers that hire them.

01:30 PM

Session 24 - Dupont A

Adding Value to the Objective-Setting Process for Executives

Tiffany Bennett, *PDRI*
Christine Parker, *PDRI*

Personalized objectives often serve as the foundation of performance management systems, but it is often a challenge to get executives to spend time writing high-quality objectives. This paper discusses a process to gain leadership buy-in and integrate objectives into organizational priorities, extending the use of performance objectives throughout the year.

Practical Exploration of Subgroup Differences in Performance Ratings

Kevin Smith, *PDRI*
Tiffany Bennett, *PDRI*

Research suggests that subgroup differences exist in performance ratings of Black and White employees. This paper outlines a way for organizations to conduct a systematic analysis of information contained in performance appraisal documents to better understand if and where differences may exist and ways to help remediate any differences.

01:30 PM

Session 25 - Dupont B

Innovative Approaches to Leadership Assessment

Matthew Allen, *Human Resources Research Organization (HumRRO)*
Joy Oliver, *Human Resources Research Organization (HumRRO)*
Teresa Russell, *Human Resources Research Organization (HumRRO)*
Nehama E. Babin, *U.S. Army Research Institute for the Behavioral and Social Sciences*
Mark C. Young, *U.S. Army Research Institute for the Behavioral and Social Sciences*
Shonna Waters, *Human Resources Research Organization (HumRRO)*
Beverly Dugan, *Human Resources Research Organization (HumRRO)*
Robert Kaiser, *Kaplan DeVries, Inc.*
Darren Overfield, *Kaplan DeVries, Inc.*
Jennifer Geimer, *Human Resources Research Organization (HumRRO)*
Suzanne Tsacoumis, *Human Resources Research Organization (HumRRO)*

The importance of good leadership in organizations places makes quality leadership assessment critical. This symposium describes innovative approaches to leadership assessment for a variety of purposes including identifying leadership potential, determining a leader's readiness to develop, and evaluating leader performance. This symposium consists of four presentations:

- Measuring Leadership Potential: Lessons and Challenges from the Army's Officer Candidate School;
- Who's Ready? Identifying Leaders Who are Ready to Develop;
- Next-Generation 360: Beyond Competencies and the Five-point Scale;
- Assessment Centers in the Public Sector: Best Practices and Lessons Learned.

Each presentation describes innovative approaches to leadership assessment based on best practices and lessons learned from leadership research and practice.

01:30 PM

Session 26 - Glover Park A

Review of Realistic Job Previews and Interest Inventories

Joy Oliver, *Human Resources Research Organization (HumRRO)*

Justin DeSimone, *Georgia Tech University*

Rod McCloy, *Human Resources Research Organization (HumRRO)*

Deborah Whetzel, *Human Resources Research Organization (HumRRO)*

Although the Air Force consistently recruits high-quality Airmen to enlist, not all new recruits complete their first term of enlistment. The Air Force identified two sources of attrition during a recruit's first enlistment term: (a) the failure of applicants to fully understand the duties and tasks conducted in the performance of the job they enter, and (b) recruits' lack of compatibility with performing those duties on a regular basis. It has been suggested that providing applicants a realistic job preview during the recruitment or selection process can bring applicants' expectations in line and reduce the effects of unmet expectations. To address these issues, we conducted a feasibility analysis for the AF regarding the potential for adopting a Realistic Job Preview (RJP)/job exploration tool.

The Accuracy of Job Analysis Ratings in Predicting Test Validities

Jeff Weekley, *Kenexa*

Jeffrey Labrador, *Kenexa*

Kathleen Frye, *Kenexa*

Job analysis data are largely judgments of subject matter experts (SMEs) which are typically used to determine the assessments used for selection. Presenters discuss their research on the accuracy of job analysis ratings as predictors of test validities and summarize results and implications for future research.

01:30 PM

Session 27 - Georgetown

NimbleTools: A Universally Designed Computer Based Testing System

Michael Russell, *Nimble Innovation Lab*

Jennifer Higgins, *Nimble Innovation Lab*

Applying principles of universal design to the development of computer-based testing systems can remove barriers to the accurate measure of achievement for students with special needs. This session describes the work of state testing programs to access this potential using NimbleTools, a universally designed test system that embeds accessibility tools.

Special Accommodations: A Proactive Approach

Rebecca Fraser, *U.S. Office of Personnel Management*

Tessa Kofler, *U.S. Office of Personnel Management*

Rachel Reichman, *U.S. Office of Personnel Management*

Marta Warywoda, *U.S. Office of Personnel Management*

The U.S. Office of Personnel Management's Human Resources Solutions recently transitioned from use of solely paper-based testing processes to include computer-based testing solutions. We share our experiences granting special accommodations (SA), research into SA technology, and challenges faced acquiring SA technology. We support a proactive versus reactive approach to SA.

01:30 PM

Session 28 - Kalorama

The Effects of Response Instructions on Situational Judgment Test Performance in a High-Stakes Employment Context

Clinton Kelly, *CPS Human Resource Services*
Howard Fortson, *CPS Human Resource Services*
Jason Schaefer, *CPS Human Resource Services*

This presentation will provide a brief review of the current situational judgment test (SJT) literature with a specific focus on instruction type (i.e., knowledge vs. behavioral instructions). Results of a high-stake entry level firefighter selection test will be reviewed where SJT instruction type varied, while the content remained constant.

These hoops were made for jumping through: Applicant reactions to job advertisements with selection tool cues

DeAnn Howey Arnold, *Louisiana Tech University*
Stephanie Murphy, *Louisiana Tech University*
Chris Castille, *Louisiana Tech University*
John Buckner, *Louisiana Tech University*

Does providing a rationale for the use of a selection tool affect applicant perceptions? This study simulates the use of selection tools in job advertisements with potential applicants. Applicant perceptions of organizational attractiveness and their intent to apply are measured with or without selection tool rationales.

3:00 pm – 3:30 pm Refreshment Break with Exhibitors – Foxhall

3:30 pm – 5:00 pm Concurrent Sessions

03:30 PM

Session 29 - Dupont A

Why 360-Degree Feedback Doesn't Work and What to Do About It

Kenneth Nowack, *Envisia Learning*

An important medical tenet is “First do no harm.” Participants will review a brief coaching case study suggesting the use of a 360-degree feedback assessment for leadership development, then discuss the application of “best practices” to maximize learning from 360-degree feedback and to leverage the impact on behavior change for individuals and teams. Specific recommendations and strategies will be discussed in small groups to help organizations leverage the impact of using 360-degree feedback for strategic talent and leadership development.

03:30 PM

Session 30 - Dupont B

Leader Development 2.0: Innovative Approaches to Growing Leader Talent

Rose Mueller-Hanson, *PDRl*

Maya Yankelevich, *PDRl*

Neta Moye, *PDRl*

Veronica Harvey, *Aon Hewitt*

Beverly Dugan, *Human Resources Research Organization (HumRRO)*

Michael Ingerick, *Human Resources Research Organization (HumRRO)*

Joy Oliver, *Human Resources Research Organization (HumRRO)*

Steve Sellman, *Human Resources Research Organization (HumRRO)*

Shonna Waters, *Human Resources Research Organization (HumRRO)*

Many organizations, public and private, are seeking innovative and more effective approaches and tools to growing their leader talent beyond a traditional, structured program. This symposium addresses that need by presenting case studies or best practices illustrating several innovative leader development tools (e.g., leadership certification, learning portfolios, narrative or story-based feedback and team building exercises) or approaches to developing complex leader skills (e.g., self-reflection, wisdom).

03:30 PM

Session 31 - Glover Park A

The Gatekeepers: How to Establish an Effective Test Administrator Program

Alexis McCall, *U.S. Secret Service*

Tomeca Turner, *U.S. Secret Service*

Delisa Walker, *U.S. Secret Service*

When implementing or revising selection or promotion assessments for the evaluation of internal employees, one must not only consider how to ensure the fair and standardized distribution of these assessments but also how to maintain the integrity of the material by reinforcing security to evade compromise. In 2008, the Secret Service was able to accomplish both considerations by establishing a Test Administrator Program (TAP) to solicit, select, train and assign employee volunteers to test sites throughout the country and abroad. This tutorial will outline how to establish a test administration program, recruit and train test administrators, delegate responsibilities, ensure test security, and prepare for testing incidents and contingency plans.

03:30 PM

Session 32 - Georgetown

Considering Disparate Impact Beyond Impact Ratios

Chad Legel, *Industrial/Organizational Solutions, Inc.*

Brian O'Sullivan, *Industrial/Organizational Solutions, Inc.*

Mark Tawney, *Industrial/Organizational Solutions, Inc.*

It is incumbent on any test user to consider how a testing practice may adversely affect a protected class of individuals. In the public safety testing industry, there are numerous tests that assess varying constructs that purport to reduce or eliminate adverse impact. Unfortunately, the average consumer rarely investigates the degree of disparity that should be expected based on the manner in which the test will be used. For example, a cognitive test with a low cut-off score may avoid adverse impact as defined by the four-fifths rule, but that same test may have a one standard deviation difference between two protected classes resulting in a homogenous group of high performing candidates. This tutorial will investigate the conventional outcomes that are experienced using tests that assess various constructs and combining

tests into compensatory composites. We will specifically focus on the relationships that exist between adverse impact, standardized mean difference, differential prediction and other metrics for assessing fairness/disparity. Our goal will be to develop a better understanding of disparate impact based on the type and application of various selection tools. Presenters will draw on data sets derived from the use of cognitive assessments, integrity tests, personality tests, oral interviews, and assessment centers in public safety agencies to provide a real-world understanding of disparate impact and its distributional effects. Before the session, presenters will invite representatives of other agencies to provide assessment data sets and seek to use those data sets, in addition to archived data sets, to provide additional case studies.

03:30 PM

Session 33 - Kalorama

Testing and Assessment Methods for Public Sector Hiring: Supplementing (or Supplanting?) T&E Evaluations

Kevin Bradley, *Human Resources Research Organization (HumRRO)*

The goals of this tutorial are to:

- provide an overview of various personnel selection procedures;
- engage the audience in a discussion of the advantages and disadvantages of each procedure; and
- identify situations or contextual factors (such as the position to be filled and the personal attribute to be measured) wherein a particular testing or assessment procedure might be effective.

Audience members will be asked to share their experiences with assessment methods, their beliefs about what works well and what does not work well; problems they have run into with the development or administration of an assessment procedure; and how they have overcome those challenges. Audience members will also be asked to share their experiences wherein a new technique or procedure was considered, even if in the end it was not implemented.

Wednesday, July 20 – Plenary and Concurrent Sessions

Breakfast 7:30 – 8:30 am

8:30 AM Session 34 - Dupont Ballroom (Plenary Session)

Plenary Session and James C. Johnson Student Paper Award

Revision of the Testing Standards: Implications for Assessment in Organizations

Wayne Camara, *The College Board*

A revision of the Standards for Educational and Psychological Testing is underway. In January, a revised draft was released for review and comment. The draft revision included several major changes in the treatment of fairness and group differences, and placed greater attention on the impact of technology in assessment. Many other chapters had far fewer changes with mostly an updating from the 1999 edition. This presentation will review the proposed changes in the revised draft that was released for review and the focus of comments submitted by major constituency groups (e.g., employment organizations, SIOP), as well as the process that will now be used to review and consider the feedback received on the draft. The session will also provide a brief history of the Testing Standards, including their impact in policy, legislation and litigation. The session will encourage participant interaction and questions.

10:00 am – 10:30 am Coffee Break – Foxhall

10:30 am – 12:00 pm Concurrent Sessions

10:30 AM Session 35 - Dupont A

The In-Basket Job Simulation—Theory and Practice: Talk to the Experts

Ilene Gast, *U.S. DHS, Customs and Border Protection*

Deborah Whetzel, *Human Resources Research Organization (HumRRO)*

Kathlea Vaughn, *U.S. DHS, Customs and Border Protection*

The In-Basket has been part of our arsenal of assessment procedures for over 50 years and has been used independently or as part of a series of Assessment Center exercises. This panel discussion will the theory and practice behind the in-basket job simulation, its evolution, its design, implementation issues, and its validity. Brief individual presentations will be followed by a structured question and answer session with the panel members. The first presentation will address theoretical concerns surrounding in-basket and describe recent research on the validity of in-baskets. The second presentation will focus on the practical concerns of implementing in-baskets as part of an integrated assessment strategy. Following these individual presentations, the panel members, led the by moderator, will address several salient issues pertaining to the design, resource requirements, implementation, and validation of in-baskets. Members of the audience will be encouraged to provide questions and share experiences

10:30 AM

Session 36 - Dupont B

How to Develop and Score a Situational Judgment Test

Gordon Waugh, *Human Resources Research Organization (HumRRO)*

Matthew Allen, *Human Resources Research Organization (HumRRO)*

Situational judgment tests (SJTs)—sometimes called low-fidelity simulations—have become increasingly popular in employment testing because they assess knowledge and skills that cannot be easily measured with traditional multiple choice tests and are typically immune or relatively low in susceptibility to faking. In this tutorial, participants will learn how to

- develop psychometrically-sound SJT scenarios and response options;
- develop SJT scoring keys; and
- use statistics to evaluate and refine your SJT.

Participants will gain hands-on experience with these activities during the tutorial. Presenters will discuss the advantages and disadvantages of SJTs, the various types of SJT response options, and methods for combating faking and coaching and provide handouts and job aids to facilitate the transfer of these lessons to the job. This session is designed for a beginner to intermediate-level audience.

10:30 AM

Session 37 - Glover Park A

Assessment of Training and Experience: Challenges and Strategies

John Ford, *U.S. Merit Systems Protection Board*

Lance Anderson, *ICF International*

Patrick Sharpe, *U.S. Office of Personnel Management*

Kelly Sorensen, *U.S. Office of Personnel Management*

Julie Osowski, *U.S. Merit Systems Protection Board*

Peter Foltz, *Pearson Knowledge Technologies*

Presenters will describe how to gather job analysis information for T&E assessments, discourage dishonest reporting, and consider applicants' difficulty evaluating their own abilities. The role of technology in T&E assessments and effects of differences in access to training on the fairness of T&E assessments will also be described.

10:30 AM

Session 38 - Kalorama

Developing a Multiple Hurdle Approach to Hiring

Amanda Angie, *U.S. DHS, U.S. Secret Service*

Catina Smith, *U.S. DHS, U.S. Secret Service*

In today's economy where cost is of great concern to organizations, hiring is a critical process. Research shows many organizations are employing multiple assessments as part of their selection process. As such, consideration should be given to the structure as well as the order of administration of assessments in that process. One approach is using multiple hurdles which require that a candidate pass all tests in sequence to be considered for a position. In many instances, this approach can save both time and money by "selecting out" applicants early on. Furthermore, the recent hiring reform mandate in the Federal Government creates an opportunity for Federal agencies to re-examine their current selection processes and consider the use of hurdles as an alternative. The purpose of this tutorial is to outline important steps for a beginner/intermediate audience on the development of a multiple-hurdle approach in both public and private sector organizations.

12:00 pm Conference Adjourns – See you in Las Vegas in 2012!

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