



**PERSONNEL TESTING COUNCIL OF NORTHERN CALIFORNIA**

# **Conference Program**

## **20th Annual Conference**

**March 16 and 17, 2006**

**Berkeley Marina Double Tree Hotel**

**Berkeley, California**

*PTC/NC – Dedicated to the Advancement of Personnel Assessment*

*P.O. Box 621*

*Sacramento, CA., 95812-0621*

*[www.ipmaac.org/ptcnc](http://www.ipmaac.org/ptcnc)*

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# Conference Program Committee

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**Also we wish to thank all those who contributed their time and efforts to ensure that this conference is successful.**



# PTC/NC 2006 Conference Program

**March 16<sup>th</sup>**

Time	Session	
7:30 – 8:30	Registration/Coffee	
8:30 – 8:45	Opening Remarks	
8:45 – 10:00	<b>Keynote Address</b> <i>Update on Assessment-Related Legal Issues</i> Richard Bolanos Liebert Cassidy Whitmore	
10:00 – 10:15	Break	
10:15 – 11:45	<b>Breakout Session</b> <i>Bullet-proofing Your Testing Practices Against Title VII Lawsuits and Government Audits</i> Dan Biddle, Ph.D. Biddle Consulting Group	<b>Breakout Session</b> <i>A “Job Families” Approach to Job Analysis</i> Greg Hurtz, Ph.D. Larry Meyers, Ph.D. John Kohls, Ph.D. California State University Sacramento
11:45 – 1:00	Lunch (Included with Registration Fee)	
1:00 – 2:15	<b>Breakout Session</b> <i>Planning and Selecting Today for Tomorrow’s Staffing/Workforce Crisis: HR as a Strategic Partner in Workforce Planning</i> Shelley Langan CPS Human Resource Services	<b>Breakout Session</b> <i>How to Identify Biased Test Items using Differential Item Functioning</i> Jim Higgins, Ed.D. Jerimiah Honer State Personnel Board
2:15 – 2:30	Break	
2:30 – 3:45	<b>Breakout Session</b> <i>Developing and Conducting Effective, Fair, and Valid Employment Interviews</i> Jim Kuthy, M.A. Biddle Consulting Group	<b>Breakout Session</b> <i>Puzzle Interviews: Convergent Validity and Applicant Reaction Data</i> Chris Wright, Ph.D. San Francisco State University Chris Sablynski, Ph.D. California State University Sacramento
3:45 – 4:00	Break	
4:00 – 5:00	<i>Celebrating 20 Years of PTC/NC: Memories From Yesterday/Visions of Tomorrow.</i>	
5:30 – 8:00	Social Event – PTC/NC 20 <sup>th</sup> Anniversary Celebration Takara Sake Tasting Room (See Flyer for Details)	

## March 17<sup>th</sup>

Time	Session	
7:30 – 8:30	Registration/Coffee	
8:30 – 8:45	Opening Remarks	
8:45 – 10:00	<p style="text-align: center;"><b>Keynote Address</b></p> <p style="text-align: center;"><i>Moving Beyond DOT and O*NET: How Do We Solve the Challenge of Linking Work Activities and Worker-Trait Requirements</i></p> <p style="text-align: center;">R.J. Harvey, Ph.D. Department of Psychology Virginia Tech University</p>	
10:00 – 10:15	Break	
10:15 – 11:45	<p style="text-align: center;"><b>Breakout Session</b></p> <p style="text-align: center;"><i>Introduction to Item Response Theory (Part 1)</i></p> <p style="text-align: center;">Tim Gaffney, Ph.D. California Department of Education</p>	<p style="text-align: center;"><b>Breakout Session</b></p> <p style="text-align: center;"><i>Seven Steps for Developing a Valid Written Promotional Examination</i></p> <p style="text-align: center;">Stacy Bell Fire &amp; Police Selection, Inc.</p>
11:45 – 1:00	Lunch On Your Own	
1:00 – 2:15	<p style="text-align: center;"><b>Breakout Session</b></p> <p style="text-align: center;"><i>Test Development Using Item Response Theory (Part 2)</i></p> <p style="text-align: center;">Tim Gaffney, Ph.D. California Department of Education</p>	<p style="text-align: center;"><b>Breakout Session</b></p> <p style="text-align: center;"><i>How to use MS Excel's "Pivot Tables" Tool to Explore Data for signs of Adverse Impact/Discrimination</i></p> <p style="text-align: center;">Patrick Nooren, Ph.D. Biddle Consulting Group</p>
2:15 – 2:45	Closing Remarks	
2:45	Adjourn	

# Detailed Conference Program

## Thursday, March 16<sup>th</sup>

**7:30 a.m. – 8:30 a.m.      Registration**

**8:30 a.m. – 8:45 a.m.      Opening Remarks      *Room: Belvedere***

**8:45 a.m. – 10:00 a.m.      Plenary Session**

**Room: Belvedere Ballroom**

### **Update on Assessment-Related Legal Issues**

*Richard Bolanos*

*Liebert Cassidy Whitmore, LLP*

Employment Law Changes Dramatically! The Legislature and the Courts continue to change an employer's duties to its employees. Moreover, there is an increasing focus on individual rights: discrimination, harassment, privacy, and other alleged violations of constitutional rights. This workshop is designed to help top executives and agency counsel anticipate emerging new trends in labor and employment law before problems arise.

**10:00 a.m. – 10:15 a.m.**

**Break**

**10:15 a.m. – 11:45 a.m.**

**Concurrent Sessions**

**Room: Belvedere Ballroom**

### **Bullet-proofing Your Testing Practices Against Title VII Lawsuits and Government Audits**

*Dan Biddle, Ph.D.*

*Biddle Consulting Group*

When an employer's testing practices result in adverse impact, they can be challenged from a variety of sources, including private plaintiff groups, various state departments, and federal agencies such as the EEOC and OFCCP (for federal government contractors). What can employers do to insure that their testing practices will stand up to scrutiny?

This presentation will review the "top ten" list for keeping your employer safe from such challenges. Helpful tools and checklists will also be provided to help your employer self-diagnose current potential problem areas and reduce liability on several fronts. "Nuts and bolts" practical steps will be reviewed such as conducting adverse impact analyses, job analysis essentials, and the fundamental elements that should be included in any test development/validation process.

**Room: Mariposa**

**A “Job Families” Approach to Job Analysis**

*Greg Hurtz, Ph.D.*

*John Kohls, Ph.D.*

*Larry Meyers, Ph.D.*

*California State University Sacramento*

This presentation will report on the background, theoretical underpinnings, and methodology used to develop a job families system for maintaining and developing selection and training standards and practices across approximately 50 interrelated jobs within a governmental agency. Our intent is to develop a unified job analysis system as an alternative to carrying out 50 separate job analyses that would surely contain redundancies of information. This approach would allow for the use of a common language for describing essentially the same job components across the interrelated jobs. In development since July 2005, this system draws from literature on generic, cross-job work descriptors as well as from taxonomies of knowledge, skills, abilities, and other worker characteristics (KSAOs). We have adopted a synthetic validation approach to recombining a large set of identified work activities into unique but interrelated jobs that may share subsets of selection and training procedures. Over 14,000 task and KSAO statements from prior sets of job analyses were evaluated for redundancies and formed the basis of a job-generic scheme that unifies the job families. Integral to this process is the development of an electronic database that incorporates the job-generic organizational scheme as well as the job-specific information that is needed to form and link together the job-relatedness foundation of the selection and training standards and procedures.

**11:45 a.m. – 1:00 p.m.**

**Provided Lunch**

**LOCATION**

**1:00 p.m. – 2:15 p.m.**

**Concurrent Sessions**

**Room: Belvedere Ballroom**

**Planning and Selecting Today for Tomorrow’s Staffing/Workforce Crisis:  
HR as a Strategic Partner in Workforce Planning**

*Shelley Langan*

*CPS Human Resource Services*

This session will explore a number of workplace issues facing today’s organizations. Specific topics addressed will include generational differences/challenges in the workplace, employee motivation and retention in the face of a resource constraints and changing organizational climates, integrating employee wants and needs into HR strategies, and the impact of today’s labor market on organizational recruitment, retention, and employee satisfaction efforts. Discussion will focus on demographic and economic data, techniques for identifying and addressing such workplace issues, and the value to an organization of proactively recognizing and responding to these issues.

**Room: Mariposa**

**How to Identify Biased Items Using Differential Item Functioning**

*Jim Higgins, Ed.D.*

*Jerimiah Honer, MS*

This presentation is intended to be an introduction and practical overview of the issues related to differential item functioning (DIF). DIF exists when a test item operates differently for equally qualified people and represents a potential source of bias. This presentation will discuss issues related to DIF as well as strategies for dealing with it. Attendees will receive a CD containing a Microsoft Excel-based program for use in helping to analyze test DATA and to identify DIF.

**2:15 p.m. – 2:30 p.m.**

**Break**

**2:30 p.m. – 3:45 p.m.**

**Concurrent Sessions**

**Room: Belvedere Ballroom**

**Puzzle Interviews: Convergent Validity and Applicant Reaction Data**

*Chris Wright, Ph.D.*

*San Francisco State University*

*Chris Sablynski, Ph.D.*

*California State University Sacramento*

Decades of research on the utility of the employment interview has shown that it can be a useful tool in predicting future job performance, particularly if it is highly structured, designed to ask behavioral or situational questions about job-related characteristics, and scored using behaviorally anchored rating scales (BARS) (Taylor and Small, 2002). Recently however, more organizations have begun using unorthodox interviewing techniques and non-traditional interview questions to hire applicants. The most notable example of this trend is the so-called “puzzle interview” which was popularized by Microsoft in the 1990’s. Puzzle interviews ask the applicant to solve unusual problems or brainteasers (e.g., “How would you find the volume of a light bulb?”; “How would you weigh an airplane without a scale?”). Although the conventional wisdom among employers is that these questions measure a variety of applicant characteristics, including critical thinking, creativity, intuition, flexibility, and ability to reason, there is no research evidence to support the use of non-traditional questions in the employment interview (Monk and Oliver, 1997). This presentation will discuss the findings of two studies. The first was a supervised master’s thesis completed by Jeremiah Honer that examined the relationship between puzzle interview performance and cognitive ability. The second was a study by Drs. Wright and Sablynski that examined applicant reactions to puzzle interviews vs. traditional structured interviews. Implications for future puzzle interview research and for employee selection will be discussed.

**Room: Mariposa**

**Developing and Administering Effective, Fair, and Valid Employment Interviews**

*Jim Kuthy, M.A.*

*Biddle Consulting Group*

Properly constructed and administered interviews that are fair to all candidates can be an important tool in your selection or promotion process. This session will cover what kinds of questions to ask during selection or promotion interviews, how to structure the interview, how to rate the applicants' responses, and what kind of questions to avoid. It will also offer suggestions on how to decrease the costs typically associated with multi-rater panel interviews without sacrificing your ability to choose the best candidate. Properly developed interviews can address the federal Uniform Guidelines on Employee Selection Procedure and withstand legal challenges.

**3:45 p.m. – 4:00 p.m.**

**Break**

**4:00 p.m. – 5:00 p.m.**

**Plenary Session**

**Room: Belvedere Ballroom**

**Celebrating 20 Years of PTC/NC**

For 20 years PTC/NC has served a critical role in the collaboration, coordination and training of public sector human resource professionals in the Northern California area. Join us as we hear from those who have founded and shaped PTC/NC over the years and be a part of creating a vision for its future.

**5:30 p.m. – 8:00 p.m.**

**Social Event**

We hope you will plan to join us at the **Takara Sake Tasting Room** for an evening of relaxation and socializing (See the flyer included with this Conference Program).

**Directions:**

Driving—Start out going SOUTHEAST on MARINA BLVD toward UNIVERSITY AVE.; Turn SLIGHT LEFT onto UNIVERSITY AVE; Turn RIGHT onto 6TH ST;  
Turn RIGHT onto ADDISON ST.

Walking—From UNIVERSITY, turn RIGHT onto 2ND, then LEFT on ADDISON.

Why not share a ride with someone and make a new friend or renew an old acquaintance?

## Friday, March 17<sup>th</sup>

**7:30 a.m. – 8:30 a.m.      Registration**

**8:30 a.m. – 8:45 a.m.      Opening Remarks      *Room: Belvedere***

**8:45 a.m. – 10:00 a.m.      Plenary Session**

**Room: Belvedere Ballroom**

### **Moving Beyond DOT and O\*NET: How do we Solve the Challenge of Linking Work Activities and Worker Trait Requirements**

*R.J. Harvey, Ph.D.*

*Virginia Technical University*

A vocal critic of the Department of Labor's plans to replace the Dictionary of Occupational Titles (DOT) with the O\*NET, Dr. Harvey will discuss many of the unanswered questions facing human resource professionals who are involved in the development and validation of personnel selection tools and systems. Dr. Harvey will share his views relating to O\*NET and he will discuss what he believes is a better strategy--one based on defensible but practical job analysis combined with the empirical methods of linking job analysis results to worker-requirements using job-component/'synthetic' validation.

**10:00 a.m. – 10:15 a.m.**

**Break**

**10:15 a.m. – 11:45 a.m.**

**Concurrent Sessions**

**Room: Belvedere Ballroom**

### **Introduction to Item Response Theory (Part 1)**

*Tim Gaffney, Ph.D.*

*California Department of Education*

This presentation will provide an overview of the theoretical underpinnings of item response theory (IRT). We will examine the meaning of latent constructs, the kinds of constructs that can be modeled by IRT, monotonicity, and the fundamental assumptions underlying the IRT model. We will then look at the two more popular IRT models, the normal ogive and logistic models, the proposition that measurement inherently involves the interaction between people and items, and what we mean when we say that people and items can be measured on the same scale. Next, we will consider the 1, 2, and 3 parameter models, the meaning behind item parameters and person ability, and how these are distributed. We will look at item characteristic curves, Wright and kid maps, and the evaluation of item and person fit. Finally, will look closely at the notion of item and test information, conditional standard errors, and how these concepts relate to their classical test theory counterparts.

**Room: Mariposa**

**Seven Steps for Developing a Valid Written Promotional Examination**

*Stacy Bell*

*Fire and Police Selection, Inc.*

Each year, the public safety sector spends millions of dollars and thousands of hours litigating or arbitrating promotional written job-knowledge tests. When a fire or police department's written test results in adverse impact, they can be challenged from a variety of sources, including private plaintiff groups, various state departments, and federal agencies. What can public safety departments do to insure that their written promotional job-knowledge testing practices will stand up to scrutiny?

This presentation will review cases involving public safety departments whose written tests were scrutinized in court and will identify the "most common" mistakes cited for these challenges. The audience will be provided with a seven-step, bullet-proof process for conducting a promotional written job-knowledge testing process from beginning to end. Helpful tools and checklists will be provided to avoid problem areas and reduce the likelihood of a court challenge. Basic steps will be reviewed such as conducting a job analysis and selection plan survey, test item link-ups, conducting adverse impact analyses, as well as the proper use of cutoff scores.

**11:45 a.m. – 1:00 p.m.**

**Lunch On Your Own**

**1:00 p.m. – 2:15 p.m.**

**Concurrent Sessions**

**Room: Belvedere Ballroom**

**Test Development Using Item Response Theory**

*Tim Gaffney, Ph.D.*

*California Department of Education*

This presentation (a continuation of Introduction to Item Response Theory) will provide an introduction to some of the more "nuts and bolts" issues related to IRT and its use in test development. We will start with a discussion of construct dimensionality and why it is important to IRT modeling. Next, we will explore ways to assess dimensionality, including item factor analysis and Lord's parameterization of the normal ogive model. We will talk about likelihood functions and their maximization in estimating item parameters and person abilities. At this point, we will look at actual item response patterns and likelihood functions and examine the behavior of these functions with respect to the item parameters and person ability. We will also examine how item and test information functions are constructed. Finally, we will conclude with a brief overview of model estimation procedures used in popular IRT software, including joint maximum likelihood, conditional maximum likelihood, marginal maximum likelihood, and the expectation-maximization (EM) algorithm used in simultaneous item and person population parameter estimation.

**Room: Mariposa**

**How to use Microsoft Excel's "Pivot Tables" Tool to Explore Data for Signs of Adverse Impact**

*Patrick Nooren, Ph.D.*

*Biddle Consulting Group*

"Pivot tables" are powerful and easy to use tools that are integrated into Microsoft Excel. It is surprising that most people are not familiar with Pivot Tables because they allow human resource professionals and other analysts to create very easy to understand summaries of data. These summaries can be useful in exploring test data for signs of malfunctioning items and test bias as well as helping to identify signs of bias in other employment practices. Those who attend this workshop will learn how to use Excel's pivot tables and apply them to practical assessment data analyses

**2:15 p.m. – 2:30 p.m.**

**Closing Remarks**

**Belvedere Room**

## Speaker Bios

In Alphabetical Order

### **Stacy Bell**

Stacy L. Bell is the Director of Fire & Police Selection, Inc. ("FPSI") a consulting firm specializing in the development and validation of entry-level and promotional selection instruments for the public safety field. FPSI works with over 800 fire and police departments across the country to implement job-related and court-defensible screening devices. FPSI offers written tests, physical ability tests, non-cognitive tests, and structured interview packages. Additionally, FPSI provides consulting services to assist with recruitment and test administration needs.

Stacy obtained her undergraduate degree in psychology from California State University, Sacramento and has completed all coursework towards her master's degree in Industrial/Organization Psychology (thesis in progress). She resides in Roseville, California with her husband and son Caden. (Email address: [sbell@biddle.com](mailto:sbell@biddle.com))

### **Dan Biddle, Ph.D.**

Dan A. Biddle, Ph.D. is the CEO of Biddle Consulting Group, Inc., (BCG) a consulting firm specializing in the areas of test development/validation, Equal Employment Opportunity compliance, and Human Resource software development. BCG has consulted with several Fortune 500 companies and numerous public sector agencies in matters pertaining to these areas, and maintains over 1,000 software or service clients worldwide. BCG also provides expert witness/consulting services in state and federal litigation matters, and in response to government audits.

Dan obtained his undergraduate degree in organizational behavior from the University of San Francisco and masters and doctorate degrees in organizational psychology from Alliant University located in California. He resides in Folsom California with his wife and four children. (Email address: [dbiddle@biddle.com](mailto:dbiddle@biddle.com))

### **Richard C. Bolanos**

Richard (Rick) Bolanos is the Managing Partner of the Liebert, Cassidy Whitmore's San Francisco office. He has an exclusive practice representing California cities, counties and special districts in labor relations, negotiations, representation in disciplinary proceedings, arbitration of grievances, investigations, mediations, fact-finding hearings and special counsel in defense of employment discrimination claims in federal court, state court and administrative forums. Rick provides specialized representation of public agencies in employee investigation of discipline, harassment and discrimination matters. He is one of the firm's specialists in Fair Labor Standards Act (FLSA) consultation and litigation.

Rick has conducted training programs and seminars on employer-employee relations before the California Public Employers' Labor Relations Association (CalPELRA), North American Police Labor Relations Association (NoPLRA), School Employers' Association (SEA) and Association of Bay Area Governments (ABAG), American Society for Public Management Institute and Municipal Management Assistants of Northern California. In addition, Rick has also provided intensive training sessions to individual clients regarding such current issues as Sexual Harassment, Compliance with the Americans Disabilities Act (ADA), the Fair Labor Standards Act (FLSA) and Public Employee Discipline.

Rick's published opinions include *Barner v. City of Novato* (9th Cir. 1994) 17 F.3d 1256; *Zazueta v. County of San Benito* (1995) 38 Cal.App.4th 106; *Stanley v. City of Tracy* (9th Cir. 1997) 120 F.3d 179; *Imada v. City of Hercules* (9th Cir. 1998) 138 F.3d 1294; *Papadopoulos v. Modesto Police Department* (E.E. CA. 1998) 31 F.Supp.2d 1209; and *Robinson v. Manteca*, 78 Cal.App.4th 472, 92 Cal.Rptr.2d 748 (3<sup>rd</sup> Dist.).

Rick is a graduate of San Francisco State University (B.A.), San Jose State University (M.S.) and the University of Santa Clara School of Law (J.D.). (Email address: [rbolanos@lcwlegal.com](mailto:rbolanos@lcwlegal.com))

### **R.J. Harvey, Ph.D.**

RJ Harvey (Ph.D. industrial/organizational psychology, Ohio State, 1982) teaches on the faculty at Virginia Tech, and is president of Personnel Systems & Technologies Corporation (<http://pstc.com>). As author of the Common-Metric Questionnaire (CMQ), he has been active in research on job/occupational analysis and assessment topics related to employee selection and competency modeling. Recently, he has been a vocal critic of the Department of Labor's plans to replace the /Dictionary of Occupational Titles /(DOT) with the O\*NET on philosophical, legal-defensibility, and psychometric grounds. (Email address: [harveyrj@vt.edu](mailto:harveyrj@vt.edu))

### **Jim Higgins, Ed.D.**

Jim Higgins, Ed.D., has worked in the field of human resources and human services research for over 15 years. He is currently employed a a Personnel Selection Consultant at the California State Personnel Board. He also served as a statistical consultant for Biddle Consulting Group where he conducts advanced statistical analyses of compensation and hiring data on behalf of large private-sector employers. Jim was also employed by the California Department of Mental Health where he served as Director of the Department's research arm as Chief of Systems Planning Development and Evaluation. He taught Applied Behavioral Statistics at American River College in Sacramento, California for four years where he wrote a textbook geared toward making applied statistical analysis easy to understand for the non-mathematical student or professional.

Jim earned his master's degree in industrial and organizational psychology at California State University Sacramento and his doctorate in educational psychology at University of the Pacific in Stockton, California. (Email address: [ohiggins@surewest.net](mailto:ohiggins@surewest.net))

### **Jerimiah Honer, M.S.**

Jerimiah Honer, M.S., is currently a Test Validation and Development Specialist for the California State Personnel Board. During his tenure at the State Personnel Board, he has served as a selection consultant for a variety of state agencies by conducting job analyses, and constructing valid selection instruments for numerous classifications. In the past he has served as a human resources representative in the areas of program development, training, recruitment and test development.

Jerimiah earned his master's degree in industrial/organizational psychology at California State University San Francisco, during which time he focused his research in employee selection and construct validation for structured interviews. (Email address: [JHoner@spb.ca.gov](mailto:JHoner@spb.ca.gov))

### **Tim Gaffney, Ph.D.**

Dr. Gaffney is currently employed as an Educational Research Consultant in the Standards and Assessment Division of the California Department of Education (CDE) where I evaluate the psychometric properties (classical and modern) of the tests that make up the State's high-stakes testing and school accountability programs, most notably, the California Standards Tests (STAR) and the California High School Exit Exam. Tim also serves as a technical consultant to the CDE on the more complex testing and measurement issues and projects at the CDE.

He completed his doctorate in quantitative psychology and personality development at the University of California, Davis in March 2004. He was awarded a master of science degree in computer science at California State University, Sacramento (1988) and master of arts in general psychology at Humboldt State University (1972). Dr. Gaffney's research interests include quantitative methods, psychometrics, measurement, research design (experimental, quantitative and qualitative, cross-sectional and longitudinal), and the scientific method and philosophy of science. Other substantive interests in psychology are related to personality development, including adult personality, early childhood temperament, change and continuity across the life-course, and behavioral genetics.

Prior to his current position, Tim was employed for 15 years at the California Highway Patrol (CHP) as manager of that agency's Selection Research Program. In that capacity, he carried out research to evaluate the validity, efficacy, and fairness of all phases of the CHP Officer selection and training process, and managed the development and ongoing administration of the automated

database system used by the department's personnel analysts to coordinate and monitor the flow of officer applicants through the various selection and training phases. (Email address: [tgaffney@cde.ca.gov](mailto:tgaffney@cde.ca.gov))

### **Greg Hurtz, Ph.D.**

Greg Hurtz earned his Ph.D. in industrial and organizational psychology from the University at Albany, State University of New York, and is currently an Assistant Professor in the I/O psychology program at CSU Sacramento. His research interests center primarily on applied psychometrics and statistics, especially as related to employee selection. He regularly teaches courses in research methods and statistics, psychological testing, and industrial psychology, and supervises a number of students in their I/O and measurement-related research for independent projects and master's theses. Prior to his current position, Greg worked full-time as a measurement statistician developing and implementing psychometric methods for maintaining a battery of over 40 standardized examinations. He has also worked as an independent consultant on a variety of projects involving job analysis, test development, employment and compensation discrimination analysis, and training system development and evaluation. He is a member of the Society for Industrial and Organizational Psychology where he regularly presents his research. He is also a member of the National Council on Measurement in Education and the Measurement, Evaluation, and Statistics division (Division 5) of the American Psychological Association. Greg has published research articles related to employee selection issues in the *Journal of Applied Psychology*, *Educational and Psychological Measurement*, and *Human Performance*. ([ghurtz@csus.edu](mailto:ghurtz@csus.edu))

### **John Kohls, Ph.D.**

John Kohls has over 35 years of experience as a psychologist. He received his Ph.D. in industrial/organizational psychology in 1970 at Iowa State University. He first served in private industry at the Sears Roebuck corporate offices in Chicago. He was responsible for developing entry-level personnel selection and promotional procedures for the international company.

In 1973, Dr. Kohls moved to California to join the newly created Selection Consulting Center. The Center provided employee selection and fair employment consultation for public agencies statewide. As a result of his work in California, he was offered the position of Chief of Research at the California Commission on Peace Officer Standards and Training (POST). While at POST, he directed the development of a wide range of selection and training standards including: reading and writing tests, physical performance tests, medical screening procedures, the background investigation, and psychological screening.

In 1984, after completing an internship in police psychology, Dr. Kohls opened a private clinical psychology practice. The focus of the practice was the treatment of police officers that had been involved in critical incidents. He helped to

develop peer support programs for both the Sacramento Police Department and Sacramento Sheriff's Department.

Also in 1984, Dr. Kohls left POST to become the Director of Research for the California Board of Corrections (now the Corrections Standards Authority) where he was responsible for the development and validation of selection and training standards for local California probation and corrections positions.

Now retired, Dr. Kohls consults in the areas of personnel psychology and clinical psychology related to law enforcement, corrections in the military. Recently he has conducted peer support training for National Guard troops about to deploy to Iraq.

### **Jim Kuthy, M.A.**

Jim Kuthy has aided in the development of selection and promotion interviews that have been successfully used by government agencies and private industry around the country since 1993. In addition to his work as a Senior Consultant with Biddle Consulting Group, Inc., he also served as an employment-testing consultant to an international Chiefs of Police association based in Alexandria, VA and has aided in the development of selection/promotion devices for Barrett & Associates in Akron, OH. (Email address: [jkuthy@biddle.com](mailto:jkuthy@biddle.com))

### **Shelley Langan**

Shelley Langan has more than 18 years of experience within a broad range of recruitment, testing, and assessment activities including validation, job analysis, employment testing, and workforce planning functions. Shelley is the Manager of Assessment Services with CPS Human Resource Services, where she manages CPS' Assessment Center and Test Administration functions, as well as develops and presents a variety of training courses and seminars. Prior to joining CPS in 2004, Shelley worked for the California State Personnel Board for seven years in the Test Validation and Construction and Special Projects Units, managing program activities and advocating state-of-the-art assessment techniques and protocol. Shelley also worked 11 years at the Sacramento Municipal Utility District in the Selection and Labor Relations arenas. Shelley is a frequent speaker at national and regional human resources conferences and events, as well as the architect of a number of assessment-related classes and seminars. ([slangan@cps.ca.gov](mailto:slangan@cps.ca.gov))

### **Larry Meyers, Ph.D.**

Larry Meyers received his Ph.D. in experimental psychology from Adelphi University and held a National Science Foundation Postdoctoral Fellowship at the University of Texas and at Purdue University. For most of his professional life, Larry has been a faculty member in the Psychology Department at California State University, Sacramento where he has been a full professor for a long time. He has taught research methods courses at both the advanced undergraduate

and graduate levels, and has taught the graduate tests and measurement course for almost two decades. Larry has also served on the board of PTC/NC in recent years.

Larry has published an introductory textbook on research methods many years ago and has very recently co-authored a multivariate design book. Over the last two decades he has been a consultant to both private and public sector organizations dealing with such topics as test development, test validation, adverse impact, job and occupational analysis, research design, and data analysis. He has also served as an expert witness in cases involving a wide range of test development, test validation, banding, and adverse impact issues.

One of the most satisfying aspects of his academic career is to see the students in the program transition into successful careers. A very large number of them have become active and competent professionals, and many of these former students are current and contributing members of PTC/NC.

### **Patrick Nooren, Ph.D.**

Patrick Nooren is Executive Vice President at Biddle Consulting Group, Inc., and has been with the firm for over 8 years. His major responsibilities include providing consulting services to the public and private sectors, primarily in the areas of risk management, EEO litigation support, and affirmative action planning.

Patrick Nooren, Ph.D., is the Executive Vice President of Biddle Consulting Group, Inc., (BCG) a consulting firm specializing in the areas of test development/validation, Equal Employment Opportunity compliance, and Human Resource software development. BCG has consulted with several Fortune 500 companies and numerous public sector agencies in matters pertaining to these areas, and maintains over 1,000 software or service clients worldwide. Patrick's major responsibilities include providing consulting services to the public and private sectors, primarily in the areas of risk management, EEO litigation support, and affirmative action planning.

Patrick completed his initial graduate work in industrial and organizational psychology at California State University Sacramento and received his doctorate in organizational psychology from Alliant University located in California. (Email address: [pnooren@biddle.com](mailto:pnooren@biddle.com))

### **Chris Sablynski, Ph.D.**

Chris John Sablynski, Ph.D., is an Assistant Professor of Human Resource Management in the College of Business Administration at California State University, Sacramento. He received his Ph.D. in organizational behavior and human resource management from the University of Washington in 2002. He has been employed by or contracted with such organizations as Microsoft, The Hay Group, Chase Manhattan Bank (now JP Morgan Chase), Dun & Bradstreet,

Providian, and Summerbridge National. Chris' work on the employee retention construct known as job embeddedness has been published twice in one of the premier Management journals: the Academy of Management Journal (2004 and 2001) as well as two book chapters. He is also the founder and Director of the HR Research Lab in the College of Business Administration at CSU, Sacramento. He enjoys working with students and local organizations on a variety of applied management projects. (Email address: [syblinsk@csus.edu](mailto:syblinsk@csus.edu))

### **Chris Wright, Ph.D.**

Chris Wright is an Assistant Professor of Psychology at San Francisco State University, where he teaches courses on topics related to industrial/organizational psychology and applied statistics. His research interests include employee selection, job analysis, and performance measurement. Prior to joining SFSU in the fall of 2003, Chris worked as an HR consultant for 7 years. He worked as an independent consultant developing and validating employment tests for a variety of clients including the State of California Department of General Services, the City of Miami Fire Department, the Roswell Park Cancer Institute, and the State of Florida Board of Accountancy. From 1998 to 2000, he was the Testing Manager for the California Public Utilities Commission (CPUC), where he supervised test construction and validation for all selection instruments utilized by the organization. He also served as a consultant to CPUC management on matters related to selection and promotion. Prior to joining the CPUC, Chris was a Project Manager for CORE Corporation, where he was responsible for job analysis and test validation for the Police and Fire departments of San Francisco and Miami. Chris received his Master of Arts and Ph.D. in industrial/organizational psychology from the University of South Florida in Tampa, Florida. (Email address: [cwwamw@msn.com](mailto:cwwamw@msn.com))

# **Personnel Testing Council of Northern California 2005-2006 Officers and Board Members**

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<b>1999</b>	<b>Shelley Langan</b>
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<b>1987</b>	<b>Karen Coffee and Dennis Joiner</b>