



PERSONNEL TESTING COUNCIL OF NORTHERN CALIFORNIA

21st Annual Conference

**March 22nd and 23rd, 2007
Doubletree Hotel
Sacramento, California**

Conference Program



PTC/NC – Dedicated to the Advancement of Personnel Assessment

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Conference Program Committee

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California State Personnel Board

Committee Members

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California Department of Justice

Mike Willihnganz

CPS Human Resource Services

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PTC/NC 2007 Conference Program

March 22nd

Time	Session	
7:15 – 8:15	Registration/Coffee	
8:15 – 8:30	Opening Remarks - Jim Higgins and Ryan Platt	
8:30 – 9:45	<p align="center">Keynote Address <i>The New Human Capital Equation</i> Wayne Cascio University of Colorado at Denver and Health Sciences Center</p>	
9:45 – 10:00	Break	
10:00 – 11:30	<p align="center">Breakout Session <i>Test Use: Ranking, Banding, Cutoffs, and Weighting</i> Dan Biddle Biddle Consulting Group</p>	<p align="center">Breakout Session <i>Task frequency ratings: Be careful who you ask, what you ask, and how you ask it</i> Chau Nguyen and Greg Hurtz California State University Sacramento</p>
11:30 – 12:45	Lunch (Included with Registration Fee)	
12:45 – 2:00	<p align="center">Breakout Session <i>Using On-line Survey Tools to Complete Job Analyses</i> Desiree Throckmorton and Brian Marentette Biddle Consulting Group</p>	<p align="center">Breakout Session <i>How to develop effective and useful assessment center activities</i> Jack Clancy and Shelley Langan Clancy and Associates/CPS</p>
2:00 – 2:15	Break	
2:15 – 3:30	<p align="center">Breakout Session <i>Evaluating Test Items to Avoid Adverse Impact Problems</i> Larry Meyers and Greg Hurtz California State University Sacramento</p>	<p align="center">Breakout Session <i>How to develop a predictive turnover scale</i> Jim Higgins California Department of Justice</p>
3:30 – 3:45	Break	
3:45 – 5:00	<p align="center"><i>Unproctored Internet Testing in Employment Settings</i> Nancy T. Tippins Valtera Corporation</p>	
5:30	Social Event – El Torito Mexican Grill	

PTC/NC 2007 Conference Program

March 23rd

Time	Session	
7:15 – 8:15	Registration/Coffee	
8:15 – 8:30	Opening Remarks	
8:30 – 9:45	Keynote Address <i>Legal Update 2007</i> Jeff Feuquay Russell, Brown & Breckenridge	
9:45 – 10:00	Break	
10:00 – 11:30	Breakout Session <i>Alternate forms of Job Analysis</i> Jerimiah Honer California State Personnel Board	Breakout Session <i>"COOL TOOLS – Are There Other or Better Ways to Hire Tomorrow's Talent?"</i> Donna Terrazas California State Personnel Board
11:30 – 12:45	Lunch On Your Own	
12:45 – 2:00	Breakout Session <i>Can Emotional Intelligence be measured?</i> David Cory EI Training Company	Breakout Session <i>Brushing Up on Structured Interviews - What's New and What Continues to Be Tried and True</i> Shelley Langan CPS
2:00 – 2:30	Closing Remarks Jim Higgins and Ryan Platt	
2:30	Adjourn	

A graphic of a white scroll with a black border and a small circle at the top right corner, containing the text "Detailed Conference Program" in blue.

Detailed Conference Program

Thursday, March 22nd

7:15 a.m. – 8:15 a.m. Registration

8:15 a.m. – 8:30 a.m. Opening Remarks

Room – Salon 3 and 4 of the California Ball Room

8:30 a.m. – 9:45 a.m. Plenary Session

Room – Salon 3 and 4 of the California Ball Room

The New Human Capital Equation

Wayne Cascio, Ph.D., University of Colorado at Denver and Health Science Center

According to the 2006 CEO Briefing by the Economist Intelligence Unit (EIU), based on responses from 555 senior executives from 68 countries, there are two critical management challenges that face the business world today:

- Recruitment and retention of high-quality people across multiple territories, particularly as competition for top talent grows more intense; and relatedly,
- Improving the appeal of the company culture and working environment.

In fact, respondents in the 2006 EIU study, by 55% to 45%, said that they expect to spend more on people than on technology in the next 3 years. That's an important feature of the new human capital equation.

There is no question that work-life initiatives can play a major role in meeting these challenges, as organizations strive to become employers of choice for the best and the brightest. In this presentation I will describe what leading firms are doing to become employers of choice, some new ways of measuring returns on investment in human capital, and some persuasive strategies for making the business case that work-life initiatives are solid investments.

9:45 a.m. – 10:00 a.m. Break

10:00 a.m. – 11:30 a.m. Breakout Sessions

Room – Salon 3 and 4 of the California Ball Room

Test Use: Ranking, Banding, Cutoffs, and Weighting

Dan Biddle, Ph.D., Biddle Consulting Group

A central issue to any professional in the testing field involves decisions about how to use test

scores. Options include ranking, banding, cutoffs, and weighting/combining test scores, and each of these choices will result in different outcomes in several areas, including the qualification level of the selected applicants, workplace diversity, and legal challenges. The psychometric, practical, and legal implications of test use will be discussed, along with recommendations for each provided.

Room – Salon 1 of the California Ball Room

Task frequency ratings: Be careful who you ask, what you ask, and how you ask it.

Chau Nguyen, California State Personnel Board

Greg Hurtz, Ph.D., California State University, Sacramento

Job analysis is the foundation of personnel testing and other related practices. Inaccurate or otherwise flawed job analysis information can call into question everything that derives from the job analysis. In this presentation we will discuss theory and research related to potential inaccuracies in task frequency ratings. First we will discuss person characteristics such as demographic and psychological variables that may influence ratings (“be careful *who* you ask”). Second, we will discuss research suggesting some subject matter experts give non-zero frequency ratings to tasks they cannot possibly perform (“be careful *what* you ask”). Finally, we will discuss research suggesting that different rating scales can elicit different frequency ratings as a function of the scale itself rather than actual task frequency (“be careful *how* you ask it”). Our aim is to help job analysts consider important questions that may help to improve the quality of their work.

11:30 a.m. – 12:45 p.m. Provided Lunch in Sierra I Ballroom

12:45 p.m. – 2:00 p.m. Breakout Sessions

Room – Salon 3 and 4 of the California Ball Room

Using On-line survey tools to complete job analyses

Desiree Throckmorton, MA., Biddle Consulting Group

Brian Marentette, Biddle Consulting Group

Brief overview of job analysis, including legal, professional and regulatory standards.

Review of Biddle Consulting Group and our approach to job analyses.

Online survey tools and how to incorporate them (preliminary, full, follow up).

Develop job analysis using online survey platform.

- Pros v. Cons for developers and users
- Helpful hints
- Q&A

Room – Salon 1 of the California Ball Room

How to develop effective and useful assessment center activities

Jack Clancy, Clancy and Associates

Shelley Langan, CPS Human Resource Services

This session will focus on the fundamental building blocks of the assessment center method.

Strategies for the creation of assessment exercise content will be discussed as well as other key developmental components.

2:00 p.m. – 2:15 p.m. Break

2:15 p.m. – 3:30 p.m. Breakout Sessions

Room – Salon 3 and 4 of the California Ball Room

Evaluating Test Items to Avoid Adverse Impact Problems

Larry Meyers, Ph.D., California State University, Sacramento

Greg Hurtz, Ph.D., California State University, Sacramento

An all-too-frequent over-simplified belief is that item bias or “differential item functioning” (DIF) occurs when individuals from one group (e.g., the “reference group” in *Uniform Guidelines* terms) perform better on items than individuals from another group (e.g., the “protected group” in *Uniform Guidelines* terms). It is true that such differences may contribute to adverse impact, tempting test developers to remove these items in hopes of repairing the test. However, it is often not understood that removing these items may be unnecessary under the *Uniform Guidelines* despite the presence of adverse impact and that it may lead to reducing test validity by removing valid items. From the perspective of DIF analysis, group differences in item performance may reflect actual differences in the ability levels of the test takers from the different groups, and the item is doing what it is intended to do in detecting those differences in ability. A proper DIF analysis helps determine whether the item is flawed or whether the groups simply differ in ability. Such analysis should be a deciding factor in whether an item can be retained when group differences in performance are found. In this presentation we will provide clarity and guidance regarding (a) what DIF does and does not mean and (b) how to assess DIF outside the realm of item response theory (IRT), using statistical methods widely available in software such as SPSS. We will discuss the strengths and weaknesses of various statistical methods and then discuss why we believe logistic regression is the best of these (non-IRT) methods for assessing the presence of DIF. We will also provide guidelines and instructions for carrying out a logistic regression analysis of DIF. Our hope is to provide guidance to test developers in managing the often conflicting objectives of maximizing test validity while minimizing adverse impact problems.

Room – Salon 1 of the California Ball Room

How to develop a predictive turnover scale

Jim Higgins, Ed.D., California Department of Justice

The ability to predict which applicants are likely to leave after a short time with the company provides a significant enhancement to typical assessment methodologies. To the extent that an organization can hire employees who are both highly competent AND who are likely to stay over time can reduce recruiting, hiring, and training costs, increase productivity, and help ensure organizational stability. This presentation will overview the statistical methodology employed by Biddle Consulting Group to successfully validate a scale for predicting turnover among nationwide call center staff.

3:30 p.m. – 3:45 p.m. Break

3:45 p.m. – 5:00 p.m. Plenary Session

Room – Salon 3 and 4 of the California Ball Room

Unproctored Internet Testing

Nancy Tippins, Ph.D., Valtera Corporation

The pros and cons of unproctored testing via the internet have long been a topic of much interest. This presentation will specifically address the problems of cheating, security of test materials, and candidate identity and possible solutions including verification testing and electronic surveillance. Also unproctored will be a discussion of the ethics of unproctored testing and a summary of future research that is needed.

5:30 p.m. – 7:30 p.m. Social Event



Join us at El Torito, just steps from the conference facility, for delicious appetizers, good conversation, and networking in a relaxed and comfortable setting. This conference social event will provide an excellent opportunity to establish new friendships, reconnect with colleagues, and unwind before heading out to dinner in beautiful Sacramento.

Friday, March 23rd

7:15 a.m. – 8:15 a.m. Registration

8:15 a.m. – 8:30 a.m. Opening Remarks

Room – Salon D of the Capitol Ball Room

8:30 a.m. – 9:45 a.m. Plenary Session

Room – Salon D of the Capitol Ball Room

Legal Update 2007

Jeff Feuquay, Ph.D., Esq., Russell, Brown & Breckenridge

Few recent decisions reflect dramatic changes for our profession. Still, the courts have remained active. Especially in the more populous circuits, employment-related legal requirements have been expanded and clarified. Similar movement has occurred within personnel assessment law—clarification of existing requirements and incremental changes in the requirements themselves. This session will fairly quickly summarize the current legal state in order to insure newer practitioners are up to speed. The focus will then shift to specific court decisions affecting our profession, with an emphasis on gleaning judicial trends and projecting future issues. It is anticipated that the presentation will be highly interactive, with attendees actively involved in the discussion.

9:45 a.m. – 10:00 a.m. Break

10:00 a.m. – 11:30 a.m. Breakout Sessions

Room – Salon D of the Capitol Ball Room

Alternate forms of Job Analysis

Jerimiah Honer, MS., California State Personnel Board

Most text book references to job analysis will start out by saying there is no one best accepted format in conducting a job analysis. Additionally, there are other forms of job analysis that may lend themselves to certain objectives (e.g. selection, classification, training) than others. This presentation will explore various forms of job analysis, bringing light to their advantages and disadvantages. Methodology and practitioner's tips will be provided, with special interest given to the task-inventory analysis and the critical incidents technique.

Room – The Del Paso Room

“COOL TOOLS! Are there any other (or better?) ways to hire tomorrow's talent?”

Donna Terrazas, California State Personnel Board

The world continues to change faster and faster, yet public sector employers are still relying on the same selection procedures that have been in use for many years. While these techniques are generally effective in predicting the ability to perform job tasks, should we be adding other selection strategies to measure the softer skills that impact overall employee performance such

as work habits or team skills? If so, what techniques might work?

This presentation will offer some ideas, but you are encouraged to share suggestions that you have researched, tried out, or are interested in pursuing during an interactive discussion of this topic.

11:30 a.m. – 12:45 p.m. Lunch (On Your Own)

12:45 p.m. – 2:00 p.m. Breakout Sessions

Room – Salon D of the Capitol Ball Room

Can Emotional Intelligence Be Measured?

David Cory, MS, EI Training Company

Emotional Intelligence has become quite the 'business buzzword' since the 1995 book of the same name hit the New York Times bestseller list. What exactly is Emotional Intelligence and can it actually be measured? And finally – why should you care? Join David Cory, M.A., a Vancouver, BC based specialist in the area of Emotional Intelligence and leadership development as he discusses what EI actually is, how it is being used in business today and the various approaches that can be taken to measurement, including an overview of the leading assessment tool available today, the Bar-On Emotional Quotient Inventory (EQ-i). Emotional Intelligence assessment, training and development appears to be the best hope for addressing issues related to getting, keeping, and inspiring the employees that organizations need to succeed in today's business environment.

Room – The Del Paso Room

Brushing Up on Structured Interviews - What's New and What Continues to Be Tried and True

Shelley Langan, CPS Human Resource Services

This session will explore the state of the Structured Interview as it is so prevalently utilized in employment testing activities. Specific topics addressed will include the latest areas of research dealing with the employment interview, ways to increase to predictive power of the interview, and tips for ensuring the soundness and defensibility of interviews in the testing process. Discussion will focus on an historical overview of the state of the interview, description and overview of current trends in the literature, and the role of the testing professional in ensuring the integrity of the interview process. Participants are encouraged to bring questions and areas of interest to add to the liveliness and value of the session.

2:00 p.m. – 2:30 p.m. Closing Remarks

Room – Salon D of the Capitol Ball Room

Speaker Bios

In Presentation Order

Wayne F. Cascio

Wayne F. Cascio received his Ph.D. in industrial and organizational psychology from the University of Rochester in 1973. Currently he is professor of management and international business at the University of Colorado at Denver. He has taught at Florida International University, the University of California-Berkeley, the University of Hawaii, the University of St. Gallen, Switzerland, the University of Geneva, and the University of Hong Kong. During the academic year 1987-1988 he was a visiting scholar at the Wharton School of the University of Pennsylvania. In 1988 he received the Distinguished Faculty award from the HR Division of the Academy of Management, in 1994 he received the Bemis award for excellence in HRM from the International Personnel Management Association's Assessment Council, and in 1999 he received the Distinguished Career award from the HR Division of the Academy of Management. He has received two "best paper" awards from the Academy of Management Executive for his research on downsizing and restructuring (1993 and 2003), and an honorary doctorate from the University of Geneva (Switzerland) in 2004.

He is past chair of the HR Division of the Academy of Management (AOM), a former member of the AOM Board of Governors, past president of the Society for Industrial and Organizational Psychology, and Chair-elect of the Society for Human Resource Management Foundation (2007). He has authored more than 85 journal articles, 35 book chapters, and 20 books, including *Managing Human Resources: Productivity, Quality of Work Life, Profits* (7th ed., 2006), *Applied Psychology in Human Resource Management* (6th ed., 2005), *Costing Human Resources: The Financial Impact of Behavior in Organizations* (4th ed., 2000), and *Responsible Restructuring: Creative and Profitable Alternatives to Layoffs* (2002).

Dr. Cascio has consulted with more than 150 organizations on six continents. His research on staffing, training, performance management, and the economic impact of HR activities has appeared in a number of scholarly journals. Current and past editorial board memberships include *Journal of Applied Psychology*, *Academy of Management Review*, *Journal of Management*, *Journal of Industrial Psychology* (South Africa), *International Journal of Selection and Assessment* (UK), *Human Performance*, *Asia-Pacific HRM* (Australia), *Organizational Dynamics*, *Journal of World Business*, and *Zeitschrift für Personal Psychologie* (Germany). An elected Fellow of the Academy of Management, the American Psychological Association, and the National Academy of Human Resources, he currently serves on the Boards of Directors of CPP, Inc. and the Society for Human Resource Management Foundation.

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 1000 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.

Chau Q. Nguyen

Chau Q. Nguyen received her Bachelor's degree in Psychology at California State University of Sacramento. She is currently completing her Master's degree in Industrial/Organizational Psychology at CSUS. Chau's research interests are on validation methods of bilingual tests and cultural differences between communication styles in the workplace. She is currently a Test Development and Validation Specialist at the State Personnel Board. Chau has experience in managing and developing various entry and promotional job analyses, exams, and validation reports. She has been involved in different independent research studies for the last 5 years. She has presented her research studies at national conferences such as the Rocky Mountain Psychological Association Annual Conference and the American Psychological Society Annual Conference. Chau is a member of the Society for Industrial and Organizational Psychology, Personnel Testing Council of Northern California, and International Public Management Association for Human Resources.

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 statistical methods 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 has published research articles related to employee selection issues in the Journal of Applied Psychology, Educational and Psychological Measurement, and Human Performance.

Desirée Throckmorton

Desirée has four years of experience developing Affirmative Action Plans and advanced statistical tests with The Biddle Consulting Group. She received her Masters Degree in Industrial/Organizational Psychology from Roosevelt University, Chicago.

Desirée has attended regional ILGs and National Employment Law Institute conferences, and has also trained under Ph.D.s in Industrial/Organizational Psychology beginning at California State University - Sacramento as well as at Biddle Consulting Group, Inc. Desirée specializes in the areas of; Statistical Analyses/Research Methodology, Disparate Impact Theory and Analysis and Employment Discrimination Statistics.

Brian Marentette

Brian Marentette began his career in I/O psychology at Michigan State University where he researched stereotyping and prejudice and studied organizational research techniques. He received his B.A. in Psychology in the Spring of 2005 from Michigan State University and began a master's degree program in I/O psychology at California State University, Sacramento in the Fall of 2005, focusing on Personnel Selection. His professional experience began in the area of Test Development and Validation at the California State Personnel Board and he is currently a consultant with Biddle Consulting Group specializing in Personnel Selection and EEO/AA analysis.

Jack Clancy

Jack Clancy has designed and conducted assessment center procedures for over 30 years in a variety of venues. The bulk of his experience has been the area of personnel assessment and selection for law enforcement, fire service and general supervisory, management, and executive positions. Mr. Clancy has a M.S. in industrial/organizational psychology and is one of the founding members and Past President of the Personnel Testing Council of Northern California. He was also a member of the international task force that drafted the 1989 Guidelines and Ethical Considerations for Assessment Center Operations.

Shelley Langan

Shelley Langan has 20 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' Test Development 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. She 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. Shelley is an instructor for the California State Personnel Board's Selection Analyst Training Program and the Human Resources Academy sponsored jointly by CPS Human Resource Services and the California State University, Sacramento.

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 recently co-authored a multivariate design book; he is now under contract in conjunction with the authors of the multivariate text to write an advanced undergraduate textbook on analysis of variance. 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 Sacramento State's graduate program transition into successful careers. A very large number of them have become active and competent test validation and HR professionals, and many of these former students are current and contributing members of PTC/NC.

Jim Higgins

Dr. Higgins has served as a human resource practitioner, organizational researcher, and statistics professor for over 15 years. His specific expertise is related to the application of research and statistical techniques to the development and validation of, hiring and promotional assessment instruments and to the identification of compensation disparities for federal contractors and subcontractors. Dr. Higgins was awarded the 2003 Psychology Distinguished Alumni award from California State University Sacramento for his contributions to the community and is the current President of the Personnel Testing Council of Northern California. Currently, Dr. Higgins is teaching Statistics, Research Methods and Introductory Psychology at American River College in Sacramento, CA. He is also a Senior Consultant with Biddle Consulting Group in Folsom, CA.

Nancy T. Tippins

Nancy T. Tippins is an industrial and organizational psychologist with over 25 years of experience as an internal consultant in large companies (IBM, Exxon, Bell Atlantic, GTE) and as an external consultant. She currently is the Managing Principal and Senior Vice President of Valtera (formerly Personnel Research Associates). She has worked extensively in the areas of employee selection and assessment, succession planning, performance management, and corporate training and (technical and professional skills, certification, and leadership development). Nancy has been active in the Society for Industrial and Organizational Psychology (SIOP) where she held a number of offices including president. Nancy is a Fellow of the Society for Industrial and Organizational Psychology and the American Psychological Association and received her Ph.D. from the Georgia Institute of Technology.

Jeff Feuquay, Ph.D., Esq.

Dr. Feuquay is a licensed Psychologist and Attorney in Missouri and Oklahoma. He has 26 years experience as a Personnel Psychologist, and has served on the board and as president of IPMAAC and various state and local personnel organizations. Since becoming an attorney 13 years ago, he has focused heavily on the area of employment law, at the trial level and appealing cases to the 10th Circuit and the U.S. Supreme Court. Now with the firm of Russell, Brown & Breckenridge in western Missouri, he is an award-winning author of scary children's

stories and President of the Joplin Writers' Guild. Jeff recently became an ardent biker, mostly to lower the odds of his dying in his sleep or while flying his plane.

Jerimiah Honer

Jerimiah Honer, M.S. is a test validation and development specialist for the California State Personnel Board, where he provides consulting services to other state agencies in the areas of job analysis, classification and test validation. For the Board he has provided training in selection practices, and given numerous technical presentations related to the field. He earned his masters degree in industrial/organizational psychology at San Francisco State University, with an emphasis in employee selection. His thesis research is published in the Journal of Applied HRM Research.

Donna Terrazas

Donna Terrazas is currently working as a selection consultant for the California State Personnel Board where she is active on the state HR modernization project and also designing a new selection program for IT staff state wide based on competencies. She was previously the Manager of Recruitment & Classification for the East Bay Municipal Utility District in Northern California for 18 years where she was responsible for all recruitment, selection, validation, certification, classification and compensation functions for the District. In this position, she also directed the successful implementation of a five-year Settlement Agreement resulting from a class action discrimination lawsuit and then designed and implemented a streamlined customer focused selection program to expedite hiring and increase departmental involvement at East Bay MUD.

Previously, Donna worked in the area of personnel selection for Contra Costa Water District, Contra Costa County, and the Los Angeles Unified School District. She is active in several professional HR organizations and is a past president of the Western Region Intergovernmental Personnel Assessment Council, a past officer and board member for Personnel Testing Council of Northern California, and a past board member for the International Public Management Association Assessment Council. She is a frequent presenter and technical trainer on a variety of personnel assessment and recruitment related topics. She graduated from UCLA.

David Cory

David Cory is a Vancouver, based performance improvement consultant who specializes in leadership and team development based on the concept of Emotional Intelligence. With a graduate degree in Adult Education, and several years of experience as a leader in workplace training, David works with corporate clients such as AT&T, ABN AMRO Bank (Amsterdam), Allstate Insurance (Dallas), Phillips Medical Systems (Seattle), and Bay Area companies such as Autodesk and Seagate Technologies and with leaders in Asia, the Middle East, Europe, and the Caribbean, on the design, implementation and delivery of leadership and team development programs.

David is a certified trainer in Emotional Intelligence through MHS Inc., and is accredited by several corporate training companies to deliver their courses. In addition to his consulting

practice, David coaches senior executives, teaches for several universities, both locally and abroad, and provides services to the Canadian Centre for Management Development in Ottawa. David is also active on the executive of the International Society for Performance Improvement as a past president of the Vancouver Chapter.

Personnel Testing Council of Northern California 2006-2007 Officers and Board Members

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1991	William E. Donnoe
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1988	Jack Clancy
1987	Karen Coffee and Dennis Joiner

PTC/NC Information

PTC/NC is a dynamic organization dedicated to the advancement of personnel assessment. We have a diverse membership of private and public sector testing and assessment human resource professionals. For more information regarding PTC/NC membership and events, please visit our website (www.ipmaac.org/ptcnc) or contact Kelli Johnson, PTC/NC Secretary, at (916) 263 - 3600 ext. 3138