

Calvin C. Hoffman, Ph.D.
Senior Consultant
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EDUCATION

- Ph.D.** Industrial/Organizational Psychology, University of Nebraska, Lincoln, 1984
- M.A.** Industrial/Organizational Psychology, University of Nebraska, Omaha, 1981
- B.A.** Psychology, Kansas State University, 1977

PROFESSIONAL EXPERIENCE

EASI•CONSULT, LLC (July 2002 – Present)

Senior Consultant

- Responsibility for contract services relating to selection and assessment solutions: assessment design, validation, implementation and legal defense.

LOS ANGELES COUNTY SHERIFFS DEPARTMENT

Test Development Manager (January 2006 – Present)

- Responsible for development and validation of all entry and promotional hiring practices for the largest sheriff's department in the United States. Manage staff of psychologists responsible for job analysis and exam development for over 300 civilian and 100 sworn classifications. Personally handled validation and development of high profile and high visibility sworn exams such as sergeant and lieutenant promotional processes and deputy sheriff trainee hiring program. Internal expert on psychological measurement, process improvement, and survey methodology, and served as expert witness in testimony.

ALLIANT INTERNATIONAL UNIVERSITY

Associate Professor, Industrial Organizational Psychology Program (July 2003 – Present)

- Teach full-time (Employee Selection; Human Resource Management; Psychological Measurement; Advanced Statistics I; Advanced Statistics II). Extensive research supervision including master's theses and doctoral dissertations.

Director, Organizational Psychology Program (July 2000 – July 2003)

- Market program to prospective students, recruit, screen and hire faculty. Extensive customer (student) interactions including advice on career choices, directions and options for research, and choice of elective courses. Teach half-time (Organizational Staffing; Human Resource Management; Psychological Measurement). Extensive research supervision including master's theses and doctoral dissertations.

SOUTHERN CALIFORNIA GAS COMPANY

Customer Satisfaction Consultant (August 1998 – July 2000)

- Internal consultant to operations and staff groups. Worked extensively with senior management and operations leadership regarding survey interpretation and client education. Lead project teams that successfully made process improvements to improve service delivery processes, decrease costs, and increase customer satisfaction.

Employee Development Manager (June 1995 – August 1998)

- Managed extensive multi-disciplinary staff of professionals. Led internal change effort to move department from training to performance consulting philosophy. Major responsibilities included organizational development consulting, process improvement consulting, management development, personnel selection and assessment programs, management training, and instructional design. Team member and internal consultant on merger-related projects (staffing, performance management and organizational design).

Personnel Research Manager (August 1992 – June 1995)

- Managed operation of management development programs assessing 500 employees per year. Internal consultant in reorganization and downsizing projects. Responsible for design, validation and implementation of all company selection systems in company (9000+ employees). Internal consultant on job redesign and organizational design issues.

Personnel Research Supervisor (January 1991 – August 1992)

- Directed management assessment program operations (approximately 500 managers per year). Directed multiple management and non-management selection projects. Implemented processes for selecting candidates during reorganization and downsizing efforts.

Management Development Administrator (December 1989 – January 1991)

- Proposed, created and sold concept of developmental assessment centers. Worked extensively with senior management in identifying needs and program marketing. Project included reviewing 24 management jobs, developing competency model, designing assessment exercises to measure employee capabilities, developing and delivering assessor training, and pilot testing program. Ran program from 1991 through 1994, assessing approximately 1500 managers at an average cost of less than \$500 per employee.

Personnel Analyst (May 1986 – December 1989)

- Validation of selection systems for entry non-management employees. Developed, validated, implemented, and successfully defended the first selection system for a union-represented job in the company (marketing representatives). Served as internal consultant regarding selection interviews, design and evaluation of training and other issues regarding selection, training or appraisal. Managed two large-scale validation projects covering 36 classifications.

SOUTHERN CALIFORNIA EDISON (October 1984 – May 1986)

Industrial Psychologist

- Performed job analyses, developed selection tests, trained personnel in developing structured interviews, developing performance appraisal rating forms and validating selection systems. Performed utility analyses to estimate the dollar value of improved selection processes. Served as internal consultant to intern and project leaders.

HUMAN RESOURCE SYSTEMS, New Bern, NC (November 1983 – June 1984)

Consultant

- Performed statistical analyses for criterion-related validity studies. Prepared technical reports documenting validity studies. Developed in-basket tests for selecting managers. Assisted in developing a three-hour presentation covering EEO legislation, EEOC and OFCCP filing procedures and statistical concepts. Prepared project proposals and budgets for prospective clients.

UNIVERSITY OF NEBRASKA AT OMAHA (August 1979 – May 1984)

Graduate Teaching Assistant

- Responsible for independently planning, teaching, evaluating, and grading students in a wide variety of courses. Courses taught included Introductory Psychology (2 semesters), Psychological Statistics (five semesters), Industrial/Organizational Psychology (two semesters), Social Psychology (one semester), Behavioral Learning Lab (one semester).

MAJOR ACCOMPLISHMENTS

Member Editorial Board, Personnel Psychology (1999-2008)

Board of Directors, Personnel Testing Council of Southern California (1992-1994)

President, Personnel Testing Council of Southern California (1991)

Vice President of Conferences, Personnel Testing Council of Southern California (1990)

PROFESSIONAL AFFILIATIONS

American Psychological Association
Society for Industrial and Organizational Psychology

MAJOR AREAS OF PROFESSIONAL INTEREST

- Selection System Design and Validation
- Litigation Support
- HR Systems Design and Improvement
- Survey Feedback Programs
- Management Assessment and Development
- 360-Degree Feedback Programs
- Training Design, Delivery and Evaluation
- Organizational Effectiveness Interventions

INDEPENDENT CONSULTING

Client Organization	Nature of Project
• Keyes Lexus	Employment litigation support – termination
• City of Los Angeles Police Department	Employment litigation support – police promotion
• Southern California Gas Company	Job evaluation for union represented classifications
• Farmers Insurance Group	Multiple (selection, promotion, skills certification)
• Williams-Sonoma	Job analysis/test validation research
• Union Planter's Bank	Job analysis/test validation research
• Digital Graphics Advantage	Job analysis/test validation research
• Xap Inc.	Development of online testing programs
• Southern California Edison	Assessment center operations
• City of Council Bluffs Iowa	Job analysis/test validation research
• Majers Market Research	Job analysis/test validation research
• Jeanneret & Associates	Subcontractor on sheriff's sergeant test program
• Psychological Services, Inc.	Cooperative Personnel Services
• Cooperative Personnel Services	Cooperative Personnel Services

REFEREED PUBLICATIONS

Johnson, J.W., Steel, P., Scherbaum, C.A., Hoffman, C.C., Jeanneret, P.R., & Foster, J. (2010, January). Validation is like motor oil: Synthetic is better. Focal article for *Industrial and Organizational Psychology: Perspectives on Science and Practice*.

Hoffman, C.C., Morris, D., & Luck, G (2009, December). A test of a proposed method for estimating validity of a multivariate composite predictor: Extending the job component validity model. *Psychological Reports*.

Hoffman, C.C., Rashkovsky, B., and D'Egidio, E. (2007). Job component validity: Background, current research, and applications. In S.M. McPhail (ed.) *Alternative validation strategies: Developing new and leveraging existing validity evidence*. Jossey-Bass, San Francisco.

Shultz, K.S., Hoffman, C.C., and Reiter-Palmon, R. (2005). Using archival data for I-O research: Advantages, pitfalls, sources, and examples. *The Industrial-Organizational Psychologist*.

Hoffman, C.C., Olson, D.A., and Haase, S.L. (2001). Contrasting a 360 feedback measure with behaviorally-based assessment tools: An application of generalizability theory. *The Psychologist-Manager Journal*, 5, 61-76.

Hoffman, C.C., Holden, L.M., & Gale, E. (2000). So many jobs, so little 'N': Applying expanded validation models to support generalization of cognitive ability. *Personnel Psychology*, 53, 955-991.

- Thornton, G.C., Murphy, K.R., Everest, T.M., & Hoffman, C.C. (2000). Higher cost, lower validity and higher utility: Comparing the utilities of two tests that differ in validity, costs and selectivity. *International Journal of Selection and Assessment*, 8, 61-75. United Kingdom: Blackwell Publishers.
- Hoffman, C.C. (1999). Generalizing physical ability test validity: A case study using transportability, validity generalization, and construct validity evidence. *Personnel Psychology*, 52, 1019-1041.
- Hoffman, C.C., & McPhail (1998). Exploring options for supporting test use in situations precluding local validation. *Personnel Psychology*, 51, 987-1003.
- Hoffman, C.C., & Stormes, J.M. (1998). Responding to competitive pressures with integrated HR systems, pp. 127-144. In Phillips, J.J., Rothwell, W.J., & Dubois, D.D. (eds.) *In Action: Improving Performance In Organizations*, American Society for Training & Development, Alexandria, VA.
- Hoffman, C.C., & Thornton, G.C. III (1997). Examining selection utility where competing predictors differ in adverse impact. *Personnel Psychology*, 50, 455-470.
- Hoffman, C.C. (1996). Applying utility analysis to guide decisions on selection system content. *Journal of Human Resource Costing and Accounting*, 1, 9-17.
- Hoffman, C.C. (1995). Applying range restriction corrections using published norms: Three case studies. *Personnel Psychology*, 48, 913-923.
- Hoffman, C.C., Nathan, B.R., & Holden, L.M. (1991). A Comparison of validation criteria: Objective versus subjective and self- versus supervisor ratings. *Personnel Psychology*, 44, 601-619.

WORKSHOPS

- Hoffman, C.C. (2005, January). *Position Analysis Questionnaire: Introduction, applications, and user training*. Workshop presented to Alliant International University students, faculty, and guests. Los Angeles, CA.
- Hoffman, C.C. (2004, January). *Position Analysis Questionnaire: Introduction, applications, and user training*. Workshop presented to Alliant International University students, faculty, and guests. Los Angeles, CA.
- Hoffman, C.C. (2003, January). *Position Analysis Questionnaire: Introduction, applications, and user training*. Workshop presented to Alliant International University students, faculty, and guests. Los Angeles, CA.
- Hoffman, C.C. (2002, July). *Position Analysis Questionnaire: Introduction, applications, and user training*. Workshop presented to Alliant International University students, Los Angeles, CA.
- Hoffman, C.C. (2002, April). Co-presented (with McPhail, S.M. and Schmit, N.) a pre-conference workshop entitled *The Practitioner's Dilemma: Designing Effective Yet Practical Research for Organizations*, at the annual conference of the Society for Industrial and Organizational Psychology.
- Hoffman, C.C. (1999, April). A large scale application of synthetic validity. Presented as part of the pre-conference workshop *Transporting Validity In The Real World*, N. Tippins (Chair), at the annual conference of the Society for Industrial and Organizational Psychology.
- Hoffman, C.C. (1997, April). *Position Analysis Questionnaire: System and field applications*. Workshop presented to Western Region Intergovernmental Personnel Assessment Council.
- Hoffman, C.C. (1993, June). *An introduction to generalizability theory*. Workshop presented to the International Personnel Management Association Assessment Council conference, Sacramento, CA.

INVITED PRESENTATIONS

- Hoffman, C. C (2007, February). *Using difficulty-anchored rating scales in setting cut scores: A new Angoff modification*. Invited presentation at the monthly meeting of the Personnel Testing Council of Southern California, Long Beach.
- Hoffman, C.C. (2005, October). *Using secondary sources of data: Advantages, barriers and applications*. Invited presentation at the fall conference of the Personnel Testing Council of Southern California.
- Hoffman, C.C., (2003, April). *Some known's and unknown's regarding 360 feedback measures*. Invited presentation at the monthly meeting of the Orange County Organizational Development Network, Orange, California.
- Hoffman, C.C., (2000, August). *An expanded future role for synthetic validation?* Invited presentation to the staff of Cooperative Personnel Services, Sacramento.
- Hoffman, C.C. (1998, June). *Generalizability analysis of a 360 feedback measure*. Invited presentation at the monthly luncheon meeting of the Personnel Testing Council of Southern California.
- Hoffman, C.C. (1997, October). *Real-world applications of utility analysis*. Invited presentation at the annual fall conference of the Personnel Testing Council of Southern California, Newport Beach.
- Hoffman, C.C. (1997, June). *Responding to competitive pressures with integrated HR systems*. Presented as the PTC-sponsored speaker at the annual conference of the International Personnel Management Association Assessment Council, Newport Beach, CA.
- Hoffman, C.C. (1995, May). *Pre-employment interviews: Are they worth the trouble?* Invited panel presentation at the monthly luncheon meeting of the Personnel Testing Council of Southern California.
- Hoffman, C.C. (1994, October). *Enhancing the human resources function through assessment*. Invited address at the annual conference of the International Association of the Chiefs of Police, San Diego, CA.
- Hoffman, C.C. (1994, April). *Designing selection systems for future flexibility*. Invited presentation at the spring conference of the Personnel Testing Council of Southern California, Montebello, CA.
- Hoffman, C.C. (1994, January). *Things I didn't learn in graduate school*. Invited address to the students and faculty of Bowling Green State University, Bowling Green, Ohio.
- Hoffman, C.C. (1992, October). *Job sample case studies in applied practice*. Invited address at the annual fall conference of the Personnel Testing Council of Southern California.
- Hoffman, C.C. (1991, October). *Application of assessment center and appraisal methodology to management development*. Invited presentation at a luncheon meeting of the Personnel Testing Council of San Diego.
- Hoffman, C.C. (1987, April). *Criterion-related validation: Why, when, and how?* Workshop conducted for the Personnel Testing Council of Southern California.

CONFERENCE PRESENTATIONS

- Hoffman, C.C. (2009, April). Panel member in the panel discussion *Synthetic validity: Practical questions and answers* (C.A. Scherbaum and P. Steel, co-chairs) at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans.
- Hoffman, C.C., Valle, C., Orozco-Atienza, G., & Tashima, C.C. (2009, April). *Stability of job analysis findings over time*. Poster session presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans.

- Hoffman, C.C., and Tashima, C.C. (2009, April). *Comparing two strategies for developing structured interview alternate forms*. Poster session presented at the annual conference of the Society for Industrial and Organizational Psychology, New Orleans.
- Hoffman, C.C., and Tashima, C.C. (2008, April). *Using a difficulty-anchored rating scale in performing Angoff ratings*. Poster session presented at the annual conference of the Society for Industrial and Organizational Psychology, San Francisco.
- Boyd, S., Ensari, N., Hoffman, C.C., and Newman, D.A. (2007, April). *Core self-evaluations moderating the job stress-burnout relationship*. Poster session presented at the annual conference of the Society for Industrial and Organizational Psychology, New York.
- McPhail, M.C., Gibson, W.M., Hoffman, C.C., Hogan, J.C., Johnson, J.W., Landon, T.E., Landy, F.J., McDaniel, M.A., Mueller, L.M., Stelly, D.J., and Tippins, N.T. (2007, April). *Alternative Validation Strategies: Developing New and Leveraging Existing Validation Evidence*. Panel discussion covering the chapters of a new SIOP Professional Practice Series book. Presented at the annual conference of the Society for Industrial and Organizational Psychology, New York.
- Dourigan, A., Whitney, D., and Hoffman, C.C. (2007, April). *Sources of Perceived Validity, Criterion-Related Validity, and Adverse Impact in a Management Assessment Center*. In Nguyen, H.D., and Ghumman, S. (co-chairs) *Global Examinations of Discrimination in the Contemporary Workplace*. Symposium presented at the annual conference of the Society for Industrial and Organizational Psychology, New York.
- Hoffman, C.C. (2006; May). *Recent developments in JCV: Cognitive, physical, and personality domains*. Presented as part of a symposium (J. Foster, chair) at the annual conference of the Society for Industrial and Organizational Psychology, Dallas.
- Rashkovsky, B. and Hoffman, C.C. (2005, April). *Examining a potential extension of the JCV model to include personality predictors*. Symposium presented at the annual conference of Industrial and Organizational Psychology, Los Angeles.
- Pipkin, E.A., Hoffman, C.C., and Ensari, N. (2005, April). *Prejudice in Employment Decisions: Cognitive vs. Interpersonal Structured Interview Content and the Role of Applicant Ethnicity on Adverse Impact*. Presented as part of a symposium at the annual conference of Industrial and Organizational Psychology, Los Angeles.
- Bui, T., and Hoffman, C.C. (2004, April). *Validity of faking in predicting customer service training criteria*. Poster session presented at the annual conference of the Society for Industrial & Organizational Psychology, Chicago.
- Hoffman, C.C., and Morris, D. (2003, April). *Testing a proposed method for estimating test battery validity using Job Component Validity estimates*. Poster session presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Morris, D., Hoffman, C.C., and Shultz, K.S. (2003, April). *A comparison of Job Component Validity estimates to meta-analytic validity estimates*. Poster session presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Hoffman, C.C., (2001, April). *Use of secondary data in practice and research: Five case studies*. Presented as part of a roundtable at the annual conference of the Society for Industrial & Organizational Psychology, San Diego.
- Hoffman, C.C., Haase, S., & Babasa, B. (2000, April). *Using JCV test predictions in setting test battery cut scores*. Presented as part of the practitioner forum *Setting cut scores: Practical considerations, technical difficulties, and innovative solutions* (Hollie Levy, Chair) at the annual conference of the Society for Industrial & Organizational Psychology, New Orleans.

- Hoffman, C.C. (1999, April). *Applying job component validity: Findings and recommendations for practice*. Presented as a poster session at the annual conference of the Society for Industrial and Organizational Psychology, Atlanta, GA.
- Hoffman, C.C., & Haase, S. (1998, May). *Generalizability analysis of a 360 feedback measure*. Paper presented at the annual conference on the assessment center method, Pittsburgh, PA.
- Hoffman, C.C., Holden, L.M., & Gale, E. (1998, April). *The mother of all selection systems: An application of construct validity*. A Practitioner Forum presented at the annual conference of the Society for Industrial and Organizational Psychology, Dallas, Texas.
- Hoffman, C.C., and Holden, L.M. (1997, April). *An extension of 'A comparison of validation criteria'*. Paper presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Hoffman, C.C., & Holden, L.M. (1997, April). *Spatial / mechanical comprehension: Validity, factor structure, and adverse impact*. Practitioner Forum presented at the annual conference of the Society for Industrial and Organizational Psychology, St. Louis, MO.
- Hoffman, C.C. (1996, April). *Applying utility analysis to guide decisions on selection system content*. Presented as part of a symposium at the Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Hoffman, C.C. (1995, April). *Implementing 360 Degree feedback*. Practitioner forum presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Hoffman, C.C. & Lamartine, S.M. (1995). *Transporting physical test validity via the Position Analysis Questionnaire*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, Orlando.
- Hoffman, C.C. (1994, August). *Replicating Hogan's structure of physical performance via the PAQ*. Presented at the annual conference of the American Psychological Association, Los Angeles.
- Palomar, J., & Hoffman, C.C. (1994, August). *Modeling manager's choice of potential assessor candidates*. Paper presented at the annual conference of the American Psychological Association, Los Angeles.
- Hoffman, C.C.. (1994, April). *Re-evaluating assessment center utility: Validity is not the only consideration*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, Nashville.
- Hoffman, C.C., & Holden, L.M. (1993, April). *Dissecting the interview: An application of generalizability analysis*. Presented as part of the symposium *Psychometric analysis of the structured interview* (D.L. Denning chair), at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
- Hoffman, J.K., & Hoffman, C.C., (1993, April). *Analytic scoring of a complex writing sample*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, San Francisco.
- Hoffman, C.C. (1993, October). *Downsizing strategies at SoCal Gas*. Presentation to managers and executives of member companies of the American Gas Association, Washington, D.C.
- Hoffman, C.C., & Holden, L.M. (1992, April). *Generalizability analysis of an analytic writing evaluation instrument*. Presented as part of the symposium *Direct evaluation of writing skills in the workplace*, D.L. Denning (chair), at the annual conference of the Society for Industrial & Organizational Psychology, Montreal.
- Hoffman, C.C., & Holden, L.M. (1992, April). *The validity and dimensionality of the Supervisory Profile Record*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, St. Louis, MO.

- Hoffman, C.C., & Holden, L.M., (1990, June). *Development and operational use of an analytic writing evaluation instrument*. Presented as part of the symposium *Alternate strategies for assessing writing skills* (D.L. Denning, Chair) at the International Personnel Management Association Assessment Council Conference, San Diego.
- Hoffman, C.C., & Holden, L.M., (1990, June). *The reliability of a structured panel interview: A practical application*. Presented at the International Personnel Management Association Assessment Council Conference, San Diego.
- Hoffman, C.C., & Holden, L.M. (1990, April). *Comparing self-appraisals to other validation criteria*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, Miami, FL.
- Hoffman, C.C. (1989, April). *Impact of job analysis method on job family structure*. Presented at the annual conference of the Society for Industrial & Organizational Psychology, Boston, MA.
- Hoffman, C.C., & Holden, L.M. (1988, June). *The effect of PAQ item type on analyst interrater reliability*. Presented at the International Personnel Management Association Assessment Council Conference, Las Vegas.
- Hoffman, C.C., & Dossett, D.L. (1984). *A test of the assumed superiority of the expert rater*. Presented at the 92nd Annual American Psychological Association Conference, Toronto.
- Hoffman, C.C., Fredricks, A., & Doverspike, D. (1983). *Another look at "Do Behavioral Observation Scales Measure observation?"* Presented at the 91st Annual American Psychological Association Conference, Anaheim, CA.