

# Biennial Report 2019–2020

HUMAN RESOURCES RESEARCH ORGANIZATION (HUMRRO)



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# President's Message

## Biennial Report 2019-20

As a mission-driven, nonprofit consulting and applied research firm, HumRRO sits in a unique position that allows us to do what is best for our clients. We are proud of our reputation as an industry leader that offers an independent and unbiased approach to everything we do. Our climate encourages innovation and diligence among our staff who remain engaged in each new challenge, and our unparalleled technical expertise specifically addresses each individual client's unique situation and needs.

HumRRO's organizational climate fosters a spirit of collaboration among our employees who value sharing, teamwork, and giving back as manifested in a wide range of contributions. We improve society by helping organizations and the U.S. military ensure they are hiring the right people; by helping people select the best career choice; by ensuring our education testing programs provide students, parents, and school systems with accurate information; and by ensuring only those with the appropriate level of competence receive a certification credential.

Our spirit of contributions also extends to sharing our insights and research with the scientific community through publications and presentations. We fund an internal research and development program that provides opportunities for employees to help advance the scientific foundation of our work. We also fund graduate student internships and a doctoral fellowship to facilitate the development of the future workforce. As part of our partnership with the Urban Alliance, we offer an internship to underserved high school students, and coach and mentor others participating in the program.

The Covid-19 pandemic and the societal unrest that plagued 2020 presented unique stressors, challenges, and divisiveness. Through it all, the HumRRO family remained supportive, collaborative, and resilient, as they adapted to

the realities while still providing exceptional client services and finding ways to remain connected. In overcoming these challenges, we affirmed that we are better together.

We also affirmed that we stand resolutely against systemic racism, prejudice, bigotry, and violence against others. We embrace diversity, understanding it takes many forms. As a result, we have formed two new strategic committees staffed by our employees: one focused on internal diversity and inclusion and the other focused externally on how our work can help address the larger societal issue of racial inequality.

We are proud of our services, as well as our strong collegial culture. HumRRO is a results-oriented organization characterized by competence, objectivity, professionalism, integrity, energy, and commitment. I hope you enjoy reading this biennial report that offers a small glimpse into our contributions to our clients, science, and society.

Best regards,

**Suzanne Tsacoumis, Ph.D.**  
President and Chief Executive Officer



**Suzanne Tsacoumis, Ph.D.**  
President and CEO

[\(view online profile\)](#)





# Overview

Across our world, tough decisions are made every day. Organizations choose who to hire, develop, and promote. Students decide which professions best reflect their skills and interests. Leaders make tough calls about strategy and allocating scarce resources. Evaluators recommend which interventions are working and which programs should be cut.

At HumRRO, one key goal is reflected in everything we do: to help those we serve make better decisions. This report illustrates the ways in which we bring this goal to life.

At the broadest level, we help ensure the effectiveness of organizations, agencies, programs, policies, and professionals. We evaluate programs and recommend improvements. We are strengthening our nation's workforce in professions



as diverse as cybersecurity, diplomacy, energy, and law enforcement by creating custom hiring tools that identify the best qualified people based on merit. We are fostering trust and confidence in educational assessment by ensuring that scores are accurately computed. We build online tools that help both students and adults find fulfilling careers. We promote excellence and professional growth among diverse fields including nursing, leadership coaching, community management, and veterinary medicine by developing high-quality certification programs.

Beyond applying industry best practices, cutting-edge methods and tools, and state-of-the-art assessment delivery options, we are pioneering new ways to approach the complex challenges we help our clients solve. From efficiently mining the text contained in thousands of job descriptions via natural language processing to harnessing the power of machine learning to identify

optimal assessment composites, our work moves the field forward as well. As a collaborative, multidisciplinary organization, we are also able to share our technical rigor and best practices among one another, elevating all fields of practice.

Helping others make better decisions means more than achieving productive outcomes and effectiveness, as important as those metrics are. We also partner with our clients to promote decision-making that minimizes discrimination and unconscious bias.

Our unique position and perspective as a mission-driven, nonprofit organization allows our experienced, highly trained staff the freedom to focus on quality over profit, on meeting each client's unique needs, innovation, and on best practices through collaboration. We work to solve, not sell.

We also share our expertise by publishing and presenting our work and through leadership and service to our professional societies. This spirit of "giving back" is a key part of who we are. To help grow the next generation of applied psychologists and education researchers, we offer a vibrant internship program for graduate students and the \$12,000 Meredith Crawford Fellowship. Through our internal research and development program, we fund staff-initiated research ideas that both expand our capabilities as well as contribute to the science. We are honored to be recognized as a 2019 Top 50 Great Places to Work by *Washingtonian* magazine and a 2020 Top Workplace by *The Washington Post*, and we strive every day to live up to those accolades.



**Results-Oriented.  
Quality. Innovation.  
Solutions. Integrity.**

To all of us at HumRRO, these are more than just words. They are the values that animate what we strive to do, and what we aim to be, every day—through each client engagement and every attempt to give back to our communities, our profession, and our society. We invite you to peruse these pages and learn more about how we put these values into practice through our work.

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*The expertise and professionalism of the HumRRO staff is extraordinary — and their friendliness and flexibility in accommodating all of our needs is exceptional.*

— Robin McBeth  
Coordinator, Senior Executive Service (SES) and Supervisory Programs  
Bureau of Alcohol, Tobacco, Firearms, and Explosives

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[\(return to table of contents\)](#)



## Results-Oriented

Working with energy, commitment, and professionalism to help our clients meet their unique, and even most challenging, goals. Being counted on to deliver for our clients.

In under two years, we helped the Association of Certified Anti-Money Laundering Specialists (ACAMS) develop and implement six new certification exams at the associate, specialist, and advanced levels. **Nearly 2,000 candidates have now pursued these credentials**, significantly enhancing our nation's ability to detect and prevent financial crimes.



Working with the International Association of Chiefs of Police, we conducted a comprehensive evaluation of the Los Angeles Sheriff's Department's (LASD) human capital procedures. Following our team's recommendations, LASD created additional training academies, enhanced their selection procedures, and **hired 40% more Deputy Sheriffs**.



For nearly a quarter century, the Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF) has entrusted us to **identify top-notch candidates for promotion at multiple leadership levels**, most recently, through the use of rich media "day in the life" simulations that mirror the complex challenges these leaders face on the job.



Our special studies for the National Assessment Governing Board (NAGB) **allow NAGB to generate well-informed, effective policy decisions** in such areas as postsecondary preparedness, state and international standards, achievement-level descriptors, and the validity of different interpretations and uses of National Assessment of Educational Progress (NAEP) scores.



We help **select, place, and provide career guidance to the nearly 1 million people** who complete the Armed Services Vocational Aptitude Battery (ASVAB) each year by leading the development of over 10,000 ASVAB items on subtests covering a wide range of subject matter, including word knowledge, paragraph comprehension, mathematics, science, and technical specialties.



*HumRRO has been a great partner in their evaluations of the California assessment system for over 20 years. Thanks to their work, we have more confidence in our assessment processes and systems and have been able to ensure our policies are fair and inclusive. They've handled challenges and contract amendments with a proactive and positive attitude, and all of their reports and workshop materials have been of the highest quality.*

– Kelly Bacher  
Education Research  
and Evaluation Consultant  
California Department  
of Education



## Quality

Quality is all about bringing top-notch skill, dedication, and focus to everything we do.

From item development to form assembly and scoring, **we promote effective HR practice by supporting all elements of the Society for Human Resource Management's (SHRM) certification assessments**, completed by over 20,000 HR professionals each year. Our work includes developing more than 1,600 knowledge and situational judgment-based items annually and building forms using rigorous automated test assembly (ATA) algorithms.



We are **helping build an elite diplomatic corps** by leading the development and administration of the Department of State's Foreign Service Officer Test (FSOT), which is completed by over 10,000 applicants each year.

Our work helping the Federation of State Boards of Physical Therapy (FSBPT) map the competencies needed to practice dry needling was cited by state licensing boards as their **primary reason for accepting dry needling into the standard scope of PT practice**. We also partnered with FSBPT to pioneer a novel practice analysis approach, which informs adjustments to the National Physical Therapy Exam (NPTE) blueprints and item development goals by monitoring practice trends annually.



We are **promoting rural educators' professional development by providing a variety of assessment, analytic, and evaluation services** to the Appalachian Support for Specialized Education Training (ASSET) program. K-12 teachers sharpen their skills through the online ASSET program, earning microcredentials by completing on-demand simulation-based performance assessments.



Charged with the goal of modernizing job categories, we **updated the website and the assessments students use to identify hundreds of careers matching their interest and ability profiles** through the Career Exploration Program (CEP). The CEP represents the lifeblood for acquiring and engaging new talent for the U.S. military, and introduces educational, vocational, and professional career opportunities for many disadvantaged and underserved military eligible youth.

We **facilitated optimal person-job matches within the U.S. Army** through a holistic assessment process—including cognitive, personality, and physical abilities—and employing sophisticated synthetic validation and data generation strategies.





# Innovation

Fostering a climate that promotes creative thinking and critical analysis. Generating actionable insights. Thinking of thorny problems in new ways, leading to better solutions.

We are **strengthening our nation's cyber defenses** by helping the Department of Homeland Security (DHS) develop, launch, and operate a cybersecurity workforce assessment program. Our work included developing advanced technical simulations and interviews targeting eight cyber capabilities.



**Through evaluations that employ rigorous quasi-experimental designs**, we have traced the positive impact of Curriculum Associates' i-Ready® diagnostic assessments on reading and mathematics achievement, including for traditionally academically disadvantaged groups such as English learners. The online, computer-adaptive i-Ready® assessments pinpoint student skill levels and developmental needs, highlighting their progress toward achieving year-end educational goals.

We are **revolutionizing how the Defense Language Institute assesses language skills** by creating multiple computer-adaptive versions of the Defense Language Proficiency Test.



We enhanced U.S. Navy talent management by designing a streamlined process for linking soldier aptitude profiles to occupational requirements. Key drivers of our approach included **using Natural Language Processing (NLP) to profile Navy job requirements and cloud computing to estimate the models supporting such linkages very efficiently.**



We are helping the Army quickly yet comprehensively profile officer job requirements through an **innovative tool that harnesses the power of Natural Language Processing (NLP).**



*HumRRO is a proven innovation leader in credentialing, and we truly value our partnership. They challenge our SMEs to contribute in the best way possible to advance the profession, resulting in high-quality items with a survival rate that exceeds expectations. HumRRO's talented team of researchers confront challenges with innovative solutions—most recently with the creation of a new, validated calibration method.*

– Alexander Alonso, Ph.D., SHRM-SCP  
Chief Knowledge Officer  
Society for Human Resource Management (SHRM)



## Solutions

Tailoring our services to reflect each client's unique needs. Understanding their goals, expectations, and hopes. Earning their trust.

**We generated a comprehensive understanding of the emergency, trauma, and transport nursing workforce, the challenges members face, and prospects for the future pipeline of emergency nurses** by conducting the first study of this vitally important workforce. The work was supported by the MedEvac Foundation, the Board of Certification for Emergency Nursing, the Society of Trauma Nurses, the Air & Surface Transport Nurses Association, and the Emergency Nurses Association.



Beyond sustaining the Community Association Managers International Certification Board's (CAMICB) assessment program for over 25 years, **we provide expert consulting on the program's governance and strategy**—including helping CAMICB maintain accreditation through the National Commission for Certifying Agencies (NCCA).

We are partnering with Southern California Edison (SCE) on a diverse array of talent management initiatives, including **refreshing and validating job knowledge tests, developing simulations that identify promising candidates for promotion to supervisor, and providing expert consultation** around which off-the-shelf tools will best meet SCE's leadership assessment needs.



We benchmarked the steps taken by the Port Authority of New York and New Jersey to select Training Academy recruits against best practices in law enforcement and relevant professional standards, **offering rigorous, valid psychological exams during the hiring process.**



To create a forward-looking, secure, and efficient assessment process that will remain viable long into the future, we helped the Defense Personnel Assessment Center (DPAC) **transition the computer-adaptive Armed Services Vocational Aptitude Battery (ASVAB) to the cloud.**

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*Our experience working with members of the HumRRO team on this project has truly exceeded expectations. HumRRO embodies high quality work and client partnership. HumRRO always comes through in a timely manner. The team kept its focus on our requirements and partnered with us to develop products and services that met or exceeded them.*

– Phil Lewis  
Senior Technical Officer  
National Center for  
O\*NET Development

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## Integrity

Always maintaining the highest standards in whatever industry we are working in. Knowing that our clients expect the best from us. More broadly, making the world more equitable, accessible, and just.

The International Coaching Federation (ICF) refreshed its Core Competency Model based on a **practice analysis we led that reflected the voices of over 1,200 coaches across the globe.** Our collaboration with ICF continues as we map the domain of team coaching and enhance their credentialing assessments.



We are evaluating several states' efforts to develop cutting-edge assessments under the U.S. Department of Education's new Innovative Assessment Demonstration Authority (IADA), **leading development of the analysis plan and conducting technical reviews of the new assessments.**

To promote **equitable learning and growth among students with significant cognitive disabilities**, we are evaluating the Collaborative for the Alternative Assessment of English Language Proficiency for the National Center for Research, Evaluation, Standards, and Student Testing at the University of California Los Angeles.



We are **developing the teachers of the future** by evaluating two grants funded by the National Science Foundation (NSF) for the University of Kentucky. The first promotes equitable and responsive mathematics instruction, and the second fosters STEM literacy across diverse learner populations.



To help ensure the integrity of U.S. Air Force strategies, we provided **data forensics that highlight when assessment content has likely been compromised, to promote a fair and accurate assessment process.**

*What differentiates HumRRO is the hard work they put in to understand the project, our team, and our key stakeholders, which makes them much more effective. They become personally vested in each project. The HumRRO team is exceptionally talented and easy to work with, handling challenges extremely well.*

– Janie Schumaker, MBA, RN, CEN, CENP, CPHQ, FABC  
Chief Executive Officer  
Board of Certification for  
Emergency Nursing (BCEN)



# Getting the Word Out

Our staff generated over 40 publications and delivered several high-profile workshops and seminars in the past two years, including these examples:

## PUBLICATIONS:

### High Ability Studies

**Lead author:** Brittany Crawford, Ph.D., Research Scientist

**Impact:** 2019 study on the underrepresentation of minority students in gifted programming includes recommendations on how educators can reduce obstacles to narrowing this achievement gap.

[\(view article online\)](#)



### Career Pathways: School to Retirement

**Lead chapter author:** Tim McGonigle, Ph.D., Vice President

**Impact:** Shared best practices on the U.S. Department of Veterans Affairs' MyCareer@VACareer Pathways tool.

**Lead chapter author:** David Dorsey, Ph.D., Vice President

**Impact:** How to use "big data" to design and evaluate career pathway programs.

[\(view chapters online\)](#)



### Educational Researcher

**Lead author:** Justin Paulsen, Ph.D., Research Scientist

**Impact:** In an already well-cited 2020 paper, Paulsen's research clarifies the factors that impact students' level of engagement with online vs. face-to-face learning.

[\(view article online\)](#)

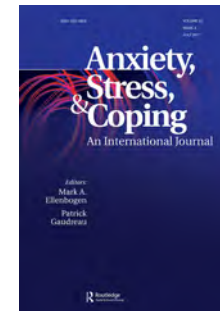


### Anxiety, Stress, & Coping

**Lead author:** Arielle Rogers, Ph.D., Research Scientist

**Impact:** 2019 paper illuminates how organizations can structure their work environments to lessen strain by identifying how employees' personal resources relate to how they handle work disruptions.

[\(view article online\)](#)



## We give back to science

by sharing our work and expertise with I-O professionals and other executives. We publish articles and studies in prestigious journals and present at numerous conferences as well as serve as leaders in professional associations and scientific organizations.





# Getting the Word Out

## PUBLICATIONS (continued):

### *Journal of Applied Psychology*

**Lead author:** Oren Shewach, Ph.D., Research Scientist

**Impact:** 2019 study helps illustrate that stereotype threat is more likely to occur in laboratory versus real-world assessment contexts.

[\(view article online\)](#)



### *Journal of Occupational Health Psychology*

**Lead author:** William Taylor, Ph.D., Senior Scientist

**Impact:** One of the few studies exploring the lives of working students, the 2019 article sheds light on how well various strategies help students' recover from the demands of work and school.

[\(view article online\)](#)

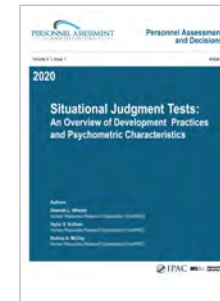


### *Personnel Assessment and Decisions*

**Authors:** Deborah Whetzel, Ph.D., Manager, Taylor Sullivan, Ph.D., Director, Credentialing Services and Rodney McCloy, Ph.D., Principal Scientist

**Impact:** Downloaded more than 1,200 times, this paper shares a variety of practical, experience-driven tips for developing, validating, and implementing situational judgment tests (SJTs).

[\(view article online\)](#)



### *Perspectives on Psychological Science*

**Lead author:** Martin Yu, Ph.D., Research Scientist

**Impact:** Provides insight for the field to better understand the characteristics of students who are drawn to and persist in studying psychology, as well as those who leave the major.

[\(view article online\)](#)



## WORKSHOPS AND INVITED SESSIONS:



### 2019 SIOP Annual Conference (Society for Industrial and Organizational Psychology)

**Speakers:** Dan Putka, Ph.D., Principal Scientist, and David Dorsey, Ph.D., Vice President

**Impact:** Shared recent advances in artificial intelligence and machine learning and what they mean for I-O psychologists' work and research.



### 2019 International Personnel Assessment Council (IPAC)

**Speaker:** Cheryl Paullin, Ph.D., Vice President

**Impact:** Shared best practices in online simulation development through a workshop.



### SIOP Leading Edge Consortium

**Speaker:** Suzanne Tsacoumis, Ph.D., President & CEO

**Impact:** Shared perspective on the practical applications of rich-media simulations in high-stakes assessment contexts.

“Everyone at HumRRO has been a joy to work with. The products are technically strong. I appreciate the dedication to diversity and inclusion, and the effort to minimize adverse impact.”

– Jennifer Becker  
Assessor, Board of Examiners  
U.S. Department of State



# Leading Our Profession

Our staff shared their time, talent, and expertise with many different professional and scientific organizations over the past two years, including in the following leadership positions:



- Kimberly Adams, Ph.D., Senior Staff Scientist**  
Chair: Society for Industrial and Organizational Psychology (SIOP) Learning Resources for Practitioners Committee
- Maura Burke, Ph.D., Research Scientist**  
Chair: SIOP Visibility Committee-Metrics subcommittee
- Susan D’Mello, Ph.D., Senior Scientist**  
Chair (Inaugural): SIOP Disability Inclusion and Accessibility Committee
- Michael Hughes, Ph.D., Senior Scientist**  
Chair: SIOP Subcommittee on the Jeanneret Award for Excellence in the Study of Individual or Group Assessment
- Deirdre Knapp, Ph.D., Principal Scientist**  
Chair: SIOP Committee for the Advancement of Professional Ethics (CAPE)
- Tim McGonigle, Ph.D., Vice President**  
Chair: SIOP Placement and I-O Job Network Committee
- Scott Oppler, Ph.D., Principal Scientist**  
Chair: SIOP Institutional Research Committee



- Gavan O’Shea, Ph.D., Manager**  
Executive Board Member: APA Council Representative
- Dan Putka, Ph.D., Principal Scientist**  
Chair: SIOP Distinguished Professional Contributions Award subcommittee
- Stephen Robertson, Ph.D., Research Scientist**  
Co-Chair: Practice subcommittee of the SIOP LGBTQIA+ Committee
- Susan D’Mello, Ph.D., Senior Scientist**  
Co-Chair: APA Committee on Disability Issues in Psychology
- Deirdre Knapp, Ph.D., Principal Scientist**  
Chair: APA Policy and Planning Board
- Gavan O’Shea, Ph.D., Manager**  
Representative: APA Council of Representatives, representing SIOP



**Kevin Bradley, Ph.D., Senior Staff Scientist**  
Commissioner: Institute for Credentialing Excellence (ICE) National Commission for Certifying Agencies  
Chair: ICE Eligibility Criteria Task Force



- David Dorsey, Ph.D., Vice President**  
Committee on Foreign Language Assessment for the U.S. Foreign Service Institute for the National Academies of Sciences, Engineering, and Medicine
- Cheryl Paullin, Ph.D., Vice President**  
Committee on Facilities Staffing Requirements for Veterans Health for the National Academies of Sciences, Engineering, and Medicine



**Amy McKee, Director, Private Sector Talent Management**  
Board Member: Board of Directors for the Certification Network Group



**Arthur Thacker, Ph.D., Principal Scientist**  
Editor: National Council on Measurement in Education (NCME) Newsletter



**Deborah Whetzel, Ph.D., Program Manager**  
Board Member: Board of Directors for the International Personnel Assessment Council (IPAC)



**Caroline Wiley, Ph.D., Senior Staff Scientist**  
Chair: American Evaluation Association’s PreK-12 Topical Interest Group



# Community Spirit

We also express our “giving back” spirit close to home and are particularly committed to helping underserved students in our own communities grow their skills and gain valuable work experience.

For several years, we have employed a high school intern in the Washington, D.C., area through the Urban Alliance (UA) internship program where students receive mentoring, career guidance, and a variety of work experiences.

## Other examples include:

- A team from HumRRO is helping mentor disadvantaged high school students through UA by providing feedback on college application essays, resumes, and interview responses.
- Several staff are serving as peer mentors to graduate students through the Personnel Testing Council of Metropolitan Washington.
- Susan D’Mello, Ph.D., Senior Research Scientist, mentored blind high school and college students in the areas of career planning, resume development, job searching, interviewing skills, and advocacy skills.
- Angela Lee, Ph.D., Research Scientist, supports the group Blacks in I-O by conducting mock interviews and resume reviews.
- President and CEO, Suzanne Tsacoumis, Ph.D., serves as a mentor to two graduate students of color through the SIOP-CEMA (Committee on Ethnic Minorities Affairs) mentoring program.



When school and work went virtual during the pandemic, so did HumRRO's internship program through the Urban Alliance. High school intern Foziya Mohammed (left) continued to meet virtually with her mentor, HumRRO's LaVonda Murray.



HumRRO President and CEO Suzanne Tsacoumis, Ph.D., spoke to high school students enrolled in the Urban Alliance internship program, at a college and career information session. (Right) HumRRO intern, Foziya Mohammed, practiced her public speaking skills introducing Dr. Tsacoumis to the group.



HumRRO staff from Alexandria, Virginia; Monterey, California; and Minneapolis joined thousands of volunteers on the National Mall in Washington, D.C., to pack meals for low income senior citizens at the AARP Summer of Service to Seniors event.

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**HumRRO's dedication to open collaboration, dialogue and true partnership with ICF sets the foundation for successful outcomes. The commitment to partnership is among the many reasons we value our work with HumRRO and why we're pleased our partnership has grown over the years.**

— Carrie Abner  
Vice President  
Credentials and Standards  
International Coaching Federation (ICF)

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# Our Clients (2019-2020)

## FEDERAL GOVERNMENT:

- Army Research Institute for the Behavioral and Social Sciences
- Bureau of Alcohol, Tobacco, Firearms and Explosives
- Cybersecurity & Infrastructure Security Agency
- Defense Personnel Assessment Center
- Department of Defense
- Department of Homeland Security
- Department of Education
- Department of Justice
- Department of Labor
- Department of State
- Drug Enforcement Administration
- Federal Aviation Administration
- Federal Reserve
- Intelligence Advanced Research Projects Agency
- National Assessment Governing Board
- National Institutes of Health
- National Science Foundation
- National Geospatial-Intelligence Agency
- U.S. Agency for International Development
- U.S. Air Force
- U.S. Capitol Police
- U.S. Marshals Service
- U.S. Navy
- U.S. Secret Service

## PRIVATE SECTOR:

- ACT, Inc.
- American Academy of Periodontology
- American Board of Audiology
- American Board of Criminalistics, Inc.
- American Board of Pain Medicine
- American Civil Liberties Union
- American College of Health Care Administrators
- American College of Healthcare Executives
- American College of Veterinary Nutrition
- American College of Veterinary Surgeons
- American Institutes for Research
- American Physical Therapy Association
- American Society of Military Comptrollers
- American Veterinary Dental College
- APEX Systems, Inc.
- ASIS International
- Association for Talent Development
- Association of Administrative Law Judges
- Association of American Medical Colleges
- Association of Certified Anti-Money Laundering Specialists, a member of Adtalem Global Education
- Association of Legal Administrators
- Association of Social Work Boards
- Behavior Analyst Certification Board
- Board of Certification for Emergency Nursing
- Calpine Corporation
- Cambium Assessment, Inc.
- Center for Public Safety Management, LLC
- CenterPoint Education Solutions
- Certified Financial Planner Board of Standards

- Chartered Financial Analyst (CFA) Institute
- Cohen & Gresser LLP
- Community Association Managers International Certification Board
- Curriculum Associates
- Edison Electric Institute
- Educational Records Bureau
- Edmentum, Inc.
- Educational Testing Service
- Emmes
- Federation of State Boards of Physical Therapy
- IBM
- Institute for Credentialing Excellence
- International Coaching Federation
- Investments & Wealth Institute
- Laborers' International Union of North America
- Luminant
- Macmillan Learning
- Measured Progress
- MedEvac Foundation International
- National Affordable Housing Management Association
- National Association of Housing and Redevelopment Officials
- NACHA
- National Center for Interprofessional Practice and Education
- National Center for O\*NET Development
- New Meridian
- NWEA
- OptumInsight
- Organisation for Economic Co-operation and Development
- Parsons
- Pearson

“

*The collective ability of HumRRO's skilled researchers and project managers allows HumRRO to truly serve as a thought partner on complex educational research projects while maintaining the agility and patience needed to adapt to a changing scope of work. The contribution of HumRRO's experience in the field is evident in current projects and their reputation for quality work is well deserved.*

– Mary Vixie Sandy, Ed.D.  
Executive Director  
California Commission  
on Teacher Credentialing

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# Our Clients (2019-2020)

## PRIVATE SECTOR (continued):

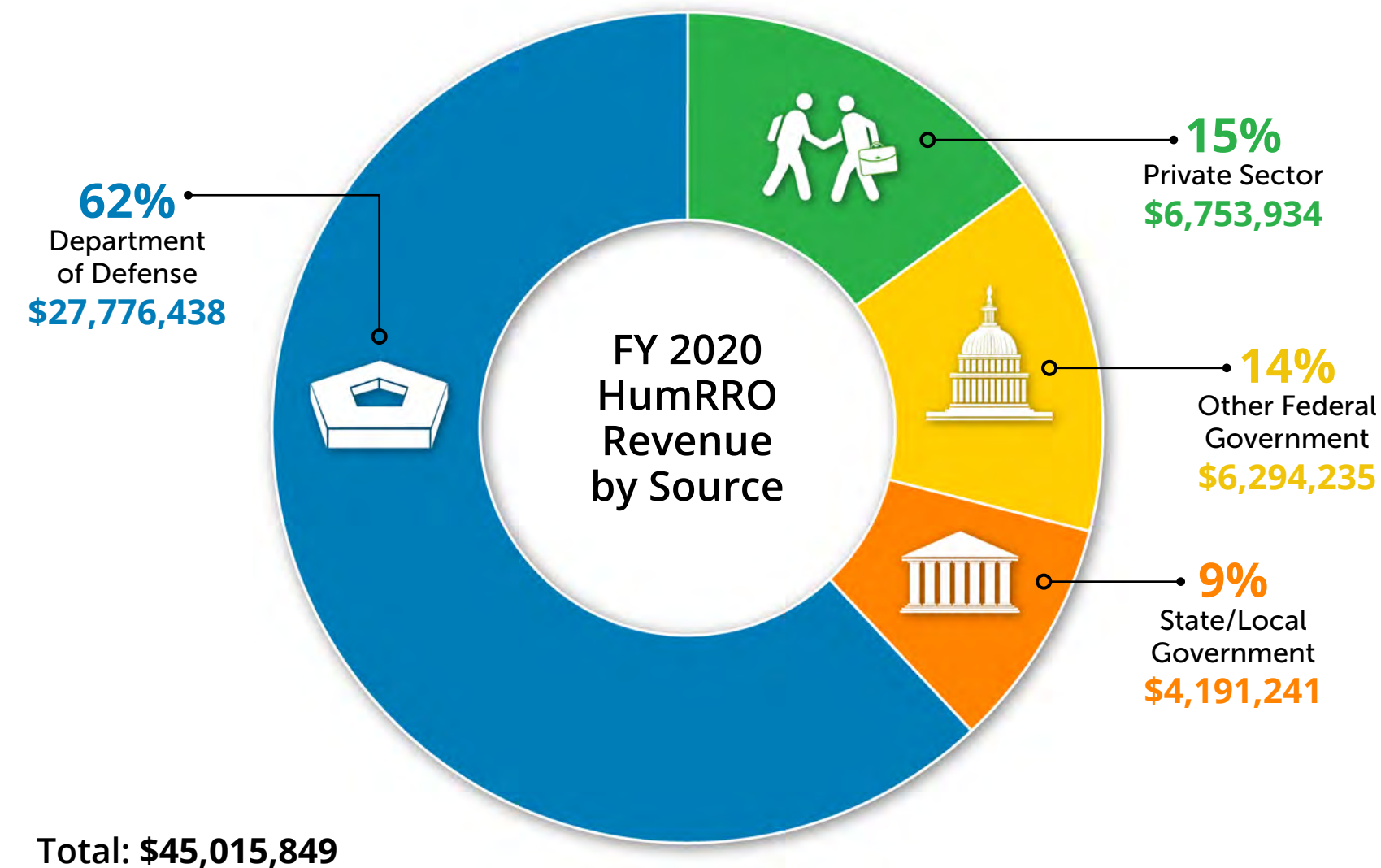
- Pharmacy Technician Certification Board
- Procter & Gamble Company
- ProLiteracy
- Radiology Coding Certification Board
- Riverside Assessment Holdings LLC
- School Nutrition Association
- Society for Human Resource Management
- Southern California Edison Company
- The Clearing House Payment Co. LLC
- The College Board
- The Highlands Company
- The MITRE Corporation
- Thomas Jefferson University
- UnboundEd
- US Math Recovery Council
- W. L. Gore & Associates, Inc.
- Walmart Stores
- Willkie Farr & Gallagher
- YouScience

## STATE, LOCAL, AND OTHER GOVERNMENTS:

- California Commission on Teacher Credentialing
- California Department of Education
- City of Jacksonville Beach (Florida) Police Department
- City of Minneapolis
- City of Pelham, Alabama
- City of Suffolk (Virginia) Department of Fire and Rescue
- Florida Department of Education
- Howard County (Maryland) Government
- Indiana Department of Education
- Kentucky Department of Education
- Los Angeles County Sheriff's Department
- Maryland Department of Public Safety and Correctional Services
- Military of the United Kingdom
- Minnesota Department of Education
- Ohio Department of Education
- Port Authority of NY & NJ
- Radford University
- University of Alabama - Huntsville
- University of Iowa
- University of Kansas
- University of Kentucky
- University of Wisconsin
- Virginia Department of Education
- Westchester County (New York)

# Financial Statement

Fiscal Years 2019 and 2020 were financially sound for HumRRO. Our bottom line totaled over \$8 million for the two years and thus pushed our unrestricted net assets (net worth) to over \$24 million—the highest in company history. Our annual revenues have steadily increased each year, reflecting the value that HumRRO delivers to its clients. We strive to maintain and improve upon our success going forward.



The financial results presented here have been audited by our independent accounting firm BDO USA, LLP. A full copy of the audit report is available upon request.



# Corporate Officers (click on name or headshot to view online profile)

## Suzanne Tsacoumis, Ph.D., *President and CEO*

As President and Chief Executive Officer, Suzanne Tsacoumis, Ph.D., is responsible for providing overall strategic leadership and implementing HumRRO's mission. Dr. Tsacoumis built her professional career conducting, managing, and consulting on projects associated with the research, development, and implementation of personnel assessment and human capital systems, often in litigious environments. She spearheaded innovative work in the development of rich-media simulations for use in both promotion and self-assessment processes. She still enjoys providing expert consultation services for litigiously driven initiatives as well as on policy and implementation issues for operational programs. Dr. Tsacoumis has held several leadership roles within the Society for Industrial and Organizational Psychology (SIOP) and is a fellow of both SIOP and the American Psychological Association (APA).



## Kirk Abriola, *Chief Financial Officer*

Kirk Abriola is HumRRO's Chief Financial Officer and Director of the Business Affairs Division. He has more than 30 years' experience in government contracting, finance, and nonprofit organizations. Prior to joining HumRRO, he served as CFO for multi-entity Alaskan Native Corporations where he was responsible for the finance and contracts shared services. Abriola was Senior Government Contracting Consultant at Cherry Bekart LLP, where he focused his practice on delivering advisory services to clients in support of the complexities that come with federal contracting. Prior to that he served in a senior financial management role at Population Services International, a nonprofit social marketing organization operating in more than 50 countries. Abriola also previously worked at Deltek as a software designer specializing in the government contracting industry. He received a Bachelor of Science in Finance from The Pennsylvania State University and is a CPA in the District of Columbia.



## David Dorsey, Ph.D., *Vice President*

David Dorsey, Ph.D., is Vice President and the Director of HumRRO's Business Development Division. He previously served as a senior executive in the U.S. government in the areas of defense and intelligence and a Vice President at Personnel Decisions Research Institutes (PDRI). His innovative research has focused on understanding adaptive performance, improving performance management, using modeling and simulation technologies for learning, understanding career paths, and building corporate level data science platforms and communities. A SIOP fellow, Dr. Dorsey also recently served as a committee member for the National Academies of Sciences, Engineering, and Medicine, working on an effort related to Foreign Language Assessment for the U.S. State Department's Foreign Service Institute. He also completed the Georgetown University leadership coaching program.



## Cheryl Paullin, Ph.D., *Vice President*

Cheryl Paullin, Ph.D., is Vice President and Director of the Assessment Research and Evaluation Division. Dr. Paullin's technical work involves developing, validating, and implementing custom assessments in many contexts, including hiring, promotion, career and leadership development, and credentialing—often in high-stakes situations. Her clients include a wide range of public- and private-sector organizations, including several Fortune 500 firms. She has published a book chapter and best practice guidelines for HR practitioners on the aging workforce and presented on the development and validation of high-stakes assessments at numerous conferences. Dr. Paullin has served in volunteer leadership roles supporting the I-O Psychology profession locally and nationally, and she is a fellow of SIOP and APA.



## Tim McGonigle, Ph.D., *Vice President*

Tim McGonigle, Ph.D., is Vice President and Director of the Assessment and Evaluation in Education and the Workforce Division. Prior to joining HumRRO, Dr. McGonigle established and managed an interdisciplinary team of social and behavioral scientists, analysts, and functional experts at SRA International. His technical proficiency spans a broad range of topics, including job analysis, competency modeling, workforce planning, assessment development and validation, program evaluation, career development/exploration, and evidence-based policy. His work has appeared in *Applied HRM Research*, *Military Psychology*, *Human Resource Management Review*, and the recently published volumes *Career Pathways: School to Retirement* and the *Casebook of Needs Assessments*.





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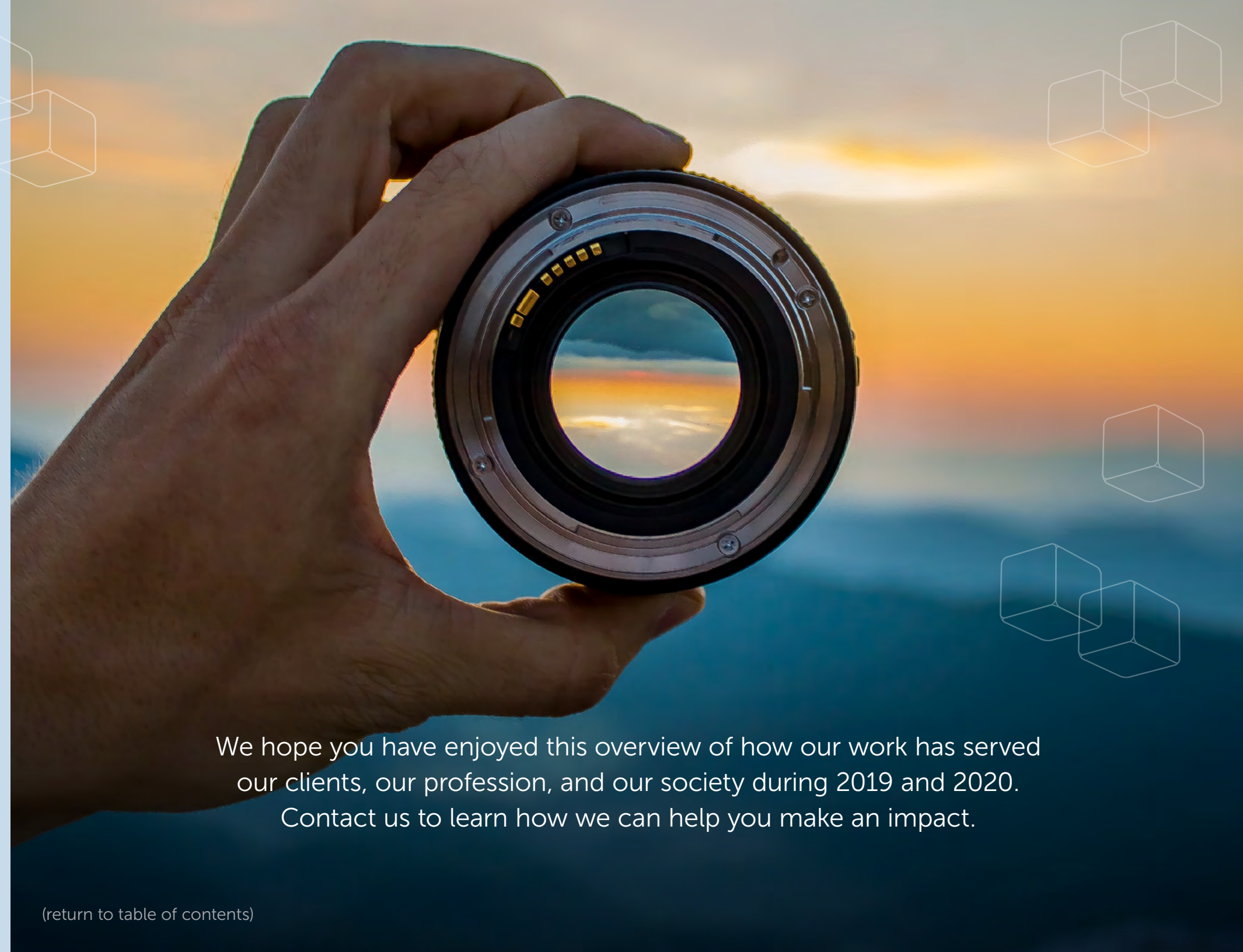
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We hope you have enjoyed this overview of how our work has served our clients, our profession, and our society during 2019 and 2020. Contact us to learn how we can help you make an impact.

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