

HUMAN RESOURCES RESEARCH ORGANIZATION (HumRRO)

2023 | 2024

Biennial Report

When I think about the elevator pitch for HumRRO, it really comes down to **measuring human capabilities in high-stakes settings**. Whether that's figuring out if the right tests are being used to advance students in an educational setting or working with a government organization that's trying to select people into mission-critical roles, it's about bringing data to people decisions and answering questions that really matter in a scientific, rigorous way.

– **David Dorsey, Ph.D.**
VICE PRESIDENT,
BUSINESS DEVELOPMENT

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PRESIDENT'S MESSAGE

OUR STORY is one that is driven by our yearning to have real impact on our clients, science, and society. This impact is a byproduct of the operational programs we support, as well as our propensity to contribute to our profession. I am so proud that we, as an organization, are singularly focused on ensuring technical rigor in the work for our clients, as well as in the information we share with others in the scientific community. I am also exceptionally proud that we have created a culture that embraces a collaborative spirit and prioritizes cooperation in pursuit of the most effective solutions.

The credit for our continued success goes to our employees who, because of their work ethic, dedication, and technical expertise, make our impact a reality. We approach our work by recognizing the value of truly listening to and hearing our clients and then applying our rich understanding to deliver unique and innovative solutions. These are products and services tailored to clients' needs that can only be effectively addressed by bespoke solutions. I am proud of how our employees foster a collegial and comfortable work environment that provides the foundational structure that facilitates our growth and actualizes our unparalleled services.

There is no question that our employees are the heart and soul of our identity, and therefore, I would be remiss in not mentioning our internal impact. Our strong professional development philosophy recognizes the value of encouraging all employees to participate in continual learning and education. As each employee grows and develops, the stronger HumRRO becomes. We are then better equipped to create solutions designed to target the specific needs of our clients. It is this perspective that ensures we remain an employer of choice and industry leader in our professions.



In 2023 and 2024, we experienced continued growth that afforded us the opportunity to have an even greater impact. We supported more operational programs, conducted more research that informed policy decisions, and made more contributions to our field through numerous publications and presentations geared toward advancing scientific knowledge in our professions.

As a mission-driven organization, HumRRO is fortunate to be in a position to provide meaningful products and services that have a real impact, while continuing to contribute to science and society. I am pleased to share with you our 2023-2024 Biennial Report that offers a snapshot of our commitment to serving our clients and our profession.

Best regards,

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

OUR MISSION

A nonprofit dedicated to measuring human capabilities and advancing assessment science and practice.

OUR VISION

To be the premier organization for custom solutions to workforce and education measurement challenges.



OVERVIEW

IN FISCAL YEARS 2023 AND 2024, HumRRO achieved financial success, reflecting our team’s dedication and expertise and the increasing market demand for our innovative assessment solutions. But it is our growth and impact on society through our client work that truly represents how we mark success. Throughout this Biennial Report, we reflect on the extraordinary work our team has produced for our clients while also giving back to the scientific community by sharing research and best practices in academic journals and at conferences. As an organization, it is important to give back to society by supporting the next generation through our fellowships and internships as well as through mentoring and volunteering. Each team member brings unique perspectives and specialized skills that enrich our collaborative environment and strengthen our position as an industry leader. Our strategic growth has enhanced our ability to tackle complex challenges and deliver excellent results across multiple lines of business—public sector, private sector, credentialing, national security, and education.

IN 2023, we developed a proprietary artificial intelligence (AI) platform called **“RROBot,”** playing off our HumRRO name. This generative AI application allows us to leverage the efficiencies of AI without risking the security of our research or client work. We implemented a comprehensive AI policy that establishes ethical guidelines and strategic frameworks for leveraging AI technologies responsibly throughout our operations. In 2023, we also achieved a significant milestone by securing a facility security clearance at our Alexandria, Virginia, headquarters, expanding our capacity to engage in sensitive, high-impact projects with government and defense sector clients.

IN 2024, we launched a new fellowship, the HumRRO Fellowship in Educational Measurement and Evaluation, which is awarded annually to a doctoral student in this or a related discipline. The new fellowship complements the HumRRO Fellowship in Industrial-Organizational Psychology, which has been awarded annually to doctoral candidates since 1998. These programs and others, which are detailed in this report, further demonstrate our commitment to nurturing the next generation of leaders and thinkers in our industry, creating pathways for exceptional talent to contribute to groundbreaking work.

Throughout the past two years, we have remained steadfast in our dedication to doing work that matters, tackling meaningful challenges, and delivering solutions that make a difference. Our continued contributions to science and society underscore the purpose that drives us forward as we apply our collective expertise to advance knowledge, solve complex problems, and create positive change in the world.



RRObot

CONTRIBUTIONS TO SOCIETY

GROWING OUR IMPACT

Through our clients, we have contributed to society using the latest innovations in applied research and people analytics. Our tools empower clients to make decisions grounded in science, allowing their employees to thrive.

This section highlights a few client examples of our growing impact across multiple sectors we serve:

Federal Government, National Security, Private Sector, Credentialing, and Education.

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Our growth stems from wanting to do good for as many different organizations as we can. Being a nonprofit is a game changer because it means we are completely driven by meeting the client's specific needs. It allows us the freedom to provide solutions specifically tailored for our clients, rather than focusing on profit margins. In the end, everybody wins—the clients win, science wins, and HumRRO wins because we get to do really interesting and impactful work.

– **Suzanne Tsacoumis, Ph.D.**
PRESIDENT & CEO

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FEDERAL GOVERNMENT: FOCUSING ON SKILLS

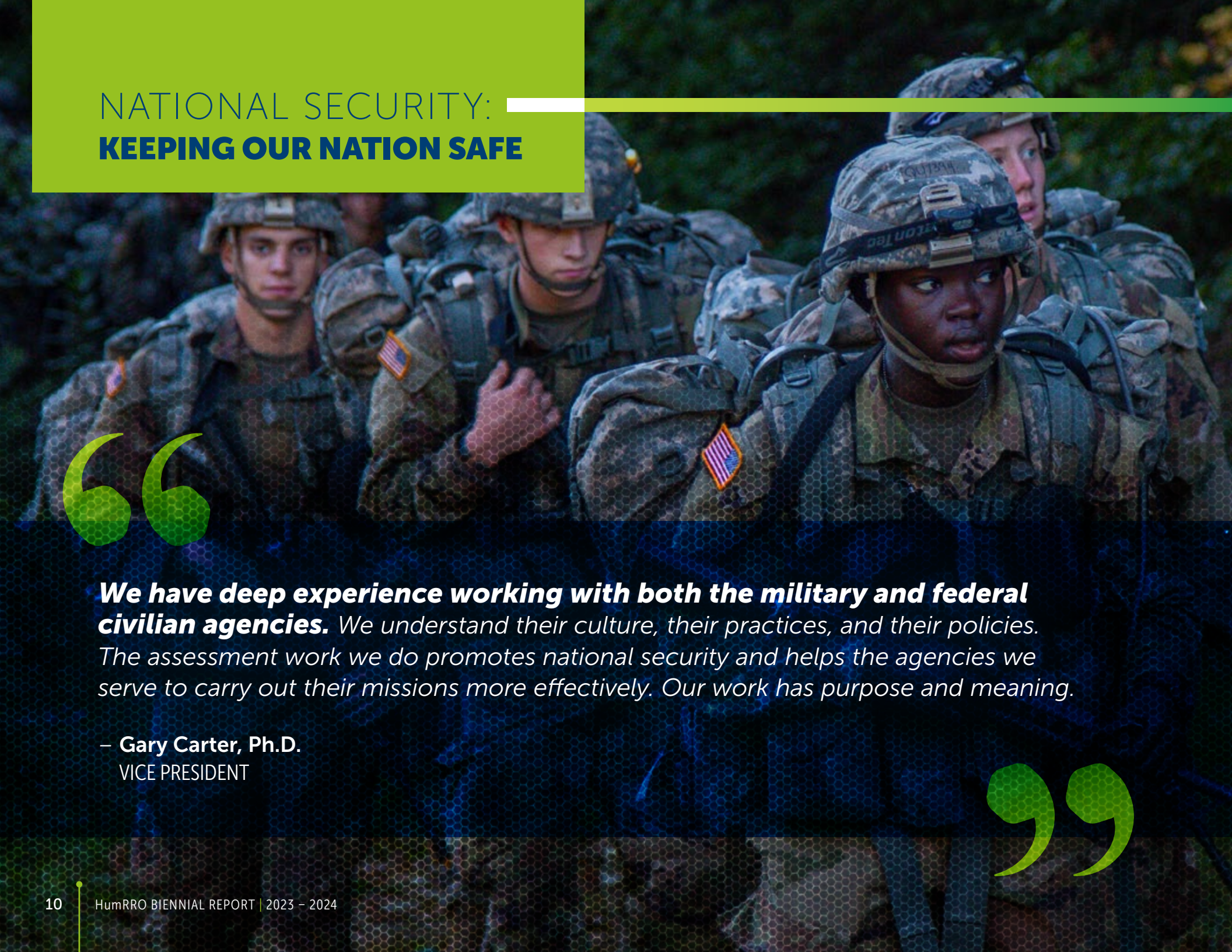
LEADERSHIP DEVELOPMENT. HumRRO conducted a comprehensive job analysis for the U.S. Secret Service encompassing the complete career trajectories for both Special Agent and Uniformed Division personnel. The emergent framework is the cornerstone for next-generation assessment and selection methodologies, seamlessly integrating entry-level recruitment with promotional advancement strategies. By creating this unified career progression model, we have established vital connections between selection processes and professional development pathways, including detailed career advancement guidelines and sophisticated leadership cultivation programs. The Leadership Development Competency Framework is a key part of the Secret Service's efforts to ensure consistent developmental opportunities throughout the organization and to improve enterprise leadership capabilities. This holistic approach ensures that the Secret Service maintains its elite standards while developing the next generation of security professionals equipped to meet tomorrow's challenges.

HIRING ASSESSMENTS. As a trusted partner to the U.S. Department of State's Foreign Service, HumRRO provides comprehensive assessment solutions for their rigorous selection process that identifies exceptional talent for America's diplomatic corps. The Foreign Service Officer Test (FSOT) is delivered three times each year to approximately 15,000 candidates. We support their mission by delivering high-stakes assessment content, such as Situational Judgment Test (SJT) items for eight low-candidate volume specialist positions. We also recently transitioned from an in-person assessment center to a virtual format to broaden the applicant pool and refine and streamline the content. We generated automated "heat maps" via sophisticated data visualization tools to illustrate where successful candidates were located to target recruitment efforts. Our assessment solutions help identify the diplomatic professionals who will represent American interests and values globally, ensuring only the most qualified candidates advance through this competitive selection process.



STRUCTURED INTERVIEW TRAINING. U.S. Customs and Border Protection (CBP) awarded HumRRO a five-year contract to provide assessment development and validation, organizational health consultation, and other general advisory services. This partnership represents our continued commitment to supporting federal agencies with evidence- and merit-based human capital solutions. In 2024, we delivered significant value by transforming the Border Patrol Agent Structured Interview training program from a traditional synchronous model to a more efficient, less costly asynchronous format, enabling standardized delivery of structured interview techniques across the agency, which dramatically accelerated the training process. At the heart of this transformation is an engaging 10-module video series specifically designed for mission-critical Border Patrol Agent positions. This streamlined process ultimately strengthens CBP's capacity to maintain secure and well-managed border entry points, advancing their core mission of protecting our nation's borders while facilitating lawful trade and travel.





NATIONAL SECURITY: KEEPING OUR NATION SAFE

We have deep experience working with both the military and federal civilian agencies. *We understand their culture, their practices, and their policies. The assessment work we do promotes national security and helps the agencies we serve to carry out their missions more effectively. Our work has purpose and meaning.*

— Gary Carter, Ph.D.
VICE PRESIDENT

COMPETENCY FRAMEWORK. Since the Air Force Cyber Test’s inception, HumRRO has carried out several development efforts to refresh the test to reflect the ever-changing cyber domain, as well as to enhance its psychometric properties. Most recently, we documented the psychometric evaluation of 215 experimental items, the development of three updated Computer Adaptive Test (CAT) forms (using the experimental items and previously approved items), and the development of 205 new experimental items for pilot testing. The work supports the ongoing renewal and expansion of the Cyber Test item pool.

TALENT MANAGEMENT. HumRRO helped enhance and expand the U.S. Army’s talent assessment capabilities by streamlining and scaling the automated development of Situational Judgment Tests (SJTs) using artificial intelligence (AI) methods. We leveraged generative AI to develop a system for automating both the generation and evaluation of SJT items. This work provides the Army with a means to reduce costs and personnel time during the development process, allowing for the reallocation of those resources to mission-critical activities.

CAREER EXPLORATION. For more than three decades, HumRRO has supported Defense Testing and Assessment Center (DTAC)’s mission-critical work on the Armed Services Vocational Aptitude Battery (ASVAB) and, more recently, its Career Exploration Program (CEP). The ASVAB and CEP are critical programs for acquiring and engaging new talent for the U.S. military—enabling the services to recruit and access hundreds of thousands of applicants each year. We continue to support DTAC in maintaining and enhancing the ASVAB CEP through website hosting and sustainment, updating the databases underlying both the ASVAB CEP and Careers in the Military (CITM) websites, updating and developing ASVAB CEP marketing materials, creating quarterly newsletters, continuing communications and outreach efforts, and developing ASVAB CEP training materials for a variety of audiences.

PRIVATE SECTOR: LEVERAGING BEST PRACTICES



SKILLS ANALYSIS. HumRRO performed comprehensive workforce research to support the National Commission for the Certification of Crane Operators (NCCCO) Foundation's research, workforce development, and education goals. The research methodology combined qualitative data from focus groups and quantitative information from a national survey to address five key research questions about employee backgrounds, perceptions of the field, performance elements, certification value, and certification decision factors. The research revealed unexpected insights, particularly regarding interpersonal skills, which participants identified as the most appreciated and challenging aspects of their jobs. These skills were also cited as the primary differentiator between good and excellent performance. Based on the success of this project, the Foundation partnered with HumRRO to leverage our cutting-edge machine learning (ML) and natural language processing (NLP) techniques to research occupations similar to those in the crane industry and provide recommendations on what industries to target for recruitment and how to support the career development of those currently in the crane industry.

CANDIDATE-JOB FIT. HumRRO collaborated with a major technology company to enhance their next-generation system for global hiring. HumRRO leveraged its psychometric and machine learning (ML) expertise to streamline the development of content used to screen candidates for hundreds of types of jobs worldwide, providing the foundation for rapid development of screening questions for new and evolving jobs.



JOB ANALYSIS. Salt River Project (SRP) partnered with HumRRO to transform their physical assessment program through comprehensive job analyses across 35 physically demanding positions. This strategic initiative delivered evidence-based validation for SRP's muscular strength testing protocols, ensuring candidates possess the precise physical capabilities required for success. We created tailored physical ability profiles for each position by analyzing essential job tasks, working conditions, and physical requirements. This data-driven approach allowed SRP to confidently classify positions into appropriate physical demand levels (heavy, moderate, light) with full documentation supporting each determination. The initiative helped ensure the right talent in the right roles while maintaining compliance and operational excellence.

Most credentialing programs have some level of stakes about them—whether it's in health care, finance, or heavy construction—it's in places where you don't want incumbents to make a mistake. So, it's critical to get the assessment right. Our unique matrix structure at HumRRO allows researchers to work across various sectors, and this **cross-pollination of ideas helps expose our clients to best practices from other industries.**

– **Tim McGonigle, Ph.D.**
VICE PRESIDENT

CREDENTIALING SOLUTIONS: ENSURING COMPETENCE

EXAM DEVELOPMENT. Through a long-standing partnership with the Society for Human Resource Management (SHRM), HumRRO has been awarded more than 40 work orders to act as the lead exam content developer and lead psychometric vendor and to conduct numerous special studies focusing on enhancing exam performance (e.g., examining the impact of varying form lengths and time limits). The HumRRO team produces between 600 to 1,400 field-test-ready knowledge and situational judgment items per year. In the U.S. alone, over 7,000 human resources (HR) professionals take the Society for Human Resource Management-Certified Professional (SHRM-CP) or Society for Human Resource Management-Senior Certified Professional (SHRM-SCP) exam during each biannual testing window, with these numbers growing. Our work for SHRM substantially impacts the HR profession through our influence on one of the field's most sought-after certifications.

CERTIFICATION PROGRAMS. Peer Support Specialists (PSS) play a critical role in the prevention, early intervention, treatment, and recovery process for individuals living with mental health and substance use disorders. The California Mental Health Services Authority (CalMHSA) contracted with HumRRO to complete a thorough job analysis of its PSS, develop a new blueprint for the Medi-Cal PSS certification exam, and build two test forms. The exam was launched in late 2022, and efforts to replenish the item bank began in early 2023. In February 2024, CalMHSA contracted with HumRRO to deliver the exam on our proprietary survey platform throughout the California prison system, fielding both English and Spanish language versions. This certification program allows incarcerated individuals to become PSS professionals, which will help them reintegrate into the community upon their release.

CAREER PLANNING. Based on the success of the CalMHSA PSS exam, Essential Virtual Solutions reached out to HumRRO to help develop a counselor certification exam for PSS in the State of Indiana. We began conducting extensive background research to identify associated PSS roles, responsibilities, duties, and professional guidelines to develop content for the certification exam. HumRRO is working with subject matter experts (SMEs) to refine the statements and ensure they are comprehensive. Along with a survey from a PSS sample, we will finalize an exam blueprint, including topic areas and the number of questions per topic area. This project will result in an examination that the state of Indiana can use to ensure that individuals in the PSS role have the necessary knowledge and skills to fulfill that role effectively.

EDUCATION: NEXT GENERATION TALENT

PROGRAM EVALUATION. The Alabama Numeracy Act (ANA) addresses the urgent need to improve math proficiency among students in grades K-5 and ensure that they are proficient in math at or above grade level by the end of fifth grade. HumRRO's ANA evaluation includes process and outcome components as well as several targeted supplemental studies. Results from this evaluation will help the Alabama State Department of Education and the STEM Council understand how the ANA is implemented across full- and limited-support schools throughout the state and the impact the ANA has on students' math achievement in Alabama.

EVALUATION FRAMEWORK. The California Community Schools Partnership Program (CCSPP) is the nation's largest investment in community schools. This "whole child" educational approach is based on collaboration between school staff, families, and community partners to support robust, relevant learning. The California Department of Education (CDE) asked HumRRO to conduct a formative evaluation of the CCSPP and develop tools to support schools with CCSPP grant funding to use in their internal assessments. This work will also help guide the implementation and improvement of community school features and activities. Our expert team is crafting a multi-dimensional evaluation framework that leverages existing data sources while gathering rich qualitative insights through strategic interviews and immersive site visits. By identifying critical information gaps and developing customized assessment tools, we're equipping CCSPP with resources and tools for self-evaluation that will help maximize their impact on students, parents, teachers, and the community.



ASSESSMENT ACCOUNTABILITY. The Florida Department of Education implemented a novel and progressive change to the design of its assessment and accountability system in 2022. The coordinated screening and progress monitoring system implements a computer adaptive test (CAT) to evaluate student performance on the Florida Assessment of Student Thinking (FAST) at three unique time points during the school year. HumRRO investigated six research questions related to the use of the Progress Monitoring (PM) assessments: examining whether earlier progress monitoring assessments could replace end-of-year assessments for high-stakes decisions; exploring options to reduce assessment requirements while maintaining data quality; studying remote administration feasibility; analyzing accelerated student progression based on monitoring results; reviewing the incorporation of English Language Arts (ELA) instructional materials in test items; and evaluating the impact of the new system on measuring student learning growth trajectories. This comprehensive research effort assessed the effectiveness of Florida's new approach to student assessment and generated recommendations for improvements.

*Through our work in the fields of assessment, psychometrics, and educational measurement, we help teachers, students, parents, states that implement assessments, the federal government, and our vendor partners make important decisions that impact millions. We want to ensure that the best science is being used when implementing these assessments. **And when HumRRO is brought into a project and our expert staff evaluates that work, that's a significant stamp of approval that we're very proud of.***

– Harold Doran, Ed.D.
VICE PRESIDENT

IMPACT FROM WITHIN

Over the past two years, we contributed to science and shared our work and expertise by publishing **nearly 90 articles and studies** in books and academic journals, and delivering **140 presentations** at dozens of conferences, including the following examples:



PUBLICATIONS & PRESENTATIONS

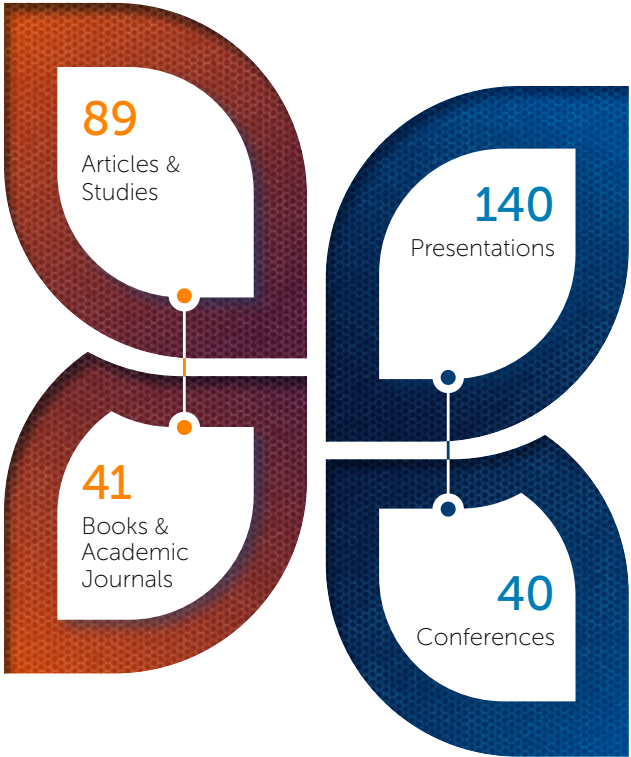
Routledge International Handbook of Automated Essay Evaluation
DAVID DORSEY, Ph.D., Vice President
HILLARY MICHAELS, Ph.D., Education BD Director
STEVE FERRARA, Ph.D., Principal Scientist
CHAPTER: "Validity Argument Roadmap for Automated Scoring," 2024

Behavior Research Methods
NATHANIEL VOSS, Ph.D., Senior Scientist
"The Effects of Careless Responding on the Fit of Confirmatory Factor Analysis and Item Response Theory Models," 2023

Journal of Educational Measurement
HAROLD DORAN, Ed.D., Vice President
TETSUHIRO YAMADA, Ph.D., Research Scientist
TED DIAZ, Ph.D., Principal Scientist
EMRE GONULATES, Ph.D., Senior Scientist
VANESSA CULVER, Senior Web Designer
"A Generalized Objective Function for Computer Adaptive Item Selection," 2024

Applied Measurement in Education
JEFFREY DAHLKE, Ph.D., Principal Scientist
PAUL SACKETT, Ph.D., HumRRO Board Chair (retired)
"Are Large Admissions Test Coaching Effects Widespread? A Longitudinal Analysis of Admissions Test Scores," 2023

Talent Assessment: Embracing Innovation and Mitigating Risk in the Digital Age
SUZANNE TSACOUMIS, Ph.D., President & CEO
CHAPTER: "Applications of High-Stakes Rich-Media Simulations," Oxford Academic, 2023



CONFERENCES

2024 NCME ANNUAL MEETING

- REESE BUTTERFUSS, Ph.D.**
Research Scientist
- HAROLD DORAN, Ed.D.**
Vice President
- AI in Measurement and Education: An Application of Text Embeddings to Support Alignment of Educational Content Standards
- ARTHUR THACKER, Ph.D.**
Chief Scientist
- Next-Gen Assessments: Probing Higher Cognitive Dimensions in the Common Core Era

2024 SIOP ANNUAL CONFERENCE

- DAN PUTKA, Ph.D.**
Chief Scientist
- The Implications of Generative AI for Assessment Practices: Friend and Foe
- MICHAEL INGERICK**
Business Development Director
- ORI SHEWACH, Ph.D.**
Senior Scientist
- REESE BUTTERFUSS, Ph.D.**
Research Scientist
- Optimizing Qualification to U.S. Space Force Spacepower Disciplines: Aptitudes, Personality, and Pareto Optimization

2023 SIOP ANNUAL CONFERENCE

- BETH BYNUM, Ph.D.**
Manager
- KIMBERLY ADAMS, Ph.D.**
Manager
- In the Trenches Part 4: Use of SJTs in High-Stakes, High-Volume Testing Programs
- SARA TREVINO**
Senior Scientist
- Skill-Based Practices: Experiences and Lessons From Development to Implementation

CONTRIBUTIONS TO
THE PROFESSION

RAISING THE
STANDARD

LEADERSHIP AND RECOGNITION

Over the past two years, our staff shared their time, talent, and expertise by volunteering to serve in **29 leadership positions**, on **44 committees**, and as reviewers for **47 academic journals**. Here are just a few examples:



• **AWARD:** 2024 Society for Industrial and Organizational Psychology (SIOP) Fellow

RECIPIENT: **TIM MCGONIGLE, Ph.D.**, Vice President
(pictured above, center)

GIVEN BY: SIOP

- American Psychological Association (APA)**
BETH BYNUM, Ph.D., Manager
CHAIR: APA Committee on Psychological Tests and Assessment (CPTA)

ANNE HAMILTON, Research Scientist
CO-CHAIR: APA Division 13 (Society of Consulting Psychology) Training and Development Committee

DEIRDRE KNAPP, Ph.D., Chief Scientist
CHAIR: APA Policy and Planning Board

CAROLINE WILEY, Ph.D., Senior Scientist
MEMBER-AT-LARGE: APA Division 15 (Educational Psychology) Executive Committee

Baltimore Area Evaluators (BAE)
MONICA GRIBBEN, Ph.D., Principal Scientist
CHAIR: Communications

Certification Network Group (CNG)
AMY MCKEE, Business Development Director
CHAIR: Board of Directors

I.C.E. Exchange
KEVIN BRADLEY, Ph.D., Senior Scientist
CHAIR: I.C.E. Eligibility Criteria Task Force

TIFFANY DAY, Manager
MEMBER: Item Writing Committee, I.C.E. Certified Credentialing Professional (ICE-CCP)

International Personnel Assessment Council (IPAC)
JACQUELINE DEULING, Ph.D., Senior Scientist
MEMBER: Conference Committee
- National Council on Measurement in Education (NCME)**
MICHAEL WALKER, Ph.D., Principal Scientist
PRESIDENT: NCME
MEMBER: Executive Committee

Personnel Testing Council, Metropolitan Washington (PTCMW)
TORI BAKEMAN, Research Scientist
Secretary, 2024

EMILY MCKISSICK, Ph.D., Research Scientist
Vice President, 2023

NATHANIEL VOSS, Ph.D., Senior Scientist
Secretary, 2023

Society for Industrial and Organizational Psychology (SIOP)
KIMBERLY ADAMS, Ph.D., Manager
MEMBER: Committee for the Wayne Cascio Practitioner Award

SEAN BALDWIN, Ph.D., Manager
CHAIR: Authorship/Research Teams Awards Group Lead

BRITTANY CRAWFORD, Ph.D., Senior Scientist
MEMBER: Membership Committee

DAN PUTKA, Ph.D., Chief Scientist
MEMBER: SIOP's Task Force on Artificial Intelligence (AI) Based Personnel Assessment and Prediction

DEBORAH WHETZEL, Ph.D., Manager
MEMBER: Dunnette Prize Subcommittee

Society for Occupational Health Psychology (SOHP)
ARCHANA TEDONE, Ph.D., Senior Scientist
MEMBER: Executive Committee

GIVING BACK

LOOKING FORWARD

It is important that we invest in the **future of our communities** and young students by offering paid internships and mentoring high school students as well as graduate and doctoral students.

24

STAFF MENTORS

28

STUDENT MENTEES

46

CAREER TALKS

High school students enrolled in George Mason University's Early Identification Program participated in a "Shadow Day" at HumRRO, learning about careers in applied research, IT, graphic design, contracts, and human resources.



FELLOWSHIPS

I-O PSYCHOLOGY FELLOWSHIP

2023 RECIPIENT

CHU CHU, University of Illinois at Urbana-Champaign



2024 RECIPIENT

ASHLEY SYLVARA, Kansas State University



OVER THE PAST 25 YEARS, the HumRRO Fellowship in Industrial-Organizational (I-O) Psychology has become one of the most prestigious awards in the fields of human resources and organizational behavior. It has made a significant impact on recipients and their research. A non-renewable \$18,000 stipend is given to a graduate student demonstrating exceptional research skills.

EDUCATIONAL MEASUREMENT AND EVALUATION FELLOWSHIP

2024 RECIPIENT

LU LIU, Florida State University



IN 2024, we created a new fellowship—the HumRRO Fellowship in Educational Measurement and Evaluation—awarded to a doctoral candidate in educational measurement and evaluation or a closely related discipline. A non-renewable \$18,000 stipend is given to a graduate student demonstrating exceptional research skills.

INTERNSHIPS

EACH SUMMER, HumRRO welcomes four graduate- and doctoral-level students for paid internships in Industrial-Organizational Psychology and Educational Measurement and Evaluation or related fields. The students work on a variety of projects and find the experience rewarding.

SINCE 2019, HumRRO has been a proud partner of the Urban Alliance (UA) High School Internship Program, welcoming local high school seniors as paid interns who spend eight months building workplace skills, gaining hands-on experience in multiple disciplines, and being mentored by staff. In 2023, Maria Ramirez, and in 2024, **Kimberly Delgadillo**, successfully completed their UA internship at HumRRO where they honed their skills through a variety of tasks.



Kimberly Delgadillo,
2024 Urban Alliance
Intern

I got the opportunity to work with a lot of different people on a lot of different tasks, both quantitative and qualitative, so it was a really unique experience getting that exposure to different types of projects and different working styles.

– **Emma Soner**

2024 HUMRRO SUMMER INTERN, while earning a doctorate in Quantitative Psychology at McGill University

The day-to-day tasks were just all really enjoyable, regardless of the project that I was working on, specifically in the variety. I had the opportunity to interact more directly with clients and contribute more to data analysis than I have in other internships.

– **Ben Bradshaw**

2024 HUMRRO SUMMER INTERN, while earning a master's in Industrial-Organizational Psychology at George Mason University

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Paying it forward.



VOLUNTEERING

HumRRO staff helped serve meals and spread holiday cheer at Safeway's Feast of Sharing in Washington, D.C. Each year, more than 5,000 community members enjoy a Thanksgiving meal, live entertainment, free health screenings, and more!

OUR CLIENTS: 2023 – 2024

Federal Government

Board of Governors of the Federal Reserve System
Defense Testing & Assessment Center
Drug Enforcement Administration
Federal Aviation Administration
Federal Aviation Administration Civil Aerospace Medical Institute (CAMI)
Immigration and Customs Enforcement
National Center for O*NET Development
National Institutes of Health
U.S. Army Research Institute for the Behavioral and Social Sciences (ARI)
U.S. Capitol Police
U.S. Customs and Border Protection
U.S. Department of Defense
U.S. Department of Education
U.S. Department of Homeland Security
U.S. Department of State
U.S. Postal Service
U.S. Secret Service
U.S. Space Force

Private Sector

Abrams & Bayliss LLP
American Academy of Periodontology
American Board of Criminalistics, Inc.
American Board of Veterinary Practitioners
American College of Healthcare Executives
American College of Veterinary Radiology
American College of Veterinary Surgeons
American Council on the Teaching of Foreign Languages
American Institutes for Research (AIR)
American Physical Therapy Association
Association for Professionals in Infection Control and Epidemiology, Inc.
Association of American Medical Colleges
Association of Certified Anti-Money Laundering Specialists, LLC
Association of Legal Administrators
Association of Social Work Boards
California Mental Health Services Authority (CalMHSA)
Casualty Actuarial Society
Center for Responsive Schools
CFA Institute
Community Association Managers International Certification Board (CAMICB)
Council for Professional Recognition
Curriculum Associates
Deloitte
ECCHO
Edmentum, Inc
Essential Virtual Solutions
Federation of State Boards of Physical Therapy
Georgia Institute of Technology
George Mason University
Healthcare Regulatory Research Institute
Hospital Housekeeping Systems
Infoscitex Corporation
International Coaching Federation
Investments & Wealth Institute
ITility, LLC
LIUNA Training and Education Fund

Nacha
National Association of Family Child Care
National Association of State Boating Law Administrators
National Board for Professional Teaching Standards
National Commission for the Certification of Crane Operators
National Veterinary Associates Inc
Naval Health Research Center
New Meridian
NWEA
Oncology Nursing Certification Corporation
PDRI by Pearson
Pearson
Pharmacy Technician Certification Board
Public Sector Human Resource Association
Purdue University
Renaissance Learning
Salt River Project
San Diego Gas & Electric

School Nutrition Association
Schools Insurance Authority-Joint Powers Authority
Smarter Balanced Assessment Consortium
Society for Human Resource Management
Society of Defense Financial Management
Southern California Edison Company (SCE)
The College Board
WIDA Consortium

State, Local, and Other Governments

Alabama Industrial Development Training
California Department of Education
Colorado Department of Education
Connecticut Department of Corrections
Delaware Department of Education
Florida Department of Education
Howard County Department of Fire & Rescue Services
Illinois State Board of Education
Indiana Department of Education
Kansas Department of Education
Kentucky Department of Education
Minnesota Department of Education
New Mexico Public Education Department
New York State Unified Court System
North Carolina Department of Public Instruction
Ohio Department of Education
Suffolk (VA) Department of Fire and Rescue
Tennessee Department of Education
Virginia Department of Education
Westchester County

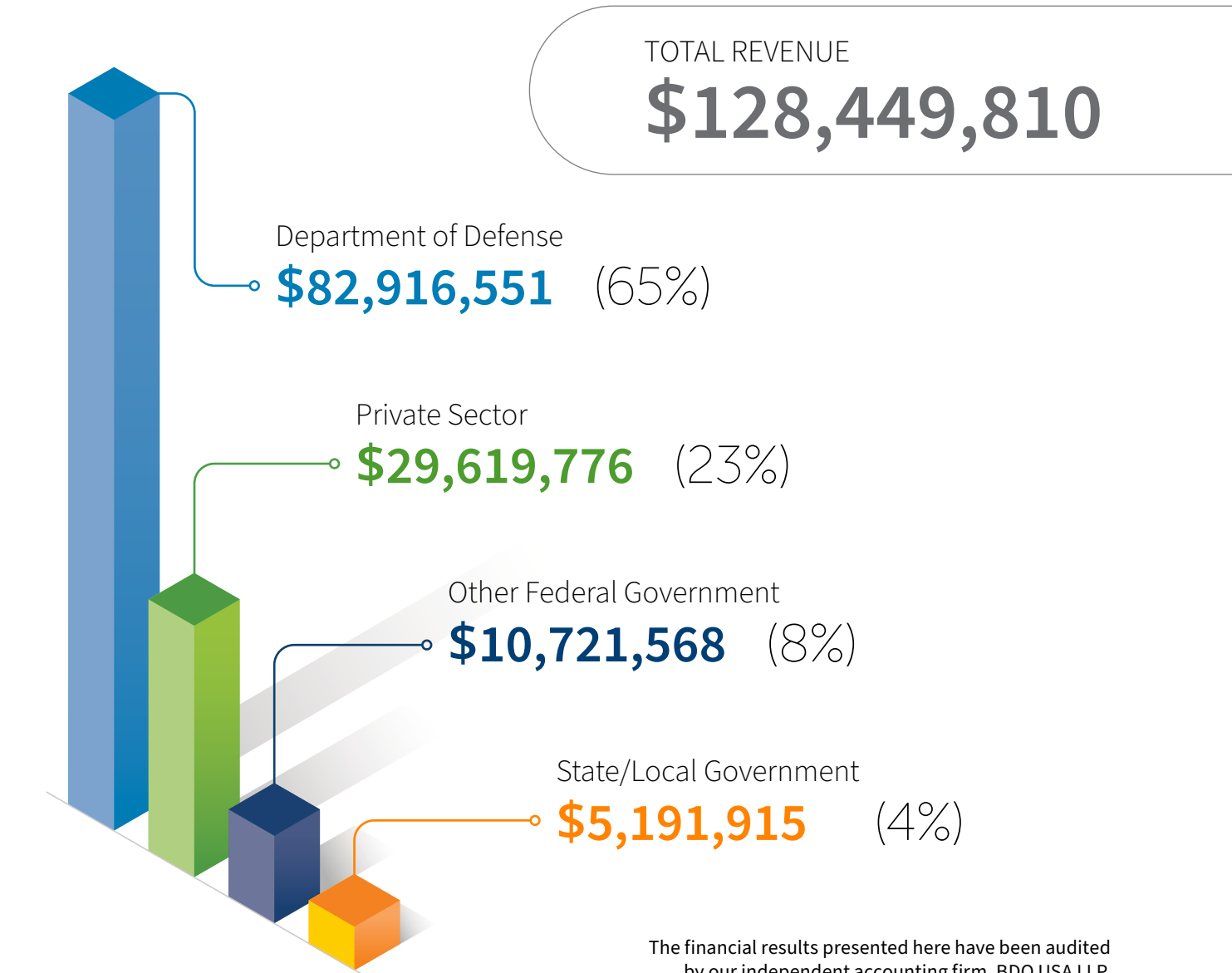


FINANCIAL STATEMENT

Fiscal Years 2023 and 2024 were financially sound for HumRRO, with unrestricted net assets (net worth) totaling more than **\$66 million**. 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.



FY 2023–2024 HUMRRO REVENUE BY SOURCE



CORPORATE OFFICERS



Suzanne Tsacoumis, Ph.D.
President and CEO

As President and Chief Executive Officer (CEO), Suzanne Tsacoumis, Ph.D., provides overall strategic leadership and implements 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 developing rich-media simulations for use in both promotion and self-assessment processes. She still enjoys providing expert consultation services for litigiously driven initiatives and 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 (CFO). He has more than 30 years of experience in government contracting and finance. Before joining HumRRO, Mr. Abriola served as the CFO for an Alaskan Native Corporation, where he was responsible for the financial and contracts shared services across a range of entities. He previously provided advisory services at a large public accounting firm. In addition, he held a senior financial management position at an international nonprofit social marketing organization operating in more than 50 countries. Mr. Abriola holds a Bachelor of Science in Finance from Pennsylvania State University and is a Certified Public Accountant (CPA) in the District of Columbia.



David Dorsey, Ph.D.
Vice President

David Dorsey, Ph.D., is a Vice President and the Director of HumRRO's Business Development Division. He previously served as a senior executive in the U.S. government in defense and intelligence. 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, including implementations of artificial intelligence (AI). A SIOP Fellow, Dr. Dorsey 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.



Tim McGonigle, Ph.D.
Vice President

Tim McGonigle, Ph.D., is a Vice President and Operations Division Director. Before 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 in the published volumes, *Career Pathways: School to Retirement* and *Casebook of Needs Assessments*.



Harold Doran, Ed.D.

Vice President

Harold Doran, Ed.D., is a Vice President and Operations Division Director. He is a nationally recognized expert in large-scale assessment, psychometrics, and educational research. After a decade of working directly in schools as a teacher and principal, Dr. Doran was Director of Research and Evaluation at New American Schools and Managing Director at Cambium Assessment, providing strategic and technical leadership for nearly two decades. His expertise includes computational and mathematical statistics, variance estimation, adaptive testing, mixed linear models, value-added modeling, test scoring methods, test equating, experimental design, and full-stack application development, emphasizing building web-based software for education research. Dr. Doran earned his doctorate in Educational Leadership and Educational Psychology and has authored over 50 book chapters, policy papers, and technical reports.



Gary Carter, Ph.D.

Vice President

Gary Carter, Ph.D., is a Vice President and Operations Division Director. He has significant executive and managerial experience as well as deep expertise designing and successfully implementing results-oriented talent management solutions for federal government and commercial clients. Prior to joining HumRRO, Dr. Carter worked for many years at PDRI, where he held a number of executive and managerial roles, including Vice President and Chief Professional Services Officer. Early in his career, he managed and directed O*NET-related assessment projects for the U.S. Department of Labor’s Assessment Research and Development Program. Dr. Carter is a Fellow of the Society for Industrial and Organizational Psychology (SIOP) and served on the SIOP Executive Board and the American Psychological Association (APA) Council of Representatives from 2022 to 2024. He earned a Ph.D. in Industrial and Organizational Psychology from the University of Minnesota.



Joe Greer

Chief Technology Officer

Joe Greer is the Chief Technology Officer (CTO). He is responsible for all company technology and technological resources associated with internal and client-facing systems. Immediately prior to joining HumRRO, Mr. Greer was a member of the National Security Agency’s Senior Executive Service, serving for over a decade as a Senior Technical Leader. He has many years of senior technical and leadership experience in private industry, delivering scientific and business information technology (IT) solutions for the commercial, federal civil, and Department of Defense sectors. He previously served as CTO for both Fortune 100 and business unit-level organizations of Fortune 500 corporations.

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“ CLIENT TESTIMONIALS

HumRRO has been great to work with on the project, which has proven to be a challenging project with many obstacles. I appreciate their expertise, patience, and dedication to this work/project. I also appreciate their quick replies to questions from [our partner] and the state, as well as their willingness to find time to meet—sometimes when they are given little notice. We look forward to working with HumRRO on the next phase of this work.

It is still early in the project, but as usual, our HumRRO partners are providing excellent service, support, and guidance.

Thank you!

Since I began working with HumRRO in 2023, I have been continually impressed with the support, work product, and professionalism of the team. Not only has HumRRO flawlessly developed and executed three separate promotional processes for us during 2023, but their work product and methodology have held up under significant external scrutiny.

We specifically sought out the expertise of HumRRO in the area of physical abilities; this niche is complex and requires careful and deep understanding of human abilities, job analysis, test validation, safety, and legal pitfalls of this kind of work. I've worked with HumRRO staff for years and respect their deep knowledge and expertise in this area, so I would continue working with HumRRO on these types of projects.

WE HOPE YOU HAVE ENJOYED this 2023-2024 overview of how our work provides meaningful impact across varied industries and sectors while contributing to society, science, and our profession.

Contact us via our website to learn how we can help you make an impact. Follow us for updates on our work at

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