



3. Every organization and association goes through growing pains. During your first few years on the Council, what were some of the impediments that you felt limited the ITC's work and needed to be changed?

In 1994 I was working in the Psychology Department at the University of Hull. I had developed a range of computer-based tests for occupational use and had been developing test standards, test review procedures and test user qualifications through my work with the BPS Test Standards Steering Committee. It seemed clear to me that the ITC was at a potential turning point where it could either remain focused inwards on issues of interest only to members of Council, or it could start to take on a role of supporting international testing and assessment initiatives. A significant step in this latter direction had been taken by Ron Hambleton in his leadership on the development of guidelines for test adaptation. I resolved to support and assist this movement and initiated a project to develop international guidelines for test use.

In 1998 I was nominated as president-elect of the ITC and in the same year moved from my position of Professor of Psychology at the University of Hull to one of International Research and Development Director for SHL, a UK-based company that specialized in employment testing. I agreed to be ITC President if the ITC reduced the term from 12 years to 6. The ITC had adopted the IAAP model of people needing to commit to 4 years as president elect, followed by 4 years as president followed by 4 years as past-president. We agreed to reduce the terms and I was President Elect from 1998 – 2000, President 2000 – 2002 and Past-President 2002-2004.

4. What were the main activities you were attracted to in the ITC?

As President-elect I worked on membership issues and, with Tom Oakland, introduced the enfranchisement of affiliate member organizations. In my inaugural statement in 2000, I said that I planned to:

- 1. Develop guidelines for the use of computer-based tests. In particular, guidelines covering good practice in the use of the Internet for testing.*
- 2. Develop the ITC website as a key information and advice center about tests and testing. I wanted us to gain the sponsorship needed to manage a testing portal, through which access to professional associations, publishers, user groups and other relevant bodies could be obtained.*
- 3. Work with EFPA on the development of test review criteria and exploration of the possibility of coordinating a technical 'benchmarking' review process for tests.*
- 4. Increase the ITC involvement in and sponsorship of conferences and symposia on testing issues.*

In 2001 I produced and published the first ITC website and in 2002 organized the Winchester conference. This was a great success both scientifically and financially. It initiated a radical change in the ITC's strategy heralding the introduction of the ITC as an outward-looking member-based organization



focused on international standards and guidelines, with individual as well as organizational members. I developed our current 'business model' of having a regular biennial conference as a source of income as well as to support our work on developing guidelines. Prior to the Winchester conference we used to rely solely on membership dues from a small number of member organizations. I was also pleased to lead on two guidelines projects: International Guidelines for Test Use and (co-lead with Iain Coyne) Guidelines for Computer-based Testing and the Internet.

From 2004 to 2010, I sat on Council as the IAAP Liaison Member and then from 2010-2012 was ITC Secretary-General. From 2012 to 2018 I was honored to have been invited to serve a second term as President followed by a 2-year co-option – stepping down from Council in 2018.

Over this time, as well as my work on developing test standards through various BPS projects, I was the Convener of the EFPA Standing Committee on Tests and Testing and the successor body, the Board of Assessment, from 2004 until 2013 and President of the International Association of Applied Psychology (IAAP) Division 2 from 2002-2014. These positions allowed me to lead the development of projects that had consistent standards and approaches to standards across diverse national and international organizations, culminating in the work with ISO on the international standard on assessment in organizations: ISO 10667. Many of the international technical experts involved in this ISO project were current or past members of the ITC Council.

5. What prominent changes have you seen in the ITC between when you first were a member and now?

I'm fortunate to have been involved in the ITC during a period of very positive growth over the past two decades. We now have a regular biennial conference that has developed a strong core following of individual ITC members; we are involved in a range of publishing activities, including our journal, our newsletter and various book series; and we continue to produce new guidelines and documentation to support international applications of tests and testing. We have become much more proactive in trying to reach out to countries where testing technology is less well developed. We have worked with colleagues in Africa, Asia and South America, supporting local conferences, and providing workshops and other inputs to help assist local and national initiatives.

6. Where has the ITC done well? What do you think the ITC's biggest accomplishment has been over the years?

I think the ITC's biggest accomplishment has been in the development and promulgation of its guidelines. Its major challenges have always been around the issue of resource and getting people with the necessary experience and expertise who are willing and able to give of their time 'pro bono'. I have been fortunate in working for employers who were happy to back me in devoting my time to professional standards issues.



7. What do you perceive to be current challenges facing the ITC and what role should the ITC play in this regard?

As we move forwards, I believe the greatest challenges we face will be the increasing use of the internet as the medium for test content delivery and the consequences that has on the need for international agreement on standards. It is vital that the ITC continues to work collaboratively with practitioners and academics and involves the testing industry in its projects. We need to ensure that basic psychometric principles are followed in the construction and delivery of tests as well as encouraging creativity and innovation in the design of tests.

21st July, 2018