



The ITC Archives: Interviews with the Early Leaders of the ITC



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As explained in the cover e-mail, the ITC Council would appreciate your providing detailed answers to the following questions:

1. During what year did you become involved with the ITC, how did this affiliation occur (e.g. were you asked to join the ITC, were you a representative of another organization, or did you elect to become involved), and what was the nature of your initial work on the ITC?

“2004 – I was invited by then President Bruce Bracken to become editor of IJT.”

2. What were your initial impressions of the ITC, including its organizational structure, missions, and personnel?

“I had known of Ron’s long involvement, was on the editorial board of IJT from the beginning, and had used the early standards in my work.”

3. Who were some of the key leaders in the ITC at that time and what were their roles?

“Bruce was President but we have never met. I have known Ron H since the early 1980’s, Barbara Byrne for almost as long”

4. 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?

“The Journal was not in good shape – it has rarely been delivered to the publishers on time, the systems for editing were not existent, the letters to reviewers and authors not in any system ... a major first job was to build a system, get the Journal back on schedule – and this was completed within the first year. I rejuvenated the Board, cold call and sought new papers from eminent colleagues, introduced a great review editor (Mark Gierl), and reduced waiting time. All with full support from Council. The good will of the council was evidence from Day one, the length and breadth of experience was excellent, and the world reach exciting.”



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

“The Council has become an efficient and professional body – not that it never was but it did depend on a few to support it. In my terms as President I would like to think I helped in this professionalization, forming sub committees to ensure the real work was undertaken during the year, the Council becoming more strategic, the involvement of more new blood on the Council from regions we had not been so involved, the upscaling of services to members in the off as well as Conference year, the moving away from over dependence on Industrial Psychology (but retaining the good will and support), the beginning of a more professional cycle for the editorship of IJT, supporting the ongoing plan for the cycle of Standards – both new and revised.”

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

“The greatest single accomplishment is the world standards, their acceptance and use. The inclusion of newer countries into the Testing community, the involvement of members both individual and organizational, and the dissemination of a world perspective on testing through IJT.”

7. Where has the ITC possibly made “wrong steps” or mistakes?

“It still needs to sort out the return to the organizational members, while welcoming the individual members that has rejuvenated the ITC.

How to retain people who have given so much to ITC but at the same time welcome new people onto Council – Council is still perceived as a closed society. The increased membership and building capacity through sub-committees should be strengthened.

The ITC has a mandate in organizational testing but this has been poorly realized and too often forgotten.

The Journal still struggles – time to find publishers that wish to promote it, increase its visibility ...”

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

“Remaining relevant where there are SO many other competing and like testing associations and bodies. Continuing to ask what does “international” mean? The potential demise of the institutional members if they perceive no return. The balancing of the individual membership (a strength) and the needs of the organization members (a strength).



Not updating and making the standards relevant. There is a move in the power of testing from the corporations to the individual user and we may not be up to date on this (particularly given the access through internet). Ensuring we do not lose sight of the mission to assist new countries into the society of testing (both development, training, IP issues, usage, and standards)."

9. What do you believe should the ITC be focusing on right now and who are the key stakeholders that should be involved?

"Solving the membership issues. Not dumping the established members when their use by date arrives for the new (good will is hard to build and should be used not discarded). The primacy of the standards."

10. If there was one thing you could change with regards to the ITC, what would it be?

"Making the standards have more weight."

11. What structural or organizational changes to the ITC should be considered to further its effectiveness?

"Open up Council membership more to all members involvement and being more transparent in activity (there is nothing to hide, I know this)."

12. To what extent did you find it difficult to dedicate your time to the work of the ITC?

"Being an editor is a huge task, and took a lot of time. I had excellent support I funded (and there was some funds from the publishers), and now (thank goodness) there is a computer backup submission and processing system. The travel from NZ and Oz is formidable, expensive, and coming to the "other side" is an issue. But the returns were more than worth it."

13. How would you compare the first ITC conference you ever attended with the one hosted in San Sebastian in 2014?

"They have not changed a lot in quality (the standard is very high) – certainly there are more and I am not a fan of large conferences (n>200) and balancing the intimacy and networking with the larger number will become a tension for new Councils. "

14. Among your various contributions, what do you believe may be your lasting legacy?

"Helping to professionalize the Council; getting the IJT back on track to excellence, and for maintaining the open invitation for new countries, organization and members to become part of the family."