



RAFILSON & ASSOCIATES LLC

Dr. Fred Rafilson currently serves as Vice President at National Testing Network (NTN). Fred is a polished, dynamic, and highly skilled industrial/organizational psychologist with many years of experience in all aspects of the assessment industry. He also serves as an expert witness, conducts scientific research and program evaluations, and provides presentations and training to executive-level private and public-sector groups. Fred led the research and development and marketing efforts for two of the nation's premier employment-test publishing and human resources consulting companies. After his work with these companies, he joined an I/O Psychology consulting firm to develop and market assessments specifically for police, sheriff, and fire departments throughout the nation and ultimately left to form his own firm, I/O Solutions, Inc., which soon grew to become one of the nation's premier providers of entrance and promotional public safety exams.

After more than 20 years, Fred sold I/O Solutions to key employees and founded a boutique consulting firm – Rafilson & Associates. In 2016, he founded Best Hire, a web-based employment testing/screening platform providing state-of-the-art employment assessments. Best Hire was acquired by Aspiring Minds, a multinational talent assessment firm that was launching U.S. operations, where Dr. Rafilson then served as the Chief I/O Psychologist. He continued to serve in that role when Aspiring Minds was acquired by the world's largest employment testing firm, SHL, before leaving to serve as Chief I/O Psychologist at HackerRank, a startup firm that provides a cutting-edge platform for the assessment of software developers and engineers to determine their readiness for employment. While HackerRank had an excellent technical product, the firm lacked the true focus of an assessment company. Dr. Rafilson transformed the company's focus through his efforts and was responsible for moving this successful start-up firm into the next phase of growth. Dr. Rafilson left HackerRank when recruited by Talview, a private-sector AI-based recruitment and selection platform, after obtaining a 2nd round of funding as part of their global growth initiative and enjoyed taking this start-up to the next level as well. After his work in the private sector, Dr. Rafilson returned to his public safety roots and joined NTN as their Vice President. At NTN, he is now leading the expansion of the recruitment and selection services into the delivery of psychological evaluation services for public safety agencies nationwide. Having personally conducted thousands of pre-hire psychological evaluations for public safety agencies, Dr. Rafilson has vast experience and knowledge in this field.

In addition to his work at NTN, Dr. Rafilson is the co-founder of **Clarity Talent Measurement**, where he plays a key role in research, development, and business strategy. Clarity Talent Measurement provides scientifically validated psychometric assessments for hiring and employee development, offering affordable and customizable testing solutions for organizations. His expertise in assessment development ensures that Clarity's offerings are rigorous, fair, and legally defensible, making high-quality assessments accessible to a wide range of industries.

Dr. Rafilson has developed and implemented assessment processes for hundreds of companies and federal, state, and county/municipal law enforcement, corrections, and fire/EMS agencies. He has

authored and published over 30 public safety employment exams that assess cognitive abilities and personality traits. Dr. Rafilson provides training on critical topics to accreditation bodies including the Commission on Accreditation of Law Enforcement Agencies (CALEA). He also serves as an expert for public safety employment litigation cases and works closely with agencies under DOJ consent decrees. Dr. Rafilson developed an examination that was the subject of a landmark testing case (*Ricci v. DeStefano*, 557 U.S. 557 - 2009) and was ultimately upheld by the U.S. Supreme Court due to its supporting validity and fairness evidence. Most recently, in 2022, he served as an expert for the plaintiff in an important case against the Commonwealth of Massachusetts for their use of a statewide police sergeant exam that was found to be biased and not valid for selection into the role.

In addition to his assessment work, he conducts program evaluations for non-profit philanthropic organizations. Dr. Rafilson has a Ph.D. in Industrial/Organizational Psychology and has led personnel selection consulting projects for 30+ years.

Fred M. Rafilson, Ph.D.

Co-Founder/CEO, Clarity Talent Measurement

Global - Current

- Leads the development of modern, effective, and cost-efficient assessment solutions tailored for organizations across various industries and sizes.
- Directs a team of Ph.D. Industrial & Organizational Psychologists in creating a comprehensive library of pre-built assessments and customizable testing solutions.
- Designs and oversees the implementation of a secure, fraud-proof online assessment platform, ensuring the integrity of millions of test administrations.
- Collaborates with Fortune 100 and 500 companies, as well as public safety agencies, to provide legally defensible and validated assessment programs.
- Provides thought leadership on the science behind psychometric assessments, educating clients on data-driven hiring practices.
- Develops industry-specific assessment solutions to address unique hiring challenges in sectors such as healthcare, finance, and manufacturing.
- Implements customizable assessment tools that allow clients to create tailored testing solutions aligned with specific job requirements.
- Ensures compliance with legal standards, delivering assessments that withstand legal scrutiny and support confident hiring decisions.

Vice President, National Testing Network

National - Current

- Leads NTN's psychological evaluation services, providing state-of-the-science pre-hire psychological assessments for law enforcement, fire, and corrections agencies nationwide.
 - Developed and implemented a national network for administering legally defensible psychological evaluations, ensuring compliance with all 50 states' regulations.
 - Established streamlined, research-backed assessment processes integrating psychometric testing and structured clinical interviews conducted by licensed psychologists.
 - Provides expert guidance on public safety hiring standards, working with agencies to enhance candidate selection through valid and defensible assessments.
 - Advises law enforcement and fire agencies on best practices for psychological screenings, improving the reliability and efficiency of hiring decisions.
- Consults with police and fire executives, POST directors, and civil service commissions to develop and refine entry-level and promotional assessments.

- Leads research and validation studies to ensure NTN’s assessments meet professional and legal standards, including compliance with EEOC, ADA, and POST guidelines.
- Regularly speaks at national conferences and training events, including IADLEST and POST leadership meetings, on the importance of evidence-based hiring processes.

CEO/Senior Consultant, Rafilson and Associates, Inc.

Bend, OR - Current

- **Private Sector**

- Conducts program evaluations for numerous non-profit organizations. Clients include:
 - Taglit Birthright Israel
 - Israel on Campus Coalition
 - TAMID Group
 - Israel Business Pipeline
 - REALITY (a Schusterman initiative)
 - The Charles and Lyn Schusterman Foundation
 - The Paul E. Singer Foundation
- Conducted organizational assessment for Vista Pathology Laboratory
- Served as a lead consultant for TrueScore Consulting, LLC

- **Public Safety Sector**

- Conducts post conditional job offer and fitness for duty psychological evaluations for 20+ Oregon police, sheriff, and fire departments in compliance with OR SB 423.
- Develops promotional assessment centers and examinations for police and fire department promotional processes.
- Conducted comprehensive review of hiring and promotional process for numerous agencies including the Bend, OR Police Department, Lincoln County Sheriff’s Department and Crook County Fire & Rescue.
- Personally conducts all phases of organizational assessment, management assessment, test development, training and validation projects.
- Provides expert testimony and assistance for legal challenges when necessary:
 - *Spencer Tatum v. Commonwealth of Massachusetts CA No. 2009-000576-A*-expert testimony and report for the Plaintiffs regarding fairness and validity of statewide Sergeant promotional examination. April - July 2022. Judgment in favor of the Plaintiff, November, 2022.
 - City of Little Rock, AR – police promotional exam process challenge *Smith vs. Little Rock, 2014 – 2016. Successfully defended the City of Little Rock.*
- Sold I/O Solutions, Inc., and founded Rafilson and Associates in July 2014.

Chief I/O Psychologist, Talview

Global

- Left HackerRank when recruited by Talview’s CEO after 2nd round of funding as part of global growth initiative.
- Charged with:

- Developing and acquiring new AI-based and traditional assessments to enhance Talview’s competitive position in the global assessment market.
- Developing all supporting technical documentation regarding psychometrics, professional and legal guidelines and mandates for new and existing assessments.
- Providing internal training to the organization regarding key assessment topics and changing the organizational culture from that of a start-up assessment company to that of a top-tier assessment provider.
- Providing sales, marketing and ongoing customer support to enterprise clients.
- Working as a member of the leadership team to determine the ongoing vision and strategy of Talview.

Chief I/O Psychologist, HackerRank

Global

- Left SHL for a more personally fulfilling role working with this tech startup in the assessment field. Joined HackerRank as senior management responsible for moving a successful start-up firm into the next phase of growth.
- HackerRank is an established startup firm that provides a cutting-edge platform for the assessment of software developers and engineers to determine their readiness for employment in numerous roles. While HackerRank had an excellent technical product, the firm lacked the true focus of an assessment company. Therefore, areas of focus included:
 - Served as Practice Leader for assessment science and the technical assessment discipline at HackerRank, working cross functionally as new products and skills are delivered.
 - Developed and implemented a Professional Services Department to provide validation and fairness studies to clients.
 - Served as the senior most customer facing leader on questions or concerns about technical aspects of our assessments.
 - Delivered meaningful, high quality validation service projects, and oversaw the same through the team, to ensure customer and prospect confidence in our products and services for key clients including:

<ul style="list-style-type: none"> ○ Airbnb ○ Amazon ○ Capital One ○ Dell ○ Expedia ○ Fidelity 	<ul style="list-style-type: none"> ○ Ford ○ Goldman Sachs ○ John Deere ○ JP Morgan ○ Oracle ○ Sales Force
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- Collaborated with Product in the development of new assessments including research, design, data collection, and implementation of scoring.
- Maintenance, improvement, and continuing study of assessments.
- Designed and performed research studies, the results of which were included in internal resources and public white papers.
- Contributed to HackerRank's point of view on matters pertaining to the design of selection systems and employee development.
- Developed and ensured execution of procedures and best practices to deliver a consistently delightful, highly successful customer experience.
- Developed all supporting technical documentation regarding psychometrics, professional and legal guidelines and mandates.
- Provided sales and ongoing customer support to enterprise clients.
- Provided internal training to 300-member organization regarding key assessment topics and changing the organizational culture from that of a tech company to that of a tech assessment provider.

Chief I/O Psychologist, Aspiring Minds/SHL

Global

- Senior management responsible for launching established APAC talent assessment firm in the United States. U.S. launch team consisted of 5 individuals.
 - Launch was overwhelmingly successful with the acquisition of key clients. Significant personal involvement resulting in the acquisition of numerous enterprise clients including:

○ Amazon	○ Uber
○ Boeing	○ Wells Fargo
○ CVS	○ Bell Flight
○ Dow/Olin Chemicals	○ Charter
○ Lowe's	○ Inmar
- Areas of focus included:
 - Test/Assessment development, job analysis, validation, psychometrics, etc.
 - Marketing
 - Business Development
 - Research & Development
 - Operations
- Aspiring Minds was subsequently acquired by the world's largest employment testing company – SHL.

CEO, Industrial/Organizational Solutions, Inc.
CEO, Public Safety Recruitment

Westchester, IL

- Founded I/O Solutions in April 1997.
- Acquired Illinois Fire and Police Recruitment Administration in December 1998.
- Personally led all phases of test development, training and validation projects conducted by professional staff.
- Consulted with agencies, associations, civil service commissions, state peace officer standards and training bodies, legislative groups and other parties regarding all aspects of public safety human resources.
- Provided expert testimony and assistance for legal challenges when necessary:
 - **Ricci V. DeStefano – US Supreme Court promotional process challenge - 2009**
 - City of Pittsburgh Fire Department – United States DOJ challenge defense
 - City of San Jose Police Department - Promotional process challenge –2000
 - Massachusetts State Police Department – Entry-level exam process challenge *Donahue vs. Hillman et al.* - 1999
 - United States vs. City of Garland TX - Entry-level police and fire exams – (DOJ Consultant Services) – 2000
- Developed and brought to market the following nationally validated exams:
 - National Criminal Justice Officer Selection Inventory - Integrity*
 - National Criminal Justice Officer Selection Inventory*
 - National Firefighter Selection Inventory*
 - National Correctional Officer Selection Inventory*
 - National Public Safety Dispatcher Selection Inventory*
 - Personnel Report*
 - Law Enforcement Supervisor I Examination*
 - Law Enforcement Supervisor II Examination*
 - Fire Service Supervisor I Examination*
 - Fire Service Supervisor II Examination*
 - Law Enforcement Investigator Examination*
 - Fire Driver Engineer Promotional Examination*
 - In-Depth Law Enforcement Personality Examination*
 - In-Depth Fire Service Personality Examination*
 - Emergency Medical Services – Paramedic*
 - Emergency Medical Services – Intermediate*
 - Emergency Medical Services – Basic*
- Published articles in major trade publications, including *Police Chief Magazine*, *Law and Order* magazine, *Law Enforcement News* and *Fire Engineering*.

Vice President, Stanard and Associates, Inc.

Chicago, IL

- Oversaw and directed all phases of test development, training and validation projects conducted by professional staff.
- Personally conducted over 150 criminal justice training and testing projects.

- Consulted with agencies to meet the demands of consent decrees imposed by the U.S. Department of Justice.
- Provided expert assistance for legal challenges when necessary.
- Increased the client base for a new product line (entry-level police and fire exams) and market (public safety agencies) from 46 local customers to over 1,000 clients nationwide over a four-year period.
- Developed and implemented strategic business and marketing plans for all public safety-related products and services.
- Directed company's efforts in all areas, including advertising, marketing, sales, research and development, and operations.
- Met regularly with police/fire chiefs, personnel directors and civil service commissioners throughout the nation and spoke at association meetings, seminars, special presentations and accredited law enforcement training programs.
- Provided training at C.A.L.E.A.-accreditation workshops.
- Consulted with organizations on the development and implementation of employee-opinion surveys.

Director of Scholastic Admissions Testing, Wonderlic Personnel Test, Inc. Northfield, IL

- Worked with federal and state departments of education, national accrediting commissions, school owners and administrators, and other interested parties to determine acceptable methods and standards for scholastic admissions testing and evaluation.
- Worked with the U.S. Department of Education to develop federal standards for admissions into trade and technical postsecondary schools.
- Spoke regularly at accreditation seminars, meetings and workshops.
- Interviewed regularly for articles appearing in trade publications.
- Published articles in trade magazines, including *The Journal of Staffing and Recruiting*, *Human Resource Executive* and *Personnel Journal*.

Industrial/Organizational Experience:

Provided consulting services for key industry clients, including the following: Exxon/Esso Central and South America; Wedge Energy International; Depository Trust Company; Combined Insurance; Subway International; Continental Airlines.

- Completed over 30 validation studies with tests of general intelligence, personality measures, skills tests and integrity tests.
- Developed numerous training and evaluation programs.
- Spoke regularly at human resource seminars and meetings.

Psychological Research Associate, London House, Inc. Park Ridge, IL

Responsible for all phases of research, including experimental design, data collection and analysis, report writing, and final presentation of studies for the following clients:

- Al Mobile Homes
- Ames Department Stores
- Belk Stores Services, Inc.
- Best Buys Co.
- Bob Evans Restaurants
- Boykin Managements
- Depository Trust Co.
- Edison Brothers
- Fashion Conspiracy
- Goodyear Tire and Rubber Co.
- Home Savings Association
- Hudson Bay Co.
- Marriott Corp.
- NCNB National Bank
- Northern Trust Co.
- Sonoco Products Co.
- Taco Bell
- Wynn Dixie

Test Development

Item development, analysis, scoring, validation, distortion and random response analysis for the following tests:

- Human Resource Inventory (HRI)
- Employment Productivity Index (EPI-3).
- Personnel Selection Inventory (PSI-7), Tenure Scale.

Present/Past Affiliations

American Psychological Association
 American Society of Law Enforcement Trainers
 Colorado Association of Chiefs of Police
 Georgia Association of Chiefs of Police
 Illinois Fire and Police Commissioners' Association
 Illinois Association of Chiefs of Police
 International Association of Directors of Law Enforcement Standards and Training
 International Association of Fire Chiefs
 International Association of Police Chiefs
 International Personnel Assessment Council
 International Personnel Management Association—Publications Review Board
 National Fire Protection Association
 Ohio Police Chiefs' Association
 Oregon Association of Chiefs of Police
 Oregon State Sheriffs Association
 Personnel Testing Council of Southern California
 Texas Association of Chiefs of Police
 Texas Sheriffs' Association
 Society of Industrial and Organizational Psychologists
 West Suburban Illinois Chiefs of Police Association

Manuscripts and Publications

Rafilson, F.M. (2025) *Law Enforcement Officer Psychological Evaluations*, Michigan Police Chiefs Magazine, Winter 2025.

Rafilson, F.M. (2022) *How To Improve HR Team's Recruitment Efforts With Ethical AI*, Talent Acquisition Excellence, HR.Com, Volume 10, Number 10, pp. 15-17.

Rafilson, F.M. (2019) *The Why and How of Law Enforcement Officer Psychological Evaluations*, Oregon Sheriff, OR State Sheriff's Association, 62,1, Spring 2019.

Rafilson, F.M., Chudowsky, V., Chudowsky, N., (2018) *Evaluation of the Taglit Birthright Israel Fellows Program*, (TrueScore Consulting)

Rafilson, F.M., Chudowsky, V., Chudowsky, N., (2018), *Israel on Campus Coalition Independent Evaluation*, (TrueScore Consulting)

Rafilson, F.M., Chudowsky, V., Chudowsky, N., (2018), *TAMID Group Needs Assessment: Data Metrics and Impact Measurement*, (TrueScore Consulting)

Rafilson, F.M., Chudowsky, V., Chudowsky, N., (2017), *Israel Business Pipeline Alumni Evaluation*, (TrueScore Consulting)

Rafilson, F.M., (2017), *Organizational Assessment for Vista Pathology Laboratory* (Rafilson & Associates)

Igou, F., Rafilson, F.M., Mulay, D., (2013). *Race, Gender and Structured Oral interview Rating Errors*. Paper presented at the 2013 annual conference of the International Personnel Assessment Council (IPAC), Columbus, OH.

Rafilson, F.M., Igou, F., Binder J., (2012). *A comparison of top-down and banding methods of selection applied to an entry-level police selection procedure*. Paper presented at the 2012 annual conference of the International Personnel Assessment Council (IPAC), Las Vegas, NV.

Rafilson, F.M. (2012). *Working with Test Score Distributions to Create Effective Eligibility Lists*. Paper presented at the 2012 special meeting of the Illinois Fire Marshall's Office and Joint Labor and Management Committee (IL-JLMC), Addison, IL.

Rafilson, Fred M. (2003). "Promotional Exams." *Law & Order Magazine*, August, 51-8.

Rafilson, F.M. (2003). *ARCO Firefighter (14th Edition)*. Peterson Publishing.

Rafilson, F.M. (2003). *ARCO Police Officer (16th Edition)*. Peterson Publishing.

Rafilson, F.M. and Andriuolo, R. (2000). *ARCO Firefighter (13th Edition)*. Indianapolis, IN: IDG Books Worldwide, Inc.

Rafilson, F.M. (in press). *ARCO Police Officer (13th Edition)*. Indianapolis, IN: IDG Books Worldwide, Inc.

Rafilson, F.M. (1999). *Acceptable Public Safety Physical-Ability Testing Methodologies and Their Outcomes*. Paper presented at the 1999 annual conference of the International Association of Directors of Law Enforcement Standards and Training (IADLEST), Orlando, FL.

Rafilson, F.M. (1997). "Everything You Always Wanted to Know About Written Exams...But Were Afraid to Ask." *Law and Order Magazine, September*, 100-102.

Rafilson, F.M. and Morris, S. (1997). *Variations in Police Officer Job Profiles as a Result of Incumbent Versus Supervisory Ratings on a Task-Based Job Analysis Questionnaire*. Unpublished technical report.

Rafilson, F.M. and Sison, R. (1996). "Seven Criterion-Related Validity Studies Conducted with the National Police Officer Selection Test." *Psychological Reports 78*, 163-176.

Rafilson, F.M. (1995). "Legislative Impact on Fire Service Physical-Fitness Testing." *Fire Engineering, April*, 83-89.

Rafilson, F.M., Allscheid, S.P., and Weiss, J.G. (1994). "Transportability of Validity of the National Police Officer Selection Test for a Large Eastern Metropolitan Police Department." *Psychological Reports 75*, 707-718.

Rafilson, F.M. (1991). "The Case for Validity Generalization." *ERIC Clearinghouse on Tests Measurement and Evaluation*, EDO-TM-91-11.

Rafilson, F.M. and Callens, M.C. (1991). *Validity, Classification and Response Distortion in Attitudinally Based and Criterion-Based Predictors of Honest Workplace Behavior: a Preliminary Study*. Unpublished Technical Report. Boston, MA: Bay State Psychological Associates.

Rafilson, F.M. and Bokos, P.J. (1991). "Effectiveness of a paper and pencil test designed to identify substance abusers." *Psychological Reports 69*, 387-390.

Rafilson, F.M. (1990). "Smart Moves: Using Intelligence Tests as Screening Tools." *Journal of Staffing and Recruiting, 2(1)*, 39-42.

Rafilson, F.M. (1990). "Intelligence Tests Make a Difference." *Recruitment Today 3(5)*, 40-43.

Rafilson, F.M. (1988). "Development of a Standardized Measure to Predict Employee Productivity." *Preemployment Honesty Testing: Current Research and Future Directions*. New York: Quorum Books, 145-159.

Rafilson, F.M., and Frost, A.G. (1988). "Overt Integrity Tests Versus Personality-Based Measures of Delinquency: an Empirical Comparison." *Journal of Business and Psychology* 3 (3), 269-279.

Rafilson, F.M. (1989). "Temporal Stability of a Preemployment Integrity Test." *Psychological Reports* 65, 1384-1386.

Rafilson, F.M. and Rospenda, K.M. (1989). "Improving Safety in the Workplace Through Preemployment Screening." *Journal of Safety Research*.

Raju, N.S. and Rafilson, F.M. (1991). *The Effect of Sample Size on an Application of Logistic Regression for Personnel Selection*. Unpublished Masters thesis.

Wonderlic, C.F., Long, E.R., and Rafilson, F.M. (1990). *Admissions Testing at Career College and Trade School Training Programs: Test Score Guidelines, Norms and Student Demographics*. Northfield, IL: Wonderlic and Associates.

Education

Illinois Institute of Technology	Chicago, IL
Ph.D. Industrial/Organizational Psychology	1998
Illinois Institute of Technology	Chicago, IL
M.S. Industrial/Organizational Psychology	1990
University of Illinois	Champaign, IL
B.S. Psychology and Philosophy	1984