

**RFP# 25-80064 - Cosmo/Barber RFP
TECHNICAL PROPOSAL
ATTACHMENT F**

Instructions: Please supply all requested information in the areas shaded yellow and indicate any attachments that have been included to support your responses.

1.4.1 General Provisions

1.4.1.1 Please provide a statement that your company agrees to meet and comply with the specifications addressed under the Scope of Work in Section 1.4. If applicable, detail any concerns that your company has identified regarding the provision of any of the services that the State has requested and/or required under the above-mentioned section.

PSI agrees to meet and comply with the specifications addressed under the Scope of Work in Section 1.4 of the RFP. We are already complying with these specifications and do not have any concerns with them.

1.4.1.2 Provide a narrative describing how your company ensures superior levels of customer service and identifying customer service efforts made in the following areas:

A. Employee training program

We ensure superior customer service through comprehensive training programs tailored to the Board's programs.

Candidate Services Training

We provide extensive training for our candidate service staff, with a focus on your agency's specific exam requirements and procedures. These are the first staff interacting with your cosmetology and barbering candidates by phone, email, and chat. The training begins with a module on our Cosmetology/Barber Overview .

The Cosmetology/Barber Overview provides training that focuses on industry knowledge:

- Types of Fields Licensed
- Programs and Tests Available
- General Industry Requirements
- Specifics of Each Licensed Profession

PSI employees also learn to find details regarding Board requirements in a Candidate Care Information (CCI) guide, which lays out the Board's exam requirements, processes, rules, and standards. This information is made available to all representatives who take calls from Board candidates. Representatives also get refresher training that contains an assessment (which must be passed) to ensure they remain knowledgeable and ready to assist test takers.

Proctor Training

All proctors are fully trained in exam administration procedures, facility requirements, equipment/system operations, and issue management. As part of this training, they are responsible for familiarizing themselves with PSI test center policies and the procedures outlined in our Test Center Operations Manual (provided as **Appendix 1**).

They are also responsible for familiarizing themselves with supplemental program-specific material that includes the rules set for each exam by the Board. All proctors administering Board exams receive supplemental instruction on each exam's rules, and they are monitored for strict compliance with Board and PSI rules.

Initial training begins with a two-week intensive module upon hire — a one-week foundation classroom module followed by a week of hands-on training and a final assessment. Training consists of computer and in-person sessions and continues with monthly, quarterly, and as-needed sessions. PSI also requires annual training and recertification.

Initial, ongoing, and annual training covers multiple topics, including PSI and client policies and procedures regarding:

- Exam administration, including ADA accommodations
- Maintaining security and confidentiality of all exams and materials
- Each exam type — for example, Board-specified rules and procedures by exam type
- Verifying candidate identity, including any Board-specific requirements
- Privacy awareness — for example, procedural and legal requirements for maintaining privacy and protection of candidate personal information
- Personnel conduct, focused on providing professional, responsive service

B. Call Center Ops

We collect response time metrics for both phone calls and emails. This includes call times, number of calls, hold times, number of transfers, number of registrations, and number of scheduled appointments. This allows us to staff our Candidate Service Center more efficiently.

PSI employs a comprehensive Quality Assurance Plan for our call center that includes monitoring calls and measuring adherence to quality standards. It is described further below in **D. Secret shop of your call center and exam locations.**

The call center operations utilize our representatives to support your candidates' needs, and we supply a dedicated toll-free line.

Representatives are knowledgeable about the Board's exams and program rules, and can also help with registration, scheduling, general information, and exam fee collection.

They are available to assist candidates seven days a week, from 7:30 a.m. to 10:00 p.m., Eastern Time, Monday through Friday, and 9:00 a.m. to 5:30 p.m. on Saturdays and Sundays — nearly double regular business hours. An automated answering system operates during off-hours to provide candidates with 24/7 information, including how to schedule online.

We have standards for each method by which candidates can contact us:

- By telephone – with an average speed of answer of 180 seconds
- Via live chat – with an average speed of answer of 120 seconds
- By email – responding within 24 hours of when we get the email

Call hold times are monitored to ensure short waits. If a candidate cannot get an immediate answer to a question, a supervisor will call back within a single business day. It's important to note, however, that **99% of candidates are fully assisted on their first call.**

C. Exam Center Locations

Site Selection and Set-Up

PSI takes tremendous care in selecting, setting up, and monitoring our test centers. We ensure that the centers offer each candidate a comfortable, smoke-free, quiet environment in which to take exams. For information on the 22 initial sites selected for your program, please see our response to **1.4.2.4**.

Our locations are selected from potential facilities that are geographically convenient for our clients' candidates. Appropriate testing locations are identified through research of facilities in the area that would provide a premium testing environment. Selection of a specific site is based on the facility floorplan, the convenience of the location, and the capability of meeting specifications required for exam administration.

The selection standards for locations include:

- A short driving distance from the most populated areas of the state
- Convenient to public transportation
- Near major roads and highways
- Access to free, safe parking
- Located in quiet neighborhoods without noisy or distracting neighbors

PSI test centers provide the candidate with a secure, professional testing atmosphere that conforms to local building, sanitation, and health codes, and is staffed by proctors who are fully trained in exam administration and emergency procedures. The centers have comfortably spaced workstations that provide enough room for open-book exams.

Testing centers contain all elements listed below, to maintain a professional testing atmosphere:

- Conformance to local building and safety codes
- ADA compliance
- Convenient restroom facilities
- Control of temperature and ventilation
- Freedom from noise and other distractions
- Appropriate lighting with no glare
- A one-way mirror into the testing room
- Appropriate spacing between candidates
- Accessible working fire exits

Seat Availability

The 22 initial Indiana locations we will be using for this contract have an **annual capacity of over 18,000 seats per year**. If the volume of candidates requesting exams increases so that a candidate cannot be tested within a seven-day period after registration, we can respond quickly and effectively to provide additional hours and/or test centers. In post-examination surveys, **99% of Board candidates have approved of PSI testing locations**.

We constantly monitor the availability of testing sessions at our sites. Our Site Capacity Team runs a Site Availability Report and adds sessions to respond to candidate demand each week.

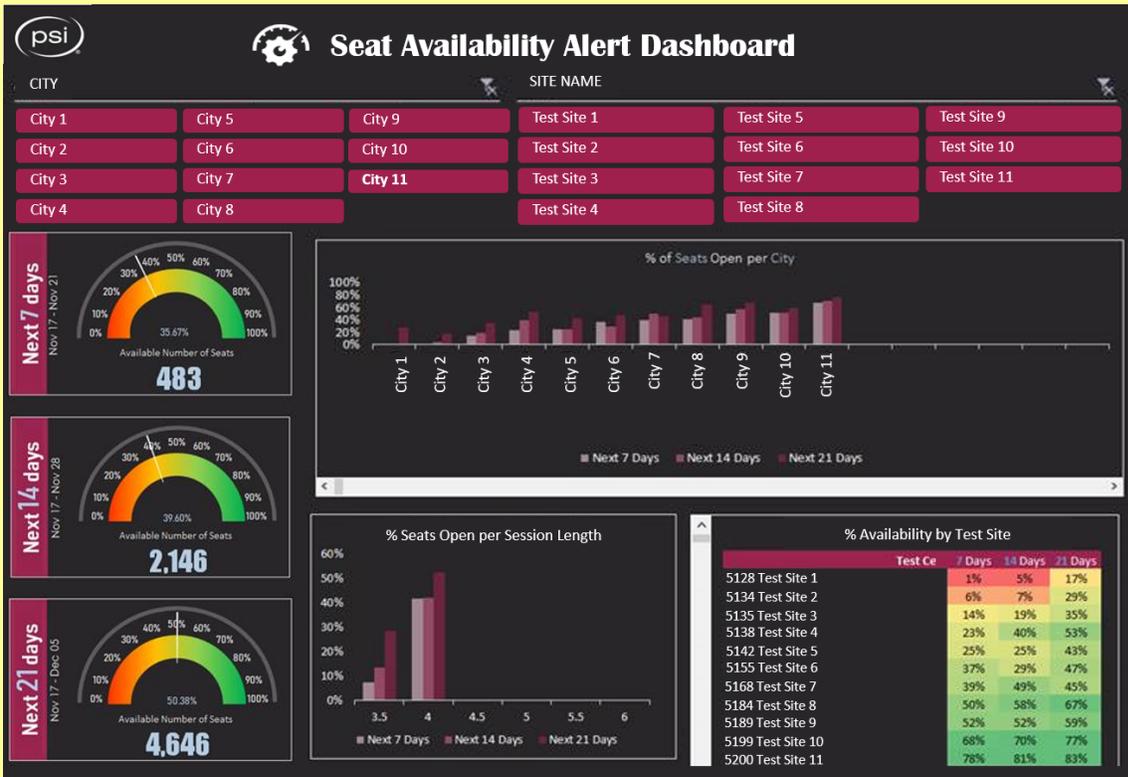
In the event of a surge in volume, PSI can add sessions, days, or stations. If the volume of candidates requesting exams increases so that a candidate cannot be tested within five business days after registration, we can respond quickly to provide additional hours and/or test centers. Changes to the testing schedule may be made, in consultation with the Board, in response to changes in candidate demand for testing.

PSI considers the monitoring and management of our test center capacity to be one of our core competencies, and we have a solid history of responding quickly and effectively to sudden high-volume testing surges.

When we select test center locations, we look for at least a 35% over-capacity buffer at each site to accommodate surges in candidate volume. With greater surges, more sessions can be scheduled, and more sites can be added with sustained increases.

The image that follows shows a sample of our Seat Availability Alert Dashboard, which is monitored by our Site Capacity team. This displays any possible scheduling bottlenecks so they can be addressed immediately.

PSI's Site Capacity Team monitors scheduling availability.



Site Audits

PSI has developed and currently employs a comprehensive Test Center Quality Assurance Plan that includes remote personnel use of the surveillance system to view test center activities in real time, as well as other monitoring methods.

Each site's surveillance system can be accessed online by our corporate security staff and our Regional Supervisors, who are responsible for the day-to-day performance of each site. This allows us to audit our proctors' performance for adherence to company policies and security guidelines and record candidate behavior. If a candidate attempts to cheat, or there is a potential security breach, we can provide footage or still frames of the incident to the Board along with the Incident Report.

Regional Supervisors and corporate staff members also monitor test center and proctor performance through site records – including candidate comments made to proctors or through our post-exam candidate satisfaction survey.

Our site audits ensure that test center staff follow appropriate procedures and centers continue to meet our high standards. Test center audits include in-person monitoring on a regular basis – both announced visits and checkups by secret shoppers. All Indiana test centers are routinely observed to ensure operational and security compliance.

PSI uses our Site Monitoring Checklist (provided as **Appendix 2**) to measure the uniformity of test administration at each site. The Checklist has space to note conditions that include:

- Exam center easy to find, with proper signage and adequate parking
- Proctor on-time and not displaying inappropriate personal items
- Office equipment and furniture checks
- Check-in procedures, including camera functionality and distribution of authorized materials
- Quality of testing environment (clean, orderly, comfortable, quiet, secure, good temperature)
- Number of candidates testing
- Quality of monitoring (attitude, responsiveness, visual observation, monitoring breaks)
- Any unusual conduct, technical difficulties, or disruptions
- Security of exam materials
- Score reports printing properly

The list of sites to be audited is created each quarter and reviewed each month. During the monthly review, the specific targets are identified, and any planned changes to the audit action plan are made.

In addition to formal test center audits, the PSI management team conducts quarterly Scorecard Reviews for each test center. We score the sites in test-taker survey feedback, security requirements, and ability to provide ADA and other accommodations. There is a reward program in place for test centers with exemplary scorecard reports, and remediation plans assist sites that need to improve performance.

D. Secret shops of your call center and exam locations

We have an ongoing auditing process for all our test centers to ensure they continue to meet our high standards. We conducted 1,600 audits and secret shops worldwide in 2023. Please see the previous answer for further details on secret shops and other quality control measures in examination centers.

Auditing of Call Center Activities

PSI has developed and currently employs a comprehensive Quality Assurance Plan for our call center that includes monitoring calls and measuring adherence to quality standards.

Our Candidate Services Director, Christopher Maddox, monitors call center performance reports to ensure our response times remain at acceptable levels; our hold times are among the shortest in the industry.

Telephone performance is monitored in an ongoing assessment program. All call center customer service representatives undergo a rigorous screening process that includes aptitude and attitude testing. Candidates are carefully screened to ensure cognitive abilities and the appropriate demeanor.

Once employed, representatives are evaluated on the number of calls, number of transfers, call duration, efficiency of registrations, and number of scheduled appointments. Representatives' calls are also routinely monitored by supervisors for quality assurance, and candidate feedback about the reps (compliments and complaints) weighs heavily in their evaluations.

The Candidate Services Director monitors call center reporting to determine whether additional staffing might be required. Our reps are trained on each testing program and backed up by experienced supervisors. They are monitored at least three times a week and must achieve a minimum score. This is based on their performance in the following areas:

- Greeting
- Professionalism
- Call Flow
- Job Knowledge
- Adherence to the informative closing script

If a representative does not achieve the minimum score, they are assigned to our Performance Focus Plan, which is a four-week monitoring and coaching program. We also employ two separate quality assurance processes to ensure our high level of customer service is maintained:

- Call center supervisors routinely “drop in” on calls to monitor reps’ performance and knowledge of program subject matter
- Every error that is brought to our attention is documented so the issues can be brought up during weekly training sessions in which reps learn how to better handle candidate concerns

Test Center Site Audits

Regular site audits (further explained in **C. Exam Center Locations**) ensure that the test administration staff are following the appropriate procedures and that the test centers continue to meet our high standards. Most of these site audits are unannounced inspections by secret shoppers. PSI creates a list of sites to be audited each quarter and it's reviewed each month. During this review, the specific targets for the month are identified, and any changes to the audit action plan are made. A Site Monitoring Checklist (see **Appendix 2**) is used to measure the uniformity of test administration at each site.

In addition to formal test center audits, PSI's auditing team conducts quarterly Scorecard Reviews for each test center. The sites are scored based on test taker survey feedback, security requirements, and ability to provide ADA and other accommodations. There is a reward program in place for test centers with exemplary scorecard reports, and remediation plans assist sites that need to improve performance.

E. Key Performance Indicators

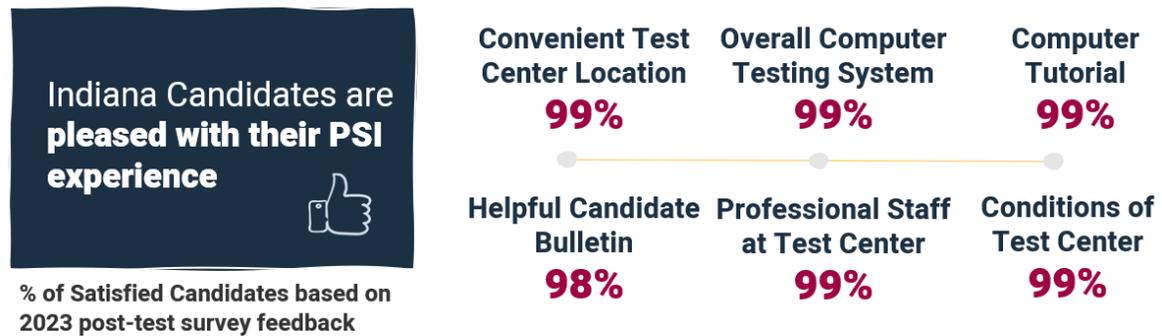
Our approach to account management is based on ongoing communication and continual improvement through systematic data review; straightforward, honest analysis; and proactive adjustments to get in front of any potential issues.

Our team leaders monitor key performance indicators and identify any areas of improvement. We also work with you to continually develop strategies for growth and innovation. This includes a feature-tracking platform in which the Board can request new products, features, and services; we use this input to shape our future roadmap.

PSI maintains the following client and customer service metrics:

Candidate Satisfaction Metric: Target Satisfaction Rate of 97-98%

PSI ensures that all test takers are provided a high-quality testing experience. To that end, we ask every test taker to provide us feedback on their experience by voluntarily responding to questions after the timed exam is terminated. The survey feedback from the Board's test takers exceeds this target and shows that they are overwhelmingly satisfied (more than 5,500 Indiana test taker surveys were completed):



Service Metrics

We have standards for each method by which candidates can contact us:

- By telephone (with an average speed of answer of 180 seconds)
- Via live chat (with an average speed of answer of 120 seconds)
- By email (responding within 24 hours of when we get the email)

Displacement Metrics

If a candidate is not able to test within 30 minutes of their appointment time due to a PSI issue, they are rescheduled free of cost. The test taker can also be reimbursed for their travel expenses.

Service Level Agreements

PSI also has SLAs, as outlined below, which we are willing to include in the Board contract:

- The PSI system is available on a 24/7 basis subject to scheduled maintenance
- A 99.98% guaranteed examination and administrative system availability, outside standard maintenance windows
- A 14-day notification for any scheduled system maintenance
- Applicant response time performance at 85% or higher for response times of five seconds or less. The response time is a measurement of the time required for an action to enter and respond to and from the application server
- Accurate invoicing information targeted at 100% accuracy
- Escalation within a single business day for any instances of below-targeted service performance

F. Ease of registration for examinees

Your test takers have several ways to register for their exams and receive support from PSI. They will have:

- 24/7 access to a Board-specific webpage with live 24/7 chat support
- Toll-free phone support from 7:30 am – 10:00 pm Eastern Time Monday-Friday, and 9:00 am – 5:30 pm Saturday and Sunday
- Email support at cosmetology@psionline.com.

Registering Online

The simplest way a candidate can register for an exam is on our online test taker portal, where they can schedule the test session and pay the fee. The portal is Board-branded and dedicated exclusively to your program.

The test taker portal provides your candidates with 24/7 access to exam registration and scheduling functions, along with vital information such as test center addresses, driving directions, and your program's Candidate Handbook. The system also offers several self-service features, including rescheduling and the ability to access and print their photo-bearing score reports.



The website also provides an option to contact our representatives by email; our policy is to respond to all emails by the next business day. For immediate response, there is a chat feature on the site.

We have designed the portal with the test taker in mind. It is user-friendly with easy-to-understand prompts and menus, making it simple to find information. We recently redesigned it, making it even simpler to use. The new design considers the needs of those with disabilities and is fully compliant with Web Content Accessibility Guidelines (WCAG 2 AA). Board candidates now have access to the following features in the test-taker portal:

- 24/7 live online chat
- A Board-branded webpage with custom alerts/announcements
- Mobile-friendly interface
- Real-time access to available testing appointments
- Intuitive prompts to locate a test center with maps, distances, and directions
- 24/7 self-service: rescheduling, score reports, FAQs, and candidate handbooks
- Appointment reminders via email and the option for alerts via text message

Registering by Telephone

PSI supplies a dedicated toll-free line for your candidates so they may speak with a representative trained on the Board's exams and program rules.

We provide **confirmation numbers for registration by phone and via our website.**

Live Chat

In addition to being able to register through our website or by telephone, your candidates can also chat online with customer support during business hours. This real-time interaction allows users to ask questions and receive immediate assistance, which helps clarify any uncertainties about the scheduling process and fosters confidence in securing the right appointment.

Overall, the combination of a user-friendly scheduling website, dedicated phone number, and responsive live chat support creates a more efficient, user-centric experience for test takers, making it easier for them to navigate their options and schedule their exams successfully.

Other Registration Methods

If desired, we can provide exam registration forms in the Candidate Handbook to be submitted by mail, fax, or email. Handbooks are downloadable from our website, and we can distribute hard copies to the Board and its designees, such as approved education providers and candidates, upon request.

Verification of Eligibility

The State's approved Beauty Culture Schools will continue to determine eligibility. We understand that we must verify the eligibility of each candidate before they take an exam.

Fee Collection

PSI collects payment and offers several payment options – including credit card, debit card, personal check (check by phone), and pre-purchased vouchers. After scheduling the exam appointment, we email the candidate a receipt and a confirmation notification.

The payment and scheduling system allows for online redemption of promotional codes or purchase orders for bulk voucher orders. Candidates purchasing vouchers are able to log in to the PSI website, complete the e-commerce web form using their credit/debit card, and have their voucher codes delivered via email.

G. Length of time a candidate must wait before taking an examination after registering.

Depending on availability, candidates may be able to test as soon as the next business day. We guarantee that candidates will be able to take an exam within three days of registering.

According to 2023 post-exam survey data, **99% of the Board's candidates are satisfied with the convenience of their exam date and time.**

1.4.1.3 Please include information related to the tenure of the senior management of your company, information for the last three years on any changes of ownership and explain why there was a change in ownership.

PSI has an experienced senior management team that understands government regulatory agencies and the need to protect the public trust, ensuring successful implementation and ongoing delivery for each aspect of your program.

Senior Management Tenure

- Janet Garcia is our Chief Executive Officer, with 17 years of experience – including eight at PSI.
- Alon Schwartz is our Chief Revenue Officer, with 21 years of experience – including 18 at PSI. He will continue to serve as your Executive Sponsor for this program.
- Yves Baetsle is our Chief Financial Officer, with 32 years of experience – including four at PSI.
- Isabelle Gonthier is our Chief Assessment Officer, with 22 years of experience – including four at PSI.
- Raashid Siddique is our Chief Operations Officer, with 27 years of experience – including four at PSI.
- Wally Dalrymple is our Chief Security Officer, with 23 years of experience. He joined PSI this year and has worked for ETS, our parent company, for three years.
- Lee Harrison is our Chief Technology Officer, with 24 years of experience – including five at PSI.
- Teresa Keller is our General Counsel, with 19 years of experience. She joined PSI this year.

Other company leaders include:

- Andrea Dominiack, who oversees Test Development. She has 18 years of experience, including 12 at PSI.
- Christopher Maddox, our Senior Director of Candidate Services. He has 12 years of experience, including eight at PSI.
- Neal Baer, our Vice President of the Test Center Network. He has 17 years of experience, including six at PSI.
- Gina Wilson, your Regional Site Supervisor. She has almost 20 years of experience, and joined PSI this year.
- Kathryn Walker is our Senior Director of Information Security, Risk, and Compliance. She has 13 years of experience, including 10 at PSI.

Ownership

PSI Services LLC is a limited liability company founded in 1946 that has 78 years of experience in testing and psychometric services. As a leading test developer and the publisher of over 2,000 credentialing and licensing exams in 160 countries, we deliver millions of exams and assessments each year. Through our international network of testing centers, our candidate-focused call centers, and our proprietary test development and administration platforms, we uphold the high standards in security and ease of use that have made us a leader in the industry.

In January 2024, we were acquired by our new parent company, ETS, which is a highly respected, not-for-profit organization that develops, administers, and scores tens of millions of tests annually, including the GRE®, Praxis®, TOEFL®, and TOEIC®. PSI and ETS have long been on parallel tracks, and our merging presents a unique set of complementary services to the testing industry, allowing our clients to benefit from a wider range of resources for your program needs.

This new home for PSI provides scale and financial security over the long term, allowing us to continue investing in all aspects of our services to benefit our licensure clients. We will retain the culture, leadership, and client teams that have been crucial to our past success. The current delivery of your program will not change.



What does this mean for our clients?

- ✔ Stability – Scale and financial security over the long term
- ✔ Even stronger portfolio of services and opportunity to expand offerings to our clients
- ✔ Access to research and technology teams to explore cutting-edge advancements in assessment, security, and exam design
- ✔ Coming in 2025 – Enhanced Security Integrations in testing platforms as well as upgrades to our entire Test Center Network

Our mission statement is: **PSI exists to help people meet their potential.** Through strategic acquisitions, we have brought leading assessment experts on board, along with thought leaders in business management and development.

Our primary objective is to maintain the substantial growth we have experienced over the past few years, while maintaining our reputation as the most flexible, responsive vendor in the testing industry. Through innovation and proven science, we continue to stay on the leading edge of assessment development and multi-modal test delivery.

1.4.1.4 Please provide the long-term plans of your company and information related to the overall operating soundness of your business model.

PSI is a fiscally healthy company. Please see the Attachments in our Business Proposal for our independently audited, consolidated financial statements for the past two years. These demonstrate the strength of our parent company, ETS. As we are a privately held firm, these documents are not public information, contain sensitive financial data, and should be treated as confidential and exempt from public disclosure.

While we operate as our own subsidiary, we are also backed by ETS, which maintains a secure financial standing supported by \$1.532 billion in net assets. For the years ending on September 30, 2023, their audited operating revenues, increase in operating net assets, and ending net assets were \$1.025 billion, \$8.4 million, and \$1.495 billion respectively. For the first quarter ending December 31, 2023, ETS's unaudited operating revenues, increase in operating net assets, and ending net assets were \$253.5 million, \$38.2 million, and \$1.532 billion respectively.

PSI itself has grown 5% on average from 2018 through 2023, demonstrating our own financial stability.

Long-Term Plans

As a growing company we are continually evolving, and innovation is a key element in our culture. We review and identify technology innovations that will enhance our systems and products and continuously research and update our product roadmap to reflect new trends.

Our teams are actively engaged in thought leadership and lead key industry committees where industry trends are discussed and addressed. Our internal research groups are currently working on new technologies and innovations related to data forensics, generative AI, and the use of AI in test delivery. Other innovations and opportunities, such as virtual reality simulations and gamification, have been highlighted as top trends we continue to explore.

We also have a product management platform that serves as a feedback repository to capture product ideas, requests, and feedback. Staff members can log their own ideas and easily submit product requests and feedback from their customers. Our Product Development team evaluates each submission in terms of impact, effort level, etc., and uses data to drive product roadmap decisions. We can now use real-life insights to spot the areas of greatest need, validate new feature ideas, and guide our product vision and strategy. PSI will work with the Agency and the Board to be the guide for progress, presenting innovative solutions that anticipate future industry trends.

We plan to enhance our presence in the licensure test development and administration market by:

- Providing the highest-quality service to licensure agencies and candidates. We will improve upon our reputation as one of the most flexible, responsive vendors in the licensure market.
- Offering company personnel with the highest level of expertise to agencies and their candidates. In the cosmetology and barbering field, for instance, we will continue to invest in dedicated cosmetology test development teams with specialized industry knowledge, as well as a candidate service team made up of experts on each cosmetology client's rules and exams.
- Maintaining the highest-quality test development services by recruiting and retaining talented, experienced professionals. In the cosmetology industry, we will continually update our industry-leading National Cosmetology and Barbering Exam, which will grow to cover emerging Cosmetology careers and continue to incorporate each client's state-specific test items.
- Bringing the most advanced, secure test delivery options to market via continual investment in technology and tech professionals, including options for convenient, secure online exams.

1.4.1.5 Please provide a list of all company contracts that have been renewed during the last five years, as well as a list of all company contracts which have been cancelled during the last five years.

We have provided lists of all contracts renewed and all contracts not renewed over the past five years as **Appendix 3**.

1.4.1.6 Please explain what level staff member will be the primary point of contact for administering this contract and how that relationship manager interfaces with the State and other Vendor staff to ensure proper contract administration, support, and resolution of questions or program deficiencies.

PSI is committed to ensuring excellent, highly responsive service to the Board, including from your Account Manager, who will be pivotal in coordinating operations for your program.

We have selected Cathy Laitinen, our Account Management Director, Licensure, to fulfill this important role, based on her responsiveness, her two decades of experience, and her expertise in your program, which she has been working on since 2015.

Cathy will be your primary point of contact, and will demonstrate the timely communication and effective management we are offering your program. She oversees programs similar to yours in scope and degree of complexity, and we feel she will be a great fit for the Board's needs.

Available to you from 8:00 to 5:00 Eastern Time, Cathy will address any issues quickly and respond to all communications within a single business day. She will work closely with your Executive Sponsor, Alon Schwartz, for any necessary escalations.

Our selection of Cathy as your Account Manager demonstrates our renewed commitment to the Board's success. She can be reached at 702-281-8101 and at cathy@psionline.com.

Alon will continue to be your sole point of contact for contractual matters, and has also been a part of your program since 2015. He can step in at any point to expedite issue resolution. He is on our company's Leadership Team and can be reached at 818-439-5438 and at aschwartz@psionline.com.

1.4.1.7 Please include a biography and resume for key personnel who will be interacting with the Indiana Professional Licensing Agency and the Indiana State Board of Cosmetology and Barber Examiners.

Our key personnel who will be interacting with the Agency and the Board include cosmetology and barber professionals who have many years of experience working with state cosmetology agencies. They also have specific experience serving your team and your candidates for all the services required in the RFP.

Resumes for all project staff members are provided in **Appendix 4**.

The Board's Account Management Team

Your PSI account management team can provide continuous, responsive service to the Board. We take a hands-on approach, monitoring key performance indicators on your behalf – including service levels, response times, and timeline adherence.

Throughout the new contract, your account manager, Cathy, will be available to the Board's team, answering all communications within a single business day. She would also be glad to facilitate monthly touchpoints and an annual or semiannual account review to discuss the performance indicators and deepen our understanding of the Board's changing needs.



Cathy Laitinen MS, Account Management Director,
Licensure

Role: Account Manager

Cathy **has worked with the Board since 2015**, and will serve as your day-to-day contact and trusted strategic advisor. She will oversee your project, ensuring that contractual commitments are met and our high standards are upheld. Cathy will facilitate communication with the Board via ongoing status calls and account reviews. She will oversee your project, developing a deep understanding of the Board's roadmap and implementing effective solutions. She will also handle reporting, and ensure that any issues are resolved promptly and to your satisfaction.

Cathy is a skilled senior manager with **23 years of experience** in the testing and licensure industry, and will be responsive to all the Board's needs, taking charge across internal teams to identify trends and recommend efficiencies to enhance our relationship with the Board.



Alon Schwartz, MBA, Chief Revenue Officer

Role: Executive Sponsor

Alon has been **with PSI for 18 years** and **has worked with the Agency since 2007**. He will continue to provide oversight for your contract and will remain a key resource for administration. Alon monitors the marketplace and engages with industry leaders, ensuring your program can take advantage of any emerging trends.

He will make sure your services are delivered according to our service standards, and oversee all activities in the program – from implementation to administration. Alon will also support Cathy and make himself available for any escalations, to ensure any issues are resolved quickly.

Other Members of Your Project Team

Daphnye Shaffer, Client Manager

Role: Associate Account Manager

Daphnye will support Cathy in your program's administration, including all aspects of Cosmetology and Barber students and schools, troubleshooting any issues that arise. She has over **44 years of experience in the beauty industry and holds a license in Cosmetology**. Daphnye operated her own salon for over eight years before coming to PSI. Having served as a Subject Matter Expert in Cosmetology and Barbering before becoming the Client Manager, she is acquainted with how Cosmetology interacts with the departments she advised, including Test Development and Client Support.

Tonda Hall, Lead Exam Coordinator

Role: Institutional Testing

Tonda will continue to lead the management of testing in correctional institutions. She has **over 36 years of experience as a licensed cosmetologist** and maintains credentials in multiple states. In addition to providing operational support for onsite testing, she also serves as a Subject Matter Expert for Cosmetology programs, consulting with both the Test Development department and Client Services as needed to ensure all Cosmetology best practices are followed for our related programs.

Michelle Marsh-VanArsdol, Customer Service Manager

Role: Client Support

Michelle plays a vital role in managing cosmetology exams, working closely with the Indiana State Board of Cosmetology. She ensures that the program reflects state protocols and candidate questions and concerns are addressed in a timely manner. Michelle supports test takers with accommodations and oversees group scheduling throughout the year, collaborating with her team to ensure a seamless testing process. She is **a licensed cosmetologist with 20 years of experience**.

Cosmetology Test Development Team

The PSI Psychometrics and Test Development team works with your program team to develop and maintain your exams in accordance with the Board's wishes. The specialists and psychometricians assigned to your project team are highly experienced in cosmetology and barber credentialing.



Isabelle Gonthier, PhD, Chief Assessment Officer
Role: Psychometrics Oversight

Dr. Gonthier leads all psychometric activities for the Board. With **over 20 years of experience**, she is key to our psychometric leadership and best practice guidance for client solutions. Dr. Gonthier oversees the teams responsible for psychometric services, test development, statistical reporting, scoring, data forensics, and client services. These teams manage the testing services for a multitude of professional licensing fields.

In her executive leadership role, Dr. Gonthier helps define PSI's business strategies and technology roadmaps. On a client level, she is known for her keen ability to blend best practice guidance with smart innovation to set exam programs up for success. Dr. Gonthier has been highly engaged in testing and credentialing science, including serving as NCCA's chair and psychometric commissioner, and as a regular thought leadership presenter at ICE and ATP events. She oversees a team of over 40 psychometricians and test development specialists, and provides consultation for job analysis studies and standard setting.



Andrea Dominiack, MS, Senior Director, Test Development and Psychometrics
Role: Test Development Oversight

Andrea oversees the test development team and works closely with the managers and specialists assigned to your program. She has **15 years of experience** in developing certification and licensing exams for government agencies and professional associations, and supervises licensure exam design, development, and maintenance – advising on psychometric and test development methods and best practices.

With her background in industrial and organizational psychology, Andrea has considerable knowledge of examination protocols; psychometric standards; item bank development; and exam validity, integrity, defensibility, and security. Andrea **has worked with the Board since 2015**.

Chanda Turnbull, MS, Senior Managing Test Development Specialist

Role: Test Development Manager

Chanda has **20 years of experience** in assessment, including interpreting licensing statutes and rules and providing high-quality customer service to our test development clients. She provides invaluable support for your program with her expertise in examination protocols and psychometric standards. Chanda **has worked with the Board since 2018.**

She has a decade of experience at PSI, serving State regulatory agencies and providing the test development services the Board requires. Chanda is responsible for performing item analysis, exam maintenance, facilitating item writing and item review meetings, and conducting job analysis and standard setting projects – as well as creating examination plans.

Oscar Rios, MS, Psychometrician

Role: Test Development Consultation

Oscar provides consultation and assistance in all aspects of developing items and exams for the Board and each of our Cosmetology clients. This includes supporting Cosmetology Exam Review Committees and updating our national cosmetology item bank, our National Cosmetology and Barbering Exam, and state-specific item banks. He has **seven years of experience** in test development, job analysis, and statistical evaluation.

Leading the design and execution of job analysis studies, Oscar develops exam specifications, guiding Cosmetology clients through standard setting processes. His role includes designing performance-based assessments, and conducting advanced statistical analyses to ensure exam validity and reliability.

Elena Thomas, MS, Lead Test Development Specialist

Role: Test Development Lead

Your dedicated Test Development Specialist, Elena Thomas, updates items, content outlines, and forms as needed. **She has nine years of experience** in test development, job analysis, and statistical modeling and evaluation.

Working with our state Barber and Cosmetology programs, Elena is responsible for developing test content specifications, conducting statistical analyses of items and evaluating exams, and working on the construction, maintenance, and validation of licensure tests. She also facilitates exam development workshops and produces our technical reports. Elena plays a key role in developing and reviewing our cosmetology exams, and **has worked with the Board for over three years.**

Key Operational Personnel

We have a full team dedicated to the setup, security, and ongoing maintenance of the test center network. For example, our Site Capacity Team monitors scheduling and testing data to anticipate surges in candidate volume and adjusts the number of sessions and operating days/hours available, and determines whether a new site needs to be established. Our team of security analysts conducts auditing and inspection processes that are designed to safeguard security across PSI's test center operations.

Neal H. Baer, Jr.

Vice President, Test Center Network

Neal will continue to ensure that our test centers and staff members uphold our standards, working closely with other groups across Operations to provide a seamless experience for your candidates. He continuously monitors key performance indicators to identify areas for improvement and, calling upon his industry knowledge, introduces a solution to any issue that might arise. Using his expertise in operations, he ensures sound capacity management in every test center. Neal strives to improve candidates' comfort levels and increase their overall satisfaction. He has **14 years of operations and management experience, and has overseen Indiana's test centers since 2019.**

Gina Wilson

Regional Site Supervisor

Gina Wilson oversees test center management for Indiana, ensuring that all test center personnel provide a quality testing experience for your candidates. As Regional Site Supervisor, she manages staffing levels to ensure optimal site utilization. Her role includes overseeing the expansion of test sites, conducting regular audits, and finding creative methods to enhance staff performance.

Gina brings a wealth of knowledge and expertise regarding the PSI test center network to your program. **She has almost 20 years of experience in operations and management.**

Kevin Jolly

Director of Global Quality, Training, and Security

Kevin manages the security aspect of training for all test center personnel, including annual security training and ongoing security certifications. He also heads up our Security Team, acting on any "red flags" identified in our Data Forensics reports, such as suspicious data trends or security threats. Kevin establishes candidate check-in procedures for our clients, ensuring our current procedures align with best practices and agency requirements. Kevin has **six years in assessment security and 15 in assessment operations.** He has worked at PSI since 2008.

Candidate Support Services

The Candidate Support Team drives customer service and enhances communication with the Board. The team provides oversight for call center operations and trains support staff members on Board program details. They closely monitor call center metrics, always working to respond efficiently to your candidates' questions. They work closely with the Accommodations Team, which manages ADA and special accommodation requests. This includes application review and approval, and coordinating with staff to ensure accommodations are met.

PSI recently brought on a new Vice President of Test Taker Experience, Steve Trollinger, who is dedicated to continuously enhancing the candidate journey and the overall candidate experience, along with:

- **Christopher Maddox**, Senior Director, Candidate Services
- **Team of Client and Candidate Support Representatives** (380 reps; full-time)
- **Accommodations Team:** Manager and 40 Accommodation Specialists

Steve Trollinger, MBA

Vice President of Test Taker Experience

Steve is providing leadership and guidance on the test taker experience to eliminate any friction in the candidate journey and drive positive outcomes. He works strategically with our business units to understand our test takers and ensure seamless onboarding into the PSI ecosystem. This will include enhancing candidate website interfaces and oversight of our Candidate Information Handbooks. **Steve has 15 years of experience in facilitating customer journeys.**

Christopher Maddox

Senior Director, Candidate Services

Chris will continue to work with the Candidate Service Center managers, Steve Trollinger, and other Operations Groups to ensure candidates' needs are met according to our high standards. He makes himself available to resolve situations in which candidates need information that can't be obtained easily, and stays abreast of metrics such as call times. He oversees more than 300 Customer Service Representatives who support test takers with registration, scheduling, information, and general support.

Chris has been with PSI in a management capacity for seven years and has worked on your program for most of that time.

Information Technology

Our technology teams oversee several functions, including software and platform engineering, system integrations, staff technology support, and quality assurance across our technology and product suite.

Lee Harrison

Chief Technology Officer

Lee Harrison is accountable for defining and owning the overall product vision and roadmap for our product lines. In this role, he leads technology development and product delivery – supporting sales and account management teams in client acquisition, retention, and development. He works with PSI teams to optimize products and solutions to best support client needs and respond to industry trends. Lee has more than **25 years of Product and Technology experience.**

Kathryn Walker

Senior Director of Information Security, Risk, and Compliance

Kathryn brings **nine years of security experience** to her role at PSI. She ensures information security processes, infrastructure, and measures are fit for their purposes and scaled to deliver protection of our data, as well as that of our clients and their candidates. She also helps identify risks and issues in line with business needs and timescales.

Leading key elements of our global security, compliance, and privacy protection program, Kathryn provides security oversight and assurance for PSI products, services, and data, ensuring that we define and implement all appropriate security control measures.

- 1.4.1.8 Complete Attachment M (Resource Usage – Template) to provide the number of hours the Respondent expects to commit to the project and the number of hours estimated for the State resources. These amounts should be based on the functionality the State desires, included in this RFP.

We have completed Attachment M (Resource Usage—Template), which includes the number of hours we expect to commit to the project and the number estimated for State resources. These estimates are based on the State’s needs as outlined in the RFP.

1.4.1.9 Please provide a list of all lawsuits in which the Vendor is a defendant relating to its provision of examination administration.

As a large global company providing services for many decades, PSI may have been engaged in various types of litigation and administrative or regulatory proceedings throughout the years; however, we do not discuss or comment on such matters due to the preservation of attorney-client privilege. Neither PSI nor any of its officers have been involved in any material litigation, administrative, or regulatory proceedings that would interfere with our ability to provide the highest quality services contemplated in this RFP. There has been no order, judgment, or decree of any Federal or state authority barring, suspending or otherwise limiting the right of PSI to engage in any business, practice or activity. Neither have there been any irregularities discovered in any of the accounts maintained by PSI on behalf of others.

1.4.1.10 Provide an overall project organizational chart that includes roles / responsibilities on your team as well as expected roles / responsibilities at the State to help ensure project success.

Please see **Appendix 5** for this organizational chart.

1.4.1.11 Provide a document to describe your company's project management approach and methodology for this project. This should be a high-level document that pulls everything together.

As the Board's current testing vendor, we will not have any transition tasks. PSI can continue providing services seamlessly without interruption to the Board or its candidates.

Upon contract award, PSI will meet with the Agency and the Board to review the terms of the new contract and make updates to services/deliverables as needed. Below is a sample of tasks that will be triggered upon notification of award.

Tasks for Continuation of Services:

- Contract review and execution
- New Contract Kickoff Meeting with PSI and the Board
- Review impact of any new contract terms or deliverables
- Conduct proctor recertification in Indiana test centers
- Update accounting protocols to reflect contracted fees
- Provide a refresher training to the Board on the reporting portal (if needed)

Review and update Materials/Systems to Address New Requirements as applicable:

- Candidate Information Handbook
- Scheduling and payment site
- Candidate Support Center systems and instructions
- Score reports
- Reporting portal

We will maintain open communication and transparency with the Agency and the Board. We would welcome the opportunity to meet with you more frequently to ensure we are fully meeting the needs of the Agency, the Board, and your candidates, as well as to discuss any emerging trends. Standard ongoing communication includes regular partner conference calls to discuss progress and goals and annual account reviews to discuss services, share program data and analysis, and collaborate on future test activities and program enhancements.

Our project management and methodology approach for the Board will focus on continuing to provide and monitor the services we have already implemented, addressing any emerging challenges or opportunities, and communicating effectively with the Agency and the Board throughout the project.

Below are the general steps as outlined in PSI's Project Management methodology:

- Maintain clear lines of reporting and chains of command to provide oversight for the project.
- Internal and external solution review of the project plan to confirm overall understanding and expectations.
- Maintain clear communication and coordination methods between PSI and the Department.
- Maintain a Project Management Plan and ensure that it is communicated to all parties and monitored on an ongoing basis.
- Monitor and evaluate project progress and workflow with respect to budget, schedules, and reporting.
- Monitor project milestones and timelines to ensure target dates are met.
- Monitor project reporting to ensure the project status is accurately traced with appropriate metrics.
- Maintain a system to track project issues as they arise and outline the proper procedures for addressing any such project issues from occurrence to resolution.
- Maintain systems for change management in the event of unforeseen problems or staffing changes.
- Maintain a Project Risk Management Plan.
- Maintain systems for Board oversight of the project, including periodic review and appraisal of the project status.

1.4.1.12 Describe your company's high-level training strategy / plan.

To ensure the growth of our employees and continual improvement in our capacity to serve our customers, PSI has a Learning and Development strategy that supports a culture of ongoing skill development beginning with onboarding and continuing throughout an employee's career at PSI. Our learning strategy is supported by an L&D Manager who is a Certified Professional in Talent Development (CPTD) and takes a consultative approach that includes skill gap needs assessment, accessibility inclusion, 70:20:10 principle of design (leadership programs), and capturing feedback data (qualitative and quantitative) so we can measure impact and continuously improve.

PSI Learning and Development programs support risk awareness and security compliance, mentorship, leadership development, career path support, and ongoing training programs that build human skills to support our culture of diversity, equity, and inclusion for all PSI employees.

We have a competency-based framework for each job family and level that supports performance management, personal and role-specific skill development goals, and specific role training for departments that service and interact with our clients and test takers.

The following is a high-level summary of how we are executing this strategy.

1. Corporate and Cultural Onboarding

- **Online courses** that introduce PSI's organizational structure/culture, our culture of respect and DE&I initiatives, and security compliance training
- **A 30-Day Onboarding plan** for new starters and supervisors
- **Welcome to PSI Programming** with Monthly Seminars that feature PSI executives leading engaging sessions with new staff members. They learn about PSI's business, products, strategy, and culture. There is also an introduction call with the PSI CEO for new starters each quarter.

2. Customized Role-Based Training

- **Role-Based Training** features hiring managers taking a hands-on approach with new employees. Programs are developed for different roles within the company, ensuring that employees receive training directly applicable to their job functions.
- **Ongoing Training and Upskilling** are encouraged by managers to foster a culture of ongoing learning and development within their teams. Monthly or quarterly training courses refresh employees on skills and job expectations or present new tactics for upskilling in their roles.
- **Annual Performance Reviews and Goal Setting** are conducted with every employee. They work with their manager to regularly review their performance against role expectations, develop goals, and create personalized development plans for their current role and future career aspirations.

3. Ongoing development for all PSI Employees

- **The MentorLink Mentorship** program establishes a one-to-one mentoring relationship to help staff expand their networks, build PSI business knowledge, and develop skills.
- **“Lunch & Learn” sessions are held monthly on** PSI services, products, teams, and strategy to help show all personnel how their work fits into the bigger picture.
- **Information Security, Risk & Compliance training** to keep our employees, clients, and test taker data safe, secure, and compliant with regulatory standards.
- **DEI “Better Together” Training for all PSI Employees** includes steps to create a sense of belonging in the workplace and a culture in which we all want to work.
- **Career Path/Skill building course curriculums**

4. Leadership Training includes virtual instructor-led training, peer learning, collaborative projects, 360° assessments, and coaching. A few of the established programs we are running this year include:

- **LEAD** – Senior Leadership Training (6-month leadership experience)
- **GUIDE** – Manager Training (4-month leadership experience)
- **SHINE** – High impact performer (individual contributor) training program (4-month experience).

By investing in our employees’ development, we aim to drive both individual and organizational success, leading to enhanced performance, innovation, and growth.

1.4.1.13 Will application user training be provided and in what delivery method (e.g., instructor led on-site, instructor led remote, web-based, Computer Based Training modules, reference materials, etc.)?

Our systems are accessible and user-friendly, and because we are your current vendor your staff is already acquainted with how they work.

If desired, refresher training will be available for the convenience of your staff members, and to accommodate any new employees. This can be provided in person or remotely.

1.4.1.14 Describe your company's overall support strategy?

Many of our clients compliment us on our flexibility – we aim to provide the highest possible quality of support. Going forward, we welcome the opportunity to meet periodically with you to ensure we are fully meeting the needs of the Agency, the Board, and your candidates, as well as to discuss any emerging trends. We would also be glad to share industry developments and best practices gleaned from our work with Cosmetology and Barbering clients nationwide, through avenues such as our annual Industry Day event (for details on Industry Days, please see **Section 1.4.2.8**).

The value of holding an Industry Day is immeasurable for PSI and our clients. In this forum, industry stakeholders provide feedback that helps us to serve your candidate population further, and we can share information about national trends that have affected how exams are developed and delivered to candidate populations.

Client Services

Client services for the Board are managed via phone or support request emails. You will have a dedicated Account Manager, Cathy Laitinen, who knows your program and will be accessible to you from 8:00 to 5:00 Eastern Time. Cathy will address any issues quickly and respond to all communications within a single business day. She will work closely with your Executive Sponsor, Alon Schwartz, on any necessary escalations.

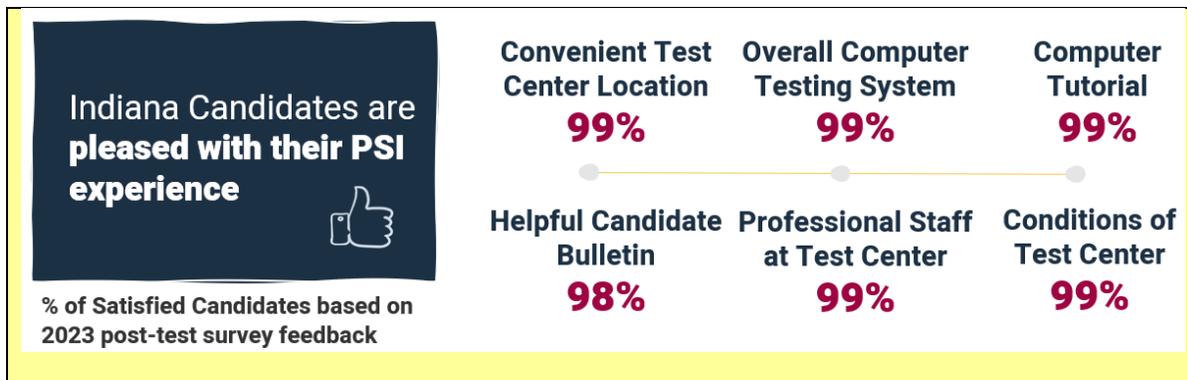
Our test development staff is also accessible to you. Your development specialists and managers know your program. They will continue to coordinate work and communication through Cathy, and can also be reached directly.

We will also support you with any desired custom reports and specialized configurations to meet your needs.

Candidate Support

Call Center Representatives are available via live chat, email, and phone to answer candidate questions, assist with registration, and address any issues or other needs for assistance. Indiana candidates have a dedicated phone number so they can interact with staff members who are familiar with their program. They also have a dedicated Indiana-branded website with information specific to the Board and its exams. **Our Customer Service Representatives assist 99% of candidates on their first call**, and if an immediate solution isn't possible, our policy is to respond by the next business day. We also provide 24/7 live online chat.

Further details on our candidate customer support are provided in **1.4.1.2 Ease of registration for examinees**.



1.4.2 Development of Examination Services

1.4.2.1 How does your company ensure that the most up-to-date information is being tested in the examinations? Included in your answer, please note any state content review programs and/or national job analysis that your company conducts. Also identify the types of tools, metrics, and personnel that are used to conduct these functions

We will continue to develop all required Indiana exams, including the state and national exams for Cosmetology, Esthetician, Manicurist, Barbers, and Electrologists, and the state exam for Instructors. Exams will be available in Chinese, Spanish, Simplified Chinese, and Vietnamese, and will be kept up-to-date via tracking item statistics and periodic Job Analysis (please see Job Analysis, below, for a description of the cosmetology analysis now underway). We understand that deviations from the above offerings may only be made with written approval from the State.

We also understand that the State will be provided with opportunities for exam content development and review to reevaluate the state-specific portion of each exam. The first such review will take place within three months of a new contract, and reviews will occur on a State-approved timetable at least every 365 days.

We include, where appropriate, questions on the Indiana laws, rules, and regulations governing each profession. The exams will continue to include:

- **Cosmetology Exam** – 10 state law questions and 100 general questions, with examinees receiving 120 minutes to complete the general and state law portions of the exam.
- **Instructors Exam** – 10 state law questions and 50 general questions, with examinees receiving 90 minutes to complete the general and state law portions of the exam.
- **Estheticians Exam** – 10 state law questions and 75 general questions, with examinees receiving 90 minutes to complete the general and state law portions of the exam.
- **Electrologists Exam** – 5 state law questions and 50 general questions, with examinees receiving 90 minutes to complete the general and state law portions of the exam.

- **Manicurists Exam** – 10 state law questions and 50 general questions, with examinees receiving 90 minutes to complete the general and state law portions of the exam.
- **Barbers Exam** – 10 state law questions and 100 general questions, with examinees receiving 120 minutes to complete the general and state law portions of the exam.

Keeping Your Items Current

PSI already has almost 1,400 current items in our national item bank, along with state-specific items for this contract:

Exam Type	# of Items
Barber	252
Cosmetology	398
Esthetician	229
Electrologist	198
Manicurist	157
Instructor	159
Total	1,393

We track the performance of items and conduct periodic Job Analyses to ensure all items remain current. PSI's test development specialists and psychometricians conduct analyses of the test items to assess the need for item development on an annual basis. This includes analysis of item performance (e.g., difficulty, point-biserial correlation), exposure (number of examinees), candidate comments, and any changes in laws and regulations that would indicate a need for new items. Our approach to test development is based on professional standards of practice, including the *Standards for Educational and Psychological Testing* (AERA, et al., 2014); and *Guidelines for Computer-Based Testing* (Association of Test Publishers, 2002).

When the Board needs new test items, they are written as needed by Subject Matter Experts (SMEs) who are trained by us in the proper methods and techniques. The items will be reviewed and evaluated by an independent SME panel to ensure they are job-related, valid, consistent with the laws and rules of the State, accurate, up to date, and free from potentially biased language. They are pretested and psychometrically calibrated to ensure they are sound before being added to the item bank for use in test forms.

Job Analysis

This JA will provide the foundation for further development of the state portion of the exams. We believe a good JA provides a solid foundation for any job-related licensing program. The JA study involves the systematic collection, analysis, and interpretation of information about work to make a valid assessment of a candidate's competence. This analysis provides the basis for developing the examination plan (content outline) and documenting the content validity of that exam.

We have conducted job analysis studies for numerous trades and professions, including cosmetology and barbering, real estate, insurance, construction, pest control, and emergency medical services.

National Job Analysis: We are in the process of updating the national cosmetology examination content outlines based on a validation study, including a national survey completed by 3,100 licensees and expert panelists that include subject matter experts from Indiana. Cosmetology professionals from all 50 states and the District of Columbia participated. The results, to be completed in early 2025, will serve as a basis for updating the test content specifications, developing new items, and reviewing the entire item bank to ensure relevance to barbering and cosmetology professionals nationwide.

State Job Analysis: If found to be necessary by the Board, PSI will conduct a job analysis study (JA) of the licensees for the State. This JA will provide the foundation for further development of the state portion of the exams. We will continue to develop test items in conformance with the Board's test content specifications. The following segments provide details on the timeframes and methods for initial review, new development, banking, and ongoing review.

Initial Item Review and Revision

PSI's Test Development Specialists and Psychometricians will evaluate the bank of current test items concerning coverage of the new test content outlines, as well as psychometric acceptability (e.g., p-values, point-biserial correlations, and distractor effectiveness). Based on this review, PSI staff will determine the extent to which test item development is needed and will develop and maintain the item bank accordingly.

Our review of the test items includes:

Content and Psychometric Review

All items are reviewed by PSI professionals prior to the Exam Review Committee (ERC) meeting to ensure that the items meet psychometric criteria and follow sound item writing principles. Specifically, each item is reviewed for:

- **Item Statistics** – Whether item analysis values are acceptable (i.e., p-value, point-biserial correlation, distractor effectiveness)
- **Style** – Whether the item conforms to good item writing principles, such as using parallel alternatives (responses) and avoiding overlapping alternatives
- **Grammar** – Whether the item is grammatically correct, has accurate spelling and punctuation, and is clearly worded
- **Understandability** – Whether a problem is clearly worded in the stem (opening statement of question)
- **Plausibility of Distractors** – Whether the distractors are plausible and attractive to examinees who lack the information or ability tested by the item
- **Cultural and Gender Group Sensitivity** – Whether the item may be offensive to cultural and gender subgroups.

Reference Check

All items, except certain math items, are checked against an approved reference. This reference check confirms that the reference supports the keyed answer. If such support for the item is not found, it is deleted from the item bank. A detailed content code is also assigned to each item as part of this step; the code refers to our multi-level taxonomy of knowledge related to the industry for which the examination is being developed.

Item Bias/Sensitivity Review

We review all items for material that may be judged offensive to cultural, gender, or disabled subgroups. Any that might be construed to imply bias are either changed or dropped. When mention of specific cultural or racial groups is necessary in an item, care is taken to reduce the possibility of stereotypic bias. To emphasize knowledge of the topic presented (rather than a specific subgroup mentioned), they are phrased to require an in-depth knowledge of the topic. Where feasible, they also include a source (e.g., “According to ...”) to indicate neutrality.

Technical Review

Committee members are asked to review all items for technical accuracy and to ensure that the items are practical, important, and job-related. Specifically, ERC members are asked to review each item and:

- Verify that the keyed alternative is correct and that the distractors (un-keyed alternatives) are incorrect
- Modify the wording as necessary to ensure that the item is easy to understand and that it reflects industry practices in the State

An item is deleted from the item bank if ERC members do not find it to be appropriate.

Content Validation

ERC members are asked to:

- Rate the relevance of each item according to the following 0 – 4 scale:
 - 4. Extremely Relevant** – cannot do the job without knowing this
 - 3. Very Relevant** – difficult to do the job professionally without knowing this
 - 2. Moderately Relevant** – knowing this is helpful in doing the job
 - 1. Of Little Relevance** – this item is only slightly related to doing the job
 - 0. Of No Relevance** – a new licensee does not need to know this
- Verify the knowledge category to which the item has been assigned.

Each ERC member makes the relevance rating independently. The knowledge assignments and professional activity allocations are made by group consensus. An item is judged to be job-related and retained in the bank only if it:

- Receives a mean relevance rating of 2.00 or greater (on a scale of 0 to 4); and
- Is assigned to a knowledge category corresponding with the content outline.

Providing Input for Passing Scores

ERC members establish passing scores via a modified Angoff procedure. Committee members are asked to review each item and estimate the proportion of minimally competent candidates who would answer it correctly. Before providing these judgments, members are carefully trained. “Minimally competent” is defined in terms of those candidates who have just enough knowledge to be licensed. Minimal competence is discussed and described in detail until all ERC members agree on the definition.

Angoff ratings for each item are averaged across the panel to provide both an estimate of the degree of difficulty at the item level and a recommended pass point for the exam. PSI psychometricians review these data to ensure an appropriate spread of item difficulties and then recommend a cut score.

PSI endorses conducting new a cut score study in the following cases:

- When new exam content is developed
- As a result of examination review
- After changes are made in industry practice
- When changes occur in practice emphasis

Item and Exam Analysis

PSI performs regular item analyses. The statistics require a minimum number of candidates to have responded to the item – they are not collected unless at least 20 candidates have answered. They include:

- **Difficulty:** the proportion of examinees responding correctly
- **Discrimination:** the point-biserial correlation corrected for overlap between item response and total (subtest) score, and phi-coefficient between item response and potential pass/fail points
- **Distractor effectiveness:** the distractor-total correlation and the percentage of examinees choosing each distractor

Items are reviewed, modified, deleted, and/or flagged based on the results of the item statistics as follows:

- **Extremely difficult** items (those that fewer than 30% of candidates answered correctly) are initially flagged. The answer key is then checked and verified. In most cases, they are deleted from the item bank.
- Items with **low item-total correlations** are flagged and deleted if necessary. To the extent possible, items with high item-total correlations are retained in the item bank.
- **Items with inefficient distractors** – that is, a high positive distractor-total correlation coefficient is obtained, or the item's distractors are not frequently selected – are modified, if at all possible. Their performance in future administrations is then monitored.

Item analysis results are reviewed by a PSI staff member who identifies any problem items. The analysis includes the review of candidate comments – if these indicate a problem with the wording of an item or with the answer key, and the issue is confirmed in further analysis, that item is either deleted, or modified and approved by an ERC before further use. SMEs are consulted as necessary, and items are revised as needed.

Tools

PSI maintains the Board's item bank in our proprietary testing software. This software is used to create exam forms, generate item and examination statistics, and update statistics in the bank. It allows us to efficiently handle all aspects of item bank management while maintaining item security. The software is available on a secure online site that enables SMEs to enter and edit item records from the location of their choice during the initial phase of the process.

In addition to the standard fields listed below, there is an unlimited number of category fields to store unique metadata, making the system configurable for each client. We can enter and maintain, at a minimum, the following information for each item in the bank:

- Exam content outline classification
- Item type
- Item text (i.e., stem, key, and distractors)
- Item status (e.g., active, retired, review)
- Item-level statistics (e.g., p -value, r_{pb} , b parameter)
- Item Author (by name or by code)
- Keyword to support search capability
- Cognitive level
- Reference information – page number or section
- Version history (i.e., date written, revised, or activated)
- Candidate comments

Metrics

We use industry-standard metrics to ensure the validity and effectiveness of your items. In addition to the item statistics outlined above, we perform a comprehensive analysis of each exam. Statistics that are computed and reviewed include:

- The number of items scored
- Sample size
- Mean p (difficulty), minimum and maximum p , and standard deviation of p
- Mean r_{pb} (point-biserial), minimum and maximum r_{pb} , and standard deviation of r_{pb}
- Mean test score
- Standard deviation of test scores
- Internal consistency reliability coefficient
- Standard error of measurement
- Means and standard deviations of subscores (if any)
- Number passing and failing the test

Item Writing Workshops

The item writing workshops provide clear guidelines on procedures for writing effective test items. Our training for item writers covers principles for writing good test items; suggestions for writing realistic and practical items at the appropriate cognitive level; and item-writing exercises (identifying item defects, item editing, practice item writing, and the like). Also covered are techniques for eliminating racial, ethnic, gender, and disabled stereotypes. As a result of this training, many problems that can occur with answer keys, plausibility of distractors, trivial items, and so forth are avoided.

Instructions for PSI Item Writers

A GOOD TEST QUESTION . . .

- 1) has four responses.
- 2) is not a trick (deliberately misleading) item.
- 3) is of an appropriate reading level; obscure words should be avoided.
- 4) is grammatical and has alternatives that match the stem.
- 5) is realistic and practical and deals with an important aspect of the job.
- 6) is phrased in the working language of the job; it is not copied from a manual or textbook.
- 7) is independent of every other item in the test; an item should not reveal the answer to another item.
- 8) does not contain insensitive or biased language.

A GOOD STEM . . .

- 1) is a clear and precise statement of a problem in the form of a direct question or an incomplete statement; a knowledgeable examinee should be able to formulate the answer without reading the alternatives.
- 2) is brief and complete--although it should be stated in the fewest possible words, it should include all needed information.
- 3) includes words that would have to be repeated in each response.
- 4) contains only information which is relevant to the problem.
- 5) does not contain a double negative.
- 6) contains a negative only if necessary and negatives are underlined if used.
- 7) when appropriate, is worded so that it is clear that the best of the acceptable alternatives is to be selected.
- 8) uses a picture or illustration if appropriate.

THE CORRECT ANSWER . . .

- 1) does not contain irrelevant grammatical cues.
- 2) is not given away by extraneous clues or irrelevant details.
- 3) is the only correct or clearly the best answer; avoids alternatives that overlap or include each other.
- 4) is not a "giveaway" because it is different from the distractors in length, amount of detail, or smoothness of wording.
- 5) is not "all of the above," "none of the above," or any combination of options (except math items may use "none of the above").
- 6) is not the only response containing qualifying words like "usually," "generally," "in most cases," etc.

A GOOD DISTRACTOR . . .

- 1) is plausible and attractive to those who lack the knowledge tested by the item.
- 2) is similar to the answer in length and in terms of the idea expressed.
- 3) is not identical in meaning to other distractors.
- 4) reflects common misconceptions.
- 5) is absolutely incorrect or definitely less correct than the correct answer.
- 6) does not contain absolute words such as "all," "never," or "always" unless the correct response does also.
- 7) is not "all of the above," "none of the above," or any combination of options (except math items may use "none of the above").
- 8) is logically or numerically positioned among other alternatives.

The cognitive level of the items should reflect the cognitive level of the knowledge required at licensure. For example, there is a difference between an item designed to assess the recall of an important fact, and the application of that fact to select the best response for a barbering or cosmetology examination.

Once item-writing training is complete, each SME is given an assignment based on the test content outlines. These assignments specify the number of items by knowledge category and subcategory. Assignments are based on the expertise of the SMEs.

Ongoing Item and Examination Review

Ongoing reviews of each item and the exam include quarterly reviews of candidate comments made regarding specific items to determine whether they are phrased in ways test takers find confusing.

Each quarter we review pass rates and other analyses to identify any items on which candidates may be performing either very poorly or too well. We remove these from use until they can be referred to SMEs for review. Finally, national item pool reviews and updates occur periodically and as needed. Agency item pools will be reviewed and updated biennially in alignment with your current schedule.

The PSI National Cosmetology and Barber Program

The Board will have the option, if it chooses, to utilize the PSI National Barber and Cosmetology Program. Our national program, launched in 2020, includes exams that ensure candidates have enough knowledge and experience to practice in a safe, competent manner. Our national exam emphasizes sanitation and public safety and lowers barriers to entry for candidates by focusing on the skills actually required for barbering and cosmetology professionals and eliminating unnecessary testing in chemistry, electricity, anatomy, and physiology.

The National Program **offers all your current exams in all required languages and can continue to integrate your State-level content.** Benefits of the national program include greater reciprocity of licensing for Indiana licensees residing in other states and an up-to-date item bank. The next version will be ready in early 2025, following a national job analysis that is currently underway.

Other state barber and cosmetology programs that have adopted our national program include Kentucky, Michigan, Tennessee, Massachusetts, Colorado, and California.

The National Barber/Cosmetology Job Analysis study includes a national survey completed by over 3,000 licensees and input from expert panelists – both include subject matter experts from Indiana.

We can move ahead seamlessly under a new contract, updating and offering your current exams with or without incorporating PSI's national program.

Test Development Personnel

We are at the forefront of test development services, providing a full range of test development and psychometric services – including job analysis, test design, item writing, standard setting, equating, and statistical analyses for quality control and test security. We have also conducted countless job analysis studies, market research, and examination development for hundreds of credentialing and licensure examinations. In fact, **over the last year, we conducted more than 50 job analysis studies** for credentialing clients.

We employ an in-house test development team of **over 40 doctoral- and masters-level psychometricians and test developers** with extensive experience in developing valid, reliable, job-related, legally defensible exams. Our psychometricians are recognized leaders and active participants in the assessment industry at conferences, and publish numerous books and articles.

The psychometrics and test development team is led by Dr. Isabelle Gonthier, our Chief Assessment Officer, who has over **20 years of experience** and has led teams of **over 90 assessment, psychometric, and test development professionals** in the design, development, and evaluation of assessments in a multitude of fields.

The psychometricians and test development specialists assigned to your project team are experienced with cosmetology and barbering licensing and also work on other programs similar to those we administer for the Board. All of these team members will be involved in planning, supporting, or overseeing the test development work done for the Board.

- **Andrea Dominiack**, PSI's Senior Director, Test Development and Psychometrics, has 15 years of experience, including nine years with the Board. Andrea has worked with Indiana clients since 2015 and was instrumental in developing the item bank for our National Barber and Cosmetology program.
- **Chanda Turnbull**, PSI's Senior Managing Test Development Specialist, has 20 years of experience, including six with the Board.
- **Oscar Rios**, one of PSI's Psychometricians, has seven years of experience, including four with Cosmetology clients.
- **Elena Thomas**, our Lead Test Development Specialist, has six years of experience, including three with the Board. Elena has been integral to PSI's National Barber and Cosmetology exam development and maintenance.

Test development tasks are also further informed by a seven-member Cosmetology Advisory Board comprising elite industry leaders nationwide.

1.4.2.2 How does your company ensure that examination questions receive proper randomization in order to ensure that memorization of the examinations is not possible?

We provide two proven methods of randomizing exam questions for the Board:

1. Randomizing the order and presenting multiple test forms for the Board's Barber, Electrologist, and Esthetician exams: The testing software randomizes the item order *and* tracks the test forms being administered to the candidate, so anyone retaking the exam does not receive the same test form on their next attempt. We also track forms so candidates testing simultaneously (same time and location) are not issued the same form.
2. Randomizing through LOFT for the Board's Cosmetology and Manicurist exams: For these question pools with a sufficient quantity of items (e.g., 150 items for a 100-item exam), our software uses LOFT (Linear-on-the-Fly) testing to create a *unique* form for each candidate, shuffling in new questions (per test specifications) in a different order.

FormCast

FormCast® is the proprietary linear-on-the-fly testing (LOFT) tool we use to ensure that memorization of the Board's exams is not possible. Developed by our Psychometrics Team, FormCast creates hundreds or thousands of unique test forms in minutes. Each form is generated per candidate by drawing from an approved pool of items, and only those forms that meet test specifications are used. This makes it possible to deliver a truly unique exam to each candidate.

PSI's system is flexible and can accommodate a range of configurable test assembly models (e.g., fixed forms, scattered fixed forms, and random parallel forms) using various item parameter estimates.

The FormCast tool is based on Classical Test Theory (CTT) and is especially helpful in settings where item calibration samples tend to be dynamic and smaller in size (e.g., evolving item banks). This provides an advantage over more complex Item Response Theory (IRT)-based approaches that require large sample sizes for stable item calibration. The system is designed to ensure the success of high-stakes examination programs by addressing two critical goals:

1. **Preserving Professional Standards.** The FormCast method produces alternate exam forms that yield equivalent scores (mean, standard deviation) and meet acceptable standards for reliability (internal consistency and decision consistency). This assembly method ensures that all subject matter areas in the content specifications are represented on each exam form (unlike some tests from other vendors that reuse items with certain statistical properties). The net result is that standards for professional competence remain consistent when examinees take alternate examination forms produced by FormCast.

2. Maintaining Security. Using FormCast to create a unique equivalent examination for each examinee substantially reduces item exposure and, therefore, opportunities for cheating. Because the unique combination of test items assembled by FormCast will not have been presented before, nor will it ever appear again, it is impossible to possess an unauthorized copy of the exam in advance. As a result, item-harvesting efforts will be substantially less effective because the odds that any one item will appear on an exam are significantly reduced. And because neighboring examinees will be taking different exam forms, collusion becomes difficult in a proctored test center.

1.4.2.3 Describe the design of your company's testing centers and explain why that design is the most effective method for test taking, security, and standardization between examination centers. Are your examination sites vendor-owned? If not, how do you ensure accountability and continuity of your business and service models?

We understand that the Board expects a top-notch, consistent testing experience that meets the highest security standards – regardless of where the candidate tests.

Our Test Center network is designed to ensure each candidate has the same testing experience as any other candidate. Our centers have been carefully configured to meet the strict security and administration standards set by Federal agencies. When evaluating and selecting sites, many factors are considered, including:

- Local accessibility regulation compliance
- Ventilation and temperature control
- On-site, accessible restrooms
- Adherence to local building and health codes
- Up-to-date computer equipment
- Accessible working fire exits
- Locking file cabinets
- Ample spacing between candidates
- Appropriate lighting
- Access via major roads and highways
- A separate test room for accommodations, with a closable door
- A strategically located proctor station
- 24/7 video surveillance at all test sites
- Adherence to the PSI testing guidelines

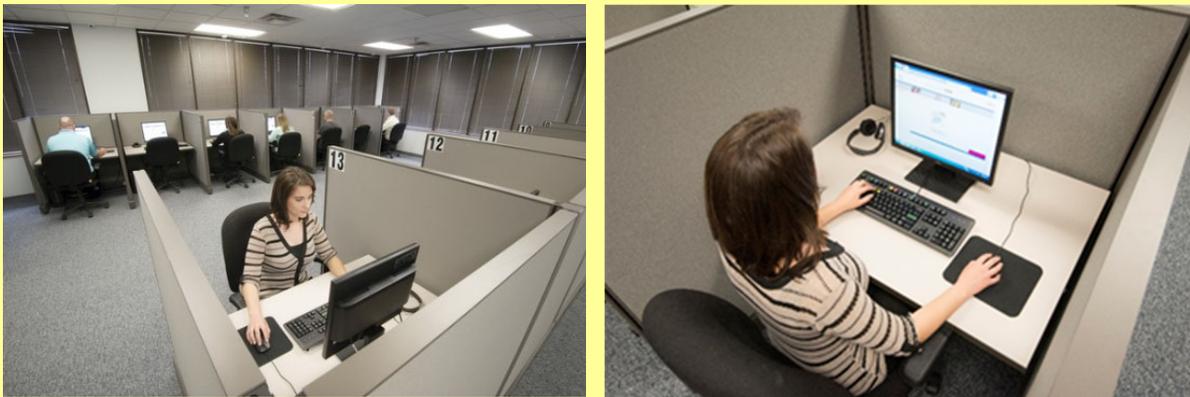
Design of Test Centers

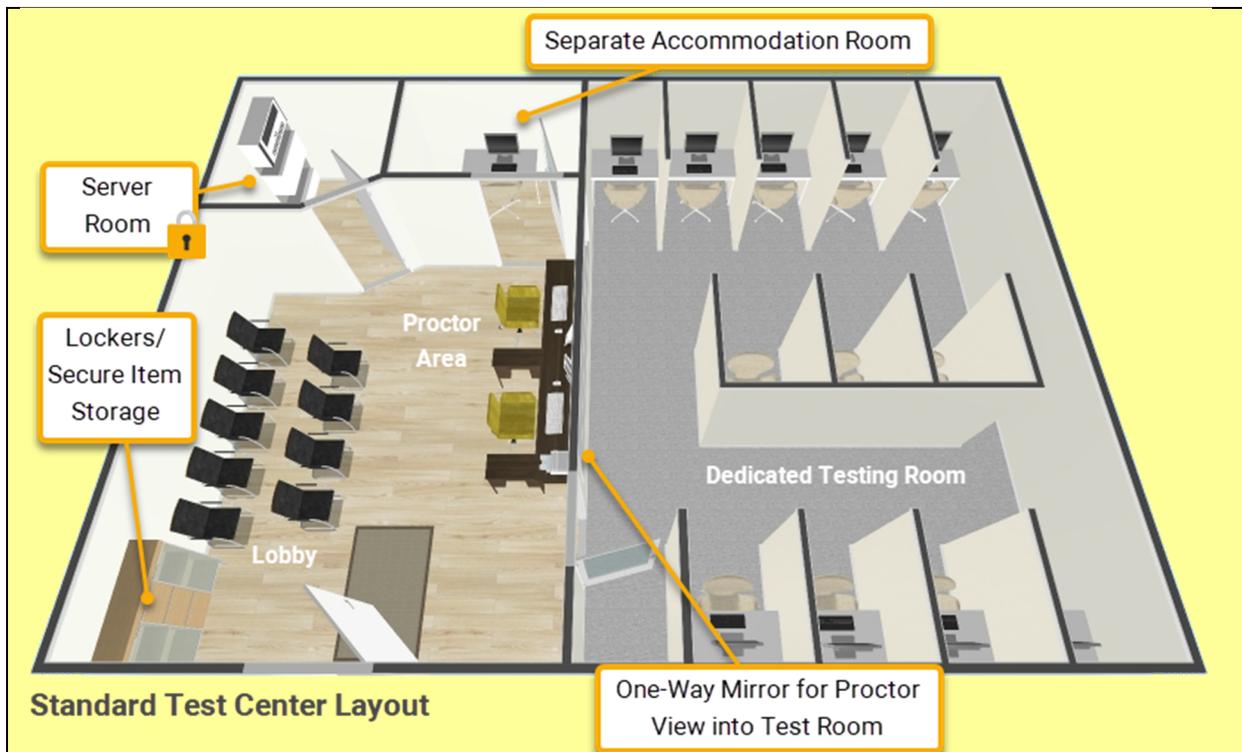
PSI Testing Stations

A standard PSI testing station is 42 inches wide by 36 inches deep. Unlike some vendors, we provide each station with side walls to ensure candidate privacy during exams. These extend to 4½ feet, providing maximum security for exam content and candidate responses. Each station is equipped with a fully adjustable pneumatic chair that accommodates all adults, and the 19-inch monitor is adjustable for optimal viewing.

The following figures illustrate a typical testing station, and an example of a PSI test center layout. Test centers limit access to one entrance so the proctors can monitor all candidates entering and exiting the center. Our method of observation is non-distracting – proctors observe the candidates unseen via a one-way mirror, without an “observation booth” that juts out into the room.

Typical PSI Test Station





Test Center Ownership and Uniformity of Test Centers

Our test center network offers a combination of PSI-owned and partner sites. All sites deliver high-stakes exams and provide consistent security and comfort.

The uniformity of test centers and the accountability of our business and service models is assured by consistent requirements for the design of the centers and our testing technology, policies, and procedures. This applies to both PSI-owned sites and third-party centers, which all follow the same procedures and meet the same standards, to assure a comfortable candidate experience.

We have developed and currently employ a comprehensive Test Center Quality Assurance Plan that includes remote use of the surveillance system to view test center activities in real time – as well as ongoing checks and audits (secret shop audits alongside expected and “surprise” visits).

Each site’s surveillance system can be accessed online by our corporate security staff and our Regional Supervisors, who are responsible for the day-to-day performance of the centers. This allows us to audit proctors’ performance for adherence to company policies and security guidelines, and record candidate behavior. If a candidate attempts to cheat, or there is a potential security breach, PSI can provide footage or still frames of the incident to the Board along with the Incident Report.

Regional Supervisors and corporate staff also monitor test center and proctor performance through site records, including candidate comments made to proctors or through our post-exam candidate satisfaction survey.

PSI uses our Site Monitoring Checklist to measure the uniformity of test administration at the sites. The Checklist has space to note conditions that include:

- Exam center easy to find, with proper signage, and adequate parking
- Proctor on-time and not displaying inappropriate personal items
- Office equipment and furniture checks
- Check-in procedures, including camera functionality and distribution of authorized materials
- Quality of testing environment (clean, orderly, comfortable, quiet, secure, good temperature)
- Number of candidates testing
- Quality of monitoring (attitude, responsiveness, visual observation, monitoring breaks)
- Any unusual conduct, technical difficulties, or disruptions
- Security of exam materials
- Score reports printing properly

The list of sites to be audited is created each quarter and reviewed each month. During the monthly review, the specific targets are identified, and any planned changes to the audit action plan are made.

Our Test Center Management team also uses a site scorecard that measures performance trends – e.g., candidate survey feedback, cancellation rates, and support ticket rates. The team conducts quarterly Scorecard Reviews for each test center. There is a reward program for test centers with exemplary Scorecard reports, and remediation plans assist sites that need to improve performance.

Security at Test Centers

We use a state-of-the-art, cloud-based video surveillance system that enables full 24/7 coverage and video recording of test center activities at PSI and third-party test sites. All test sessions are recorded.

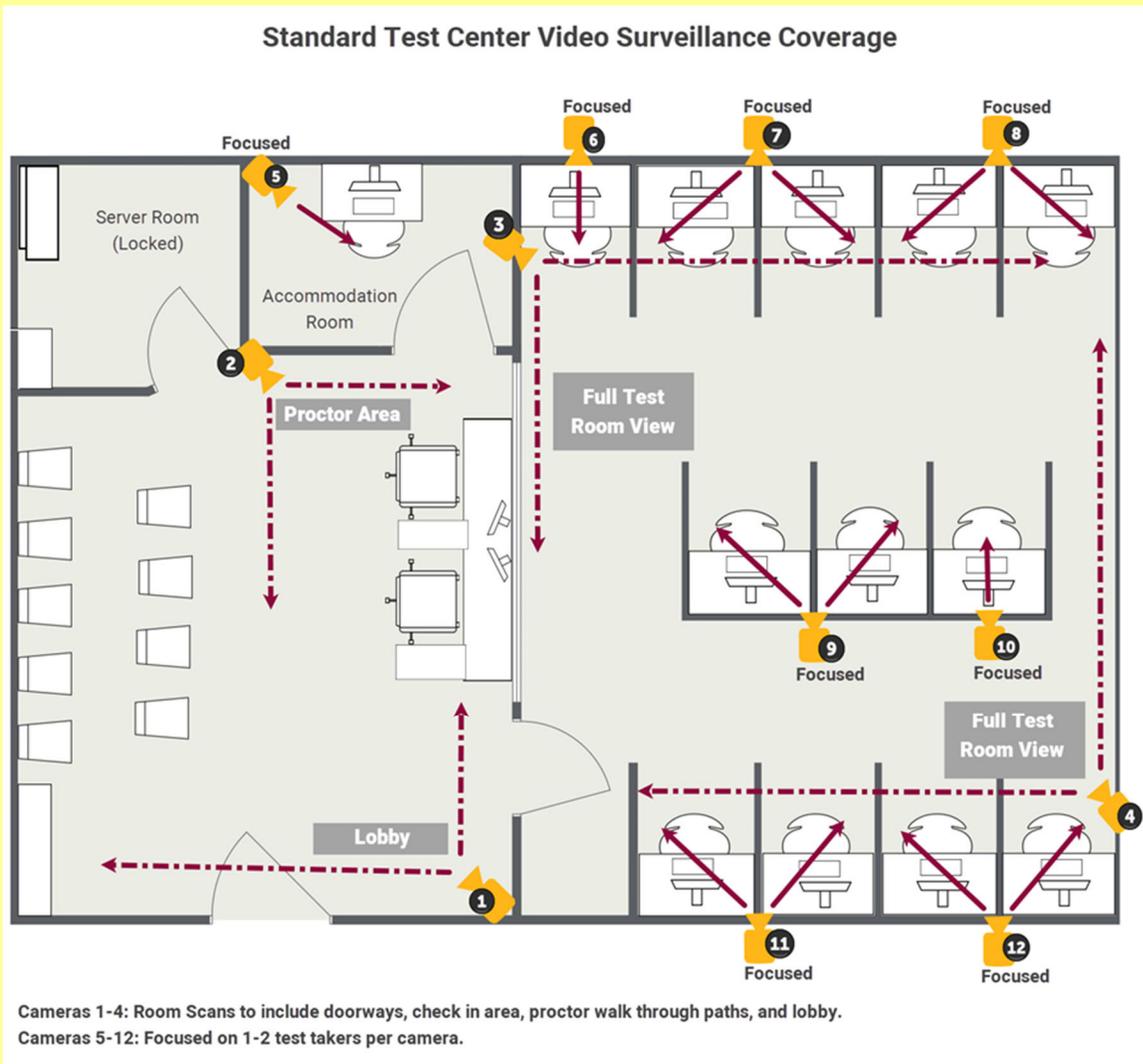
Cameras are installed in the lobby and the testing room from multiple angles. Each is connected to an MPEG-4 video encoder that records onto a video server/storage unit. The server allows remote viewing by the regional supervisor and other auditors.

The proctor has access to a dedicated monitor at their workstation, which allows them to view the testing room. The cameras are strategically placed throughout the center, providing complete coverage, including a view of the proctor station. The proctor can zoom in on individual candidates as needed.

The lobby area is equipped with multiple cameras. These are typically two cameras in opposite corners of the room, each with a 90-degree viewing angle. This placement also provides a clear view of:

- Candidates arriving through the entrance door
- Candidate check-in and security protocols
- Candidate lockers
- The door to the testing room
- Coat racks
- The waiting area

The following figure shows a typical camera placement schematic.



Each workstation is covered by a camera that shows the candidate and the desk area. This allows the proctor an unimpeded view of the test taker's actions, including hand movements. There are no more than two workstations per camera, allowing for a clear view of both candidates.

Security at our test centers is overseen by proctors who are fully trained on maintaining the security and confidentiality of all exams and materials. Details on our initial and ongoing training of proctors is provided in our response to **1.4.12 Employee Training Program**.

Accommodations

Our test sites comply with all applicable regulations of the Americans with Disabilities Act (ADA). All PSI test sites are selected and furnished to accommodate candidates with disabilities. Proctors are thoroughly trained in the appropriate procedures for such accommodations and informed in advance as to which candidates have been approved.

Possible accommodations include:

- Extended time for the exam
- An oral exam
- A dedicated proctor
- A separate room for individual testing
- Specialized monitors, including CRT or LCD
- A screen magnifier or screen magnification software
- A Braille exam
- A sign language interpreter
- A word-to-word translation dictionary
- A reader
- An amanuensis or recorder
- A paper-and-pencil exam
- Scheduled breaks

We also allow specialized physical equipment such as ergonomic keyboard/mouse types, stools, oversized chairs, adjustable height tables, etc.

1.4.2.4 Provide a narrative that specifically discusses how your company intends to establish a presence in the locales where your company will be required to provide testing during the terms of the contract. Within your narrative, identify:

- A. Any current relationships that your company maintains with subcontractors that oversee your testing centers/sites and that would be utilized to fulfill this contract;

We have partnered with Ivy Tech Community College for 18 years to provide test administration at locations throughout the State. This partnership provides your candidates with increased geographical coverage – while allowing us to perform quality control of the centers and the candidate experience they provide.

We will also provide an annual meeting with beauty schools at a central location in the state, along with remote access for any who cannot attend in person.

- B. The sites where testing centers/sites are currently located in the State of Indiana;

As your current provider, PSI can readily meet the Board's requirements for test centers with no disruption in service. **Currently, 99.9% of your candidates live within 50 miles of a test center.** We have **22 existing test sites** in Indiana that are already serving Board candidates (please see the map and list on the following pages).

This exceeds your requirement for at least five Indiana test centers.

We currently have the **capacity to test more than 1,500 candidates a month.** This exceeds your requirement for the capacity to test 298 candidates per month.

To ensure we fully meet the needs of the Board's candidates, we have increased our number of Indiana test centers by 36% over the past five years, from 14 in 2019 to 22 currently. Over the last four years we have increased the number of seats in our Indiana test centers by 31%.

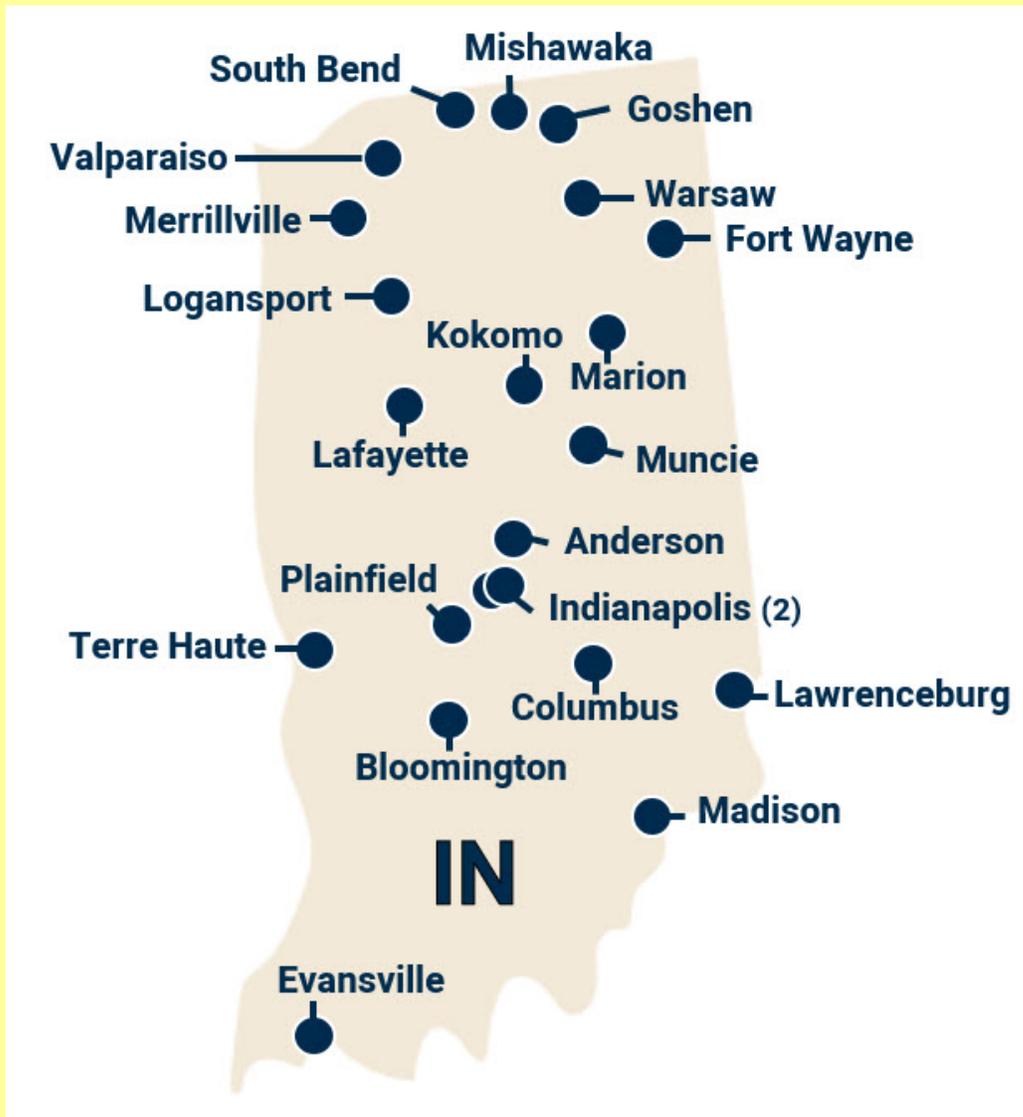
We also have **an additional 84 test centers** that could be opened in the State for Board candidates if required, based on a review of coverage and/or changing candidate needs, as explained later in this response under **Ensuring Geographic Coverage.** We understand that all test centers must be approved by the State. We also understand that prior consent is required for any deviation from the State's Examination Services requirements.

We also exceed your requirement for at least one test center that offers testing six days a week. We have a test center in Indianapolis that offers testing six days a week and another in Merrillville that offers testing seven days a week.

PSI has tested over 44,000 candidates at our Indiana test centers since the start of this contract in 2015. According to 2023 post-exam survey results, **99% of Indiana candidates approve of the overall testing experience** and **99% approve of the location of test centers** throughout the State.

We will also continue to offer paper and pencil testing to inmates in Indiana penal institutions according to the State's guidelines. We have been successfully providing this testing throughout the State upon request from penal facilities.

Existing Indiana Test Center Locations



Test Centers	Hours of Operation	Annual Capacity
<p>Anderson 815 East 60th Street Anderson, IN 46013</p>	<p>M – Th: 10:00 am – 4:30 pm</p>	<p>394</p>
<p>Bloomington 200 Daniels Way Bloomington, IN 47404</p>	<p>Tu, W: 9:00 am – 1:30 pm Th: 9:00 am – 12:00 pm</p>	<p>392</p>
<p>Columbus 4475 Central Avenue Columbus, IN 47203</p>	<p>Tu – W: 9:00 am – 4:00 pm Th: 9:00 am – 2:00 pm</p>	<p>175</p>
<p>Evansville 3401 N First Avenue Evansville, IN 47710</p>	<p>M: 10:00 am – 3:30 pm T: 12:00 pm – 3:00 pm Th: 9:00 am – 3:00 pm F: 10:00 am – 3:00 pm</p>	<p>600</p>
<p>Fort Wayne 4805 Sirlin Drive Fort Wayne, IN 46835</p>	<p>M: 9:00 am – 12:30 pm Tu, W, F: 9:00 am – 5:00 pm Th: 9:00 am – 2:15 pm</p>	<p>966</p>
<p>Goshen 22531 County Road 18 Goshen, IN 46528</p>	<p>Tu: 9:00 am – 6:00 pm W: 9:00 am – 2:30 pm</p>	<p>298</p>
<p>Indianapolis (1) 9301 E 59th St Indianapolis, IN 46216</p>	<p>M, Th: 9:30 am – 1:30 pm Tu, W, F: 9:30 pm – 2:00 pm</p>	<p>899</p>
<p>Indianapolis (2) 9302 N. Meridian Street Indianapolis, IN 46260</p>	<p>M-Sat: 9:00 am – 5:00 pm</p>	<p>3,576</p>
<p>Kokomo 1815 E. Morgan Steet Kokomo, IN 46901</p>	<p>M: 11:00 am – 2:00 pm Tu, W: 11:00 am – 3:00 pm Th: 10:00 am – 2:00 pm F: 11:00 am – 2:30 pm</p>	<p>498</p>
<p>Lafayette 3101 S. Creasy Lane Lafayette, IN 47906</p>	<p>M: 9:00 am – 1:45 pm T, Th, F: 9:00 am – 5:00 pm W: 9:00 am – 1:00 pm</p>	<p>759</p>

Test Centers	Hours of Operation	Annual Capacity
<p>Lawrenceburg 50 Walnut Steet Lawrenceburg, IN 47025</p>	<p>M: 1:00 pm – 3:30 pm Tu: 9:00 am – 2:00 pm W: 9:00 am – 3:30 pm Th: 9:00 am – 5:00 pm</p>	169
<p>Logansport 1 Ivy Tech Way Logansport, IN 46947</p>	<p>M – Th: 11:00 am – 4:30 pm</p>	41
<p>Madison 590 Ivy Tech Drive Madison, IN 47250</p>	<p>Tu: 9:00 am – 2:00 pm Th: 1:00 pm – 5:00 pm F: 1:00 pm – 4:00 pm</p>	227
<p>Marion 261 S. Commerce Drive Marion, IN 46953</p>	<p>M: 12:00 pm – 4:30 pm Tu: 9:30 am – 1:30 pm W – Th: 9:30 am – 4:30 pm F: 12:00 pm – 4:30 pm</p>	243
<p>Merrillville 1443 E. 84th Place Merrillville, IN 46410</p>	<p>S: 9:00 am – 3:00 pm M, W: 8:00 am – 2:00 pm Tu, Th – Sa: 8:00 am – 8:00 pm</p>	5,825
<p>Mishawaka 828 W. McKinley Avenue Mishawaka, IN 46545</p>	<p>M: 1:00 pm – 7:00 pm W: 10:00 am – 2:00 pm F: 10:00 am – 7:00 pm Sa: 10:00 am – 4:00 pm</p>	142
<p>Muncie 125 S. High Street Muncie, IN 47305</p>	<p>M: 9:00 am – 4:00 pm Tu, W: 9:00 am – 5:00 pm Th: 9:00 am – 1:00 pm F: 9:00 am – 12:00 pm</p>	721
<p>Plainfield 1610 Reeves Road Plainfield, IN 46168</p>	<p>M: 2:30 pm – 6:30 pm Tu, Th: 12:30 pm – 4:30 pm</p>	217
<p>South Bend 220 Dean Johnson Blvd. South Bend, IN 46601</p>	<p>Tu, Th: 9:00 am – 3:00 pm</p>	534

Test Centers	Hours of Operation	Annual Capacity
Terre Haute 1700 E Industrial Drive Terre Haute, IN 47802	M, F: 9:00 am – 12:00 pm Tu: 9:00 am – 11:00 am W: 9:00 am – 4:00 pm Th: 9:00 am – 4:30 pm	987
Valparaiso 3100 Ivy Tech Drive Valparaiso, IN 47305	W, F: 9:00 am – 4:30 pm	314
Warsaw 2545 Silveus Crossing Warsaw, IN 46582	Tu: 10:00 am – 4:00 pm	95
TOTAL		18,132

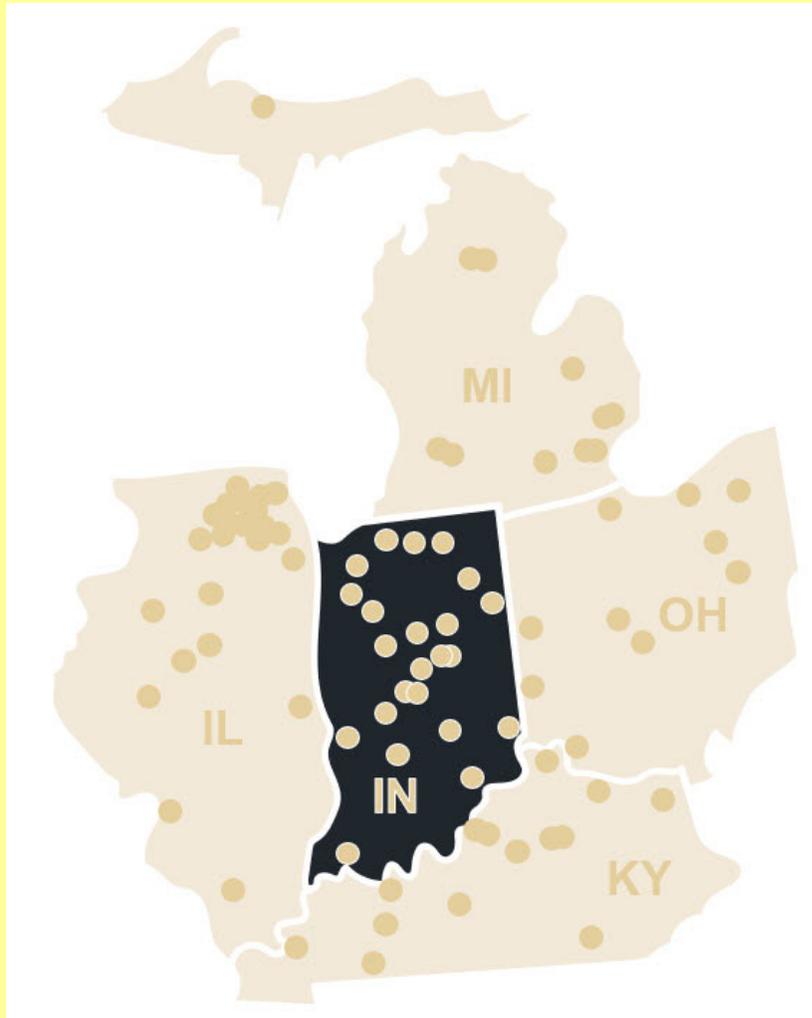
Ensuring Geographic Coverage for Your Candidates

We are dedicated to giving your candidates convenient testing anywhere in the state. To start out, we will offer the 22 existing Indiana test centers. These will keep the exams accessible around the state. To ensure continued access to your test takers, we propose two options:

- Initial Review of Coverage.** During the first two months of the new contract, we will conduct a Drivetime Analysis to ensure adequate test center coverage. If we find a geographic region with a significant number of candidates who must drive over an hour to test, we will discuss activating additional test centers in that area.
- Six-Month Review of Coverage.** Six months into the new contract, we will conduct a test center coverage report and provide it to the State. If regional gaps are discovered, we will discuss activating additional sites in those areas. **Currently, 99.9% of your candidates live within 50 miles of a test center.**

C. The sites where testing centers/sites are currently located in other states;

The Board's candidates can test at **80 locations between Indiana and its neighboring states**: 23 in Illinois, 22 in Indiana itself, 11 in Michigan, 10 in Ohio, and 14 in Kentucky. They can also test at any center in our nationwide network, which includes nearly **550 PSI Centers** geographically distributed over all 50 states.



This greatly exceeds your requirement for at least seven testing centers in the four states surrounding Indiana. We also **far exceed your requirement for at least one test center in the surrounding states** that offers testing at least five days per week. We have **more than 50 testing centers in adjacent states** that offer testing at least five days a week.

With this extensive test network, we can offer all Indiana candidates an in-person testing center no matter their location.

Military Testing



PSI offers secure on-base testing services for military service members, military contractors, and other authorized base personnel – in the United States and around the world. When base regulations permit, we can also offer these facilities to inactive personnel, veterans, and adult members of the service member's immediate family.

We work with military installations to use their existing test spaces and deliver consistent testing experiences. These military administrations will conform to our standard procedures and the Board's specific business rules for check-in and test security. We have tested in 47 military bases over the past three years. We also offer online remotely proctored testing as an additional option for active-duty personnel.

A Potential Future Option: Multi-Modal Testing with Secure Online Proctoring

If the Board chooses it, multi-modal testing, offering both test center and online live proctored sessions, can be an additional option for expanding test availability. Our online remote proctoring platform, PSI Bridge™, allows candidates to securely test from almost anywhere, while proctors monitor testing in real time.

This testing modality is quickly gaining popularity, especially with our state licensing clients. Offering testing both in centers and from home allows



candidates greater flexibility, and state agencies don't have to be as concerned with test center accessibility by rural candidates and those who cannot travel.

PSI Bridge features many innovative features, such as customizable testing rules and full recordings (video and audio) of the testing session. At its core is our patented lockdown browser, which provides superior security – because no content is transferable to the candidate's computer and no outside applications or windows can be open. This innovative remote testing technology ensures all exams are monitored and enforces the applicable security policies.

While the Board may not be ready to launch remote proctoring yet, we look forward to providing more details or a demo upon request.

- D. A statement assessing the extent to which the location of testing centers/sites that you plan to utilize would enable a practitioner residing anywhere in the State of Indiana to take an examination without the need to travel more than 50 miles.

According to a September 2024 analysis of the Board's 2023 test takers residing in Indiana by zip code, as they relate to the locations of our test centers, **99.9% of the Board's candidates live within 50 miles of a test center.**

- 1.4.2.5 Identify any website in which your company maintains a presence on the internet, and provide a narrative describing how your company plans to maintain an examination website accessible to the State's examinees and containing information about the examinations offered under the contract.

PSI's corporate website can be found at www.psonline.com. In addition to our corporate website, we maintain a publicly accessible Board-branded candidate website at <https://test-takers.psiexams.com/incos>. Your candidate site is available 24 hours a day, seven days a week, and is user-friendly with easy-to-understand prompts and menus, making it easy for test takers to access information. The design also takes into account the needs of those with disabilities and is fully compliant with Web Content Accessibility Guidelines (WCAG 2.1 AA).

The candidate website is shown in detail in **1.3.1.2. F. Ease of registration for examinees**. The PSI scheduling website is available in English, Simplified Chinese, and Spanish.

All registration functions performed by our representatives can also be taken care of by candidates themselves online. Our system allows test takers to schedule an appointment and pay for their exam in a secure manner via our credit card processor. Within a few minutes, a candidate can log into the system, pay the fee with a credit card, select a site and date for the exam based on current availability, and confirm their scheduled appointment. We can offer next-day service because our technology is based on a single platform, unlike other vendors that still rely on multiple technology platforms – so if an appointment is available the next day, the candidate can take advantage of it.

In addition to registration and scheduling functionality, the site provides candidates with all necessary information, including :

- Candidate Information Handbooks
- Test content outlines
- Test center locations and directions
- Registration Forms
- Licensure Applications
- Representative and Administrator email links

This information is easily accessible to the Board's candidates from your program's designated page.

Candidate Profile on the Candidate Website

The first time a candidate contacts PSI, a permanent electronic file is created for that candidate. The file includes all pertinent personal information – including name, social security number, address, telephone number, and test type. The system assigns a candidate identification number, or if an eligibility file is being provided the Board can include a preferred ID number in the record sent to PSI. All information is securely stored and tracked using profile data or an ID number.

When candidates log into the system, they work within their own secure, password-protected profile. They can register for an exam, schedule/reschedule a test session, or access their score report.

Each time the candidate schedules or takes an exam, the record is updated with the date and nature of the activity. PSI maintains these records for the life of the contract. We can regularly provide the Board with a statistics summary for each exam type, and a demographic report.

Candidate Handbook

PSI produces a Board Candidate Handbook that is customized to the specifications of your exam program. It contains all necessary information for exam administration and becoming licensed. The Handbook is available for download on the test taker portal, and we also distribute hard copies free of charge to candidates, approved education providers, and the Board, as requested. A sample handbook is provided as **Appendix 6**.

We will work with the Board to gain initial approval of an updated Handbook. Handbooks undergo ongoing periodic review (annually at minimum) to ensure they accurately reflect company policy, Board requirements, and exam content. PSI will ensure that any changes are made promptly and approved by the Board before distribution. **We can implement changes to the Handbook and make the revised version available online within a single business day.**

The Board's Candidate Handbook includes:

General Program Information

- Requirements for taking an exam (pre-registration)
- Relevant statutes and regulations
- Licensing requirements, procedures, and forms
- Appeal process

Exam-Specific Items

- Time limit for the exam
- Content outlines
- Exam format
- Sample test questions
- Score reporting process
- Reference materials

Policies and Procedures

- How to apply/register for an exam
- Registration forms
- Exam fee
- Scheduling procedures
- Reschedule, cancelation, and refund policies
- Test centers and driving directions
- Exam accommodation requests
- Test Center policies
- Check-In process
- Security/breach procedures and info
- Check-Out process
- Test Center closure policies
- How to contact PSI

1.4.2.6 Please provide details regarding how and in what format your company plans to provide monthly electronic reports that calculate pass/fail statistics for each approved beauty culture school, distribute the report to individual schools, and provide a summary of the reports to the State.

PSI will provide online portals through which each approved beauty culture school and the State can access reports at any time. We can also submit data and reports to the State in other mutually agreeable, encrypted formats.

Reports to Beauty Schools

We currently provide monthly electronic reports with pass/fail statistics to beauty culture schools through email. By the launch of the new contract, we will develop a portal where each school can access its own reports. Two reports will be available: a School Summary and Examination Results (grouped by School Name and Test Name).

Reports to the State

We know having access to accurate, timely data is important to state licensing agencies – which is why we developed the PSI Client Portal. The Board has secure access to this reporting portal, allowing you to easily pull data on candidates, examination statistics (including pass/fail statistics for beauty schools), and photo-bearing score reports. These reports include a monthly electronic roster of all candidates who took examinations during the month, a summary of examination performance, and a summary of attendance.

Sample reports are provided as **Appendix 7**.

The online portal is available 24/7, meaning you can access your exam data whenever you need it. The portal is loaded with a full range of useful reports, as detailed below. Additionally, PSI can create custom reports tailored to any emerging Board needs.

The portal is accessed online through standard web browsers with a secure access code and password. It is very simple to use, and PSI can provide any Board member or representative with a quick refresher training session. You can easily pull the data you need by selecting a report and the desired time frame (start/end dates).

Indiana State Board of Cosmetology and Barber Examiners

Account Id: 599

Global Account Id: M8ABXA39

UCS2 Alias: incos [↗](#)

Tests Catalog Pricing Settings Attributes Users Schools Bulk Import Applications **Reports**

Active

+ NEW REPORT

Name	Description
Exam Results Grouped By School Test By School	Atlas LC Exam Results Grouped By School Test By School
Examination Results Cumulative	Atlas LC PFA with Summary and Detail
Pass and Attempt Rates By Portion with Candidates Score	Pass and Attempt Rates By Portion With CD Data
Portion Pass Rate Cumulative	Atlas LC Portion Statistics Cumulative
Scheduled Candidates With Test Center	ATLAS Scheduled Candidates With Test Center
School Summary (First-Time and Repeat Examinees)	Atlas LC School Summary (First-Time and Repeat Examinees) Cumulative

1.4.2.7 Please provide a narrative describing how your company intends to provide timely communication to the State. Include in your narrative the anticipated protocol you intend to utilize when your company contacted by the State regarding issues related to your provision of services to the State and its examination applicants. Also include information regarding the timelines under which the State can expect responses to the State's requests for assistance.

The Board's account manager, Cathy Laitinen, will demonstrate to the State her level of responsiveness. Whether the matter is routine or an emergency, our communication plan calls for immediate response. All messages are returned by the next business day.

Because we value our partnership, **we would like to meet with the Agency and the Board at the start of the new contract to discuss your communication needs and how to provide additional communication beyond what you already receive.**

Standard Communication Process

Our defined timeframes are responsive and immediate. Should an issue arise, status checks are conducted hourly during the initial stages of monitoring and investigation. As information is collected, processed, and reported, these checks transition to half-day verifications. The following day transitions to daily verifications until the issue is resolved and fully reported. Naturally, most issues are resolved very quickly. More significant issues may require additional time, and the Board will receive updates until the matter is fully resolved.

Our training program ensure that every staff member is knowledgeable on all policies and procedures. We train staff to appropriately evaluate every situation and empower them with the authority to make the right decision.

Our **Test Center Operations Manual** (provided in **Appendix 1**) contains our Problem Escalation Procedures and is also provided to each test center staff member, the appropriate Board staff, and your program staff.

For those rare situations that require escalation, we designate a clear path for employees to follow, to ensure candidate and client satisfaction. Should the Board wish to escalate a concern itself, we make our Chief Revenue Officer, Alon Schwartz, available to bring additional resources for resolving any issue that might arise.

We will also take additional steps to enhance communication with the Board – during any new service implementation and on an ongoing basis.

The formal communication plan sets a path for continual improvement through systematic data review; straightforward, honest analysis; and proactive adjustments to get in front of any potential issues.

Opportunities for Additional Communication

We would be happy to meet with the Board at its preferred cadence. Below, we have outlined a few of the regular touchpoints we would like to add to our partnership communication plan.

- **Ongoing Operational Meetings:** Monthly meetings to discuss immediate issues or needs. Attendees would include the Board; PSI's Chief Revenue Officer, Alon Schwartz; and your Account Manager, Cathy Laitinen.
- **Business Review:** A quarterly review to discuss our partnership. This can include plans for test development work, reviewing candidate satisfaction scores, goals for the Board, and future PSI offerings that are in development.

Questions from the State and Examination Candidates

We will promptly address any questions from the Board concerning any issue that might arise – including content, grading, and scoring of examinations. As described further in **Section 1.4.1.14**, your account manager, Cathy Laitinen, will be accessible to you, and respond to any request within one business day.

All feedback from candidates on exam questions is looked at promptly and referred to our test development staff for review. Should a flaw be discovered, we will notify the Board and take appropriate corrective action.

Candidate comments made to proctors are also addressed promptly through our established procedures. When needed, our staff will follow the Problem Escalation Procedures described earlier in this section under **Standard Communication Process**.

Irregular Events

Test Center Closures. We will continue to provide daily reports to the Board on any closures or testing interruptions. Should inclement weather or another unforeseen event create a site closure, our Candidate Services team alerts affected candidates by email (and by text message, if the candidate has opted in to receive texts from us).

Cheating Attempts at a Test Site. If PSI suspects that a candidate has attempted to cheat, we will notify the Board immediately. Following initial notification, an Incident Report will be submitted to the Board within 24 hours of the discovery. For more details regarding Incident Reports, please see **Section 1.4.3.7**.

1.4.2.8 Please provide a narrative describing your company's ability to ensure an orderly and efficient start up and transition from the current Vendor. Include an implementation plan that indicates how your company will ramp up and implement services to coincide with the expiration date of the current contract and include within your plan the following sections:

A. Key Steps

As the Board's current testing vendor, we will not have any transition tasks. **PSI will continue providing services seamlessly without interruption to the Board or its candidates.**

Upon contract award, we will meet with the Board to review the terms of the new contract and updates to services/deliverables as needed. We are including a typical list of continuity tasks that will follow award, including timeframes.

Also, upon contract award – if desired – PSI will partner with the Board to hold an annual Industry Day meeting. At this event, we will invite beauty schools, organizations, and other relevant stakeholders to learn about the Board's program. Your PSI team will attend, including your Account Manager, your Executive Sponsor, and the Test Development team. The meeting can be in person or in an online setting. Topics we can discuss include:

- Test development best practices
- The status of the Board's current testing program
- Upcoming advancements or changes to the program
- Review of content outlines and pass rates

The value of holding an Industry Day is immeasurable for PSI and our clients. In this forum, industry stakeholders provide feedback that helps us to serve your candidate population even better, and we can share information about national trends that have affected how exams are developed and delivered to candidate populations.

MONTH ONE

Contract Review

- Review and execute the contract
- Review impact of new contract terms and deliverables
- Review and execute the contract **(Board)**

Kickoff

- Conduct kickoff meeting with the Board
- Discuss any new contract terms and deliverables
- Attend kickoff meeting **(Board)**

Reporting Review

- Update score reports as needed
- Update reporting portal and other Board reports as needed
- Review any updated reports and provide final approval **(Board)**

MONTH TWO

Process Review / System Update

- Update accounting protocols to reflect contracted fees
- Update scheduling and payment sites
- Update Candidate Support Center systems and instructions
- Review and approve updated protocols **(Board)**

Training Refresh

- Provide refresher training and re-certification to proctors
- Conduct a refresher training on the reporting portal to the Board (if desired)
- Attend reporting portal refresher training, if desired **(Board)**

Candidate Material Review

- Update Candidate Handbook and other candidate communications
- Provide updated materials to the Board for review
- Review and approve Candidate Handbook and other materials **(Board)**

ONGOING SERVICES BY PSI

- Administer exams in test centers
- Scoring of exams
- Maintain exam data and provide exam reports
- Maintenance of exam content
- Test center auditing and capacity planning
- Maintain high-quality customer service to the Board and its candidates

B. Timeframes

Since we are your current provider, much less is required for implementation than would be the case for any other vendor. We anticipate a 45-day implementation because many activities that would normally be taken in sequence can be handled simultaneously, due to our familiarity with your program. Please see the planned timeframes in A. Key Steps above.

C. Target Dates

These depend upon the date of award. Please see the planned timeframes in A. Key Steps above.

D. Responsible Parties

Your account manager, Cathy Laitinen, will be your primary Point of Contact, in consultation with Alon Schwartz, our Chief Revenue Officer. All tasks in A. Key Steps will be completed by PSI, except those labeled "(Board)".

E. Status

When the Continuity Plan is finalized by the State's designees and Cathy Laitinen, status checks will be built into the plan at appropriate milestones.

F. Comment Section

Most of the required tasks are continuity tasks, so no transition will be required. During contract implementation and kickoff, the timetable for any new services will be mutually agreed upon

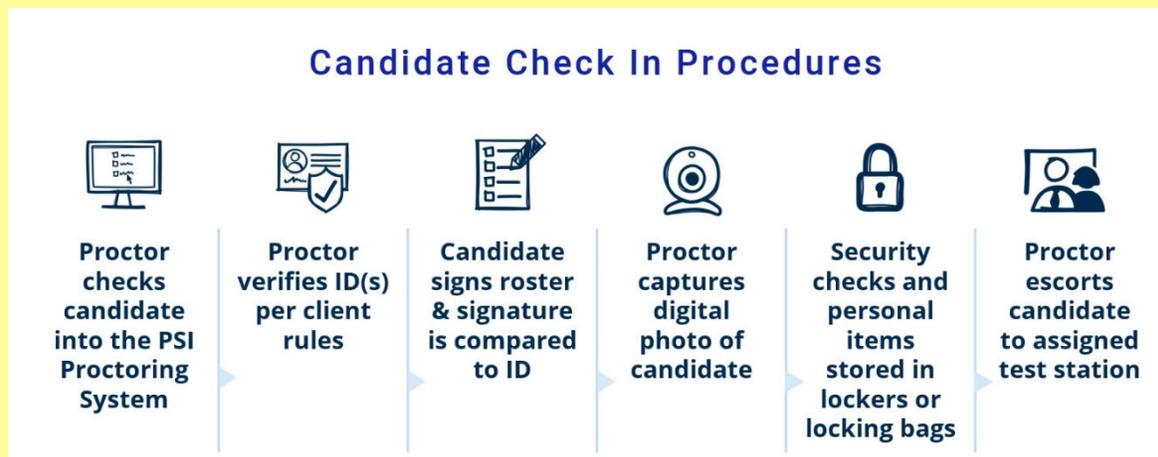
1.4.2.9 Please explain how your company processes requests for waiver of any portion of an examination (where waiver is permitted by the agency). Include a narrative of the options available to the candidate when attempting to secure waiver approval from your company.

Candidates who pass one portion of the exam and fail the other are only required to retake the portion they failed. In these cases, PSI can waive the portion of the exam not required for the candidate. The system allows the candidate to schedule and pay for one portion of the exam. The candidate is required to pass the failed portion within one year of completing the required prelicensing education.

1.4.3 System Security

1.4.3.1 How does your company implement security safeguards at examination sites to prevent cheating? Include a description of the manner in which your company monitors the activities of candidates, the allocation of the necessary amount of staff for security activities such as computer activity monitoring, video, audio, digital media, and behavior monitoring devices, biometric tools, and other security safeguards.

We have extensive, proven measures to prevent cheating at all our test centers. This starts with the candidate checking in. PSI has established procedures for verifying the identity of each candidate and maintaining a secure testing environment. Our proprietary proctoring system guides the proctor on check-in procedures and requires the proctor to respond affirmatively to all requirements before the candidate can test.



Test Taker ID. PSI requires candidates to provide proof of identification issued by a Federal, state, or local governmental agency and bearing the candidate's name, signature, and photograph. Candidates who arrive at the test center without proper identification are not admitted. Proctors check each candidate's name against the printed exam roster for that day. Candidates must also sign the roster, and the proctor checks that signature against the one on their presented identification. Only candidates listed on the roster are admitted into the test center.

Test Taker Photo. We take a digital photograph during check-in and use it for verification whenever a candidate returns to the test center from a break or for a repeat examination attempt. This procedure has effectively prevented candidate fraud at PSI test centers nationwide. Candidate photographs and test event data are retained as part of the candidate record system. The candidate record, including all examination information and stored photo images, is updated in our central database at the end of each testing session.

Security Checks. Test takers are asked to empty their pockets and store personal items, including watches, writing utensils, and mobile devices. Lockers or locking bags are provided for secure storage of their possessions. The proctor also conducts a Security Wanding protocol, an extra measure we take to deter cheating and strengthen the security at test centers. The noninvasive, medically-cleared wanding device alerts the proctor to metal and electronics on the test taker.

The following **Check-In Orientation** is given to each candidate by a proctor:

Check-In Orientation for Candidates

When taking your exam, you must comply with our Exam Security rules. Our policy prohibits the following in the testing room:

- Unauthorized notes
- Cameras or recording devices
- Weapons
- Writing utensils not issued by PSI
- Unauthorized calculators
- Cell phones or other electronic devices
- Jackets, hats, scarves, or coats

You may not copy exam questions or answers. PSI scratch paper (if issued) and other exam materials may not be removed from the test center. Reference materials/books, if allowed, may not be written in or marked on during your exam.

All personal items will be stored in a secure locker.

You may not leave the building until your exam is completed. Depending on the examination, you may be allowed breaks, which are limited to five minutes each. Your time will continue to count down during your break. You may not discuss exam questions with anyone at any time.

If you are found in violation of any of these rules, your exam will be stopped, your actions reported to your test sponsor, and PSI will pursue all available legal remedies.

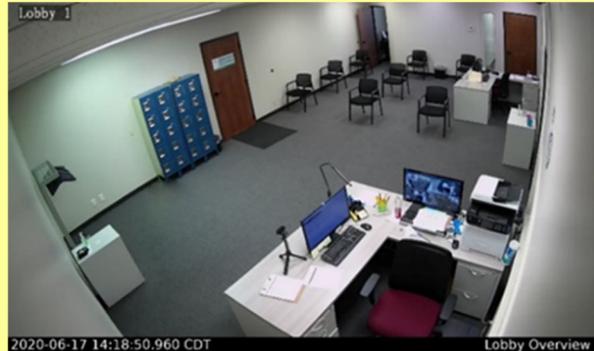
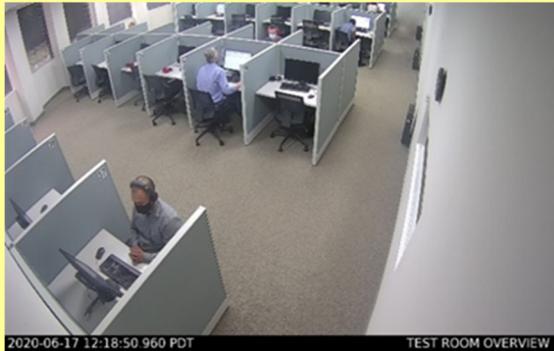
When you are seated at your workstation, log in to your exam using your Social Security Number or Candidate ID, as indicated on your scratch paper (if issued), and then please follow the instructions on your screen.

We will keep your ID at the desk. When you're finished testing, return your scratch paper and any exam aids. We will then return your ID and provide you with more information, and you may gather your possessions.

Proctors ensure candidates are randomly seated upon entering the testing room. The seat assignment is recorded on the daily roster and maintained for at least a year. Typically, candidates are seated in a staggered fashion (skipping testing stations), and then the vacant desks are filled in with remaining candidates. It is also PSI policy never to seat a candidate next to a friend, spouse, or relative.

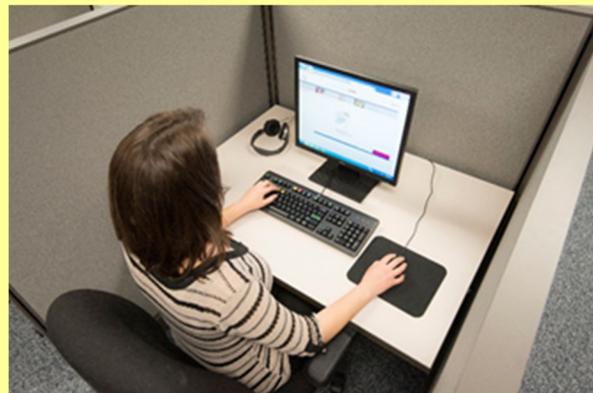
Each PSI test center is configured for close monitoring during the exam. Proctors sit in front of a one-way mirror that allows them to observe candidate behavior without being noticed. Each test center is also equipped with video monitoring and recording equipment: the proctor can watch and listen in, making sure candidates are not speaking to each other during the exam.

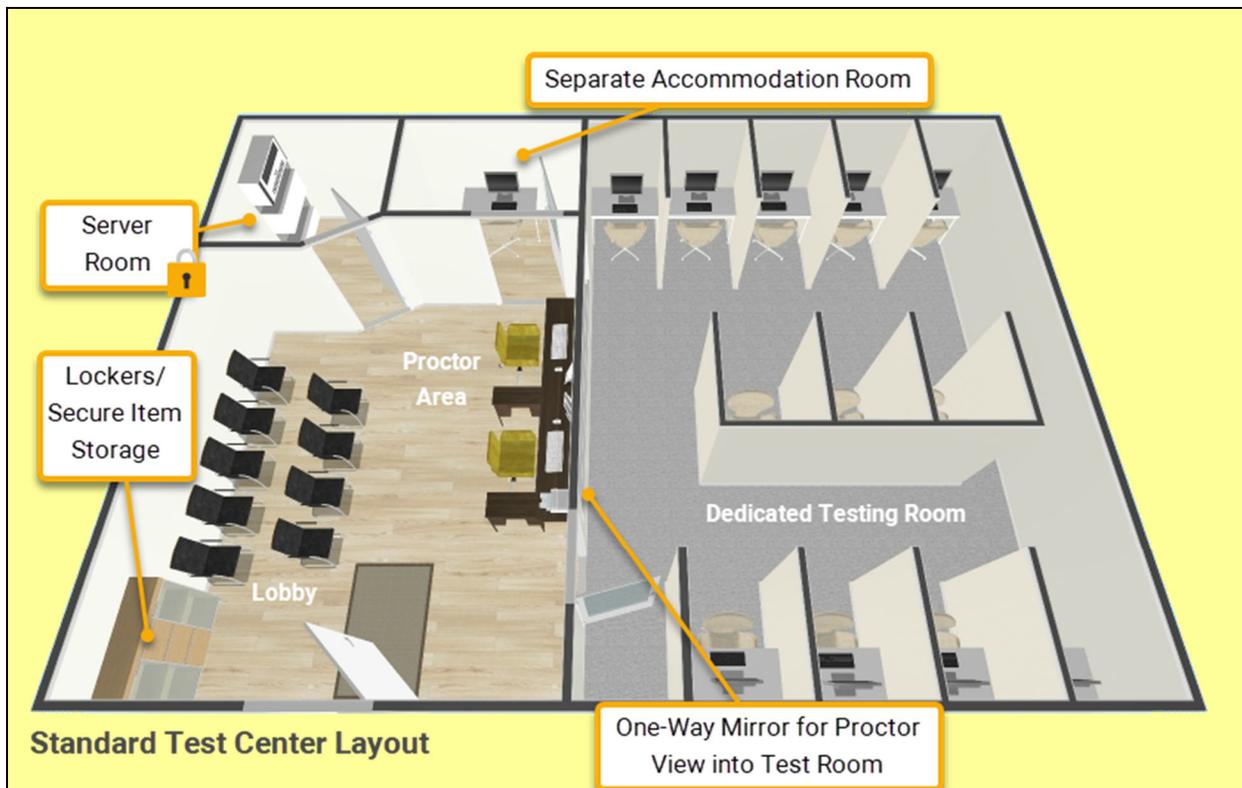
The testing room is monitored by the proctor through physical walk-throughs and visual surveillance. Live visual feeds of the lobby and testing room can be accessed by test center and corporate staff.



The following figures illustrate a typical testing station and an example of a PSI test center layout. Test centers limit access to one entrance so the proctors can monitor all candidates entering and exiting the center.

Typical PSI Test Station





Proctors are specifically trained to observe candidate behavior that may indicate dishonesty. They quietly inspect the testing room during exams, performing a “walk-through” every 10 minutes. In between sessions, they perform a more detailed inspection of the testing room, lifting keyboards and looking for suspicious materials in the trash cans.

When returning from a break, the candidate is compared to the digital photograph taken upon check-in. The proctor will also make a note of frequent trips to the restroom and investigate as needed. This may include inspection of the restrooms for hidden study materials.

Candidates are also watched to be sure they are not trying to copy questions from the exams. Today’s technology allows for small recording devices that our proctors are trained to detect.

We provide pencils, and candidates are not permitted to use their own writing utensils, which could have coded inscriptions, photo technology, or recording capabilities. We also observe candidate behavior to ensure other recording devices or photographic instruments are not used.

Proctors attend regular continuing education sessions that emphasize cases of examination subversion, so they can understand real-life situations and how the issues were resolved.

All test centers are monitored regularly. This is handled through the video system, but also in person, via announced visits and checkups by secret shoppers.

We have a comprehensive Quality Assurance Plan for administering tests at our centers that is explained in detail in **Section 1.1.2.D. Secret shop of your call center and exam locations.**

If a candidate attempts to cheat, or there is otherwise a potential security breach, PSI can provide footage or still frames of the incident to the Board along with the Incident Report.

Check-Out and Score Reports

Upon exam completion, the candidate receives their exam pass/fail notification immediately on screen.

The candidate will then check out with the proctor. Any materials (e.g., scratch paper or reference works) will be collected, and the test taker will then receive a score report printed on secure, tamper-proof paper.

Passing candidates are informed that they passed. Sample score reports are provided in **Appendix 8.**

Strength and Weakness Report

Failing candidates are notified that they did not pass and given a detailed score report and instructions on how to re-apply for the exam. The score report breaks down the candidate's results by topic category, including the number of questions answered correctly and the score required to pass. Because the candidate knows the exact number of questions answered incorrectly in each content area, the Strength and Weakness Report helps them identify topics they should study to pass the exam the next time.

If the Board allows, we can allow candidates who do not pass to review their exams immediately upon completion.

Electronic Monitoring of Test Centers

PSI uses a state-of-the-art, cloud-based video surveillance system that enables full 24/7 coverage and video recording of test center activities. This is explained in greater detail in **Section 1.4.2.3.**

Cameras are installed in the lobby and the testing room from multiple angles. The video server allows remote viewing by the regional supervisor and other auditors.

The proctor has access to a dedicated monitor at their workstation, which allows them to view the testing room. The cameras are strategically placed throughout the center, providing complete coverage. The proctor can zoom in on individual candidates as needed.

The video setup allows our security team to review video footage for purposes of investigations. Likewise, footage related to a security incident can be delivered to the client very quickly during any investigation of a potential breach.

1.4.3.2 What type of equipment is utilized at your examination centers, data processing centers, and for your examination content servers? What type of password controls/technology do you utilize for data protection and encryption? Please include a description of your company's computer equipment replacement schedule and describe how your company ensures that its computer equipment is standardized at all locations.

Each test center in the PSI network has the following equipment:

- **Test Station:** A standard PSI test station has an ample workspace with side walls that provide maximum privacy and security. Each station is equipped with a fully adjustable pneumatic chair and a monitor that is adjustable for optimal viewing.
- **Computer:** IBM-compatible; Pentium Dual Core Processor or better; 1.2 GHz or higher, 8 GB RAM, 20GB Free Hard Drive Space.
- **Monitor:** 19-inch, Landscape orientation (21-inch preferred); 1024 x 768 screen resolution or higher; 16-bit or higher color (1920 x 1080 or higher in 32-bit color preferred).
- **Operating System:** Windows 10 or 11; networked.
- **Browser:** Internet Explorer; lockdown browser.
- **Bandwidth:** Broadband internet 5MB/s download, 1MB upload per Test Taker Workstation.
- **Printer:** Inkjet or Laser

Our physical data center infrastructure primarily uses cloud-based data centers that must meet the requirements of the Fortune 100 companies, government agencies, and other security-conscious organizations we partner with. Our security measures exceed most (if not all) of those in the testing industry. We have a security officer who oversees our compliance with requirements for test security and privacy of information across the organization and for all clients. We understand that your exams and candidate data are confidential, and we will adhere to your privacy policies.

PSI conforms to industry security standards and strictly provides system access through end-to-end encryption. The PSI web services system, which provides both user and web services (API), can only be accessed using industry-standard https encryption. We also have active IPS, an external firewall, an internal system firewall, several layers of authentication implemented at the web server level, and an application server with integrated encrypted database authentication and access. PSI is ISO 27001-accredited, meets PCI compliance requirements, has SSAE16 certification, and undergoes SOC testing.

We follow industry standards and keep current with technological advancements, routinely replacing hardware in the test centers a maximum of every three years.

Application Architecture

Our solution is designed in three tiers: the central server, the test site server, and the test site desktop that candidates use to take exams. The design of our platform allows for distributed test-site servers located in our testing servers to perform daily test administration functions. Our central server is responsible for all registration, scheduling and test form delivery to the distributed test center servers. This design allows us to isolate daily test administration within the center itself. Each testing center server acts independently of the central server when administering tests. However, our test-site servers do communicate and interact with our central server for updates to the database and various additional services. All communications between our test-site servers and our central server are conducted through Secure Sockets Layer protocol with 128 bit encryption (SSL).

- 1.4.3.3 Does the application conform to the Assistive Technology Standard, within the State's Information Security Framework (<https://www.in.gov/iot/iot-vendor-engagement/>), State Assistive Technology (<https://www.in.gov/core/accessibility.html>), and the State's architectural standards? If not, is there a plan to migrate the application to conform to the Assistive Technology Standard and / or the State's architectural standards in a timeline that is agreeable to all parties? Will your company develop and maintain the application to conform to the Assistive Technology Standard and the State's architectural standards, unless both your company and the State agrees to why that is not possible? Will your company create a plan and manage the activities to migrate the application to conform to the Assistive Technology Standard and / or the State's architectural standards in a timeline that is agreeable to all parties?

PSI conforms to the Assistive Technology Standard (as documented in Attachment M), including the State's Information Security Framework, State Assistive Technology, and the State's Architectural Standards.

We will continue to maintain the application to conform to the Assistive Technology Standard.

- 1.4.3.4 Cloud Questionnaire. Please indicate in your response below that the Cloud Questionnaire is complete and a confirmation of understanding, specific to the additional documentation outlined in the RFP.

PSI has completed **Attachment K - Cloud Questionnaire**. We acknowledge and understand these requirements as outlined in the RFP.

1.4.3.5 Review the State’s Information Security Framework and either confirm that your company conforms to the policy or provide explanation to the areas for which your company does not conform.

PSI confirms that we have reviewed the State’s Information Security Framework. We largely adhere to its conditions, although within the Policies to Vendors file, we do not currently host our solution in a FedRAMP Authorized data center. We request an exception to that requirement as our process for FedRAMP authorization is underway.

1.4.3.6 Describe your company’s process and role in post go-live support. What duration does your company recommend for post go-live support?

As a current client, the Board will not need to undergo the inconvenience of go-live activities. Everything the Board and its candidates need is already in place.

If you choose to add a new service, we describe our role and process in post go-live support as hypercare. Hypercare provides elevated client support levels. It typically lasts for two months after go-live, concluding with a transition to our Client Support team, which provides ongoing regular support levels.

1.4.3.7 Explain the security controls in place to protect the exam questions. Explain how the supplier ensures the integrity and confidentiality of the exam questions.

Security is at the forefront of everything we do, from training our employees to the applications we build to administer our exams. We take every reasonable precaution to ensure the security of the Board’s examinations.

Item-Level Security

When items are initially being written and reviewed, they are projected on a screen during Subject Matter Expert meetings, so that they are not written down and cannot fall into the wrong hands.

The item banking software stores all data on a network behind a secure firewall, and an access code is required to gain entry to the bank. Access is allowed only to the staff directly responsible for maintaining that bank. Our secure network records all access to the system, and individual item modifications are marked with the date and the identity of the user making the change.

Randomization of Test Questions

We protect test questions by randomizing the order and presenting multiple test forms or using LOFT (Linear-on-the-Fly testing) to create a unique form for each candidate, shuffling in new questions (per test specifications) in a different order.

Proctor Training

PSI trains the proctors at all of our test centers. Our Human Capital Department initially screens applicants for our proctor positions, and each potential proctor is required to submit an application and provide references. The appropriate Regional Center Supervisor then interviews selected applicants. Finally, a background check is performed. Once an applicant has passed these steps, they are formally hired and begin the process of training as a PSI Certified proctor.

For test center staff employed directly by PSI's third-party partners, each staff member is required, by contract, to complete a background clearance and be free of any conflicts of interest.

Test Center Security

When checking in, the test takers empty their pockets. They are not allowed access to their watches or electronic devices, writing utensils, paper, or written materials – all these are stored in secure lockers. The proctor also conducts a Security Wanding protocol, an extra measure we take to deter cheating and strengthen the security at test centers. The noninvasive, medically-cleared wanding device alerts the proctor to metal and electronics on the test taker.

While taking the test, candidates are monitored via video cameras that record all test center activities. Along with watching the exam room camera views, proctors can also see through one-way mirrors into the room, and they perform walk-throughs every ten minutes.

Physical security measures to protect exam content at test centers are further detailed in our response to 1.4.3.1.

Security via the Test Delivery Software

PSI uses an internet-based testing delivery driver, so exam content and candidate information are not stored on our test center servers. All exam data resides on the delivery system, and items are only sent to and presented in the secure browser as needed. Candidate responses are returned to the IBT delivery system, so there is no risk of data being accessed at the test center. This approach ensures the exam content and candidate information cannot be obtained while at rest at the test center. Content delivery is controlled from a central, secure location and cannot be duplicated or manipulated in any manner.

Incident Reports

An Incident Report must be completed by test center staff for virtually any instance other than a “perfect” testing session.

An initial written report is submitted to the Board within 24 hours of discovering a significant incident. This report will contain the information known at that point in the investigation. A final report is provided within 48 hours of the incident, providing all available assets used in the investigation (e.g., video, proctor statements).

Incidents that are reported include:

- Technical issues resulting in a delay of the candidate's test
- Test security breaches or cheating incidents
- Site testing conditions (e.g., temperature control issues, noise disturbances, fire alarm)
- Candidate illness/injury
- Candidates voicing complaints to the proctor regarding the testing experience
- Any time a candidate is not admitted to test

After beginning the Incident Report for a significant incident or one that stems from a candidate complaint, the proctor will create records of their observations to accompany it. The Account Management Team will then provide this report to the Board.

Depending on the severity of the complaint, PSI will discuss any underlying issues with the Board.

A sample Incident Report is provided in the following figure.



INCIDENT REPORTING FORM

INSTRUCTIONS TO PROCTOR: Use this form to document any apparent or suspected security breach, unacceptable behavior, scheduling issues, or system-related events (hardware/software malfunction) that affect a normal test administration.

LOCATION/STAFF

Proctor Name: Sam Sample

Test Center ID: A90 - Boston

State: MA

Country: USA

SECURITY INCIDENT DETAILS

Type of Incident: Candidate Complaint - Environment

Date of Incident: 1/1/2021

Time Discovered: 10:40 AM

Time Resolved: 10:44 AM

Candidate Name: Smith, Sally J.

Cand. ID#: 123-45-6

Seat #: 4L

Program Type: Cred

Program Name: ABC

Exam Name: Tech Exam

Materials Confiscated:
(if electronics, include make/model) N/A

Materials Stored: N/A

Witnesses: No one else was affected.

Notes: Candidate asked if I could adjust the temperature in the testing room. I checked thermostat and it was at the appropriate level. Candidate removed her sweater and placed it in the locker. Situation seems resolved.

ACTION LOG

Supervisor Contacted:

Date Sup. Contacted:

Time Sup. Contacted:

Materials Sent to:

UPS Tracking #:

1.4.3.8 Please explain how the data integrity will be maintained, who is able to access the data and how the data is accessed. Please include information about how the supplier will protect the payment processing data, scoring algorithms, and personal test scores

Data Integrity

We will continue to meet all requirements within the RFP's Scope of Work **Section 1.4.5 System Security**. Our compliance with these requirements is documented throughout this proposal (see Compliance Matrix included with our Executive Summary).

We understand that all data remains the property of the State and may not be divulged to other parties without the Board's permission.

We adhere to industry security standards and maintain strict information security policies and controls used on a corporate level and at all test sites. These align with all applicable standards. PSI complies with all Federal, state, and local laws regarding security and privacy requirements. We have gone to great lengths to ensure compliance with US FERPA regulations, and also comply with the EU data protection regulations, General Data Protection Regulations (GDPR), which place more responsibility on data processors and privacy laws concerning personal data.

We have an established Information Security Management System aligned to ISO27001 and NIST 800-53 standards, and a Data Privacy Policy and program that establishes the PSI Privacy framework to maintain compliance with data protection laws.

The candidate's personal information, including digital images, are encrypted using the US government-adopted standard AES (Advanced Encryption Standard), as specified in FIPS PUB 197. The data is uploaded using the secure HTTP protocol (HTTPS) and housed in an Amazon data facility that has passed a SOC 2 Type II audit (for content and physical access security).

Data Transmission Security

We have extensive experience establishing, maintaining, upgrading, and monitoring security for data transmission over the internet and via Secure File Transfer (SFTP). A password-protected, encrypted internet connection provides access to PSI's system and the Client Portal. PSI always maintains current security standards and software to protect data and database integrity and the security of our communications with clients.

By employing multi-level user access, our system restricts access to particular subsets of electronic data based on business requirements. Data is secured by encryption during transmission, and routine security audits are performed regularly to maintain system integrity.

Our information technology experts use the latest security procedures and software, and our systems are designed to incorporate continuous security updates.

Access to the Data

The “metadata” (username, etc.) regarding any exam are stored in a separate facility from where actual exam data is stored. Anyone attempting to gain access to the data would have to break into two physically separated host facilities to tie metadata (user records) to the photo and video data.

The only personnel with access to the data are those designated by the client and PSI. Our personnel sign nondisclosure agreements, including confidentiality agreements wherein the signer agrees to keep information such as exam data strictly confidential.

All personnel are background checked and have appropriate security clearances. All approvals and checks are obtained prior to giving the approval to access data, such as from the Line Manager, Information Asset Owner, Department Owner etc., and have the security clearance and business justification for access to the System and/or Information Assets with respect to the access granted.

PSI web services, which provide both user and web services, can only be accessed using industry-standard HTTPS encryption. We also have active IPS, an external firewall, an internal system firewall, several layers of authentication implemented at the web server level, and an application server with integrated encrypted database authentication and access.

Payment Processing Data

Payments are processed using an approved payment provider that is compliant with PCI DSS V4.0.

Personal Test Scores and Scoring Algorithms

Measures are in place to protect test and candidate data at the test centers, validate data package integrity, and prevent unauthorized access to sensitive information. All data in motion to and from the test centers is transported via 256-bit encryption. The actual test and candidate details are also further encrypted while temporarily stored for the single test session.

Backups are encrypted and stored in accordance with our ISO27001 and SOC2 Compliant Information Security Management System. These security measures protect all Personally Identifiable Information (PII), test information, scoring algorithms, and test scores.

1.4.3.9 Provide business continuity planning documentation and disaster recovery planning documentation. Attach a full recovery plan.

Our business continuity plan, including recovery planning, is provided in **Appendix 9**.

PSI Services

APPENDICES

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APPENDIX 1

Test Center Operations Manual





Test Center Administrator Operations Manual

PSI Test Center Network

Date:

July 31, 2022

Information Classification:

Public Version – Redacted Content

Where people meet potential

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SECTION 1 – INTRODUCTION AND OVERVIEW

OVERVIEW

This Test Center Operations Manual has been prepared for PSI Test Center Administrators. It will provide an overall, general and specific knowledge of PSI, test centers, role and responsibilities of PSI Test Centers and the Test Center Administrator role.

These policies, processes and procedures are documented to ensure the same consistency is achieved across all sites and quality services are delivered with the same level of excellence every single time. “Everything we do, influences someone’s career.”

ABOUT PSI

Where People Meet Potential

PSI Services is a global leader in workforce solutions with over 70 years of experience delivering successful testing programs to help people achieve success in their academic, personal, and work lives.

PSI provides worldwide testing solutions to corporations, federal and state government agencies, professional associations, certifying bodies and leading academic institutions.

PSI offers a comprehensive solutions approach from test development to delivery and results processing, including pre-hire employment selection, managerial assessments, licensing and certification tests, distance learning testing, license management services and professional services.

Experts in Virtually Every Job Family

At PSI, we’ve been the guiding hand behind the most successful testing and high-stakes exam projects in virtually every job category. We leverage our flexible technology platforms, rigorously validated testing content, and best talent in the industry to delight our clients and securely deliver their exams in the mode that best suits their users.

Our global test center network spans five continents and over 100 countries. We administer assessments in over 50 languages and deliver over 15 million tests and assessments annually. For more information, go to www.psonline.com.

VISION, MISSION AND VALUES

The PSI Vision, Mission and Corporate Values are the cornerstones of our business. They were developed by the executive team along with employee input from surveys, meetings and planning sessions. They define who we are and what our desired outcomes are.

PSI Vision: *“To empower people in their careers and drive organizational success”*

PSI Mission: *“To help people meet their potential”*

PSI Corporate Values: *“Value People, Work Together, Be Dependable, Think Creatively and Embrace Diversity”*

SECTION 2 – CODE OF CONDUCT

Code of Conduct is generally defined as a collection or set of rules and responsibilities, or proper actions and practices of an individual and/or an organization.

Code of Conduct outlines what behaviors of professional behaviors are acceptable, not acceptable or appropriate in the workplace.

As a representative of PSI, your actions must be consistent with the Company's values.

For the Test Center Administrator [“TCA”] the following additional guidelines are intended as a guide for the TCA role:

- (1) TCA's are required to treat all employees, business partners, clients, suppliers, and competitors honestly, fairly, and respectfully at all times. It is the expectation in this customer-facing role, that TCA's promote a high level of professionalism, excellent customer service skills and be an example of ethical behavior as a responsible and trustworthy co-worker among peers in the workplace.
- (2) TCA's should always use good judgment to ensure the safety and welfare of all employees, business partners, and clients, to maintain a cooperative, efficient, positive, harmonious and productive work environment.
- (3) TCA's are expected to act with professionalism at all times, as your conduct is critical to our business, clients and customers. The expectation for employees to honor, respect and adhere to these practices and reflect the Company's values, demonstrating ethical behaviors and leadership to promote a work environment that upholds the Company's reputation for integrity, ethical conduct, and trust.

PROFESSIONALISM

Professionalism is defined as the competence or skill expected, good conduct or qualities expected from employees; doing your job to best of your ability. It is all about the behaviors you exhibit and the manner in which you conduct yourself on the job.

Professionalism includes a variety of personal qualities and behaviors that demonstrate the following attributes such as:

Customer service – maintaining a proper, polite, and calm composure with all employee, *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Good manners and proper etiquette – start with being polite. Saying “please” and “thank you” are still important and very much appreciated. Use good manners with all you meet, *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Be Reliable – be where you are supposed to be, when you are supposed to be there. It also means to honor your commitments. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Be Accountable – hold yourself accountable for your words and action. This also embraces honesty and integrity. If you make a mistake, own it and fix it. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Be Responsive - respond to requests promptly. A good rule of thumb in email etiquette is to respond to emails within the same business day. If that is not possible, respond within 24 hours of receipt of the email. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Be Competent – learn your job, ask questions, build your expertise in the role, and strive to become an expert in all you do. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

Do more than expected - don't just do the bare minimum, but go the extra mile, doing whatever it takes to get the job done and done right. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

DRESS CODE AND PERSONAL GROOMING

To ensure the Company always projects a professional image , we require all Test Center Administrative staff to adhere to the PSI Company dress codes standards as defined in the PSI Employee Handbook, which states:

“It is the intent of the Company to encourage and foster a comfortable, yet professional, workplace that enables the Company to continue in its tradition as a successful professional

services firm. Dress, personal grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image we present to our customers and clients.”

The official dress code of the Company is “Business Casual / Casual”. Acceptable and Unacceptable attire is outlined below.

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

SECTION 3 – EQUALITY POLICY

INTRODUCTION

PSI is committed to promoting equal opportunities to all candidates. We respect and value the diversity of our candidates and strive to create a positive environment where candidates are treated with dignity and respect. We will challenge any instance of inequality and will anticipate and respond positively to different needs and circumstances so that all candidates can achieve their full potential.

SCOPE AND PURPOSE

This policy applies to Candidates at test centers and PSI staff that work at all our test centers. PSI strives to ensure all Candidates have an equal opportunity to access services and to realize their potential. We will not tolerate any inequality or any other actions that may limit a candidate’s ability to participate and succeed. We recognize and celebrate the diversity of our Candidates and are committed to ensuring all feel safe, respected and listened to, regardless of their backgrounds or personal attributes.

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

EQUALITY AND OPPORTUNITY

We will strive to ensure that opportunities are available to all Candidates. We will support all Candidates as far as reasonably possible (subject to health and safety requirements and any other requirements passed onto us by a relevant regulatory authority) to sit for the tests of their choice and make all reasonable efforts to ensure physical access to the test point. In circumstances where this is not possible, we will identify alternative options/provisions where it is reasonable to do so.

SPECIAL ARRANGEMENTS

During the online booking process, Candidates will be given opportunity to submit a special arrangement request for any disability or learning difficulty they have that they feel needs support on the test day. *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

TESTING

PSI is committed to creating testing environments where every Candidate and staff member has the right to be treated with dignity and respect. We are opposed to and will not tolerate any form of bullying, harassment or unacceptable behavior where this makes an individual feel intimidated or offended. We will ensure all Candidates have clear routes to report incidents and/or concerns and for these to be managed fairly.

We will strive to ensure all Candidates feel comfortable to express their views, experiences and perceptions but in a respectful and non-discriminatory manner. Any form of prejudice, discrimination and/or stereotypical attitudes will be challenged and supported by training on equality and diversity practice.

RESPONSIBILITY

PSI will:

- Provide test centers that respect and protect the diversity of those using them
- Raise individual awareness of the importance of equality and diversity and good relations between people of different groups
- Ensure fair and equal access to services
- Make reasonable and practicable adjustments to enable individuals to participate. Where this is not feasible, we will identify alternative options/solutions
- Strive to maintain a safe and secure testing environment

Required of Candidates:

- To communicate and behave with courtesy, kindness and respect individual differences, and act in accordance with our policies and procedures
- To inform PSI if they have any additional needs or are experiencing any difficulties
- To take responsibility for their own actions, personal development and performance

COMPLAINTS

PSI will make all candidates aware of the steps to follow should they wish to raise a concern, grievance or make a complaint. We will aim to fully resolve any concerns or problems as quickly as possible and if we cannot resolve or put right straight away, we will explain why and say what we can do.

SECTION 4 – TCA ROLE AND RESPONSIBILITIES

The Role and Responsibility of the Test Center Administrator [TCA] is an important one, vital to the success of PSI. The TCA role is to:

“Provide an excellent customer service experience, exam accountability and security to maintain the integrity of the certification process”

TCA responsibilities include:

- Managing the test event from start to finish
- Maintaining a secure, quiet and stress-free environment
- Monitoring the Candidates while taking the exam

The overall role of the TCA maintains the integrity of the testing, providing exam security to ensure accountability, as breaches compromise the integrity of the entire certification process.

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

In general, the TCA must be familiar with the administration process of ALL exams and provide the necessary accommodations to complete each the Candidate’s assigned test.

Special instructions and/or authorizations are often sent in advance to ensure the administering site is properly notified and prepared in advance of the Candidate’s arrival.

See Role and Responsibility chart in Appendix A.

TEST ADMINISTRATION

The main role of the TCA is Test Administration. In keeping with the professional standards for PSI test centers, it is our goal to greet the Candidates in an environment that is prepared for the examination operations, ready to go when they first enter our doors.

GENERAL OVERVIEW

The role of the TCA is to be in the office 45-60 minutes before the first exam session is due to start. The daily start up begins with opening and preparing the office. The responsibilities listed all are part of the test administration and will be expounded upon in its respective sections throughout the manual. The steps typically follow this order:

1. Open the Office and Equipment Start Up
2. Prep for the Exam Sessions (print roster, security forms, materials, paper)
3. Welcome and Greet Candidates
4. Candidate Security Procedures document (read/sign)
5. Candidate ID Verification and Check-In (photos/fingerprints)
6. Securing of Personal Items and Physical Security Check
7. Escort Candidates to the Test Room, assist with Computer if needed
8. Final Instructions, Test Monitoring and Walk-Throughs
9. Manage Misconduct, Cheating and Technical Issues
10. End of Exam Collect Items, Print Instructions or Score Sheets
11. Verify Return all Personal Items, Lockable Storage Bags, Lockers and Locks
12. Thank the Candidate for testing with PSI / Wish them a Good Day!

CUSTOMER SERVICE

Test Center Administrators provide our customers with a best-in-class, excellent customer service experience, which includes:

- Being Prompt
- Being Professional
- Being Polite
- Being Patient

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

START OF DAY - BEFORE CANDIDATE ARRIVES

Confidential content removed for public sharing.

TIME OF ARRIVAL

In keeping with the professional standards for operating PSI test centers, our goal is to welcome and greet the Candidates in an environment that is well prepared for the examination operations.

Confidential content removed for public sharing.

CHECK IN PROCESS

Although making the Candidate as comfortable as possible is an important part of the in-processing for the examination, the principal responsibility of the PSI Test Center Administrators is safeguarding examination content and ensuring individual examination security.

Confidential content removed for public sharing.

SITE AND COMPUTER PREP

The office should be neat and clean before the arrival of any Candidates. Look around the office to make sure that everything is in place. The reception area should be neat and clean. Only those articles necessary for the examination administration should be visible in the Test Center Administrator's office. Personal items should be put away.

The typical daily startup routine checklist consists of:

Confidential content removed for public sharing.

CANDIDATE ID VERIFICATION

This section will be covered in its entirety in the Manual, however this section will provide a brief overview of the process for the TCA to verify the Candidate's identification (with acceptable current and valid government issues ID), which is denoted on the Roster form and have the Candidate sign the roster form.

Confidential content removed for public sharing.

SECURING OF PERSONAL ITEMS

Confidential content removed for public sharing.

PHYSICAL SECURITY CHECK

Confidential content removed for public sharing.

SEAT ASSIGNMENT

Confidential content removed for public sharing.

RATIO OF PROCTOR TO CANDIDATE

Confidential content removed for public sharing.

BEGIN THE EXAM

TCA should walk/escort the Candidate into the test room. Ask Candidate if they are comfortable using the computer and mouse. The TCA should provide any final reminders and/or instructions to Candidates. For the last instruction, the TCA will ask Candidates if they want to complete the optional sample questions (may take 5-10 minutes) on the computer; if no, advise Candidate to skip this onscreen option and begin the exam.

TEST MONITORING

Confidential content removed for public sharing.

TEST COMPLETION

Confidential content removed for public sharing.

DAILY EXAM ROSTER

Confidential content removed for public sharing.

STEP BY STEP - CANDIDATE CHECK IN PROCESS

Until the Candidate appears at the test center, almost all other dealings with PSI have been through electronic, telephonic or paperwork procedures (i.e., prescreening, application, registration, scheduling).

The TCA is likely to be the only PSI employee the Candidate will ever meet. Most people have some form of test anxiety, and we want to make the exam experience as pleasant and stress-free as possible and it all starts with a courteous greeting from a professional TCA.

Overall test administration begins when the Candidate arrives on premises. Upon arrival, greet the Candidate as soon as they walk through the door, even if assisting someone else. Welcome the Candidate by saying:

“Hello and Welcome to PSI! Are you scheduled for an exam today?”

Confidential content removed for public sharing.

IDENTIFICATION VALIDATION CHECK: The TCA is the gatekeeper to safeguard examination security. The TCA must verify the identity of the person who shows up at the test center by requesting a valid photo identification.

Confidential content removed for public sharing.

PERSONAL AND PICTURE MATCH: *Confidential content removed for public sharing.*

SUSPICIOUS OR UNAPPROVED IDENTIFICATION

FALSE IDENTIFICATION: *Confidential content removed for public sharing.*

NO IDENTIFICATION: *Confidential content removed for public sharing.*

VERIFY SIGNATURE – SIGN ROSTER: *Confidential content removed for public sharing.*

SECURE PERSONAL ITEMS AND SECURITY CHECK

Next, communicate to the Candidate they will need to secure all of their personal belongings before entering the testing room. Shown below is a suggested script to utilize during check in process. *Confidential content removed for public sharing.*

SPECIAL INSTRUCTION OR ACCOMMODATIONS

Special Instructions and/or Exam Accommodations are emailed to the TCA and Supervisor in advance of test date to ensure the administering site is properly notified and prepared in advance of Candidate arrival.

Confidential content removed for public sharing.

SECURITY CHECK

Confidential content removed for public sharing.

FINAL STEPS FOR CANDIDATE CHECK-IN PROCESS

Complete the online check in process using your OPS or GPS system. Depending on your system and rules, you may require fingerprint scan or photo.

- ✓ If Candidate is allowed reference material, please review
- ✓ If Candidate is allowed calculator, please review
- ✓ Issue the CD scratch paper and pencil, if allowed

Confidential content removed for public sharing.

RELIGIOUS APPAREL AND CULTURAL ITEMS

Confidential content removed for public sharing.

SECURITY CHECK – JEWELRY AND TATTOOS

Confidential content removed for public sharing.

SECURITY CHECK - WHAT NOT TO SAY

PSI is committed to promoting equal opportunities to all candidates. PSI respects and values the diversity of our Candidates and strive to create a positive environment where Candidates are treated with dignity and respect.

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

BEGIN THE EXAM

Confidential content removed for public sharing.

TEST MONITORING

Confidential content removed for public sharing.

TEST MONITORING - CHECKLIST

Confidential content removed for public sharing.

CHEATING AND OTHER POTENTIAL MISCONDUCT

Confidential content removed for public sharing.

CANDIDATE CHECK-OUT PROCESS

Upon exam completion, the Proctor may complete one or more of the following post exam steps when checking out the Candidate. These steps may vary according to Client specifications:

Computer Close Out - *Confidential content removed for public sharing.*

Collect Materials - *Confidential content removed for public sharing.*

Print Forms - *Confidential content removed for public sharing.*

Retrieve Locker Items - *Confidential content removed for public sharing.*

Sign Out - *Confidential content removed for public sharing.*

SESSION END – CHECKLIST

Confidential content removed for public sharing.

END OF DAY ADMINISTRATION

Once the last Candidate is completed and exams are done for the day, the TCA has end of day duties complete. The TCA will complete:

END OF DAY CHECKLIST

- Collection of test materials, supplies and booklets
- Formal check on the testing room
- Ensure all exams and browsers have been closed
- *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

OTHER DUTIES

In addition to the regular end of day duties noted, from time to time, the TCA will have other office duties that may include:

- Check and maintain office supplies and test materials inventory
- Check the all equipment to ensure it remains in good working order
- Inspect and submit repair requests for all security recording equipment
- *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

SECTION 5 – TROUBLE SHOOTING TECHNICAL ISSUES

Technical issues can arise that even the trained TCA cannot resolve on their own, and the PSI Internal Help Desk is staffed, ready, willing and able to assist the TCA and the Candidate to get them operational as quickly and possible.

We are all part of ONE PSI and the Help Desk counts on you to be their eyes on the ground.

Confidential content removed for public sharing.

SECTION 6 – DECEPTIVE BEHAVIORS | CHEATING

This procedure is to provide guidance and instruction to the Test Center Administrator concerning PSI's policy on cheating and specifically, to establish authority and responsibility of the examination Test Center Administrator in conveying this policy to the candidates.

POLICY STATEMENT *Confidential content removed for public sharing.*

CANDIDATE MISCONDUCT

ACTION STEPS: *Confidential content removed for public sharing.*

CANDIDATE DISMISSAL: *Confidential content removed for public sharing.*

REVIEW: Steps to handle potential deceptive behavior and suspected cheating on the exam: *Confidential content removed for public sharing.*

NOT ALLOWED TO FINISH EXAM: If the Candidate is not allowed to finish testing, they should ... *Confidential content removed for public sharing.*

ALLOWED TO FINISH EXAM: If the TCA has determined that there is no evidence of misconduct... *Confidential content removed for public sharing.*

CANDIDATE BEHAVIOR

If at any time during the investigation of an instance of Candidate misconduct the Candidate becomes disruptive or aggressive, it is the TCA responsibility to advise the Candidate to refrain from such conduct. *Confidential content removed for public sharing.*

SECURITY

Confidential content removed for public sharing.

COMPLETE AN INCIDENT REPORT

In all circumstances considered out of the ordinary, the TCA should carefully document all relevant details for later review and investigation by PSI.

Confidential content removed for public sharing.

SECTION 7 – DE-ESCALATION: UPSET CANDIDATES

There may be times when you will need to rectify a situation with an upset or angry Candidate. Regardless of the how the incident began, the goal is to de-escalate the situation in a calm, patient and professional manner.

While you cannot control what the customer says, does, or feels, you can only de-escalate the situation by remaining calm and in complete control with how you react to the Candidate.

CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.

STEPS TO DE-ESCALATION *Confidential content removed for public sharing.*

WHEN TO CALL SECURITY *Confidential content removed for public sharing.*

SITE VISITORS AND GUESTS

To maintain a secure, distraction-free, and professional exam environment, PSI does not allow visitors in the test center. Only PSI test center staff, PSI management, examination candidates, and visitors approved by PSI Headquarters are authorized to use the PSI test centers.

AUTHORIZED PSI PERSONNEL

The only people you should allow in the admissions area or testing room are test center personnel, candidates, and authorized site visitors. Authorized site visitors will fall into one of the following categories:

Confidential content removed for public sharing.

MANAGING AUTHORIZED VISITORS

Official visits to your site are often be arranged ahead of time. Your test center site should receive notification regarding such visits from the PSI executives, PSI account managers with Client tours, auditors, Helpdesk technicians, Regional Site Supervisors and/or Regional Operations Manager. *Confidential content removed for public sharing.*

VISITOR ACCESS

Under No Circumstances should any visitor be allowed to:

Confidential content removed for public sharing.

SECTION 8 – COMPLAINT POLICY AND PROCEDURE

PSI is committed to being responsive to the needs and concerns of our candidates to resolve a complaint as quickly as possible. This policy is to provide guidance on the way PSI receives and manages complaints. PSI is committed to being consistent, fair and impartial when handling Candidate complaints. The objective of this policy is to ensure... *Confidential content removed for public sharing.*

FORMAL PROCESS

Confidential content removed for public sharing.

SPECIAL ACCOMMODATIONS

PSI is committed to equal access for all Candidates taking an exam and will accommodate as needed, at no extra charge to individuals with documented disabilities, consistent with the amended Americans with Disabilities Act (ADA). *CONTENT REMOVED FOR BREVITY. CAN BE PROVIDED UPON REQUEST.*

GUIDELINES FOR ACCOMMODATION PROCEDURES

PSI has a dedicated team to help meet the needs of Candidates who may request an exam accommodation, ... *Confidential content removed for public sharing.*

SECTION 9 – EMERGENCY PROCEDURES

SAFETY FIRST!

If you ever feel an immediate or direct threatened by a Candidate, a visitor or anyone else:

DIAL LOCAL EMERGENCY

You do not need Supervisor approval, contact your Supervisor when it is safe to do so.

WHAT QUALIFIES AS AN EMERGENCY?

INTERNAL EMERGENCIES *Confidential content removed for public sharing.*

EXTERNAL EMERGENCIES *Confidential content removed for public sharing.*

WHEN TO CANCEL DUE TO EMERGENCIES

Confidential content removed for public sharing.

EMERGENCY EVACUATION PROCEDURES

The TCA should know where all the buildings exits and staircases and emergency procedures for their building location. Work with the supervisor to determine an effective, safe and secure Evacuation Plan, which should include some of the following points:

- If a drill fire, where to congregate outside the building
- If a tornado, where is the safe zone in the building
- Lock down procedures
- Who to Call?
- When to Call
- Areas of responsibility

Confidential content removed for public sharing.

APPENDICES

- APPENDIX A: Role and Responsibilities Matrix
- APPENDIX B: How to Spot a Fake ID
- APPENDIX C: Abuse Safeguarding Policy Training
- APPENDIX D: Blank PSI Exam Roster

APPENDIX 2

Site Monitoring Checklist





PSI Site Monitoring Checklist

Location:		Date:		Monitored By:	
Exam center easy to find:		Parking adequate:			
PSI's 800 number prominently displayed on exterior entrance to examination center:					
PSI signage clearly displayed on exterior of building.					
Name of proctor:		Proctor on time:			
Office equipment check.					
Phone works properly:		Can receive and send faxes:			
Shredder operational:		Printer operational and fast:			
Office furniture check: the following furniture exists and is in good condition.					
Waiting room chairs:		Proctor desk:			
Coat rack:		File cabinet with a lock:			
Server cabinet with lock:		Candidate chairs:			
Candidate desks:		Candidate cubicles:			
Cubicles clearly numbered:		Rules posted in cubicles:			
Proctor personal items displayed inappropriately:					
Check-in procedures.					
Orderly and efficient:					
Signature's and two forms of ID required:					
Calculators checked:					
Prohibited items identified and handled appropriately:					
Distribution of exam materials to each candidate (where applicable).					
Scratch paper:		Fact Sheets:			
Examination Review Sheet:		Figure Booklets:			
Set of Plans:					
Quality of testing environment.					
Cleanliness and appearance of facility:		Quiet:			
Comfortable:		Secure:			
Orderly		Air temperature:			
Total number of candidates testing:					
Any technical difficulties:					
Any disruptions:					
Any improper or unusual conduct by candidates:					
Quality of monitoring by proctor:					
Proctor's attitude toward candidates:		Visual observation of exam takers:			
Use of sound monitor:		Monitoring breaks:			
Responsiveness of proctor to candidate queries:					

Security of exam materials (where applicable).	
Scrap paper Returned from each candidate:	
Examination Review Sheet Returned from each candidate: Inventory checked:	
Fact Sheets Returned from each candidate: Inventory checked:	
Figure Booklets Returned from each candidate: Inventory checked:	
Set of Plans Returned from each candidate: Inventory checked:	
Examination score reports print properly:	
Camera working properly and picture clear:	
Examination review worked properly:	
Summary/Comments:	
Suggested follow-up:	

APPENDIX 3

Lists of Contracts
Renewed and Not Renewed



Contracts Renewed in the Last Five Years

2024

District of Columbia

District of Columbia Department of Licensing and Consumer Protection

Maryland

Maryland Home Improvement

North Dakota

North Dakota Real Estate Commission

Wisconsin

Wisconsin Department of Administration

2023

Colorado

Colorado Department of Regulatory Agencies (General Contractor)

Colorado

Colorado Division of Real Estate

Iowa

Iowa Real Estate Commission

Massachusetts

Massachusetts Division of Occupational Licensure

New Mexico

New Mexico Regulation and Licensing Department

North Dakota

North Dakota Real Estate Commission

Ohio

Ohio Department of Insurance

Oklahoma

Oklahoma Insurance Department, Comptroller Division

Oregon

Oregon Department of Consumer and Business Services

Tennessee

Tennessee Department of Commerce and Insurance
(Private Investigation and Polygraph)

Tennessee

Tennessee Department of Commerce and Insurance (Alarm Qualifying Agent)



Tennessee

Tennessee Department of Commerce and Insurance
(Private Protective Services)

Texas

Texas Department of Insurance (State Fire Marshall Exam)

Virginia

Virginia Department of Professional and Occupational Regulation

2022**Alabama**

Alabama Plumbers & Gas Fitters Examining Board

California

California Department of Insurance

Colorado

Colorado Division of Professions and Occupations

Kentucky

Kentucky Real Estate Commission

Kentucky

Kentucky Real Estate Appraisers Board

Kentucky

Kentucky Department of Insurance

Massachusetts

Massachusetts Board of State Examiners of Electricians

Ohio

Ohio Division of Real Estate and Professional Licensing

Ohio

Ohio Division of State Fire Marshal, Bureau of Testing and Registration

Tennessee

Tennessee Board of Cosmetology and Barber Examiners

Texas

Texas Department of Agriculture

Texas

Texas Department of Licensing and Regulation

Virginia

Virginia Department of Health Professions

2021**National**

Examination Board of Professional Home Inspectors (EBPHI)

Connecticut

Connecticut Insurance Department

Connecticut

Connecticut Real Estate Commission

Louisiana

Louisiana Department of Insurance



Maryland

Maryland Department of Labor

Minnesota

Minnesota Board of Cosmetology

Nevada

Nevada State Contractors Board

New Mexico

New Mexico Real Estate Commission

New Jersey

New Jersey Division of Consumer Affairs

North Carolina

North Carolina Code Officials Qualification Board

Ohio

Ohio Construction Industry Licensing Board

Oklahoma

Oklahoma Construction Industries Board

Rhode Island

Rhode Island Department of Business Regulations/Contractors Registration Board

Tennessee

Tennessee Board for Licensing Contractors

Tennessee

Tennessee Department of Commerce and Insurance (Home Inspector)

Virginia

Virginia Department of Professional and Occupational Regulation

Washington

Washington Office of Insurance Commissioner

2020**Maryland**

Maryland Boards of Barber and Cosmetologists

Maryland

Maryland Real Estate Commission

Massachusetts

Massachusetts Board of Examiners of Sheet Metal Workers

New Jersey

New Jersey Department of Banking and Insurance

New Jersey

New Jersey Real Estate Commission

Tennessee

Tennessee Real Estate Appraiser Commission



2.4.4.B: The list below shows PSI contracts that were not renewed during the last five years. No contracts have been canceled. The contracts below were not renewed following competitive bidding processes.

Contracts Not Renewed in the Last Five Years	
2024	
Montana	Montana Board of Realty Regulation
2023	
Nebraska	Nebraska Real Estate Commission
North Carolina	North Carolina Real Estate Commission
Oklahoma	Oklahoma Real Estate Commission
2022	
Alabama	Alabama Real Estate Commission
West Virginia	West Virginia Real Estate Commission
2021	
Nevada	Nevada Board of Cosmetology
2020	
	None



APPENDIX 4

Resumes



Cathy Laitinen | Account Management Director, Licensure

As the Account Management Director, Cathy Laitinen, would be the primary contact for your program, providing day-to-day management for all program activities. Her responsibilities include overseeing client relationships, ensuring the quality of services, and project continuation or implementation. Her primary goal is ensuring client success by liaising detailed requirements across PSI's internal team, providing ongoing account reviews, and reports and statuses to clients. With over 10 years of customer service experience, Cathy's career has spanned sales administration, technical support, quality assurance, and training. Cathy is a trusted strategist for her clients, and she works to meet their requirements and grow their program.

Account Management | Client Liaison | Day-to-Day Client Contact | Account Reviews

Professional Experience

PSI Services, Las Vegas, NV | 2002 - Present

Account Management Director, Licensure

- Acts as the main point of contact and trusted strategic advisor for her clients, overseeing all client requests and proactively avoiding escalations
- Ensure contractual commitments and service level agreements are being met by conducting ongoing status calls and account reviews
- Develop deep understanding of client and program requirements, using best practices to implement effective assessment solutions
- Take charge across internal teams to advocate for the client and coordinate in troubleshooting, identifying trends, and recommending efficiencies to enhance the client relationship

Global Crossing, Beverly Hills, CA | 2001 - 2002

Branch Administrator for Sales Team

- Managed and distributed client leads, and current client prospect lists
- Monitored, analyzed, and reported on revenue projections and actuals

Stamps.com, Los Angeles, CA | 1999 - 2001

Assistant Marketing Manager

- Managed cobranded Stamps.com/Office Depot online store
- Managed the Stamps.com Affiliate Program, hosted by BE FREE
- Developed and provided continuous quality management and improvement for the entire customer support analyst team

Education

Master's, Alfred Adler Institute, Minneapolis, MN | *Psychology*

Bachelor's, Mankato State University, Mankato, MN | *Business Administration*



Alon Schwartz | Chief Revenue Officer

Alon Schwartz oversees all business development, account management, pricing, and license management functions for PSI's Licensure market. Alon offers his clients comprehensive industry knowledge and a thorough understanding of their programs. For the past 17 years, Alon has held senior positions in Operations and managed client relationships in both the Licensure and Certification markets. Alon has been instrumental in the strategic growth and direction of the Licensure business during his time at PSI. Prior to PSI, Alon managed an internet software company's operations with a Business Process Outsourcing (BPO) firm. Clients appreciate Alon's friendliness, candor, and industry knowledge, which is rounded out by his 17 years in the testing industry and MBA from USC Marshall School of Business.

Account Management Oversight | Licensure Executive Sponsor | Contract Management & Oversight

Professional Experience

PSI Services LLC, Glendale, CA | 2007 - Present

Chief Revenue Officer (2024 - present)

Senior VP, Licensure (2014 - 2024)

- Monitors the licensure marketplace and engages with industry leaders, collaborating to enhance existing programs
- Ensures that delivery of services is consistent with both the scope of the client contract and PSI's service culture
- Responsible for all aspects of PSI's client services, including contract administration and the supervision of the Operations supervisors
- Leads Account Management teams responsible for retaining clients and delivering contractual obligations
- Manages Regional Operations by providing license management services
- Manages client relationships by serving as Executive Sponsor/advocate for all PSI's licensure programs
- Works closely with Senior Leadership to deliver programs and ensure operational and technology strategy meet the need for the client base
- Oversees new project implementation

Senior Director, Client Services (2007 - 2014)

- Was responsible for managing the day-to-day operations of PSI's licensure programs
- Managed PSI's Licensure Account Management team
- Oversaw all contract management, ensuring that delivery of services was consistent with both the scope of the client contract and PSI's service culture

Tight Line Technology, Pune, India and San Diego, CA | 2005 - 2007

Director of Operations/Finance

- Managed the company's entire operations with a business process outsourcing (BPO) firm in Pune, India
- Oversaw all personnel activities, including recruiting, hiring, and development of 60 employees
- Led team through successful completion of QA phase of software development
- Constructed all service level agreement metrics and policies
- Responsible for company's financial reporting, as well as Investor Relations
- Negotiated master service agreement with WNS Global, the largest BPO in India, and was Tight Line's focal point of contact with WNS



Mercator Advisory Group, LLC, Los Angeles, CA | 2004 - 2005

Equity Analyst

- Facilitated weekly meetings with all clients
- Managed Los Angeles based client relations

Education

Master's, University of Southern California, Los Angeles, CA | *Financial Management*

Bachelor's, University of California, Los Angeles, CA | *Political Science*

Affiliations

NAIC | National Association of Insurance Commissioners

SILA | Securities and Insurance Licensing Association



Daphnye Shaffer | Client Manager

As Client Manager for the Indiana Cosmetology and Barber Board, Daphnye Shaffer will support Account Manager Cathy Laitinen in providing client service and oversight for this account. She has over 44 years in the beauty industry, and still holds a license in Cosmetology. Daphnye operated her own salon for over eight years before coming to PSI, and previously served as a Subject Matter Expert in Cosmetology and Barbering.

Cosmetology Rater Oversight | Examination Administration Support | Test Taker Guidance

Professional Experience

PSI Services, Glendale, CA | 2015 - Present

Client Manager

- Provides support for all aspects of Cosmetology and Barber students and schools
- Provides client support for state examination services
- Works with Indiana State Board to prevent, solve and eliminate issues
- Relays and troubleshoots examination issues and implements new updates and information on examinations

The Proton Therapy Center, Houston, TX | 2013 - 2015

Administrative Assistant to CFO

- Arranged staff meetings and scheduled appointments
- Audited all accounts receivable and payable for accuracy in billing payments
- Maintained the office calendar and kept the office database and filing system up to date and organized
- Wrote memos, correspondence, invoices, receipts, spreadsheets, and other reports as needed

Creative Nail Design, Austin, TX | 2000 - 2016

Education Ambassador & Continuing Education Consultant

- Assisted with the preparation of materials, handouts, and presentations for potential students
- Hosted Q&A boards where visitors ask questions related to the program
- Developed school promotional campaigns

Lone Star College, Houston, TX | 2012 - 2013

Cosmetology Instructor

- Taught students the necessary skills to attain cosmetology licensure
- Created lesson plans and oversaw examinations and practical tests
- Provided course feedback to the college

J. Frank Dobie High School, Houston, TX | 2011 - 2012

Adjunct Cosmetology/Nail Program Instructor

- Taught students the necessary skills to attain cosmetology licensure
- Created lesson plans and oversaw examinations/practical tests
- Provided course feedback to the college



San Jacinto College - Central Campus, Houston, TX | 2009 - 2011

Cosmetology Instructor

- Taught students the necessary skills to attain cosmetology licensure
- Created lesson plans and oversaw examinations/practical tests
- Provided course feedback to the college

Daphnye's Creative Design Salon, Houston, TX | 1998 - 2005

Owner/Operator

- Managed and oversaw the business operations of the salon
- Performed monthly budget reviews

Education

Texas State Board for Educator Certification

Associate's, Lee College, Baytown, TX | *Applied Science of Cosmetology*

Licensed Cosmetologist, Tempe Beauty School, Tempe, AZ

Tonda Hall | **Lead Exam Coordinator**

Tonda Hall is the Lead Exam Coordinator for the Indiana Cosmetology and Barber Board. Her duties include coordinating testing at correctional facilities. With a career spanning over 20 years as a beauty stylist and over 10 in the exam industry, Tonda combines technical expertise with a commitment to upholding high standards in exam processes.

Correctional Facility Exam Scheduling | Examination Administration Support | Test Taker Guidance

Professional Experience

PSI Services LLC, Towson, MD | 2015 - Present

Lead Exam Coordinator (2020 - Present)

- Provides client support for state examination services
- Works with Indiana State Board to prevent, solve and eliminate issues
- Serves as contact for correctional facility testing; orders and ensures material deliver for test takers
- Relays and troubleshoots examination issues and implements new updates and information on examinations
- Worked internally to develop and implement examination solutions for the cosmetology and barber industries

Test Site Lead (2015 - 2020)

- Completed candidate registrations, verifying each test taker's identity
- Served as an administrator of all testing services in the areas of cosmetology, esthetician, nail technician, and barbering across Northeastern test centers
- Responsible for overseeing Raters in each testing center, ensuring each is administering the exams according to procedure

Prometric, Woodlawn, MD | 2013 - 2015

Cosmetology Head Rater

- Completed candidate registrations, verifying each test taker's identity
- Served as an administrator of all testing services in the areas of cosmetology, esthetician, nail technician, and barbering within the State of Maryland
- Responsible for overseeing Raters in each testing center, ensuring each is administering the exams according to procedure

Fortis Institute, Woodlawn, MD | 2012 - 2013

Senior Cosmetology Instructor

- Responsible for the preparation of Cosmetology program curriculums
- Instructed students in the Cosmetology program, grade ratings for assignments and examinations

Hairs to You, Randallstown, MD | 1995 - 2011

Owner

- Responsible for salon operations, scheduling, staffing, budgets, etc.
- Cut, styled, and dyed hair; assisted with other beauty needs



Prometric, Woodlawn, MD | 2003 - 2008

Proctor & State Board Rater

- Completed candidate registrations, verifying each test taker's identity
- Served as administrator for all testing services, traveling between Maryland and Virginia testing centers to administer exams

Education

Cosmetology Certificate, Howard Community College, Columbia, MD | *Cosmetology*

Cosmetology, Northwest Beauty School, Baltimore, MD

Michelle Marsh-VanArsdol | Customer Service Manager

Michelle Marsh-VanArsdol is a licensed cosmetologist with 20 years of experience, currently serving as a Customer Service Manager at PSI Services. Since 2020, she has played a vital role in managing cosmetology exams, working closely with the Indiana State Board of Cosmetology. She ensures this program follows state protocols and that candidate questions and concerns are addressed in a timely manner. Michelle supports test takers with accommodations and oversees group scheduling throughout the year. She also assists the Cosmetology Director with record keeping and budget reconciliation while working collaboratively with her team to ensure a seamless testing process.

Client Support | Test Taker Assistance | State-Specific Protocols

Professional Experience

PSI Services, Moab, UT | 2020 - Present

Customer Service Manager

- Assists the cosmetology team in planning, managing, and executing the test process
- Directly assists Indiana State Board of Cosmetology test takers; responsible for solving any escalations
- Ensures that all state protocols and requirements are met
- Assists test takers with exam accommodations
- Assists with group scheduling events year-round
- Supports Cosmetology Director with record keeping and reconciling budget
- Works directly with other team members to provide test takers with support

Hansen's Collision Center, Richfield, UT | 2014 - 2020

Financial Executive Assistant

- Managed the weekly schedule of job orders
- Managed rental fleet of over 40 vehicles
- Processed accounts and incoming payments in compliance with financial policies and procedures
- Performed day-to-day financial transactions, including the verification, classification, and compilation of account data
- Prepared bills, invoices, and bank deposits

Education

Associate's, Snow College, Ephraim, UT | *Applied Science*

Certifications

Utah Licensed Cosmetologist (2004 - Present)



Isabelle Gonthier, PhD | Chief Assessment Officer

Dr. Isabelle Gonthier is a renowned industry expert and thought leader in developing licensure and certification exam programs. As PSI's Chief Assessment Officer, she oversees the teams responsible for psychometric services, test development, statistical reporting, scoring, data forensics, and client success. These teams manage the testing services for a multitude of professional licensing fields. In an executive leadership role, she helps define PSI's business strategies and technology roadmaps. On a client level, Isabelle is known for her keen ability to blend best practice guidance with smart innovation to set exam programs up for success. Dr. Gonthier is a 20+ year veteran in the testing industry and has been highly engaged in advancing the testing and credentialing field, including serving as NCCA chair and psychometric commissioner and a regular presenter at ICE and ATP events. She holds the ICE-CCP (Certified Credentialing Professional) certification, demonstrating competence across all professional credentialing activities. Isabelle was previously Chief Assessment Officer for Measure Learning (ProctorU/Yardstick), overseeing all aspects of the professional credentialing business. She earned her Doctorate in Experimental Psychology from the University of Ottawa.

Psychometric and Research Oversight | Test Design Best Practice |
Licensing Exam Program Services | Accreditation Guidance

Professional Experience

PSI Services, Ottawa, CAN | 2021 - Present

Chief Assessment Officer (2023 - Present)

Senior Vice President, Content Science (2022 - 2023)

- Leads psychometric and test development teams, including the content development teams for hundreds of state and federal licensure programs
- Designs and guides testing solutions to meet client program needs in line with professional testing standards (AERA et al, 2014), accreditation requirements (e.g., NCCA, ISO) and legal guidelines (EEOC et al, 1978)
- Oversees the application, maintenance, and reporting processes for nationally accredited exams (e.g., ARELLO) and approved-vendor exams (e.g., National Uniform Licensing and Certification Examination)
- Strategic planning for the development of current and future assessment solutions for PSI
- Leads teams that manage statistical reporting, scoring, test publishing, and data forensic services
- Leads content teams and success strategies for PSI-owned examinations including PSI HiSET (high school equivalency exam) and English Language assessment (Skills for English)
- Oversees account management and business development for Certification program clientele
- Financial planning, forecasting, and budgeting
- Contributes to the test industry through regular conference attendance, presentations, and voluntary committee and board leadership (e.g., NCCA chair, psychometric commissioner)

Senior Vice President, Assessment Services (2021 - 2022)

- Designs and guides testing solutions to meet client program needs and align with professional testing standards (AERA et al., 2014), accreditation requirements (NCCA, ISO, ABSNC), and legal guidelines (EEOC et al., 1978)
- Provides testing and measurement leadership and guidance to support evolving technology-based assessments and delivery modalities
- Supports business development by contributing to proposals and engaging in the client community
- Institutes project management principles to ensure that testing program obligations are met in accordance with industry best practices and effective resource stewardship
- Implements effective quality management processes and quality control procedures to ensure timely and accurate psychometric analyses and test development
- Develops and manages the department's operating budget
- Prepares and/or oversees the preparation of technical, high stakes reports (e.g., accreditation, validation reports)
- Makes presentations at conferences, client meetings, and business development settings



Yardstick Assessment Strategies - Meazure Learning, Ottawa, CAN | 2017 - 2021

Chief Assessment Officer (2021)

- Oversaw and provided strategic direction for all aspects of the professional credentialing business, including psychometrics, exam development, and business development

President & Chief Operating Officer, Yardstick Assessment Strategies (2017 - 2021)

- Responsible for the strategic vision and development of Yardstick Assessment Strategies and the team
- Ensured and promoted productivity, profitability, innovation, and growth for all business lines

FP Canada (Formerly FPSC), Ottawa & Toronto, CAN | 2011 - 2017

Vice President, Certification (2016 - 2017)

- Responsible for the CFP certification program, including management of all certification requirements, certification processes, exam development for both the FPSC Level 1 exam and the CFP exam, exam administration, and stakeholder services and certification support
- Responsible for the Certification Policies and the adherence to best practices for certification and exam program

Senior Director, Certification Process and Examinations (2011 - 2016)

- Involved in the strategic direction and actions around the certification program and organizational strategic plans
- Developed and oversaw the certification program budgets and managed resources and performance for the delivery of the certification program, including service providers and internal staff

Certified Financial Planner (CFP) Board, Washington, DC | 2014 - 2017

Director of Examinations

- Responsible for the design, development, delivery, and standard setting of best-in-class CFP examination designed to assess the competence expected of CFP candidates in the US
- Oversaw examination programs in both Canada and the US

Public Service Commission of Canada - Personnel Psychology Center, Ottawa, CAN | 2010 - 2011

Psychologist

- Served as Team Lead for the development of a suite of examinations for recruitment within the public service designed to assess cognitive ability, situational judgment, and written communication
- Designed and developed policies and procedures, and IT infrastructure for the test administration

Human Resource Systems Group (HRS), Ottawa, CAN | 2006 - 2010

Director - Professional Services

- Responsible for overseeing a team of consultants and administrative resources for multiple projects
- Managed budgets for professional practice, financial reports, and forecasts for the consulting division

Assessment Strategies Inc., Ottawa, CAN | 2003 - 2006

Senior Consultant (2005 - 2006), Project Consultant (2004 - 2005), Research Consultant (2003 - 2004)

- Managed all the development and administration activities for the Canadian Registered Nurse Examination (CRNE)
- Designed and implemented a software for marking short-answer questions and contributed to the development of the new format of the examination
- Was a principal contributor/project manager on a variety of large-scale credentialing programs

Education

PhD, University of Ottawa, Ottawa, CAN | *Experimental Psychology (Cognitive Sciences)*

Bachelor's, University of Ottawa, Ottawa, CAN | *Honors in Psychology*

Industry & Committee Engagement

- **ICE-CCP** | ICE Certified Credentialing Professional
- **ICE** | Accreditation Service Council - Institute for Credentialing Excellence
Co-Chair of the ICE Membership Structure Task Force (2021 - present)
- **NBCRNA** | National Board of Certification and Recertification of Nurse Anesthetists
ESL Research Committee (2019 - present)
- **ATP** | Association of Testing Publisher | Executive Committee for Innovation Conference (2019 - present)
- **NCCA** | National Commission for Certifying Agencies | Chair and Psychometric Commissioner (2014 - 2019)
- **NDEB** | National Dental Examining Board | Research Committee (2014 - 2020)
- **CNRC** | Canadian Network for Respiratory Care | Credentialing Advisory Committee (2011 - 2018)

Recent Publications

- **Gonthier, I.**, Choudhry, S., & Aroke, E. (2021). *Benchmark Survey in Translating Credentialing Examinations: An Opportunity to Learn, Improve and Explore Language Barriers*. Credentialing Insights. <https://www.credentialinginsights.org/Article/benchmark-survey-in-translating-credentialing-examinations-an-opportunity-to-learn-improve-and-explore-language-barriers-1>
- **Gonthier, I.** (2019). Test Administration. In J. Henderson, *Certification: The ICE Handbook, 3rd Edition*. Institute of Credentialing Excellence.
- Hosterman, J., Balasa, D., Case, H., **Gonthier, I.**, Greenberg, M., Incrocci, M., Julian, E., Latham, P., Morere, D., & Suhr, J. (2019). Testing Accommodations: The Perils of the "Approve Everything" Model. *Journal of the National College Testing Association*, Volume 3, Issue 2.

Recent Presentations

- **Gonthier, I.**, Schoeing, R. (2021, September). *Testing Accommodations: Challenges and Opportunities with Different Delivery Modalities*. Presentation for the e-ATP Conference, Online.
- **Gonthier, I.**, Beauchamp, C. (2021, May). *Psychometric and Exam Development*. Workshop at the ICE Workshop, Online.
- **Gonthier, I.**, Grater, L., Moore, J., Allen, C. (2021, April). *Quality Management: Pros and Cons, and Tips for Building and Maintaining a QMS*. Presentation for the ATP Conference.
- **Gonthier, I.**, West, B., Schoeing, R., Zara, T. (2021, April). *Featured Session: Online Proctoring and Test Center Equivalence & Considerations: A Comprehensive Look*. Presentation at the ATP Conference.
- **Gonthier, I.**, Wise, B., Burke, S., DiCerbo, K., Tong, Y., Ward, P. (2021, April). *Closing Session: Predicting the Future for Assessment and Learning*. Presentation for the ATP Conference.

Andrea Dominiack oversees a team of Licensure Test Development Specialists that handles end-to-end aspects of test development and is responsible for the design, development, and maintenance of licensure exams. She has experience facilitating both in-person and web-based item writing and review workshops, job analyses, and standard setting studies. Andrea reviews item and exam statistics and performs regular maintenance of the item banks. Prior to her employment with PSI, Andrea worked at Prometric in Saint Paul, Minnesota, where she managed various clients in the government, financial, information technology, and academic market segments. Her responsibilities included conducting job analyses, developing test specifications, facilitating examination development workshops, and establishing a passing (cut) score through standard setting studies.

Test Development | Standard Setting | Project Management | Psychometric Consulting

Professional Experience

PSI Services LLC, Remote | 2013 - Present

Senior Director, Test Development (2019 - present)

- Oversees team of Test Development Specialists
- Develops staffing plans and project assignments for team members
- Ensures project milestones and deliverables are met
- Provides on-boarding for new staff
- Offers training and guidance to team members on processes and procedures
- Implements new improvement procedures
- Advises on psychometric and test development methods and best practices

Manager, Test Development (2018 - 2019)

- Oversaw team of 14 Licensure Test Development Specialists
- Managed and conducted test development projects, including job/practice surveys, exam specifications, item development, and standard setting for licensure exams
- Advised and consulted with staff and clients regarding psychometric and test development methods and best practices
- Provided consultation to staff on project planning and implementation

Senior Test Development Specialist (2015 - 2018)

- Led team of three Test Development Specialists specializing in Real Estate/Barber and Cosmetology industries
- Managed and conducted test development projects, including job/practice surveys, exam specifications, item development, and standard setting for written and performance exams
- Facilitated exam development workshops, committee meetings, and training sessions
- Conducted statistical analyses of test items and examinations

Test Development Specialist (2013 - 2015)

- Performed assignments related to the construction, maintenance, and validation of licensure exams
- Facilitated exam development workshops, committee meetings, and training sessions
- Conducted statistical analyses of test items and examinations and performed regular exam maintenance

Prometric, Saint Paul, MN | 2009 - 2013

Test Developer

- Performed assignments related to the construction, maintenance, and validation of licensure, certification, and education exams
- Facilitated exam development workshops, committee meetings, and training sessions
- Conducted job analysis workshops and standard setting studies

Saint Cloud State University, Saint Cloud, MN | 2007 - 2009

Graduate Research/Teaching Assistant

- Cooperatively developed and designed new research proposal
- Generated section of research report for publication
- Served as teaching assistant for introductory statistics course (SPSS)

Education

Master's, Saint Cloud State University, Saint Cloud, MN | *Industrial-Organizational Psychology*

Bachelor's, South Dakota State University, Brookings, SD | *Psychology*

Chanda Turnbull | Senior Managing Test Development Specialist

Chanda Turnbull is responsible for occupational testing and assessment. She currently serves as Senior Managing Test Development Specialist for PSI and oversees the real estate, barber, and cosmetology teams. She is responsible for performing item analysis, exam maintenance, facilitating item writing and item review meetings, conducting job analysis and standard setting projects, as well as creating exam plans. She completed her Master's of Science degree in Industrial/Organizational Psychology from Walden University, and her Bachelor of Arts degree in Psychology from Metropolitan State University of Denver.

Standard Setting | Job Analysis | Data Analysis | Program Management

Professional Experience

PSI Services, Glendale, CA | 2015 - Present

Senior Managing Test Development Specialist, Licensure (2024 - Present); Managing Test Development Specialist (2019 - 2024)

- Provides training, guidance, and oversight of assigned team duties for the Real Estate/Barber and Cosmetology Team, including performance reviews and goal setting
- Plans, conducts, and manages assigned client projects and supervises test development activity of team, including project planning, test construction, and maintenance
- Facilitates exam development workshops, committee meetings, and training sessions
- Leads the team in the migration of exam content to proprietary software providing remote proctoring capabilities
- Oversees National Exams for Real Estate and directs the development and implementation of the National Barber/Cosmetology exam program
- Contributes to business development by providing insight and feedback during bid process and client launches
- Maintains an in-depth and current knowledge of internal software applications

Test Development Specialist, Licensure (2015 - 2018)

- Constructed, maintained, and validated licensure exams for State regulatory agencies across the US
- Experienced in job analysis, exam/assessment design and development, item writing & review, item analysis, technical reports, and standard setting studies
- Specialized in developing and maintaining licensure and certification examinations
- Planned, managed, and monitored test development activities for Barber/Cosmetology/Real Estate/Other Teams
- Constructed, maintained, and validated licensure exams for State regulatory agencies across the US
- Experienced in job analysis, exam/assessment design and development, item writing & review, item analysis, technical reports, and standard setting studies
- Specialized in developing and maintaining licensure examinations

CPS HR Consulting, Sacramento, CA | 2015

Senior HR Consultant, Testing & Assessment

- Outside consultant well versed in the development of selection systems for public sector agencies on the West Coast
- Developed and delivered assessments to identify high potential employees for public safety positions
- Recommend implementation strategies and action planning goals to executive leadership
- Developed and administered written examinations at assessment centers, conducting candidate orientation and assessor training, data analysis, scoring, technical report writing, and job analyses



Booth Research Group, Parker, CO | 2013 - 2015

Senior Research Consultant, Testing & Assessment

- Provided human resources consulting and project management to nationally based private and public sector clients
- Provided customized, innovative, and valid measurement tools to assist in selecting and evaluating all levels of personnel for entry-level and promotional positions
- Developed and administered written examinations, technical report writing, scoring, data analyses, and job analyses
- Performed candidate orientation and assessor training

City and County of Denver, Denver, CO | 2007 - 2013

HR Management Analyst III

- Developed pre-employment selection and assessment tools
- Created supplemental questions, knowledge and skill-based testing, performance tests, and job analysis exercises
- Conducted surveys and research related to job analysis of various occupational job categories

Human Resource Professional

- Test development and administration for Public Safety positions
- Promotional examination and assessment center development/administration.

Education

Master's, Walden University, Minneapolis, MN | *Industrial-Organizational Psychology*

Bachelor's, Metropolitan State University of Denver, Denver, CO | *Psychology*

Elena Thomas | Lead Test Development Specialist

Lead Test Development Specialist, Elena Thomas, is an integral part of developing and maintaining PSI's National Barber and Cosmetology exams. She participates in job analysis studies - including survey and focus groups, initial development, ongoing statistical review, and coordination of review and revision. Elena can be counted on to also facilitate standard setting workshops and studies, construct exams, and write technical reports related to exam development, performance, and maintenance. Elena earned her Master's degree in Industrial and Organizational Psychology from the University of Central Florida.

Test Content Specifications | Test and Item Development | Standard Setting and Job Analysis

Professional Experience

PSI Services LLC, Miami, FL | 2021 - Present

Lead Test Development Specialist (2024 - Present); Test Development Specialist (2021 - 2024)

- Constructs, maintains, and validates PSI's National Barber and Cosmetology exam
- Consults with clients regarding test development methods and best practices; manages client portfolios to ensure deliverables are completed accordingly
- Develops test content specifications and test items for written and performance tests; conducts psychometric analyses when necessary
- Assembles test forms that meet prescribed criteria; documents result outcomes
- Facilitates exam development workshops, committee meetings, and training sessions with client representatives and subject matter experts
- Designs and conducts job analysis and standard-setting studies, including surveys and focus groups
- Supervises and trains a team of Test Developers
- Prepares technical reports related to examination development, performance, and maintenance

Palm Beach County Human Services, West Palm Beach, FL | 2020 - 2021

Testing and Assessment Specialist

- Developed exams related to the critical knowledge, skills, and abilities for positions being tested
- Administered and scored exams under standard conditions as demanded by federal and state laws
- Evaluated tests in terms of validity and reliability
- Gathered data by interviewing or surveying incumbents to develop job analysis information
- Interpreted job analysis information to make recommendations for selection methods
- Updated test specification plans based on subject matter expert input and job analysis information

Deloitte Consulting GmbH, Frankfurt, DE | 2019 - 2020

Human Capital Advisory Services Consultant

- Conducted independent client-specific research on statistical models for practice development
- Conducted internal research on people-analytics and prerequisites for a people-analytics lab
- Contributed to the development of e-Learning modules for new client initiative
- Assisted in the development of solution concepts and supported team in time-sensitive projects
- Supported the development and co-facilitation of client workshops



Huntington Ingalls Industries, Orlando, FL | 2016 - 2017

Data Analytics Intern

- Conducted data management activities such as constructing, combining, and cleaning data sets
- Conducted standard test and item analyses
- Developed post-administration test reports for internal and external customers
- Assisted internal team members with job task analysis, data management, and analyses
- Assisted internal team members with test specification plan development

Education

Master's, University of Central Florida, Orlando, FL | *Industrial-Organizational Psychology*

Bachelor's, Florida Gulf Coast University, Fort Myers, FL | *Psychology*

Oscar Rios | Psychometrician

Oscar Rios is an experienced Psychometrician with over five years of expertise in test development, job analysis, and statistical evaluation. He leads the design and execution of job analysis studies, develops exam specifications, and guides clients through standard-setting processes. His role includes facilitating exam development meetings with subject matter experts, designing performance-based assessments, and conducting advanced statistical analyses to ensure exam validity and reliability. Before joining PSI, Oscar held key roles at the Contractors State License Board and the California Department of Justice, where he specialized in test development, occupational analysis, and providing expert consultation on employee selection and legally defensible validation studies.

Test Development | Job Analysis | Technical Reports | Psychometric Support

Professional Experience

PSI Services LLC, Sacramento, CA | 2021 - Present

Psychometrician

- Designs and conducts job analysis studies, including surveys and focus groups, and develops exam specifications
- Performs standard setting studies and guides clients in the establishment of a passing standard
- Facilitates exam development committee meetings with subject matter experts to review examination items, forms, and item pools
- Designs and develops performance-based assessments and examinations with various item types
- Conducts statistical analysis of assessments using classical test theory (CTT) and item response theory (IRT)
- Guides clients on issues relating to psychometrics and test development
- Designs and implements pre-administration and post-administration, equating and linking designs

Contractors State License Board, Sacramento, CA | 2021

Test Development Specialist

- Facilitated and oversaw the development and review of examination items
- Constructed examinations and equivalent examination forms through statistical and content-based criteria
- Performed statistical analysis to evaluate examination item and test performance
- Compiled quantitative and qualitative data for licensure examination programs to evaluate the status of examination item banks and quality of examination items
- Developed and administered occupational analysis surveys using web-based survey software
- Prepared and interpreted qualitative and quantitative data gathered from occupational analysis research
- Presented management and subject matter experts with data to inform them of occupational demographics, scope, and trends

California Department of Justice, Sacramento, CA | 2018 - 2021

Assessment Consultant

- Developed employee selection tests and rating scales to assess knowledge, skills, and abilities for the purpose of employee selection
- Provided independent consultation to hiring managers with advice on best practices and implementation for selection
- Conducted validation studies to create legally defensible testing methodologies
- Compiled, gathered, analyzed, and interpreted Survey and Test Data using univariate and multivariate statistics (e.g., correlations, logistic regression, linear regression, item-response theory, descriptive statistics)



Education

Master's, California State University, Sacramento, CA | *Industry/Organizational Psychology*

Bachelor's, California State University, Sacramento, CA | *Psychology*

Presentations

Rios, O., & Albano, T. "AI in Assessment: Revolutionizing Item Development for Professional Licensure Examinations." National Council on Measurement in Education (2024).

Dresden, B., **Rios, O.**, & Li, X. "Automatic Item Generation (AIG): Pros, Cons, and Implications for Test Development." International Personnel Assessment Council (2022).

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Neal Baer Jr. | Vice President, Test Center Network

As the Vice President of the Test Center Network, Neal ensures PSI's test centers and staff uphold the standards that our clients expect. He continuously monitors key performance indicators and uses his vast industry knowledge to maintain quality assurance and uniformity across all test centers. Neal brings over 14 years of operations and management experience to PSI. Using his expertise in operations, he ensures proper capacity management in every test center. He strives to improve candidates' knowledge and increase their overall satisfaction.

Capacity Management | Test Site Set-Up & Operations | Regional Manager Oversight

Professional Experience

PSI Services LLC, Perry Hall, MD | 2019 - Present

Vice President, Test Center Network (2024 - Present);

Senior Director, Global Owned and Operated Channel Management (2022 - 2024)

- Works closely with Client Services and other groups across Operations to provide a seamless global experience for clients and candidates
- Oversees test center operations to ensure a seamless candidate experience
- Leads teams responsible for supporting test network, including Global Security & Quality Assurance, Global Training, and Global Event Testing
- Works with strategy and analytics group to interpret and analyze operations data/metrics to make informed and strategic financial and operational decisions, and implement comprehensive action plans for the test center network
- Supports Regional Operations Managers to improve channel operations
- Translates PSI's start-up processes for new clients into Channel service deliverables related to the candidate experience
- Collaborates with the leadership team to develop and implement plans for the operational infrastructure of systems, policies, processes, and staff
- Developing a workflow based on defining and delivering on client and candidate expectations while operating in line with contractual obligations

Senior Director, Global Test Center Network (2019 - 2022)

- Oversaw PSI's Global Help Desk to ensure prompt, thorough technical support prevented any impacts to candidate testing experience
- Responsible for ensuring that the test center footprint meets candidate and client requirements
- Responsible for continuous improvement within the Operations team that improves candidate experience, improves efficiency, and reduces costs
- Led the Session Management team that oversees test center capacity planning and scheduling utilization management

Stanley, Black, and Decker, Towson, MD | 2017 - 2018

Demand Planning Manager

- Led Demand Planning team in support of Stanley, Black and Decker's Home Depot account
- Coordinated monthly Sales and Operations Planning process with Sales, Finance, and Channel stakeholders of Home Depot account



Prometric, Baltimore, MD | 2008 - 2017

Manager, Delivery Services (2012 - 2017)

- Guided daily workload of 10 Operations Specialists that directly supported Prometric's On Demand Testing Channel, which consisted of 40 global clients
- Partnered with organization leadership to establish team objectives that were aligned with department goals, monitored success through a performance management system
- Led conversion of over 400 remote contractors to employees responsible for local test delivery by providing training and operational support

District Manager (2012)

- Managed a network of 140 strategic satellite test centers for an automotive client and supported contractual commitments to clients
- Developed partnerships with over 100 test centers to promote growth in exam delivery, address quality concerns, and ensure contract compliance with client
- Created marketing collateral and support documentation that promoted test volume growth and addressed procedural deficiencies, which resulted in the recruitment of 98 new testing centers

Test Center Development (2008 - 2012)

- Recruited domestic and international test centers for new clients
- Ensured that new test centers became operational and implemented test delivery

Education

Bachelor's, McDaniel College, Westminster, MD | *Communications*

Gina Wilson | Regional Site Supervisor

With almost two decades of experience in office and operations management, Gina Wilson oversees daily operations for a network of test centers within the United States. As Regional Site Supervisor, she manages staffing levels to ensure optimal site utilization. Her role includes overseeing the expansion of test sites, conducting regular audits, and finding creative methods to enhance staff performance.

Test Center Oversight | Proctor Management | Test Center Auditing

Professional Experience

PSI Services LLC, Birmingham, AL | 2024 - Present

Regional Site Supervisor

- Responsible for daily operations oversight of the test center network within the assigned territory
- Reviews, analyzes, and manages test center staffing levels; ensures adequate coverage and maximum site utilization
- Oversees the closing, opening, and new expansion of existing test sites (staffing, setup, training, etc.)
- Conduct semi-annual and annual site visits and audits of each location
- Evaluate the training of staff and create developmental opportunities for the team
- Analyzes data to drive the decision-making process

G&R Mineral Services, Inc, Calera, AL | 2011 - 2024

Office Manager

- Maintained company records and client profiles
- Created and distributed monthly client communications
- Collaborated with the project manager to provide job quotes and project plans
- Developed new processes to improve internal efficiencies

Diversified Sourcing Solutions, Birmingham, AL | 2010 - 2011

Human Resources Specialist

- Coordinated and administered job interviews
- Provided onboarding materials and initiated new hire processes
- Processed new hire documentation

Jack Henry & Associates, Birmingham, AL | 2008 - 2010

Implementation Coordinator

- Acted as a liaison between the customer, assigned manager, and the installation team to ensure successful completion of implementations

SouthTrust Wachovia Bank, Homewood, AL | 2002 - 2007

OSS Operations Manager (2006 - 2007)

- Opened and managed a new call center relating to financial fraud
- Ensured compliance with all key performance indices and federal regulations
- Monitored calls and provided coaching on performance
- Collected data and produced reports regarding center production



Administrative Assistant, Wachovia at Work (2005 - 2006)

- Primary contact for all Market Executives
- Created, edited, and maintained marketing materials, incentive programs, and training materials
- Coordinated team-building programs and activities
- Managed and presented all department reports for upper management

ATM Lease Manager Administrator (2004 - 2005)

- Served as the liaison between ATM off-premise business accounts and internal bank departments
- Coordinated efforts to centralize all off-premise ATM contracts
- Managed banking relationships as they related to alternative and variable surcharging
- Constructed new leases and lease amendments

Quality Assurance Coordinator (2002 - 2004)

- Monitored Financial Services Representatives to ensure adherence to policies and procedures
- Compiled and produced monthly reports for upper management
- Monitored and resolved issues, meeting with supervisors on an as-needed basis
- Worked as part of a team on the continual development of the monitoring database and monitoring criteria

Kevin Jolly | Director of Global Quality, Training, and Security

Kevin Jolly is responsible for training all operational teams throughout PSI to ensure consistency in outcomes. As the Director of Global Quality, Training and Security, Kevin manages the security rules and training for all proctors (test center and remote proctoring), including proctor onboarding, annual security training, and ongoing security certifications. Kevin acts upon any triggers from our Data Forensics reports, investigates suspicious data trends and security threats on behalf of our clients. He establishes candidate check-in procedures, ensuring our current procedures align with best practices. To that end, he advises on PSI policies for test center video surveillance and securities. Before this role, Kevin led security investigations arising from test center incidents and coordinated an auditing program to ensure uniformity across all PSI test centers.

Security Operations | Positive Customer Outcomes | Quality Assurance | Proctor Training

Professional Experience

PSI Services, Olathe, KS | 2008 - Present

Director of Global Quality, Training and Security (2019 - Present)

- Manages the security rules and training for all proctors (test center and remote proctoring) to include proctor onboarding, annual security training of proctors, and ongoing security certifications
- Engages in the review and investigation of security incidents for test center and remote proctoring
- Acts upon triggers from Data Forensics reports, investigating suspicious data trends, and acting upon security threats on behalf of our clients
- Leads the Quality Assurance program, which focuses on positive customer outcomes in all interactions with PSI, including phone, chat, email, and day-of-exam experiences
- Provides reporting to operational leadership on the performance of their teams
- Ensures a continuous improvement cycle where opportunities identified by the quality assurance program are implemented in staff training
- Engages a multidisciplinary team responsible for ensuring the secure delivery of examinations through PSI's delivery channels, including those in high-risk markets
- Directs PSI policy on test center video surveillance and security operations throughout all markets
- Oversees a global test center audit program in completion of announced and unannounced audits yearly
- Drives improvements to test center quality and standardization by reviewing all test center audits and ensuring actions to remediate any irregularities are taken

Global Security and Compliance Director (2017 - 2019)

- Oversaw the technical support of the computer testing network, supervised the regional offices, coordinated mobile computer-based testing and paper/pencil administrations
- Led all operational aspects from new client implementation to exam administration

Operations Manager (2015 - 2017)

- Managed a diverse team which supported all operational aspects of certification testing, including setup, maintenance, and delivery via web, with domestic and international test centers, and paper-based administrations
- Managed PSI's national and international computer-based testing network



Operations Specialist (2008 - 2014)

- Planned and conducted all aspects of testing events at client conferences
- Reported on customer concerns and assessment center operations
- Managed the implementation of clients' business rules and setup in our proprietary database system
- Served as a subject matter expert on our proprietary systems for all internal users

Education

Bachelor's, Truman State University, Kirksville, MO | *Political Science*

Steve Trollinger | Vice President, Test Taker Experience

Steve Trollinger is a dedicated professional focused on improving the test taker experience through strategic enhancements and collaboration. He works closely with product management to implement user-friendly tools, refine marketing communications, and streamline test processes. With a strong emphasis on data-driven decision-making, he leads efforts to analyze key metrics like test taker satisfaction and Net Promoter Scores, ensuring high-quality, accessible experiences. Steve also supports clients by delivering best practice guidelines, training programs, and fostering positive stakeholder relationships. His personable approach and commitment to continuous improvement make him a valuable partner for clients seeking optimal test taker outcomes.

Testing Experience | Test Taker Satisfaction | Quality Focus

Professional Experience

PSI Services LLC, Olathe, Kansas | 2021 - Present

Vice President, Test Taker Experience

- Drives initiatives that improve every stage of the test taker experience, from preparation to post-exam feedback, ensuring a smooth and accessible process
- Collaborates with product and tech teams to introduce user-friendly tools and content, optimizing the testing process and improving accessibility
- Leads data analytics to track satisfaction and usage metrics, using insights to continually enhance the test taker experience
- Deliver training programs to client-facing teams, ensuring high-quality customer service and effective issue resolution for test takers

Head of Global Marketing, B2C (2021 - 2024)

- Leads and is accountable for test taker-facing marketing strategies, e-commerce, digital marketing, and website initiatives
- Oversees PSI online store initiatives to drive conversion while supporting successful test taker outcomes
- Contributes to a variety of test taker experience initiatives designed to eliminate friction in the test taking journey
- Leads website and e-commerce testing and analytic programs to drive continual improvement in digital KPIs

Insitric Marketing, Shawnee, Kansas | 2013 - 2021

Growth Marketing Consultant & Owner

- Provided executive level strategy and fractional leadership on branding, creative, digital and offline strategies, strategic planning, resource allocation, and marketing team training and development
- Applied a data-driven storyteller process to understanding customer behavior, tightening targeted messages, and refining the brand experience for more satisfying and profitable customer journeys
- Drew on analytically-informed toolkit and insights to make recommendations on all facets of the business from acquisition and retention to brand strategy and brick-and-mortar experience

Skillpath Seminars, Merriam, Kansas | 2017 - 2019

Head of Marketing & Data Science / General Manager

- Positioned Skillpath as the leader in the public-facing professional development marketplace by combining market research, analytics and marketing acumen with a focus on differentiation and customer experience
- Cultivated insights and maximized Salesforce marketing cloud to develop multiple cross-product customer journeys



US Toy Co, Grandview, Missouri | 2016 - 2017

Head of Marketing (Contract)

- Developed, managed, optimized, and executed growth marketing strategy, operations and budget for e-commerce, digital and direct mail across three brands and brick-and-mortar retail
- Led six staff members from marketing and creative departments, along with a variety of internal and external partners

Ja-Del, Inc., Kansas City, Missouri | 2009 - 2013

SVP Marketing / General Manager, Direct-to-Consumer E-Commerce

- Served as channel visionary and operational owner for direct-to-consumer marketing and wholesale CPG, as well as overall corporate brand strategy
- Provided executive leadership for ten FTEs, customer service and fulfillment operations for wholesale divisions

Education

Master's, University of Missouri, Kansas City, Missouri | *Business Administration and Direct Marketing*

Bachelor's, Baylor University, Waco, Texas | *Business Administration and Psychology*

Professional Affiliations

KCDMA | Kansas City Direct Marketing Association (Past President)

ACMA | American Catalog Marketers Association (Founding Board Member)

Christopher Maddox | Senior Director, Candidate Services

Christopher (Chris) Maddox is the Senior Director for Candidate Services. He currently oversees more than 300 Customer Service Representatives globally who support test takers with registration, scheduling, and general support. He has been instrumental in improving the quality of our customer support and test taker experience by completely overhauling the Exam Accommodations process. He works with managers and supervisors to ensure that candidates' needs are met according to PSI's high standards. Chris works to ensure swift de-escalation and resolution for candidates during their test-taking journey.

Candidate Support | Contact Center Management | Conflict Resolution

Professional Experience

PSI Services LLC, Las Vegas, NV | 2017 - Present

Senior Director, Candidate Services (2024 - Present); Director, Global Candidate Services (2024)

- Foster positive client relationships by assisting staff with appropriate responses to client requests, addressing issues, guide and assist staff in investigations, resolving escalations, and coordinating tasks to meet deadlines
- Ensure all existing clients are being serviced to their contractual and service level agreements
- Enforce a support structure within the Candidate Services team that creates an environment of success
- Collaborate with team and other departments to foster exceptional client relationships and ensure any issues are resolved
- Manage and provide leadership across the Candidate Services management team

Senior Manager, Call Center (2021 - 2023)

- Manages contact center operations and performs quality assurance for all contact center teams
- Monitors global contact center metrics daily
- Conducts effective resource planning to maximize the productivity of resources
- Evaluates performance with key metrics (accuracy, call-waiting time, etc.)
- Creates content for account reviews and presents to internal stakeholders and clients
- Creates efficiencies to lower call volume and increase self-serve options for customers

Senior Manager, Contact Center (2020 - 2021)

- Managed day-to-day activities of the Las Vegas contact center with five customer service representative supervisors as direct reports
- Ensured all service levels and client goals were met
- Prepared and delivered reports on all call center metrics to clients and senior leadership
- Promoted engagement amongst the staff to reduce attrition and promote productivity

Senior Supervisor, Candidate Care (2017 - 2019)

- Reviewed escalations originating from CSRs, Team Leads, Client Services, and Social Media teams to understand the root of the candidate's issue and provided a resolution
- Monitored metrics and daily activities of several CSRs and team leads
- Built on knowledge of new clients and absorbed programs to be a source of knowledge
- Managed call center procedures and process changes



TELUS International, Las Vegas, NV | 2015 - 2017

Tier 2 Supervisor - Google Fi

- Directed contact for client interaction, assisting with contract review and relationship
- Led a team of 20+ Tier 2 agents within a Technical Support based campaign
- Ran weekly syncs with the client to collaborate on emerging issues, top call drivers, product launches, and new procedures
- Implemented troubleshooting procedures for the emerging services while developing new systems and procedures directly with the client
- Gained advanced knowledge of the product and service, as well as becoming well practiced in phone, chat, and email platforms
- Ran special projects to influence the way a campaign runs from the beginning, including analytics and development of Tier 2

Cintas, Las Vegas, NV | 2013 - 2015

Manager of Service and Sales

- Maintained close contact with up to 90 clients per week
- Maintained responsibility for upgrading accounts
- Assisted in the supervision of junior sales representatives and onboarding of new staff

Education

Bachelor's, University of Nevada, Las Vegas, NV | *Business Management*

Lee Harrison | Chief Technology Officer

Lee Harrison leads, defines, and owns the overall product vision and roadmap for PSI's product lines. He oversees the technology, product delivery, and strategic roadmap supporting account management teams in client development. Before PSI, Lee served as the Chief Technology Officer of SkillPath Seminars and played integral roles at startups and public companies. Lee is again Chief Technology Officer at PSI, with more than 25 years of experience helping companies achieve growth by utilizing technology as a catalyst to drive sustainable results.

Executive Leadership | Extensive Transition Experience | Product Management and Technology

Professional Experience

PSI Services, Olathe, KS | 2020 - Present

Chief Technology Officer

Senior Vice President, Product Management and Technology

- Responsible for developing PSI's Global Data and Analytics strategy to support business objectives
- Works with internal and external teams to optimize products and solutions for client needs
- Oversees technology, product delivery, and strategic roadmap
- Supports sales and account management teams in acquisitions, retention, and development of clients
- Ownership of the product vision and roadmap for PSI's Global Credentialing services

SkillPath, Mission, KS | 2017 - 2020

Chief Technology Officer

- Introduced machine-learning artificial intelligence software and other modern technologies
- Created repeatable configurable products, reducing the implementation timeline for seminars from six months to 30 days
- Created a technology roadmap and chartered a monthly executive steering committee meeting to update board members
- Upgraded all technology platforms from legacy As400 based systems to cloud-based modern platforms
- Migrated onsite hosting to cloud-based solutions, and then trained and upgraded the skillset of over 25 employees

Machine Learning Technology Company | 2016 - 2017

Freelance Contractor

- Productized the machine-learning artificial intelligence custom software platform by creating a repeatable configurable product, reducing the implementation timeline from six months to 90 days
- Architected a Supervised Machine Learning FinTech Solution piloted by the USDA
- Acted as the primary contact for implementing a Custom Fraud Supervised Machine learning platform
- Chartered a monthly executive meeting to update investors on progress



Silpada Designs, Lenexa, KS | 2014 - 2017

Chief Operating Officer and Vice President of Technology

- Restructured the organization while maintaining processes and resources
- Replaced all legacy technology (hardware and software)
- Implemented a business continuity plan
- Instilled a philosophy of change management across the company and implemented a control board for prioritization of IT and operational projects
- Represented Silpada as the lead contact throughout the acquisition and transition of the company's intellectual property and assets to Berkshire Hathaway

Store Financial, Overland Park, KS | 2012 - 2014

Chief Technology Officer

- Managed the company's technology roadmap and resources
- Launched five new, out-of-the-box product suites without incident or delays
- Reduced the implementation cycle from 12 months to 90 days
- Served on the Executive Steering Committee to negotiate team commitments and resolve escalated risks/issues to meet divisional and corporate goals

Jack Henry and Associates, Lenexa, KS | 2001 - 2012

Senior Director, Internet Solutions Technology

- Led software development and operational support activities for a team comprised of RPG, PL1, and C# programmers
- Managed the day-to-day operations of the Lenexa and Houston Internet Solutions data centers
- Delivered timely strategic project updates to executive-level management teams
- Translated business objectives into strategic resource forecasts

Education

Bachelor's, University of Tulsa, Tulsa, OK | *Political Science*

Kathryn Walker | Senior Director of Information Security, Risk, and Compliance

Kathryn directs PSI's information security, risk management, and compliance efforts, working directly with our Chief Security Officer. In this role, she identifies and manages gaps related to security, privacy, and compliance; serves as a point of contact for these areas; and performs tasks to support relevant underlying processes. She also helps maintain compliance with global data protection and privacy regulations and oversees international ISO certification for key areas. Kathryn has successfully achieved and maintained certification for ISO9001, ISO14001, and ISO20000. She is integral in maintaining and re-certifying ISO27001 and Customer Service Excellence. In previous roles, Kathryn successfully supported the achievement of Ofsted Grade 2 for the organization, Direct Claims status for various qualifications, and implemented PTLLS and ICT qualification programs to staff.

Information Security | Data Protection & Privacy | Corporate Compliance

Professional Experience

PSI Services, Leicester, UK | 2015 - Present

Senior Director of Information Security, Risk and Compliance (2024 - Present);

Director of Information Security, Risk and Compliance (2021 - present)

- Oversees global Management System and Third-Party Attestation program for Information Security (ISO27001 and SOC2), Quality (ISO9001), Privacy, PCI DSS and Environmental Sustainability (ISO14001)
- Identifies and manages gaps related to security, privacy and compliance to ensure information security processes, infrastructure, and measures are fit for purpose and scaled to deliver an appropriate level of protection
- Supports the team in maintaining compliance with the EU General Data Protection Regulation and global privacy regulations
- Helps identify risks and issues in line with business needs and timescales to support new business
- Builds standardized processes to manage the completion of RFP/RFI, DPAs, MSAs, SOWs, and Security Questionnaire responses to security, privacy, and compliance requirements

Senior Manager, Governance, Compliance and Risk (2019 - 2021)

- Raised privacy awareness and acumen to promote and develop an awareness of risks and best practices across the company
- Maintained visibility into corporate privacy issues, including US and international privacy laws and regulations and their impacts on PSI's businesses
- Collaborated with information security, compliance, and IT teams to streamline PSI controls and responses to client requests
- Coordinated with wider ISCO and business teams to manage the completion of client contract-initiated audits

eAssessment Customer Support and Service Delivery Manager (2018 - 2019)

- Ensured team objectives and service goals were carried out
- Offered exemplary customer service and met concerns or complaints quickly and professionally
- Set up and maintained the service desk, which included managing service desk team members and evaluating desk efficiency

eAssessment Customer Service Manager (2015 - 2018)

- Improved current service desk methods to increase productivity and customer service
- Monitored complaints to define patterns to reduce recurring issues
- Regularly audited work in progress and customer service provided
- Liaised with other departments to resolve major customer service complaints effectively



Learndirect Limited, Leicester, UK | 2012 - 2015

Business Support Manager (2013 - 2015)

- Developed and designed a customer/learner quality framework that was effective across a range of business streams and multi-channel delivery
- Designed call-plan scripts and training to support continual change improvements and the introduction of new business
- Established a system to measure customer satisfaction to improve the customer experience
- Ensured best-practice online learning support, quality, and audit requirements were reflected in training provisions in the Service Center

Quality Coordinator (2012 - 2013)

- Supported the achievement of Ofsted Grade 2 for the organization and implementation of PTLLS and ICT qualifications within the service center
- Managed the training team, including the creation and maintenance of training plan and forecasting
- Ensured continuous improvement through briefings, training, and team meetings

Education

Bachelor's, De Montfort University, Leicester, UK | *Marketing and Psychology*

Certifications

Cybersecurity (CC) Certification | International Information System Security Certification Consortium (ISC2)

Professional Affiliations

International Information System Security Certification Consortium (ISC2) | Member (2022 - Present)

APPENDIX 5

Organizational Chart



Organizational Structure With Key Staff

Indiana Board of Cosmetology & Barbering Project Team

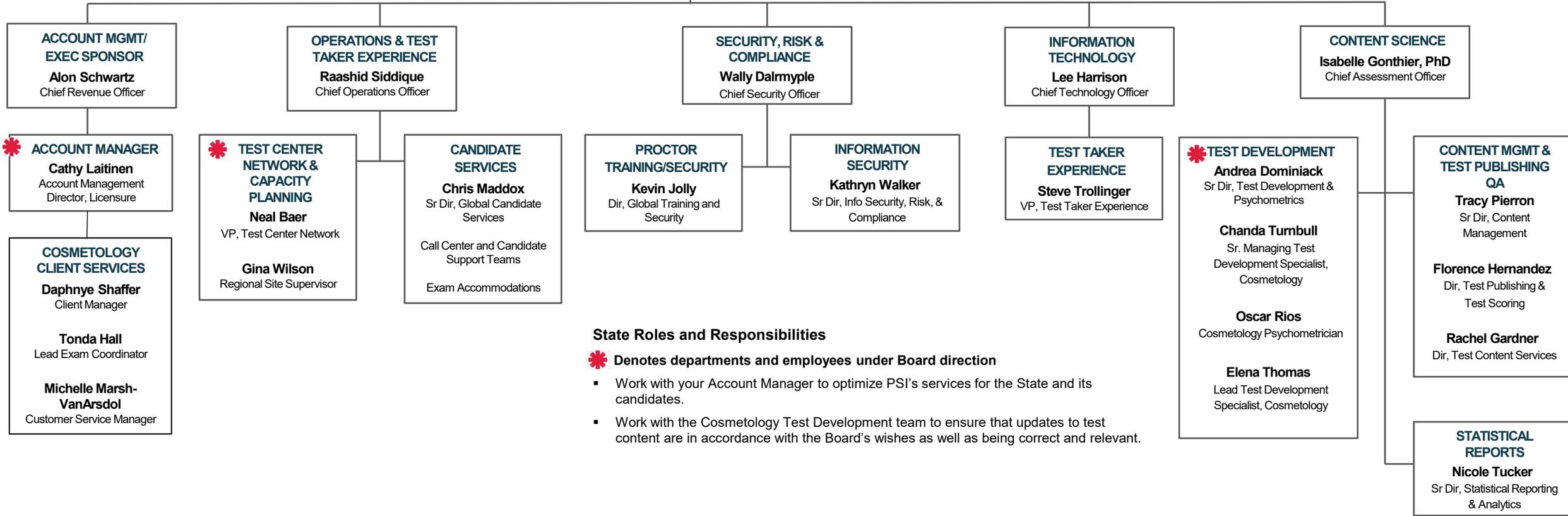


ETS (Parent Company)
Amit Sevak
Chief Executive Officer

EXECUTIVE LEADERSHIP
Janet Garcia
Chief Executive Officer
PSI Services LLC

Corporate Support Services

FINANCE Yves Baetsle Chief Financial Officer	HUMAN RESOURCES Gemma Smith VP, People
LEGAL Teresa Keller General Counsel	MARKETING Alistair Fryer-Bovill VP, Global Marketing



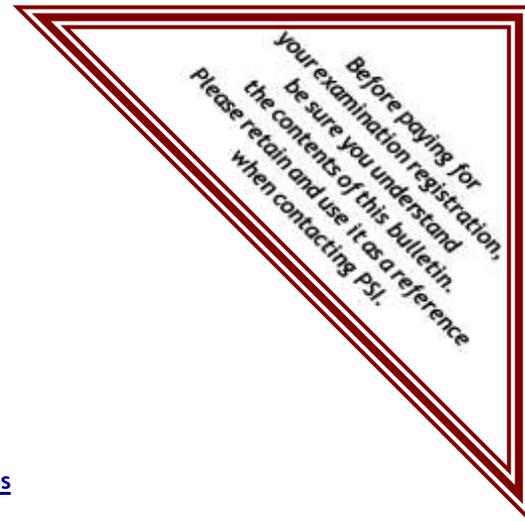
State Roles and Responsibilities

- Denotes departments and employees under Board direction
 - Work with your Account Manager to optimize PSI's services for the State and its candidates.
 - Work with the Cosmetology Test Development team to ensure that updates to test content are in accordance with the Board's wishes as well as being correct and relevant.

APPENDIX 6

Sample Candidate Handbook





PSI Services LLC
 450 North Stephanie Street
 2nd Floor
 Henderson, NV 89014
 Phone: (855) 898-0713
 Fax: (702) 932-2666
 E-mail: examschedule@psionline.com
<https://test-takers.psiexams.com/incos>

INDIANA STATE BOARD OF COSMETOLOGY AND BARBER EXAMINERS CANDIDATE INFORMATION BULLETIN FOR THE WRITTEN EXAMINATIONS



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Please refer to <https://test-takers.psiexams.com/incos> to check for the most updated information.

ABOUT PSI

This Candidate Information Bulletin provides you with information about the examination process for a cosmetologist, manicurist, esthetician, electrologist, instructor, or barber license in the State of Indiana.

The Indiana State Board of Cosmetology and Barber Examiners have contracted with PSI to conduct examinations. PSI works closely with the State to be certain that examinations meet local as well as national requirements in basic principles and examination development standards.

For more information on licensure please contact:

Indiana State Board of Cosmetology and Barber Examiners
402 W. Washington Street
Room W072
Indianapolis, IN 46204
Phone: (317) 234-3031
Email: pla12@pla.IN.gov
Website: <http://www.in.gov/pla/cosmo.htm>

APPROVAL TO TAKE THE EXAMINATION

You must be pre-approved to take an examination. Your education provider will provide your information, electronically, to PSI upon successful completion of the course requirements. You will receive an email confirmation immediately after you have been submitted.

After your provider has submitted your file to PSI, please go to <https://test-takers.psiexams.com/incos> or call 1-(855) 898-0713 to pay for and schedule your examination. Note, if PSI does not have your record, please contact your education provider.

Your eligibility is valid for one year. If you fail, you may retest unlimited during the one year eligibility period. If you do not pass within the one year period, you will need to go back to your education provider to get your eligibility file resubmitted to PSI.

EXAMINATION PAYING AND SCHEDULING

Once you have received the email confirmation of your eligibility, it is your responsibility to contact PSI to pay and schedule for the examination.

Examination	Examination Fee
Cosmetologist	\$48
Manicurist	\$48
Esthetician	\$48
Electrologist	\$48
Instructor	\$48
Barber	\$44

NOTE: EXAMINATION FEES ARE NOT REFUNDABLE OR TRANSFERABLE. THE EXAMINATION FEE IS VALID FOR ONE YEAR FROM THE DATE OF PAYMENT.

[ONLINE \(https://test-takers.psiexams.com/incos\)](https://test-takers.psiexams.com/incos)

For the fastest and most convenient examination scheduling process, PSI recommends that you register for your examinations using the Internet. You register online by accessing PSI's registration website at <https://test-takers.psiexams.com/incos>. Internet registration is available 24 hours a day.

Log onto PSI's website and select Sign in / Create Account. Select Create Account. You are now ready to pay and schedule for the exam. Enter your zip code and a list of the testing sites closest to you will appear. Once you select the desired test site, available dates will appear.

TELEPHONE

Call (855) 898-0713, PSI registrars are available to receive payment and to schedule your appointment for the examination. Please call Monday through Friday between 7:30 am and 10:00 pm, and Saturday-Sunday between 9:00 am and 5:30 pm, Eastern Time. To register by phone, you need a valid credit card (VISA, MasterCard, American Express or Discover.)

RESCHEDULING/CANCELING AN EXAMINATION APPOINTMENT

You may cancel and reschedule an examination appointment without forfeiting your fee if your *cancellation notice is received 2 days before the scheduled examination date*. For example, for a Monday appointment, the cancellation notice would need to be received on the previous Saturday. You may reschedule online at <https://test-takers.psiexams.com/incos> or call PSI at (855) 898-0713.

Note: A voice mail message is not an acceptable form of cancellation. Please use the PSI Website or call PSI and speak directly to a Customer Service Representative.

MISSED APPOINTMENT OR LATE CANCELLATION

You will forfeit your examination fee if you:

- Do not cancel your appointment at least 2 days before the scheduled examination date;
- Do not appear for your examination appointment;
- Arrive after examination start time; or
- Do not present proper identification when you arrive for the examination.

EXAM ACCOMMODATIONS

All PSI examination centers are equipped to provide access in accordance with the Americans with Disabilities Act (ADA) of 1990, and exam accommodations will be made in meeting a candidate's needs. A candidate with a disability or a candidate who would otherwise have difficulty taking the examination should request for alternative arrangements by [Clicking Here](#).

Candidates granted accommodation in accordance with the ADA, MUST schedule their examination by telephone and speak directly with a PSI registrar.

EXAMINATION TEST CENTER CLOSING FOR AN EMERGENCY

If severe weather or another emergency forces the closure of an examination center on a scheduled examination date, your examination will be rescheduled. PSI personnel will attempt to contact you in this situation. However, you may check the status of your examination appointment by calling (855) 898-0713 or viewing the website at www.psiexam.com. Every effort will be made to reschedule your examination at a convenient time as soon as possible. You will not be penalized. Your exam will be rescheduled at no additional charge to you.

EXAMINATION REVIEW

PSI, in cooperation with the Board, will be continually evaluating the examinations being administered to ensure that the examinations accurately measure competency in the required knowledge areas. Comments may be entered by clicking the Comments link on the function bar of the test question screen. Your comments regarding the questions and the examinations are welcomed.

Comments will be analyzed by PSI examination development staff. While PSI does not respond to individuals regarding these comments, all substantive comments are reviewed. If a discrepancy is found during the comment review, PSI and the Board may re-evaluate candidates' results and adjust them accordingly.

EXAMINATION SITE LOCATIONS FOR WRITTEN EXAMINATION

Anderson - Ivy Tech Community College
104 W 53rd St, Room 102
Anderson, IN 46013

Chicago - PSI
332 S. Michigan Avenue, Suite 410
Chicago, IL 60604

Evansville - Ivy Tech Community College
3401 N First Avenue
Evansville, IN 47710

Fort Wayne - Ivy Tech Community College
3701 Dean Drive- North Campus
Harshman Hall Room 0126
Fort Wayne, IN 46805

Goshen - New Horizons Aviation Inc
17229 County Rd 42
Goshen Municipal Airport
Goshen, IN 46526

Indianapolis - PSI
9302 N. Meridian St, Suite 194
Indianapolis, IN 46260

Indianapolis - Ivy Tech Community College
9301 E 59th St-Rm 152
Indianapolis, IN 46216

Lafayette - Ivy Tech Community College
3101 S Creasy Lane
Lafayette, IN 47906

Lafayette - Ivy Tech Community College
3101 S Creasy Lane, Ivy Hall Building Rm 1135
Lafayette, IN 47906

Muncie - Ivy Tech Community College
4301 South Cowan Rd Room 520
Muncie, IN 47302

Richmond - Ivy Tech Community College
2357 Chester Blvd
McDaniel Hall, Rm 1128
Richmond, IN 47374

South Bend - Ivy Tech Community College
220 Dean Johnson Blvd
South Bend, IN 46601

Terre Haute - Ivy Tech Community College
1700 E Industrial Drive
Terre Haute, IN 47802

Valparaiso - Ivy Tech Community College
3100 Ivy Tech Drive
Valparaiso, IN 46383

REPORTING TO THE EXAMINATION SITE

On the day of the examination, you should arrive at least 30 minutes prior to your scheduled appointment time. This allows time for sign-in and identification verification and provides time for you to familiarize yourself with the examination process. *If you arrive late, you will not be admitted to the examination site and you will forfeit your examination registration fee.*

REQUIRED IDENTIFICATION

Candidates must register for the exam with their LEGAL first and last name as it appears on their government issued identification. All required identification below must match the first and last name under which the candidate is registered. Candidates are required to bring two (2) forms of valid (non-expired) signature bearing identification to the test site. If the candidate fails to bring proper identification or the candidate names do not match, the candidate will not be allowed to test and their examination fee will not be refunded.

PRIMARY IDENTIFICATION (with photo) - Choose One

- State issued driver's license
- State issued identification card
- Government issued passport (including all countries)
- Government issued military identification card (including all countries)
- Government issued Alien Registration Card (including all countries)
- Canadian government issued identification card (including all countries)

- Student ID
NOTE: ID must contain candidate's photo, be valid and unexpired.

SECONDARY IDENTIFICATION - Choose One

- Credit card (must be signed)
- Social Security card
- US government issued birth certificate with raised seal
NOTE: Student ID without a photo and employment ID are **NOT** acceptable forms of identification.

If you cannot provide the required identification, you must call (855) 898-0713 at least 3 weeks prior to your scheduled appointment to arrange a way to meet this security requirement.

Failure to provide all of the required identification at the time of the examination without notifying PSI is considered a missed appointment, and you will not be able to take the examination at that time.

SECURITY PROCEDURES

The following security procedures will apply during the examination:

- Candidates may take only approved items into the examination room.
- All personal belongings of candidates should be placed in the secure storage provided at each site prior to entering the examination room. Personal belongings **include, but are not limited to**, the following items:
 - **Electronic devices of any type, including cellular / mobile phones, recording devices, electronic watches, cameras, pagers, laptop computers, tablet computers (e.g., iPads), music players (e.g., iPods), smart watches, radios, or electronic games.**
 - **Bulky or loose clothing or coats** that could be used to conceal recording devices or notes. For security purposes outerwear such as, but not limited to: open sweaters, cardigans, shawls, scarves, hoodies, vests, jackets and coats are not permitted in the testing room. **In the event you are asked to remove the outerwear, appropriate attire, such as a shirt or blouse should be worn underneath.**
 - **Hats or headgear not worn for religious reasons** or as religious apparel, including hats, baseball caps, or visors.
 - **Other personal items**, including purses, notebooks, reference or reading material, briefcases, backpacks, wallets, pens, pencils, other writing devices, food, drinks, and good luck items.
- Although secure storage for personal items is provided at the examination site for your convenience, PSI is not responsible for any damage, loss, or theft of any personal belongings or prohibited items brought to, stored at, or left behind at the examination site. PSI assumes no duty of care with respect to such items and makes no representation that the secure storage provided will be effective in protecting such items. If you leave any items at the examination site after your examination and do not claim them within 30 days, they will be disposed of or donated, at PSI's sole discretion.

- Person(s) accompanying an examination candidate may not wait in the examination center, inside the building or on the building's property. This applies to guests of any nature, including drivers, children, friends, family, colleagues or instructors.
- No smoking, eating, or drinking is allowed in the examination center.
- During the check in process, all candidates will be asked if they possess any prohibited items. Candidates may also be asked to empty their pockets and turn them out for the proctor to ensure they are empty. The proctor may also ask candidates to lift up the ends of their sleeves and the bottoms of their pant legs to ensure that notes or recording devices are not being hidden there.
- Proctors will also carefully inspect eyeglass frames, tie tacks, or any other apparel that could be used to harbor a recording device. Proctors will ask to inspect any such items in candidates' pockets.
- If prohibited items are found during check-in, candidates shall put them in the provided secure storage or return these items to their vehicle. PSI will not be responsible for the security of any personal belongings or prohibited items.
- Any candidate possessing prohibited items in the examination room shall immediately have his or her test results invalidated, and PSI shall notify the examination sponsor of the occurrence.
- Any candidate seen giving or receiving assistance on an examination, found with unauthorized materials, or who violates any security regulations will be asked to surrender all examination materials and to leave the examination center. All such instances will be reported to the examination sponsor.
- Copying or communicating examination content is violation of a candidate's contract with PSI, and federal and state law. Either may result in the disqualification of examination results and may lead to legal action.
- Once candidates have been seated and the examination begins, they may leave the examination room only to use the restroom, and only after obtaining permission from the proctor. Candidate will not receive extra time to complete the examination.

TAKING THE EXAMINATION

The examination will be administered via computer. You will be using a mouse and computer keyboard.

TUTORIAL

Before you start your examination, an introductory tutorial is provided on the computer screen. The time you spend on this tutorial, up to 15 minutes, DOES NOT count as part of your examination time. Sample questions are included following the tutorial so that you may practice answering questions, and reviewing your answers.

TEST QUESTION SCREEN

One question appears on the screen at a time. During the examination, minutes remaining will be displayed at the top of the screen and updated as you record your answers.

IMPORTANT: After you have entered your responses, you will later be able to return to any question(s) and change your response, provided the examination time has not run out.

SCORE REPORTING

Your score will be given to you immediately following completion of the examination. The following summary describes the score reporting process:

- If you **pass**, you will receive a successful score report.
- If you **do not pass**, you will receive a diagnostic report indicating your strengths and weaknesses by examination type on the score report.

DUPLICATE SCORE REPORTS

You may request a duplicate score report after your examination by emailing.

EXPERIMENTAL ITEMS

In addition to the number of examination items specified in the "Examination Content Outlines", a small number (5 to 10) of "experimental" questions may be administered to candidates during the examinations. These questions will not be scored. The administration of such unscored, experimental questions is an essential step in developing future licensing examinations.

WRITTEN EXAMINATION CONTENT OUTLINES

For written examination questions or concerns, please email cosmetology@psionline.com.

The examination content outlines have been prepared and are periodically updated by committees of professionals who are subject matter experts in cosmetology practice, instruction, and regulatory issues. The examination content outlines identify areas of importance to licensees in order for them to perform their duties to the public in a competent and legally responsible manner.

Use the outline as a guide for pre-examination review of reference material. The outline lists the topics that are on the examination and the number of questions for each topic. Do not schedule your examination until you are familiar with the topics on the outline.

Examination	Languages Available
Cosmetologist	English, Spanish, Vietnamese, Simplified Chinese
Manicurist	English, Spanish, Vietnamese, Simplified Chinese
Esthetician	English, Spanish, Vietnamese, Simplified Chinese
Electrologist	English
Instructor	English, Spanish
Barber	English, Spanish

CONTENT OUTLINE – COSMETOLOGIST

100 General Items, 10 State Items; 10 Experimental Items

120 Minutes - 75% Correct to Pass

I. Rules, Regulations and Safety (30%)

A. Safety

1. Draping

- a. Sanitation
- b. Procedures

2. Prevention of salon accidents

- a. Maintaining safe working conditions
- b. Labeling
- c. Storing chemical products
- d. Safety Data Sheets (SDS)
- e. Thermal appliances

3. First aid/OSHA

- a. Handling blood-contaminated tools
- b. Disposing of blood-contaminated objects

B. Sanitation, disinfection and sterilization

- 1. Personal hygiene
- 2. Sanitation and disinfection of implements and tools
- 3. Single use items
- 4. Dispensing products
- 5. Prevention of infectious disease/referral
- 6. Cleaning and disinfecting work surfaces

C. Client contact

- 1. Ethics
- 2. Communication
- 3. Record keeping

D. License Requirements

II. Trichology (4%)

A. Structure of hair

B. Hair type

- 1. Pigment
- 2. Wave pattern/follicle formation
- 3. Texture
- 4. Density
- 5. Porosity
- 6. Elasticity

C. Hair growth phases

D. Diseases and Disorders of the Hair

III. Shampoo / Scalp Analysis (4%)

- A. Purpose and chemistry of shampoos and conditioners
- B. Scalp conditioning services
- C. Procedure

D. Scalp massage
E. Scalp analysis/Disorders and diseases of scalp
F. Procedures for clients with special needs
IV. Styling (5%)
A. Determination of appropriate hair style
1. Hair texture and types
2. Hair condition
3. Hair length
4. Face shape
B. Hair design techniques
1. Wet styling
2. Comb out
3. Blow-dry styling
C. Thermal styling
1. Special considerations
2. Tools
3. Procedures
D. Artificial hair
E. Products and styling aids
V. Haircutting (8%)
A. Shaping and cutting
B. Determination of appropriate style
1. Length, structure, and conditions
2. Establishing guideline
C. Blunt/one-length, graduated, and layered hair-cuts
1. Elevation
D. Thinning/texturizing
E. Using a razor
F. Using clippers
G. Using scissors/shears
VI. Hair Color, Bleaching/Lightening, and Tinting (23%)
A. Scalp and hair conditions that preclude coloring, bleaching/lightening, or tinting services
B. Effects of hair structure and natural hair color on tone and intensity of outcome
C. Preparing hair to receive coloring, bleaching/lightening, or tinting services
D. Products
E. Tools, implements, and materials
F. Mixing
G. Application, processing, and removal
H. Highlighting techniques
I. Determining color level and tone
J. Corrective color
K. Color-specific safety
L. Special procedures - Color theory

1. Overprocessed or damaged hair
2. Hair with metallic dyes, compound dyes, and minerals
3. Patch test and strand test
VII. Permanent Waving (8%)
A. Scalp and hair conditions that preclude permanent waving services
B. Effects of hair structure and condition on desired outcome
C. Preparation
D. Products
E. Tools, implements, and materials
F. Applying, processing, and removing products
G. Techniques of wrapping hair with rods and other tools
H. Special Procedures
1. Over processed or damaged hair
2. Hair with metallic dyes, compound dyes, and minerals
VIII. Chemical Straightening and Relaxing (8%)
A. Scalp and hair conditions that preclude chemical straightening and relaxing services
B. Effects of hair structure on desired outcome
C. Preparation
D. Products
E. Tools, implements, and procedures
F. Applying, processing, and removing products for chemical straightening and relaxing
G. Curl reformation/soft curl perm
H. Special procedures
1. Overprocessed or damaged hair
2. Hair with metallic dyes, compound dyes, and minerals
3. Strand test
IX. Esthetics (5%)
A. Skin conditions that preclude esthetic services
B. Skin conditions that benefit from esthetic services
C. Skin diseases and disorders
D. Special procedures for skin services on sensitive, acne-prone, or aging skin
E. Preparation
F. Tools, implements, and materials
G. Facial services
1. Purpose and procedures
2. Types of products
3. Applying and removing products
4. Using electric skin devices and equipment
5. Extractions
H. Massage manipulations
I. Makeup application

1. Procedures
2. Products
3. Removal
4. Corrective makeup
5. Color theory
J. Hair removal
1. Waxing and other depilatory techniques
2. Tweezing
X. Nails (5%)
A. Nail structure
B. Recognizing nail disorders and diseases
C. Clients' health conditions that preclude service
D. Massage
E. Manicure/Pedicure
1. Products
2. Procedures
3. Tools, implements, and materials
F. Applying, maintaining, and removing nail enhancements/artificial nails

CONTENT OUTLINE – NAIL TECHNICIAN (MANICURIST)

50 General Items, 10 State Items; 10 Experimental Items
90 Minutes - 75% Correct to Pass

I. Rules, Regulations and Safety (35%)

A. Safety
1. Preparation
a. Sanitation
b. Procedures
2. Prevention of salon accidents
a. Maintaining safe working conditions
b. Labeling
c. Storing chemical products
d. Safety Data Sheets (SDS)
B. Sanitation, disinfection and sterilization
1. Personal hygiene
2. Sanitation and disinfection of implements and tools
3. Single-use items
4. Applying creams
5. Prevention of infectious disease/referral
6. Cleaning and disinfecting work surfaces
7. Cleaning and disinfecting whirlpool pedicure foot tubs and filters
C. Client Contact
1. Ethics
2. Communication

3. Record keeping
D. License Requirements
II. Nail Structure and Nail Analysis (17%)
A. Nail structure
B. Nail conditions that preclude treatment
C. Health conditions that preclude treatment
D. Disease and disorders
III. Professional Services (33%)
A. Massage
1. Muscles, bones, and nerves of fingers/hands/arms
2. Muscles, bones, and nerves of toes/feet/legs
B. Manicure/Pedicure
1. Products
a. Disposal
b. Handling
2. Procedures
3. Tools, equipment, and materials
4. Preparing hands and feet for services
5. Conditioning nails and cuticles
6. Basic manicure/pedicure
a. Grooming and trimming cuticles
b. Buffing
c. Shaping
d. Polishing
IV. Nail Enhancements (15%)
A. Application and removal
1. Nail tips
2. Gels, acrylics, fiberglass and wraps
B. Tools, equipment, and products
C. Maintenance
D. Nail Repair

CONTENT OUTLINE – ESTHETICIAN

75 General Items, 10 State Items; 10 Experimental Items
90 Minutes - 75% Correct to Pass

I. Rules, Regulations & Safety (35%)

A. Safety
1. Draping
a. Sanitation
b. Procedures
2. Prevention of salon accidents
a. Maintaining safe working conditions
b. Labeling
c. Storing chemical products

d. Material Safety Data Sheets
e. Thermal/electrical appliances
3. First aid/OSHA
a. Handling blood-contaminated tools
b. Disposing of blood-contaminated objects
B. Sanitation, disinfection and sterilization
1. Personal hygiene
2. Sanitation and disinfection of implements and tools
3. Single use items
4. Product application
5. Prevention of infectious disease/referral
6. Sanitation and disinfection of work surfaces
C. Predisposition/Patch Tests
D. Client contact
1. Ethics
2. Communication
3. Record keeping
E. License Requirements
II. Esthetic Science and Skin Analysis (15%)
A. Skin structure and anatomy
B. Purpose of skin analysis
C. Skin conditions that benefit from services
D. Skin conditions that preclude skin services
E. Skin disorders and diseases
III. Facials (20%)
A. Application, removal, and purpose of products
1. Lotions and creams
2. Exfoliants
3. Masks/packs
B. Tools, implements, materials, and equipment
C. Facial procedures
D. Special considerations
1. Microdermabrasion
2. Chemical peel
3. Disincrustation
4. Aromatherapy
E. Massage/Anatomy
IV. Hair Removal (15%)
A. Tweezing
B. Waxing
C. Tools, implements, materials, and equipment
V. Makeup (10%)
A. Purpose
B. Types of cosmetics
C. Brushes and other implements, tools, and materials

D. Color theory
E. Application and removal procedures
F. Corrective makeup
G. Application and removal of artificial eyelashes
VI. Electricity and Electrotherapy (5%)
A. Galvanic current
B. High frequency current
C. Light therapy

CONTENT OUTLINE – ELECTROLOGY

50 General Items, 5 State Items; 5 Experimental Items
90 Minutes - 75% Correct to Pass

I. Rules, Regulations and Safety (20%)

- A. Sanitation, disinfection and sterilization
 - 1. Sanitation of implements & tools
 - 2. Infection control
- B. Safety
- C. Client Contact
 - 1. Ethics
 - 2. Communication
 - 3. Record keeping
- D. License Requirements

II. Anatomy and Physiology of Hair and Skin (30%)

- A. Hair
 - 1. Structure
 - 2. Types of hair
 - 3. Hair growth
- B. Skin
 - 1. Structure
 - 2. Function
 - 3. Neurology and Angiology
 - 4. Disorders and Diseases

III. Analysis and Treatment (35%)

- A. Pre-Treatment
 - 1. Preparation
 - 2. Draping
- B. Treatment
 - 1. Procedures
 - 2. Technique
- C. Post-Treatment

IV. Electricity & Equipment (15%)

- A. Equipment
 - 1. Proper use & Maintenance
 - 2. Basic principles of electricity

B. Electrolysis
1. Galvanic current
2. Direct current
C. Thermolysis
1. High frequency current
2. Alternating current
D. Blended

CONTENT OUTLINE – INSTRUCTOR

43 General Items, 12 State Items; 5 Experimental Items
90 Minutes - 75% Correct to Pass

Teaching Methods (18%)

Assessment Tools (18%)

Why

How

What

Determining Effective Instruction (22%)

Establishing goals and objectives

Determining essential knowledge, skills, and abilities

Understanding outcomes

The Learner and Learning Environment (20%)

Learning styles

Individual differences

Motivation

Record keeping

Classroom arrangement

License requirements

Licensure Laws and Regulations (22%)

CONTENT OUTLINE – BARBER

100 General Items, 10 State Items; 10 Experimental Items
120 Minutes - 75% Correct to Pass

I. Rules, Regulations and Safety (30%)

A. Safety

1. Knowledge of products, tools and equipment

a. Thermal appliances

2. Patron protection

a. Sanitation

b. Procedures

c. Professional Conduct

d. Consultation

e. Record keeping

3. Maintaining safe working conditions

a. Labeling

b. Handling/Storing chemical products

c. Safety Data Sheets (SDS)

4. First aid/OSHA

a. Handling blood-contaminated tools

b. Disposing of blood-contaminated objects

B. Sanitation, disinfection and sterilization

1. Personal hygiene

2. Cleaning and disinfection of supplies, implements, and tools

3. Single-use items

4. Dispensing / disposal of products

5. Prevention of infectious disease/referral

6. Cleaning and disinfecting work surfaces

C. License requirements

II. Hair / Scalp Structure and Care (10%)

A. Properties of hair

1. Structure

2. Growth phases

3. Disorders

4. Hair loss

B. Hair type

1. Pigment

2. Wave pattern/follicle formation

3. Texture

4. Density

5. Porosity

6. Elasticity

C. Hair and scalp care services

1. Scalp analysis/Disorders and diseases of scalp

2. Shampooing and conditioning

a. Procedure

b. Products

3. Scalp treatment / scalp massage

a. Procedure

b. Products

III. Shaving / Beard Design (15%)

A. Shaving Safety

B. Procedures

1. Preparation
2. Shave / shaving areas
3. Post-shave
C. Techniques
1. Applying hot towels
2. Lathering
3. Shaving strokes
a. Freehand
b. Backhand
c. Reverse Freehand
d. Reverse Backhand
4. Beard and mustache design
D. Products and implements
IV. Haircutting and Hairstyling (25%)
A. Haircutting
1. Determination of appropriate cut and style
a. Hair texture and types
b. Hair condition
c. Hair length
d. Face shape
e. Establishing guideline
2. Blunt/one-length, graduated, and layered haircuts
3. Blending, thinning and texturizing
4. Using scissors/shears
5. Using clippers
6. Using a razor
B. Hairstyling
1. Wet styling
2. Blow-dry styling
6. Products and styling aids
V. Chemical Services (10%)
A. Hair Coloring
1. Color Theory
2. Product Chemistry
3. Materials and Supplies
4. Procedures, Techniques, and Application
5. Patch test
B. Chemical Waving
1. Product Chemistry
2. Materials and Supplies
3. Procedures, Techniques, and Application

4. Precautions
C. Chemical Hair Relaxing
1. Product Chemistry
2. Materials and Supplies
3. Procedures, Techniques, and Application
4. Precautions
VI. Skin Care (10%)
A. Skin analysis
1. Conditions that benefit from facial services
2. Diseases and disorders that preclude facial services
B. Facial services
1. Purpose and procedures
2. Products, implements, and materials
3. Massage manipulations
4. Using electric skin devices and equipment
5. Special procedures for sensitive, acne-prone, or aging skin

APPENDIX 7

Sample State Reports



PSI EXAMINATION SERVICES
[CLIENT NAME] EXAMINATION RESULTS

Test Date : XX/XX/XX - XX/XX/20XX

[Exam Title]
PASSING CANDIDATES

CANDIDATE NAME & I.D NUMBER	ADDRESS	SCHOOL CODE	TEST DATE	PORTION(S)	SCORE / %
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	88 (88.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	90 (90.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	78 (78.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	81 (81.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	76 (76.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	92 (92.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	84 (84.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	77 (77.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	87 (87.0 %)

PSI EXAMINATION SERVICES
[CLIENT NAME] EXAMINATION RESULTS

Test Date : XX/XX/XX - XX/XX/20XX

[Exam Title]
 FAILING CANDIDATES

CANDIDATE NAME & I.D NUMBER	ADDRESS	SCHOOL CODE	TEST DATE	PORTION(S)	SCORE / %
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	65 (65.0 %)
			XX/XX/20XX	[Exam Title/ Portion]	57 (57.0 %)
Sam Sample,123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	56 (56.0 %)
			XX/XX/20XX	[Exam Title/ Portion]	57 (57.0 %)
			XX/XX/20XX	[Exam Title/ Portion]	61 (61.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	65 (65.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	69 (69.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	33 (33.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	68 (68.0 %)
			XX/XX/20XX	[Exam Title/ Portion]	59 (59.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	65 (65.0 %)
Sam Sample, 123456789	Candidate Address City State XXXXX	9999	XX/XX/20XX	[Exam Title/ Portion]	64 (64.0 %)

SAMPLE REPORT: RESULTS BY TEST CENTER

Page: 1
Date: XX/XX/XX

FROM: XX/XX/20XX TO: XX/XX/20XX

SITE NAME	TESTED		National Portion			State Portion			BOTH		
			Tested	Pass	Pass%	Tested	Pass	Pass%	Tested	Pass	Pass%
TEST CENTER 1	64	ORIGINAL	39	32	82.0	39	32	82.0	39	27	69.0
		RETAKE	21	6	28.0	13	9	69.0	9	1	11.0
TEST CENTER 2	72	ORIGINAL	45	28	62.0	45	39	86.0	45	27	60.0
		RETAKE	26	11	42.0	7	6	85.0	6	2	33.0
TEST CENTER 3	28	ORIGINAL	15	12	80.0	16	13	81.0	15	11	73.0
		RETAKE	11	4	36.0	2	0	0.0	1	0	0.0
TEST CENTER 4	13	ORIGINAL	5	1	20.0	6	1	16.0	5	1	20.0
		RETAKE	7	2	28.0	4	3	75.0	4	2	50.0
TEST CENTER 5	1	ORIGINAL	0	0	0.0	0	0	0.0	0	0	0.0
		RETAKE	1	0	0.0	0	0	0.0	0	0	0.0
TOTALS :	178	ORIGINAL	104	73		106	85		104	66	
		RETAKE	66	23		26	18		20	5	

SAMPLE REPORT: SCHOOL SUMMARY

Page: 1

Test Dates: XX/XX/20XX to XX/XX/20XX

Date: XX/XX/XX

School Name: [School Name]

School Code: XXXX

FIRST TIME EXAMINEES

	CONTRACTS	FINANCING	LAND USE CONTROLS AND REGULATIONS	LAWS OF AGENCY	MANDATED DISCLOSURES	MATHEMATICS	PRACTICE OF REAL ESTATE	PROPERTY OWNERSHIP	SPECIALTY AREAS	TRANSFER OF PROPERTY	VALUATION AND MARKET ANALYSIS	Topic Scores	No. Tested	No. Pass	Percent Pass
No. Of Items	10.0	10.0	8.0	9.0	3.0	9.0	6.0	10.0	3.0	6.0	6.0	80.0	13	0	0.0
School Mean	7.77	7.23	6.23	6.85	2.46	6.62	4.15	7.46	2.31	3.77	4.85	59.7	13	9	69.0
State Mean	7.32	6.63	6.16	7.05	2.39	6.63	4.38	7.78	2.39	3.86	4.73	59.32	104	73	70.0

National Portion - REPEATERS

	CONTRACTS	FINANCING	LAND USE CONTROLS AND REGULATIONS	LAWS OF AGENCY	MANDATED DISCLOSURES	MATHEMATICS	PRACTICE OF REAL ESTATE	PROPERTY OWNERSHIP	SPECIALTY AREAS	TRANSFER OF PROPERTY	VALUATION AND MARKET ANALYSIS	Topic Scores	No. Tested	No. Pass	Percent Pass
No. Of Items	10.0	10.0	8.0	9.0	3.0	9.0	6.0	10.0	3.0	6.0	6.0	80.0	10	0	0.0
School Mean	6.9	7.0	5.4	6.1	2.2	5.2	4.6	6.7	2.2	3.1	4.5	53.9	10	5	50.0
State Mean	6.83	6.2	5.36	6.36	2.02	5.27	4.17	6.88	2.06	3.45	4.11	52.71	66	23	34.0

State Portion - FIRST TIME EXAMINEES

	DUTIES/POWERS	LAW OF AGENCY	LICENSING REQUIREMENTS	LOUISIANA CIVIL LAW	RECOVERY FUND	RESEARCH & EDUCATION FUND	STATUTORY REQUIREMENTS	Topic Scores	No. Tested	No. Pass	Percent Pass
No. Of Items	5.0	8.0	8.0	16.0	2.0	1.0	15.0	55.0	13	0	0.0
School Mean	4.62	5.46	6.54	12.08	1.92	0.92	12.69	44.23	13	11	84.0
State Mean	4.48	5.97	6.69	11.66	1.48	0.91	12.57	43.76	106	85	80.0

State Portion - REPEATERS

	DUTIES/POWERS	LAW OF AGENCY	LICENSING REQUIREMENTS	LOUISIANA CIVIL LAW	RECOVERY FUND	RESEARCH & EDUCATION FUND	STATUTORY REQUIREMENTS	Topic Scores	No. Tested	No. Pass	Percent Pass
No. Of Items	5.0	8.0	8.0	16.0	2.0	1.0	15.0	55.0	4	0	0.0
School Mean	4.5	5.5	5.75	11.0	1.25	1.0	12.25	41.25	4	4	100.0
State Mean	4.31	5.04	6.35	10.81	1.35	0.85	11.65	40.36	26	18	69.0

SAMPLE REPORT: SCHOOL SUMMARY

Test Date : XX/XX/20XX to XX/XX/20XX

Page: 1
Date: XX/XX/XX

Test Name : [Exam Title]

Component : National Portion (Includes First-Time and Repeat Examinees)

School Code	School Name	Tested	Passed	Failed	% Passed
9999	AAAAAAAAAAAAAAAA	5	4	1	80.00
9999	BBBBBBBBBBBBBBBB	11	5	6	45.00
9999	CCCCCCCCCCCCCCCC	23	14	9	60.00
9999	DDDDDDDDDDDDDDDD	45	21	24	46.00
<hr/>		170	96	74	57.46

SAMPLE REPORT: EXAMINATION STATISTICS SUMMARY

For the Period of XX/XX/20XX-XX/XX/20XX

Printed on XX/XX/XX

Page: 1

Exam Type	National Portion		State Portion	
	Candidates	%	Candidates	%
First time Passes:	73	70.19	85	80.19
First time Fails:	31	29.81	21	19.81
Repeat Passes:	23	34.85	18	69.23
Repeat Fails:	43	65.15	8	30.77
Total	170		132	

Exam Type 2	National Portion		State Portion	
	Candidates	%	Candidates	%
First time Passes:	7	77.78	10	100.0
First time Fails:	2	22.22	0	0.0
Repeat Passes:	2	50.0	0	0.0
Repeat Fails:	2	50.0	0	0.0
Total	13		10	

Portion Pass Report

Test Date : XX/XX/XX - XX/XX/XX

Date: XX/XX/XX

Portion	Passed	%Passed	Failed	%Failed	Exams
[EXAM TITLE]	4	50.00	4	50.00	8
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	1	50.00	1	50.00	2
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	0	0.00	5	100.00	5
[EXAM TITLE]	59	77.63	17	22.37	76
[EXAM TITLE]	4	50.00	4	50.00	8
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	8	42.11	11	57.89	19
[EXAM TITLE]	1	50.00	1	50.00	2
[EXAM TITLE]	2	40.00	3	60.00	5
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	3	50.00	3	50.00	6
[EXAM TITLE]	3	60.00	2	40.00	5
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	18	78.26	5	21.74	23
[EXAM TITLE]	6	100.00	0	0.00	6
TOTAL	127	67.91	60	32.09	187

Portion Pass Report (First Time Only)

Test Date : XX/XX/XX - XX/XX/XX

Date: XX/XX/XX

Portion	Passed	%Passed	Failed	%Failed	Exams
[EXAM TITLE]	2	33.33	4	66.67	6
[EXAM TITLE]	2	66.67	1	33.33	3
[EXAM TITLE]	1	50.00	1	50.00	2
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	0	0.00	2	100.00	2
[EXAM TITLE]	50	76.92	15	23.08	65
[EXAM TITLE]	2	33.33	4	66.67	6
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	5	45.45	6	54.55	11
[EXAM TITLE]	1	50.00	1	50.00	2
[EXAM TITLE]	1	50.00	1	50.00	2
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	1	33.33	2	66.67	3
[EXAM TITLE]	3	75.00	1	25.00	4
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	2	66.67	1	33.33	3
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	15	83.33	3	16.67	18
[EXAM TITLE]	4	100.00	0	0.00	4
TOTAL	101	69.66	44	30.34	145

Portion Pass Report (Repeat Only)

Page 1

Test Date : XX/XX/XX - XX/XX/XX

Date: XX/XX/XX

Portion	Passed	%Passed	Failed	%Failed	Exams
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	0	0.00	3	100.00	3
[EXAM TITLE]	9	81.82	2	18.18	11
[EXAM TITLE]	2	100.00	0	0.00	2
[EXAM TITLE]	3	37.50	5	62.50	8
[EXAM TITLE]	1	33.33	2	66.67	3
[EXAM TITLE]	2	66.67	1	33.33	3
[EXAM TITLE]	0	0.00	1	100.00	1
[EXAM TITLE]	1	100.00	0	0.00	1
[EXAM TITLE]	3	60.00	2	40.00	5
[EXAM TITLE]	2	100.00	0	0.00	2
TOTAL	26	61.90	16	38.10	42

SAMPLE REPORT:

Special Accomodation Request Update

Name	ID Number	Accomodation Requested	Date Approved	Exam Date	Portion	Result
LASTNAME, FIRSTNAME	XXXXXXXXXX	Sent in documents from doctor. Needs time 1/2 due to back injury and needs to stretch.	XX/XX/20XX	XX/XX/20XX	National Portion	Failed
					State Portion	Failed
LASTNAME, FIRSTNAME	XXXXXXXXXX	Extended time and a 1/2.	XX/XX/20XX	XX/XX/20XX	National Portion	Failed
					State Portion	Passed

SAMPLE REPORT: CANDIDATE COMMENTS

Page: 1

XX/XX/20XX - XX/XX/20XX

Site: TEST CENTER 1
Exam Type: [Exam Title]

Exam Date	Candidate ID	Candidate Name	Portion	Score	Result
Question: How would you rate the conditions at the test center (temperature, lighting, noise level, seating arrangement)?					
XX/XX/20XX	999999999	LASTNAME, FIRSTNAME MI	National Portion	52.00	FAIL
Comments: The room was a bit chilly.					
XX/XX/20XX	999999999	LASTNAME, FIRSTNAME MI	National Portion	51.00	FAIL
			State Portion	20.00	FAIL
Comments: The testing room was very comfortable.					

SAMPLE

CLIENT NAME

Scheduled Candidate Report

Report for date : XX/XX/20XX to XX/XX/20XX

Printed on : XX/XX/20XX

Page No. : 1

Name	Candidate ID	SSN	LicenseType	Exam Center	Exam Date	Exam Time	Eligibility Expired
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX
Sam Sample	123456789		[Exam Title/ Portion]	Test Center Name	XX/XX/20XX	XX:X0	XX/XX/20XX

Survey Report

0XX/XX/XX - XX/XX/XX

1 How would you rate the location of the test center?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

2 How would you rate the computer testing system overall?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

3 How would you rate the registration and scheduling procedures?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

4 How would you rate the conditions at the test center (temperature, lighting, noise level, seating arrangement)?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

5 How would you rate the convenience of the examination date and time?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

6 How would you rate the test center staff?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

7 How would you rate the content of the examination (relevance and importance of test items)?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

8 How would you rate the style of the items (clearly written, direct, unambiguous)?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

9 How would you rate the information in the Candidate Information Brochure?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

10 How would you rate the clarity of the computer tutorial?

Excellent	XXXX
Good	XXXX
Average	XXX
Poor	XX
Total	XXXX

APPENDIX 8

Sample Score Reports



INDIANA STATE BOARD OF COSMETOLOGY AND BARBER EXAMINERS
EXAMINATION SCORE REPORT



CATHERINE CANDIDATE
999 SAMPLE STREET
LAFAYETTE, INDIANA 47904

CANDIDATE ID: 987654321

EXAMINATION DATE: 08/07/2024

EXAMINATION: IN Cosmetology Written

NUMBER CORRECT: 85

PERCENT CORRECT: 77%

EXAMINATION RESULT: PASS

Congratulations, you have passed the examination listed above.

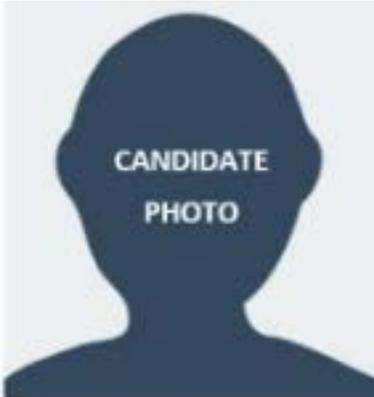
You will need to apply for your license online at www.pla.in.gov. Once you have created your Access Indiana account, you may upload this score report along with the Certification of Education form you obtain from your beauty culture school.

You will receive an e-mail notification when your license is issued. Upon issuance of your license you will need to print your free license online to post at your workstation.

E-mail is the primary method of communication with licensees. Please keep your current e-mail address on file with the board.

INDIANA STATE BOARD OF COSMETOLOGY AND BARBER EXAMINERS

EXAMINATION SCORE REPORT



SUSIE SAMPLE
111 FIRST STREET,
INDIANAPOLIS, INDIANA 46217

CANDIDATE ID: 123456789

EXAMINATION DATE: 08/06/2024

EXAMINATION: IN Cosmetology Written

NUMBER CORRECT: 71

PERCENT CORRECT: 64% EXAMINATION RESULT: FAIL

The following is an analysis of your examination:

Topic	# Questions	# Correct
Rules, Regulations and Safety	33	17
Trichology	4	2
Shampoo and Scalp Analysis	4	2
Styling	5	3
Haircutting	9	7
Hair Color, Lightening, and Tinting	25	22
Permanent Waving	9	4
Chemical Straightening and Relaxing	9	6
Esthetics	6	4
Nails	6	4
RESULT *** FAIL ***	110	71

To achieve a passing score on this examination, you must have had 83 correct answers.

Your eligibility is valid for one year. If you fail, you may retest unlimited during the one year eligibility period. If you do not pass within the one year period, you will need to go back to your education provider to get your eligibility file resubmitted to PSI.

You may schedule for a re-examination via the Internet 24 hours a day at <https://test-takers.psiexams.com/incos> or by calling 800-733-9267. PSI registrars are available Monday through Friday between 7:30 am and 10:00 pm, and Saturday-Sunday between 9:00 am and 5:30 pm, Eastern Time.

APPENDIX 9

Business Continuity Plan





Public Business Continuity Plan

This document provides all information related to PSI Services LLC readiness in the event of extended service outages caused by factors beyond our control and to services restoration to the widest extent possible in a minimum time frame.

Version 1.4

Date:

March 24, 2021

Information Classification:

Unclassified Public

Document Owner:

James Mason

Director of Information
Security, Governance, Risk
& Compliance

Where people meet potential



Revision History

VERSION	DATE	COMMENTS
0.1	March 13, 2019	Draft created by redacting internal BCP
0.2	March 23, 2019	Reviewed and amended by Corporate Compliance and Security Team
0.3	April 1, 2019	Robert Pryor (CISO) review/amendment
0.4	April 2, 2019	James Mason (Deputy CISO) review/amendment
1.0	April 3, 2019	Approved for internal release only
1.1	November 27, 2019	James Mason set Classification level as Company Confidential and added additional content to the BIA section for awareness - this document is not to be distributed to any other users and only used by those recipients reviewing PSI's proposal
1.2	March 4, 2020	Navalona Rabekoto renaming document and electronic file name; Updating template and reference to policies
1.3	March 16, 2021	Navalona Rabekoto: Annual review with no change
1.4	March 16, 2021	Approval
Last Reviewed		

Approval Section

NAME	POSITION	SIGNATURE	DATE
James Mason	Director of IS & GRC		March 24, 2021

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Introduction

The purpose of this business continuity plan (BCP) is to prepare PSI Services (PSI) in the event of extended service outages caused by factors beyond our control (e.g., natural disasters, manmade events), and to restore services to the widest extent possible in a minimum time frame. This document provides a framework for building organizational and architectural resilience with the capability for an effective response that safeguards the interests of its key stakeholders, reputation, brand and core business activities.

Each business function/facility shall identify threats and vulnerabilities and recommend necessary mitigating measures to prevent extended service outages that leads to PSI being unable to meet the RPO and RTO that considers client requirements. All PSI business functions/facilities are expected to implement those preventive measures to minimize operational disruptions and to recover as rapidly as possible when an incident occurs.

This is a business continuity plan and not a daily problem resolution procedural document.

Scope

The scope of the business continuity plan is:

“The management of business continuity and disaster recovery for facilities, operations and services provided by PSI aligned to business functions”

Objectives

The overall objective of the business continuity plan is to set guidelines for a business continuity program to resume business functions within acceptable recovery times and to acceptable levels, meeting all internal and external stakeholders’ needs, and ensuring the long-term survival of the business in the event of disruption to the operations of PSI.

PSI’s summary of objectives for business continuity are:

- To ensure continuity of management and operations of PSI, including the operability of the organization, and to maintain revenue flow;
- To ensure continuity of security in the event of a business impacting circumstance;
- To provide clients with assurance that the services provided will not be disrupted, nor will the confidentiality of their data be impacted in business continuity circumstances;
- To verify, review and improve the business continuity capability of the company;
- To maintain information security management and security of information in general during adverse conditions;
- To reference and point to the location of critical data;
- To provide procedures and resources needed to assist in recovery;
- To identify vendors and customers that must be notified in the event of a disaster;
- To assist in avoiding confusion experienced during a crisis by documenting, testing and reviewing recovery procedures;
- To identify alternate sources for supplies, resources and locations;
- To document storage, safeguarding and retrieval procedures for vital records.

BCP shall be reviewed as follows:

- on a regular basis and as a minimum once annually;
- within three calendar months of the BCDR (Business Continuity & Disaster Recovery) Plan (or any part) having been invoked;
- where the customer, framework authority or other requirements requests additional reviews;
- when requested by the Corporate Compliance and Security Team;
- when there have been major changes.

BCP Testing:

- annual testing is a minimum requirement;
- on receipt of a request from the framework authority;
- as requested by the Corporate Compliance and Security Team.

Assumptions

PSI's Business Continuity Plan (BCP) was developed under certain assumptions in order for the plan to address a broad spectrum of disaster scenarios. These assumptions are:

- Key people (team leaders or alternates) will be available following a disaster;
- A national disaster such as nuclear war is beyond the scope of this plan;
- This document and all outlined vital records are stored in a secure off-site location and not only survive the disaster but are accessible immediately following the disaster.

Interested parties

Interested parties relevant to this BCP may be grouped thus:

- Clients
- Shareholders
- Partners
- Employees
- Relevant authorities
- Suppliers

Parties documented within Business Impact Analysis program to understand needs and expectations.

Legal and Regulatory requirements

This BCP abides by all regulatory and legal requirements managed and documented within PSI's certified information security management system (BMS).

Approval

Each facility and business function owner shall give formal approval to the Business Continuity Plan for their facility/business function and will forward this to their Senior Manager for formal approval, so that ultimately all plans are coordinated and approved by the PSI Board/Senior Executives.

Invoking the Plan

This plan becomes effective when a qualifying event occurs that effects the performance and operations of one or more of the Business Continuity Scenarios outlined below. Normal problem management procedures will initiate the plan and remain in effect until operations are resumed at the original location or a replacement location and control is returned to the appropriate functional management.

Disaster declaration will be made by the Senior Executive Team, with input from the Emergency/Recovery Management Team (EMT), Incident Management Team (IMT) and Disaster/Incident/Business Recovery Team (DRT) which are responsible for declaring a disaster and activating the various recovery teams as outlined in this plan.

In a major disaster situation affecting multiple business units, the decision to declare a disaster will be determined by the EMT.

Testing

Awareness, education and training activities shall be held that are designed to create understanding of the Business Continuity processes, including the information security elements and to ensure that the processes continue being effective.

The BCP is to ensure that all employees including management and contractors understand how the business continuity plans are to be executed and kept up to date.

Business continuity tests shall ensure that plans are effective and that all members of the business continuity roles and other relevant staff are aware of the plans and their responsibilities for business continuity and information security and are aware of their role when a plan is invoked.

A test schedule shall indicate how and when each element of the BCP shall be tested.

The plans shall be tested at regular intervals, and the tests shall be well balanced with economical needs.

The following test-techniques shall be considered:

- table-top testing of various scenarios (discussing the business recovery arrangements using example interruptions);
- simulations (particularly training people in post-incident/crisis management roles);
- technical recovery testing (ensuring information systems can be restored effectively);
- testing recovery at an alternate site (running business processes in parallel with recovery operations away from the main site);
- tests of supplier facilities and services (ensuring externally provided services and products will meet the contracted commitment);
- complete rehearsals (testing that the organization, personnel, equipment, facilities and processes can cope with interruptions).

The results of each test shall be recorded and actions taken to improve the plans, where necessary.

For each critical business function, the owner shall review each BCP on a regular basis including the information security elements. The identification of changes in business arrangements not yet reflected in the Business Continuity Plan(s), Disaster Recovery Plans, Business Impact Analysis, Risk Assessment and other BC/DR areas shall be made and an appropriate level of update carried out. Adherence shall be made to the change control policy and process in doing so and additionally, those updating shall ensure that the updated plans are distributed to relevant stakeholders and feature in the regular reviews.

Updating the BCP shall be considered, for example, when new equipment is acquired, IT systems are being upgraded or in case of the following changes:

- personnel;
- key contact information;
- business strategy;
- location, facilities and resources;
- legislation;
- contractors, suppliers and key customers;
- processes, either new, changed or withdrawn ones;
- operational risk;
- organization structure changes;
- following a business continuity incident (i.e. post incident review).

Media Communications

External communications will be handled by corporate public relations personnel that are designated as the principal contacts with the media (radio, television, and print), regulatory agency, government agencies, and other external organizations following a formal disaster declaration.

Assigned staff will coordinate with the media, working according to guidelines that have been approved in Global-POL002-Security and Privacy Incident Response (IR) Policy and Plan.

Business Continuity Plan

Each facility and business function based on the assets and services it supports shall prepare a Business Impact Assessment/Risk Assessment and a Business Continuity Plan with associated procedures. These plans and associated business continuity strategies shall ensure that the associated RTO and RPO align to customer requirements are fully met taking into account the worst-case scenario of down-time.

Each business function and facility shall also maintain a register of its information assets, IT assets and physical assets including the services it provides to customers, internally within PSI and the services it consumes externally from suppliers. For each of these items, an acceptable downtime and a worst-case downtime shall be recorded and shall negotiate with

other business functions/facilities to ensure that these times are coordinated across the business in terms of the services delivered and obtained. Consideration shall be given to how up-to-date any recovered data must be.

Critical Business Functions and Services

Business Function	RTO	Description
Corporate Offices	72hrs	PSI's Corporate Office locations.
Test Centers	24hrs	PSI's own and operated and third-party test center network.
Human Resources	72hrs	PSI's Human Resource function providing employee functions.
Finance	72hrs	PSI's Finance department.
Candidate Registration (Online)	24hrs	PSI's Candidate Registration online technology platforms and services.
Candidate Scheduling (Online)	24hrs	PSI's Candidate Scheduling online technology platforms and services.
Candidate Registration (Call Center)	24hrs	PSI's call center services and facilities providing Candidate Registration activities.
Candidate Scheduling (Call Center)	24hrs	PSI's call center services and facilities providing Candidate Scheduling activities.
Candidate Support	24hrs	PSI's candidate support center.
Client Support	24hrs	PSI's client support center.
Item Authoring, Exam Publishing and Test Development	24hrs	PSI's Item authoring and publishing online/offline technology platforms and services.
Exam Scoring (Online)	24hrs	PSI's online test delivery and scoring technology and services.
Exam Scoring (Manual)	72hrs	PSI's manual test delivery and scoring technology and services.
Legal & Regulatory	72hrs	PSI's Legal and Regulatory Team.

Roles, Responsibilities and Training

Effective business continuity, particularly those components based on disaster recovery, requires that staff have a clear understanding of their roles within the plan and the procedures they are expected to follow. Within each facility/business function there shall be different roles and responsibilities, both ongoing (such as day-to-day running and maintenance of high availability systems) and dynamic in the event of a disaster (co-ordination, system rebuild etc). The owner of each facility/business function shall be responsible for allocating employees to these roles and ensuring that they receive appropriate training.

PSI has outlined the following roles and teams that are responsible for invoking, coordinating and implementing the Business Continuity Plan.

- Each team member shall designate an alternate member in their absence and provide them the required knowledge transfer
- All of the members shall keep an updated calling list of their work team members' contact details to include as a minimum, their work and home contact details including cell/mobile phone numbers for home and at work.
- All team members shall keep this plan for reference at home in case the disaster happens after normal work hours.
- All team members shall familiarize themselves with the contents of this plan
- All team members to ensure they maintain an offline BCP pack from the master that shall be distributed periodically by the Corporate Compliance and Security Team.

All team member responsibilities shall include:

<p>Emergency / Recovery Management Team (EMT) and Incident Management Team (IMT)</p> <p>“Strategic”</p>	<p>Decide on the strategy for response and provide overall management of the response including delegation.</p> <p>Responsible for overall coordination of the disaster recovery effort; evaluation and determining disaster declaration; and communications with senior management.</p> <ul style="list-style-type: none"> - Evaluate which recovery actions should be invoked and activate the recovery teams - Evaluate damage assessment findings - Set restoration priority based on the damage assessment reports - Provide senior management with ongoing status information - Act as a communication channel to corporate teams and major customers - Work with vendors and DRT to develop a rebuild/repair schedule 	<p>COO</p> <p>CTO</p> <p>CIO</p> <p>CISO</p> <p>Facility Business Continuity Manager or authorized delegate</p> <p>Senior Executives</p> <ul style="list-style-type: none"> - Human Capital - Operations - Finance - Client Services - Marketing - Information Security
<p>Senior Executive Team</p>	<p>This team contains all the senior stakeholders across the various business functions.</p>	<p>Seniors Executives</p>
<p>Emergency Response Team</p>	<p>Immediate response to the incident in order to preserve life and property.</p>	<p>Facility Manager</p> <p>Facility Business Continuity Manager</p> <p>Senior Executives</p> <ul style="list-style-type: none"> - Human Capital
<p>Disaster/Incident/Business Recovery Team (DRT)</p> <p>“operational”</p>	<p>Execute the response.</p> <p>Responsible for overall coordination of the disaster recovery effort; establishment of the emergency command area; and communications with senior management and the EMT.</p>	<p>CIO; COO</p> <p>Senior Executives</p> <ul style="list-style-type: none"> - Human Capital - Operations - Finance - Technology - IT <p>DR resources</p> <p>ICT Technicians</p> <p>BCP Business Function / Facility Owner</p>
<p>Recovery Management Team (RMT) & IT Technical Services (IT)</p>	<p>Manage the response set by EMT.</p>	<p>Senior Executives</p> <ul style="list-style-type: none"> - Technology - IT

"Tactical"	<p>IT will facilitate technology restoration activities. Upon notification of disaster declaration, review and provide support as follows:</p> <ol style="list-style-type: none"> 1. Facilitate technology recovery and restoration activities, providing guidance on replacement equipment and systems, as required; 2. Coordinate removal of salvageable equipment at disaster facility that may be used for alternate facility operations. 	<ul style="list-style-type: none"> - Operations DevOps Test Center Operations Facilities Manager ICT Technicians
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Suppliers

Activities carried out to support the business functions and facilities by internal and external suppliers shall be delivered in line with a set of internal and external contractual agreements. (Internal contracts take the format of SLA's and OLA's). The BCP shall ensure that the relevant activities of internal and external suppliers are auditable, ensuring these contractual obligations are met.

Disaster Recovery

GITG shall ensure Disaster Recovery (DR) Plans are in place and shall solely be concerned with the technical tasks that need to be performed by GITG, DevOps and other technical teams in the event DR needs to be invoked. The principal objective of the DR plan is to develop, test and document a well-structured and easily understood plan that ensures BCP requirements can be met at the technology level. It shall be a set of policies and procedures for technology disaster recovery, as well as process-level plans for recovering critical technology platforms and the telecommunications infrastructure. In summary;

- PSI shall develop a comprehensive IT disaster recovery plan.
- A formal risk assessment shall be undertaken to determine the requirements for the disaster recovery plan.
- The DR plan shall cover all essential and critical infrastructure elements, systems and networks, in accordance with key business activities.
- The DR plan shall take into account the BCP's BIA.
- The DR plan should be periodically tested in a simulated environment to ensure that it can be implemented in emergency situations and that the management and staff understand how it is to be executed.
- All staff must be made aware of the DR plan and their own respective roles.
- The disaster recovery plan is to be kept up to date to take into account changing circumstances.
- The DR Plans shall include a step-by-step list of tasks amongst other details and be added as an appendix to each business function's BCP.

Contacts

Key contact information has been added to the PSI's full version of this BCP. The PSI Owner of each business function/facility shall ensure an up-to-date calling list of team members' contact details is established, recorded and maintained additionally ensuring it's updated as part of the Joiners, Movers and Leavers (JML) process. As a minimum, team members work and home contact details including cell/mobile phone and job role shall be recorded.

The following contact lists shall also be established, recorded, maintained, updated as part of the JML process with periodic reviews and updates;

- Emergency Contacts;
 - First Responders/Aiders
 - Fire Marshalls
 - Emergency Services
 - Power, Gas, Water and Telecommunications
 - Banking
 - Customer emergency contacts (if relevant)
 - PSI BC role; Emergency Response Team
 - PSI BC role; Emergency / Recovery Management Team (EMT)
- Call Tree
- PSI BC role; Emergency / Recovery Management Team (EMT)
- Dependencies; External Suppliers, Processing facilities etc
- PSI BC role; Incident Management Team (IMT)
- PSI BC role; Senior Executive Team
- PSI BC role; Emergency Response Team – within Emergency Contacts
- PSI BC role; Disaster/Incident/Business Recovery Team (DRT)
- PSI BC role; Recovery Management Team (RMT)
- PSI BC role; IT Technical Services (IT)

The Corporate Compliance and Security Team shall ensure contact details are distributed to those with a need-to-know, are included in BCP packs that are maintained independently of systems to ensure their availability with all BC scenarios and shall ensure all staff assigned BC role(s)/responsibilities are placed into other appropriate contact lists.

Business Impact Analysis and Risk Assessments

The Business Impact Analysis (BIA) enables a clearer understanding of business activities by defining what activities are critical and identifying the minimum resources required to sustain critical activities. It provides the information on which Business Continuity strategies are built and is divided into 3 key areas;

Activity Impact: This assesses the impact an activity associated with the business function over time (allowing for a developing incident scenario). This essentially prioritizes the activities defining which need to be 'recovered' first following a disruption / incident and is the target recovery time following a disruption.

Resource Requirements: The second part of the BIA gathers information about the resources required to operate the activity at the minimum sustainable level. These include stakeholder dependencies, IT, equipment, staff and data. This information is needed for planning strategies to ensure these resources are provided to enable the activity to continue.

Risk & Strategy Assessment: Lastly, following the identification of required resources, several questions are asked to determine whether there are any single points of failure and potential risks associated with them. The strategy assessment asks a number of questions that will provide information to assist in choosing the most suitable business continuity strategies.

Definitions to be aware of;

Recovery Time Objective (RTO): target time set for resumption of product, service or activity delivery after an incident. Note: The RTO has to be less than the maximum tolerable period of disruption (MTPD)

Recovery Point Objective (RPO): point in time to which data have to be recovered in order to resume ICT services

The BIA as a minimum shall meet the following requirements;

Section	Description
Roles and Stakeholders	Identify and record the key Roles and Stakeholders for each Business Function, outlining the Maximum Tolerable Period of Disruption (MTPD) acceptable for your output to be disrupted.
Key Activities of the business function/facility	<p>What is a Key Activity?</p> <p>An activity is a process or set of processes undertaken by an organization (or on its behalf) that produces or supports one or more products or services.</p> <p>Activities and not individual tasks shall be listed and aligned to the relevant team/department, have a brief description, the service(s) it aligns to, the facility and/or location(s) mapping and details of any critical deadlines or peak times.</p> <p>Document the impact if this activity stops</p> <ul style="list-style-type: none"> • What is the impact over time if one of your critical activities is disrupted? • What would be the impact after 5 mins/1 hr/1 day etc? • Consider <ul style="list-style-type: none"> ○ impact on staff ○ impact of breaches of statutory duties or regulatory requirements ○ damage to reputation ○ environmental damage ○ impact on other divisions/departments

	<p>Record how quickly you need to resume this activity</p> <ul style="list-style-type: none"> • This is the period of time within which you need to resume each activity in order to recover your output within the maximum time that you outlined in the table above. • Consider the length of time within which you need to get back to an acceptable level of service and the time within which you need to get back to a normal level of service. • Time of day/time of year etc are likely to have an impact. Please note this and then assume the worst case scenario. E.g. Trying to resume activates out of hrs with limited resource. • The information in this column is also known as “Recovery Time Objective”
<p>Business Continuity Priority Indicator (BCPI)</p>	<p>The purpose of the Business Continuity Priority Indicator (BCPI) is to determine the criticality of key activities. This is done by assessing the financial, political, customer, reputation impacts of a disruption to the activity over a set timeframe as shown below. The BCPI determines criticality based on the urgency to resume an activity.</p> <p>The Business Continuity Priority Indicator is aimed at achieving the following:</p> <ol style="list-style-type: none"> 1. It categorizes critical activities and is linked to the underlying value they support based on the understanding of the impact of their non-availability over time. 2. It encourages targeted continuity and recovery planning for critical activities 3. It encourages attention to be given to risk mitigation e.g. taking preventative measures to actually reduce the likelihood of a disruptive event occurring, as well as continuity strategies. i.e. High Availability (HA), backup/recovery, failover redundancy and so on. are some of those continuity strategies?
<p>Resources</p>	<p>Record and indicates the stakeholder(s) dependencies for each activity based on what the business function/facility is dependent on and the stakeholder(s) dependent on the business function/facility additionally with a statement on whether an alternative team/supplier could be used.</p> <p>Outline the applications required for each business activities (business process or processes) rely on and additionally, other business critical or other applications that PSI cannot do without. Align them to the ‘Activity’ requirements and ‘Application Dependencies’. Whether the application is Internal or External, a brief application description, facility location(s), RTO and RPO shall also be recorded.</p> <p>The Recovery Time Objective (RTO) and Recovery Point Objective (RPO) shall align to the linked activity or activities RTO and RPO, so appropriate preventative measures and continuity strategies for those applications can be considered within the ‘BCPI’.</p>

<p>Vital Records</p>	<p>Vital records are critical data records required for continuation of that business function/facility's activities, required for business resumption of the same and other regulatory, lawful and contractual reasons. They may be electronic or paper documents including files, spreadsheets or databases. PSI records all Information Assets (that includes Vital Records) into the BMS-ITS2001 Information Assets register, so use this as a starting point to start to list Vital Records. Focus first on listing the Vital Records associated with the 'Business Activity(s)' and 'Resource Activities' and then add any additional records (Information Assets) that are relevant and required for BC. i.e. this details the location of information assets (Vital Records being the focus), how it's being backed up, location of the backups, frequency of updates and RPO/RTO, that are aligned to the preventative measures and continuity strategies. The PSI System that each Vital Record is associated with shall be taken from the System name within the ISO 27001 'PSI Systems' document.</p> <p>Update the BMS-ITS2001 Information Assets register with any Vital Records that are not already listed. Repeat the same for the ISO 27001 PSI Systems document. Ensure the ID field of the Vital Record within the Information Assets register is updated with the ID used for the Vital Record in the BIA.</p>
<p>Threats</p>	<p>Consider the threats to your critical activities and the impact if these threats occurred. Threats are events that could cause an impact to your activities, try to spot any single points of failure.</p> <p>Think about:</p> <ul style="list-style-type: none"> • Loss of Staff • Loss of Systems • Loss of Utilities • Loss of Premises • Loss of Suppliers • Disruption to transport • Disruption to telecommunications, etc

Risk Assessment

Business Continuity risk assessments shall be carried out with involvement from owners of business resources and processes and shall adhere to the ISO 27001 Risk assessment process.

These assessments shall not be limited to the information and communications technology processing facilities only but shall include the results specific to information security. It is important to link the different risk aspects together, to obtain a complete picture of the Business Continuity requirements of PSI. This then allows BC vulnerabilities to be managed and mitigated, so in turn, reduces risk to an acceptable level.

The assessment shall identify, quantify and prioritize risks against criteria and objectives relevant to PSI, including critical resources, impacts of disruptions, allowable outage times and recovery priorities.

Depending on the results of the risk assessment, a Business Continuity strategy shall be developed to determine the overall approach to Business Continuity that is reflected in areas of this BCP.

According to this strategy, all detected risks shall be managed by eliminating, reducing, transferring or accepting them and in line with PSI's risk management methodology.

Business Continuity Recovery Actions & Activities

Business Continuity end-to-end Action List

Step #	Description of Task
PURPOSE	
1	Ensure the Health and Safety of Staff and visitors
2	Perform initial incident assessment for impact on team / service
3	Implement recovery tasks based on impact and required response
HEALTH, SAFETY and WELFARE OF STAFF AND VISITORS	
4	Confirm that all staff and visitors are accounted for before commencing with the business / service recovery activities
PERFORM INCIDENT ASSESSMENT	
5	Assign a member of staff to act as scribe for the team. The scribe should then maintain an Incident Log of all decisions and actions from this point on.
6	Perform initial Incident Impact Assessment of impact on team/service/function/facility
7	Inform EMT of the result of the Incident Impact Assessment
ENGAGE BC TEAMS	
8	Liaise with the necessary BC Teams
IDENTIFY AND PREPARE ALTERNATE OFFICE LOCATION(S)	
9	Working with the RMT; identify which alternate facility /office desk space to use.
10	Identification of desk locations with relevant BC Team such as Property Services/Facilities Management team.

11	Recovery of desktops/laptops and prepare to divert incoming calls
MOBILISE STAFF, STAFF RESOURCES	
12	Put staff on standby (ready for when alternate facility is ready for occupation)
IDENTIFY RECOVERY ACTIVITY(S)	
13	Agree with the RMT which Recovery Activity(s) you intend to use to restore critical activities Only start to implement Recovery Actions once instructed to do so by the RMT
14	Ensure you coordinate recovery of activities in order of priority (according to RTO)
15	Notify stakeholders of your intent to apply changes to normal working practices - Key dependencies including internal departments, clients, suppliers, regulatory bodies etc. All external communication shall follow the Business Continuity Plan requirements
16	Prepare to track any issues including backlog and work in progress
17	Ensure once you implement a recovery strategy, that you continue to manage it until the issue / cause of incident has been resolved. If the incident is prolonged, you may be advised to take further actions by Incident Management or RMT.
18	Escalation: In the event that recovery strategies in place do not provide sufficient capability to continue critical activities, escalate the issue to the RMT/ IMT advising which key activities cannot be recovered within their RTO.
ONGOING COMMUNICATIONS	
19	Plan to provide staff with regular situation updates and instructions via face to face meetings, phone conference, email or text message as available.
20	Advise staff to report all emerging issues to the appropriate team member.
21	Plan to update staff on the situation via email (e.g. Twice daily)
NO / NO GO Decision: Until now all activities have been preparing for an Invocation. If the IMT/RMT, having evaluated the options available to them (including do Nothing until the problem rectifies itself if appropriate), decide they want to INVOKE , then request formal instruction before continuing.	
RECOVERY ACTIVITY INITIATION	
22	Initiate Recovery actions as per the appropriate Recovery Activity process. This will include the DR Plans, where relevant

OPERATE	
23	Operate recovered team processes Adhere to the 'Information Security Aspects of Business Continuity' Policy requirements as part of this and throughout the BCP / DR
24	Introduce interim working processes to protect the services while operating in DR mode (e.g. extra off-site backups) These may vary depending on likely duration of the disruption.
25	Ensure adherence to ISO 27001 security and privacy requirements
RETURN TO NORMAL OPERATIONS	
26	Once a period of stability is achieved, immediately plan for a controlled return to normal operations (i.e. dual facility running with electronic replication of data). Re-introduce non-critical business and resource activities/processes as part of this.
27	STAND DOWN: Once the threat has subsided stand down this plan and take action to return to normal working.
28	Determine when / how return to normal working will take place
29	Advise all staff when normal working will be resumed
30	Coordinate the resumption activities in order of priority
31	Inform stakeholders of the return to normal working
32	Address any backlog or issues arising from the disruption
POST INCIDENT REVIEW	
33	Once the situation has been stabilized and the service has been resumed, arrange for a meeting of key stakeholders.
34	Review and implement Remedial actions from the Lessons learned with adherence to the ISO 27001 continual improvement and risk management processes.
35	Formally close the incident

Emergency Recovery Activity

Step #	Description of Task
1	Priority should always be given to personnel safety

INCIDENT OCCURRING DURING BUSINESS HOURS	
2	Follow normal evacuation procedures or instructions from Security Staff / Emergency Services. (note that the Fire and Bomb evacuation points may be different) and contact the emergency services if appropriate.
3	Evacuate to the designated muster point
4	Ensure all staff under your control are accounted for (as advised by the Emergency Services and whether or not staff have been evacuated)
5	Appointed First Aider(s) to address any first aid needs such as injury and liaising with emergency services
6	Immediately establish the current severity of the incident and its status; fire, explosion, water damage, power failure, gas leak and so on.
7	Establish contact with the EMT and advise them of the current incident/disaster status, contingency site details for management of the incident and discuss immediate arrangements for evacuated staff and current status
8	The EMT will advise when people can leave evacuation point.
INCIDENT OCCURRING OUTSIDE BUSINESS HOURS	
9	The meeting point outside of office hours will be communicated by the telephone tree. If you aren't given a meeting point, stay home until contacted and advised.
PR / MEDIA ISSUES	
10	Advise staff not to make any press statements. Inquiries to Press Office.
STAFF COUNSELLING & SUPPORT	
11	HR will manage all staff Health, Safety, Welfare issues. They will also manage an employee contract issues. - Assessing the situation and agreeing appropriate response - Provision of Trauma Support Services (with individuals or groups of staff)
COMMUNICATIONS	
12	If your staff are dispersed across multiple facilities (or working from home), advise them of the frequency and methods of updates to intend to give.
Maps of fire and Bomb evacuation points are displayed around the building and it is a prerequisite to using this plan that staff have been made aware of these muster points. Copies of the evacuation processes and muster points are also stored in the same electronic location(s) as this plan.	

Loss of Key Staff Recovery Activity

Step #	Description of Task
1	If you are aware of the event beforehand, notify all staff and determine the likely impact on them and activities for the duration of the event. Take action to prepare for the event. (e.g. Taking laptop home, rearrange shifts) Refer to BIA for Key Staff and mitigation.
2	For an unknown incident, Assess the current situation. Determine: <ul style="list-style-type: none"> - If minimum staff numbers are available across key activities - How long the event is likely to last - whether there will be further absences over following days
3	Instruct staff of actions to take on any new roles they are required to cover.

Loss of Facility Recovery Activity

Step #	Description of Task
RECOVER	Critical business and resource activities/processes at alternate office location. Critical IT infrastructure services at alternate data Center.
1	Direct staff to prepare to implement strategies (handoff work, attend alternative facilities/home until further notice)
2	Invoke Remote Working / Displacement Facility working
3	Arrange transport for staff attending the recovery facility
4	Divert calls to recovery facility
5	Ensure staff are aware of new fire evacuation procedures
6	Confirm the facility(s) are ready to resume operations
OPERATE	Critical business and resource activities/processes at alternate facility.
7	Operate recovered team processes Introduce interim working processes to protect the services whilst operating in DR mode (e.g. extra off-site backups) These may vary depending on likely duration of the disruption.
RETURN	Critical business and resource activities/processes to original, primary facility, or to a new primary facility. Re-introduce non-critical business and resource activities/processes.
8	Perform 'Return Actions' as per 'Business Continuity end-to-end Action List'

Loss of Local IT Recovery Activity

Step #	Description of Task
1	Contact Service Management and report IT problem
2	Determine which systems and activities are affected
3	Advise onsite staff to implement manual workarounds
4	Instruct staff that can work from home, to do so - if this will enable them to operate will full access to services.
5	Advise staff to await recovery of systems with DR in place (as per agreed RTO)

Widespread IT Failure Recovery Activity

Step #	Description of Task
If there are widespread IT issues, it is unlikely that diverting staff to work remotely will rectify the situation.	
1	Contact Service Management and report IT problem
2	Determine which systems and activities are affected
3	Advise staff to prepare to implement manual workarounds
4	Advise staff to await recovery of systems with DR in place (as per agreed RTO).
5	Prepare to input any backlog of work into Systems once they are returned. If the volume of re-keying is great, you may investigate options for increasing the number of staff

Test Center Recovery Activity

Step #	Description of Task
1	Determine the Test Center scheduled activities
2	Transfer bookings to the closest test Center within the same city
3	Determine the root cause of the Test Center being offline
4	Contact the Disaster/Incident/Business Recovery Team (DRT)
5	Invoke DR, by setting up a pop-up test Center at a service office location.
6	Transfer all bookings/scheduled candidates to new site

Loss of Utilities (Telecomms., Gas, Power) Recovery Activity

Step #	Description of Task
1	Contact Facilities Manager and Service Management, refer to the Emergency Contact List
2	Determine which utilities and activities are affected
3	Advise staff to prepare to implement manual workarounds
4	Advise staff to await recovery of utilities with DR in place (as per agreed RTO) or invoke relocation activities
5	Prepare to input any backlog of work into the Systems once they are returned. If the volume of re-keying is great, you may wish to investigate options for increasing the number of staff

Loss of Key Application Recovery Activity

Step #	Description of Task
1	Determine which Key Applications are unavailable. Refer to BIA
2	Follow the Major Incident Management Process
3	Implement manual procedures/workarounds
4	Go / No Go decision on invocation of BCP and/or DR
5	Communicate to Client/PSI BCP Teams, as appropriate
6	Invoke DR for Key Application

Health and Safety Recovery Activity

Step #	Description of Task
1	Contact your localised First Responder/First Aider
2	Evaluated the scenario and determine whether to contact the Emergency Services

Global Health Risk Recovery Activity

Step #	Description of Task
1	<p>Assess the situation. Determine:</p> <ul style="list-style-type: none"> - Current and longer-term global business disruption - Staff impact - Supplier impact - Site impact - System and IT impact - Client and candidate impact - Risk assess and out in place mitigation actions with clear ownership
2	Invoke BCP with EMT, IMT and other roles
3	Monitor incident through the World Health Organisation and other localized government agencies
4	If applicable, put in place a Group/committee to lead and oversee the monitoring that includes those assigned the BCP roles and additional stakeholders with business influence, with focus around communication internally, with clients, with health organisations, supply chain and so on and take ownership and as part of that, ensure appropriate resource is allocated, the requirement monitoring and risk management is ongoing and is given the appropriate level of business priority.
5	Invoke other applicable recovery activities
6	Perform 'Return Actions' as per 'Business Continuity end-to-end Action List'

In the event of Fire Recovery Activity

If fire or smoke is present in the facility, evaluate the situation, determine the severity, categorize the fire as major or minor and take the appropriate action as defined in this section. Call your emergency fire department as soon as possible if the situation warrants it.

- Personnel are to attempt to extinguish minor fires (e.g., single hardware component or paper fires) using hand-held fire extinguishers located throughout the facility. Any other fire or smoke situation will be handled by qualified building personnel until the local fire department arrives.
- In the event of a major fire, call emergency fire department and immediately evacuate.
- In the event of any emergency situation, system security, facility security and personnel safety are the major concerns. If possible, the operations supervisor and/or facility manager should remain present until the fire department has arrived.
- In the event of a major catastrophe affecting the facility, immediately notify senior management.

Step #	Description of Task
1	Contact the fire department.
2	Immediately notify all personnel in the facility of the situation and evacuate the area.
3	Alert emergency personnel on: MOBILE Provide them with your name, phone number, where you can be reached, building and room number, and the nature of the emergency. Follow all instructions given.
4	Alert the EMT and DRT. Note: During non-staffed hours, security personnel will notify the Senior Executive responsible for the location directly.
5	Notify Building Security. Local security personnel will establish security at the location and not allow access to the facility unless notified by the Senior Executive or his/her designated representative.
6	Contact appropriate vendor personnel to aid in the decision regarding the protection of equipment if time and circumstance permit.
7	All personnel evacuating the facilities will meet at their assigned outside location (assembly point) and follow instructions given by the designed authority. Under no circumstances may any personnel leave without the consent of supervision.

In the event of water/flood Recovery Activity

In the event of a flood or water damage or broken water pipe within any computing facilities, the guidelines and procedures in this section are to be followed.

Step No	Description of Task
1	Assess the situation and determine if outside assistance is needed; if this is the case, dial the emergency services immediately.
2	Immediately notify all other personnel in the facility of the situation and be prepared to cease operations accordingly.
3	Water detected below the raised floor may have different causes: <ul style="list-style-type: none"> • If water is slowly dripping from an air conditioning unit and not endangering equipment, contact repair personnel immediately. • If water is of a major quantity and flooding beneath the floor (water main break), immediately implement power-down procedures. While power-down procedures are in progress, evacuate the area and follow management's instructions.

In the event of A Gun Attack Recovery Activity

Although unlikely, a shooting can happen at any time. It pays to be prepared and know in advance what creates the best chance for survival. Running should always be your first priority but be ready to hide or fight for your life if there is no safe escape route.

Step #	Description of Task
1.	Runaway whenever possible. Your best chance to survive the shooting is to get out of the area as fast as possible. Only rule this out if the only escape routes would put you in sight of the shooter.
2.	Know the escape routes. Prepare in advance by identifying all exits from the rooms where you spend the most time. This includes emergency exits, fire escapes, and windows. Ideally, plan at least two escape routes out of the school or workplace, in case the shooter is blocking one of them. Don't rule out second story windows, or windows that you would have to break. You can survive cuts from broken glass, or a broken leg from a fall. 98% of shooters act alone. If you can avoid the area where you hear gunfire, you are usually safe.
3.	Dial the emergency services to contact the police department.

Internal audit

Audit schedule

The Corporate Compliance and Security Team shall be responsible for maintaining a schedule for all internal and external audits of the BCP. The audit schedule shall be prioritized upon the results of BIA, risk assessment, control and mitigation measures and the results of previous audits.

Internal BCP audit

The Corporate Compliance and Security Team shall ensure that each section of the BCP as detailed in this BCP are verified annually. Audits may be organized more frequently depending on the importance of the activities being checked. The following sources of information are reviewed to determine the audit program:

- previous audit reports (internal or external)
- feedback from PSI employees and managers
- senior executive directives which might affect any services/policies
- changes in operational systems
- changes to relevant standards

The program covers audits that are carried out:

- internally within PSI
- by third parties as part of an outsourced contract
- by other 3rd parties on an ad hoc basis

To ensure objectivity and impartiality, PSI will undertake internal audits to ensure satisfactory implementation of any initiatives or corrective or preventive actions or arrange for a suitably trained member of staff to undertake audits who is independent of the activity to be audited. In some cases, PSI may contract out an internal audit to an external auditor with specialist knowledge where no appropriately trained employee is available.

Audit preparation

In preparation for each audit, business function / facility owners shall ensure the following information is recorded:

- The objectives of the audit are identified and documented.
- The BCP and supporting Policies are reviewed to determine the activities to be audited to meet objectives of the business.
- Department managers and Team leaders are asked to identify any areas of concern or if there are known issues currently being reviewed or corrective actions being taken.
- A representative number of policies, clauses, controls and records are identified and selected to be audited.
- Recipients of the audit reports are established (as a minimum this is the Corporate Compliance and Security Team)
- Interviews are arranged with any teams or employees and managers as appropriate and any queries resolved prior to the audit.

Audit process

The auditor's task is to establish if the BCP and Business Continuity initiatives:

- are being followed in practice
- conform to ISO22301, ISO27001, ISO20000 and any legal or regulatory requirements

This is achieved by interviewing staff to establish current practice and verifying this practice against records kept. The auditor will examine the records selected in order to determine whether the activities identified above have been carried out correctly. The auditor will keep a record of the process undertaken and the findings of the BCP Audit. The BCP audit record and all other documents relating to internal audits will be passed to the Corporate Compliance and Security Team.

The BCP audit records and all other documents relating to internal BCP Audits will be documented and made available for inspection by the Corporate Compliance and Security Teams, Senior Management Department Management and Auditors. All issues arising from the internal BCP audits requiring attention are discussed with the appropriate personnel and a record kept on an Audit Report. The Auditor will document their findings and present them to the Departmental Manager and the Corporate Compliance and Security Team. When required, the Department Manager will liaise with the Corporate Compliance and Security Team to agree corrective or preventive actions (where potential weaknesses or non-conformities were identified).

As part of this process it will be decided and documented in the audit report and Risk treatment Plan who shall carry out the action and within what timescale. The Corporate Compliance and Security Team shall ensure the audit results are raised with the appropriate senior manager. Once corrective and preventative actions are implemented, they shall be reviewed by the Corporate Compliance and Security Team to ensure that the initiatives are working correctly.

The results of these checks are presented to the departmental manager responsible for the corrective or preventive action implementation.

Performance Evaluation

Each Management Review meeting shall review BC arrangements to ensure their continuing suitability, adequacy and effectiveness.

A meeting shall be convened when any significant changes occur or when there are changes affecting the scope of the BCP (such as the addition of a new service)

Minutes of the Management Review meetings shall be maintained and reviewed.

In the event of an incident that results in the invocation of a BCP, a post-incident review shall be undertaken to:

- Identify the nature and cause of the incident
- Assess the adequacy of management's response
- Assess the effectiveness of the organization in meeting its recovery time objectives
- Assess the adequacy of the BC arrangements in preparing employees for the incident
- Identify any improvements that need to be made to the BC arrangements

The Corporate Compliance and Security Team are responsible for monitoring and reviewing the effectiveness and efficiency of the BCP, maintaining policy, objectives and scope and for determining and authorizing actions for remediation and improvement.

Review

Each facility/business function shall carry out a review, at least once annually, to ensure that their asset registers and list of services that they provide to customers and internally within PSI are complete, current and that the acceptable and worst-case downtimes remain relevant. Business Continuity shall become a standard agenda item at all meetings and will be reviewed as and when necessary. Information such as the results of tests, training coverage and level of preparedness of staff shall form part of reviews. At the end of the review, each facility/business function manager shall formally report to their manager the state of their business continuity system, any shortcomings, recommendations and specific actions that shall be taken.

Document review

The BCP Policies, Procedures and Standards shall be reviewed to establish whether they are:

- simple concise and easy to use
- up to date (e.g. reflect organization or system change)
- accurate in definition or content
- available to all employees, managers and 3rd parties
- consistent with each other
- correctly labeled
- require any other changes (ownership, version)

Improvement

PSI shall improve the BCP through the application of preventive and corrective actions. Any preventive or corrective action taken shall be appropriate to the magnitude of the problems and commensurate with the business continuity policy and objectives. Changes arising from preventive and corrective actions shall be reflected in the BCP documentation.

Nonconformity and Corrective Actions

PSI shall take action to guard against potential nonconformities in order to prevent their occurrence. Corrective actions taken shall be appropriate to the impact of the potential problems.

PSI aim to prevent and correct incidents and potential non-conformances by implementing the following:

- The publication of policies and procedures.
- Regular risk assessments on internal information assets.
- Undertaking risk assessments on all third-party connections to the organization's assets.
- Undertaking risk assessments on proposed new systems and services.
- Ensuring all users are aware of Business Continuity issues.
- Monitoring system activity for potential abuse or attack.
- Regular reviews of Data Center facilities and other 3rd parties.
- Regular testing of Business Continuity Plans.
- Regular reviews of exercise results
- Analyzing the root cause of incidents to help ensure that they do not recur