



Listening. Learning. Leading.®

Educational Testing Service  
Rosedale Road  
Princeton, NJ 08541

PERSONAL & CONFIDENTIAL

April 19, 2011

**REVISED**

Mr. Stan W. Heffner

[REDACTED]

Westerville, OH 43082

Dear Stan:

It is a pleasure to confirm our offer to you for the position of Senior Leader, K-12 Assessment, reporting to John Oswald of the K-12 Assessment Division at a bi-weekly salary of \$6,923.08 (annualized \$180,000.00).

On your first day of work, August 1, 2011, please report to the Wood Hall Security entrance located at our Princeton Campus at 8:30 am. You will be escorted to the Strategic Workforce Solutions Reception area for your payroll orientation.

You will be receiving an email with an individual login username, password and a link to your onboarding portal. While navigating through the portal you will find links with benefit information, employment forms and policies, including the I-9. Please be certain to review, sign and print as instructed, the necessary documents prior to your first day.

The provisions of the Immigration Reform and Control Act of 1986 require that the I-9 form be completed by all new hires. On the reverse side of the I-9 form there is a list of the acceptable forms of identification from which you may choose. **Please review the instructions carefully regarding the I-9 documentation and bring the necessary identification with you to verify your eligibility for employment.**

Your benefits will be effective as of August 1, 2011. You will be eligible for three weeks of vacation per year plus seven days of personal time off (PTO). This year, a prorated amount based on your hire date will be available to you.

As a new exempt employee, you are eligible for relocation assistance in accordance with the ETS Relocation Policy and Guidelines. A Relocation Coordinator from Paragon Relocation Resources, Inc. will contact you shortly to start the relocation process.

You will be eligible to participate in ETS's Short Term Incentive Compensation (STIC) plan. STIC is a variable compensation plan designed to provide financial incentive for participants to exceed performance expectations that drive mission and business results. It includes senior non-officer staff that is directly accountable for strategy implementation and execution for the company or a major unit as designated by the senior Officer of that division. STIC payments are differentiated across participants based on results vs. objectives.

We recognize that you may have entered into a confidentiality agreement with a former employer. You have advised ETS that you have not disclosed and will not disclose any such confidential or proprietary information. This is to advise you that ETS has not requested, will not request, and does not require or expect you to disclose any confidential or proprietary information from a former employer in connection with your employment by ETS. ETS further advises you that disclosure by

you, directly or indirectly, of any such confidential or proprietary information in connection with your employment by ETS shall be grounds for termination of your employment by ETS.

You agree that it is your responsibility to maintain any such confidential or proprietary information in confidence and to decline to do anything that would result in disclosure thereof.

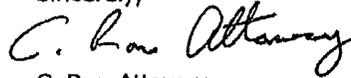
Full acceptance of ETS's offer of employment is conditional upon (1) verification of the information supplied in the Application for Employment which includes satisfactory reference checks and a credit and/or criminal background check, and (2) your signing this Offer Letter/Employee Agreement.

Nothing in this letter guarantees you a job at Educational Testing Service for any specified period of time, as Educational Testing Service is an Employer-at-Will.

We sincerely hope that you will find the work challenging and your association with colleagues and clients professionally stimulating. If you have any additional questions prior to your first day of work, please contact Megan Adams at 609-734-1933.

Please sign a copy of this letter accepting our offer and the Sterling Consent and Disclosure form and fax it back to me at 609-734-1900. Also, please include your birth date where indicated. This will help expedite the processing of your paperwork.

Sincerely,



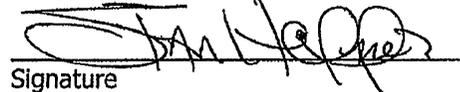
C. Ron Attaway  
Recruitment Director

CRA/vh  
Enclosures

cc: Maria Forrer  
Acting SWS Coordinator

I accept this offer of employment:

  
Print Name

  
Signature

July 13, 1952  
Birth Date

APR 25 2011  
Date