

ACN

Assessment Council News

Newsletter of the IPMA Assessment Council

February 2002

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IPMAAssessment Council

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A Message From Your President

by Donna L. Denning, President

Welcome to IPMAAC 2002! And Happy New Year!!!

Already, a lot is happening in IPMAAC...where to begin? "Thank you's" would be a good place.

IPMAAC Committees

THANK YOU to each Committee Chair and member. Déonda Scott of the City of Orlando has taken on the formidable task of Assessment Council News editor and promptly assembled an exemplary team of associate editors. Michelle Collins of Human Resources Development in Dallas is Conference Committee chair, and Kirk Smith with the State of Louisiana is Host Committee chair. Kudos to Bill Waldron of Tampa Electric Company, who continues to provide us all a great service with the IPMAAC website and has graciously agreed to continue as chair of the Electronic Communications Network. Also continuing in their positions are Lee Friedman of EDS Government Consulting Service for the Student Paper Competition, Ilene Gast of INS for the Innovations in Assessment Award, and Martin Anderson of the Connecticut Department of Administrative Services for the Professional/Scientific Affairs Committee.

Anne Soileau, of the State of Louisiana, will become IPMAAC's representative on the Bemis Board and Selection Committee after many years of serving on the Nominations end of the Bemis award process. You may have noticed that no Nominations responsibility has yet been assumed this year. I intend to make a recommendation to the Board of Directors that securing a Bemis award nominee become a responsibility of the IPMAAC president.

In the last IPMAAC Board of Directors meeting, a change for the Marketing/Publicity Committee from ad hoc to permanent status was approved, and chair David Hamill of INS has been instrumental in defining a new, expanded role for that committee (which is also likely to include a name change to reflect its functional change). Mabel Miramon of the California State Personnel Board, too, has agreed to chair a committee with an expanded role this year. Under her leadership, the Training Committee will not only coordinate delivery of IPMAAC training, but also, with the able assistance of Kris Smith, will be responsible for pre-conference workshops and, through the efforts of Vicki Quintero, develop a foundations track for the annual conference.

And last, but certainly not least, subsequent to his year as President, T.R. Lin of the LAUSD becomes Nominations/Bylaw Committee chair, and Harry Brull of PDI, as our President-elect (congratulations, Harry!) becomes chair of the

(continued on page 2)

Continuity Committee. Congratulations are also in order to the two new Board members elected, Jennifer French of Darany and Associates (glad to have you back, Jennifer) and Martin Anderson of the Connecticut Department of Administrative Services.

Thanks to each of these individuals should be emphatic and sincere, as it is through the work of the Committees that things really get done in IPMAAC.

IPMAAC Annual Conference

And speaking of the work of Committees, the 2002 IPMAAC Annual Conference professional and social programs are taking shape! The annual conference will be held June 30-July 3, 2002, in, what better place? New Orleans.

The keynote speaker will be Jerard F. Kehoe of AT&T, editor of a recent SIOP Professional Practice Series book entitled *Managing Selection in Changing Organizations* and a member of the current SIOP ad hoc Committee to revise its Principles for the Validation and Use of Personnel Selection Procedures. He has agreed to speak on the topic of "why all validity is validity generalization."

You will no doubt recall, if you were at the 2001 conference, what a highlight the presentation of New Orleans attorney Keith Pyburn was. In it, he showcased the April 2001 *American Psychologist* article by Sackett, Schmitt, Ellingson, and Kabin entitled "High-Stakes Testing in Employment, Credentialing, and Higher Education: Prospects in a Post-Affirmative Action World." So, following that lead, a forum of psychologists currently engaged in this line of research is being assembled, which will conclude with remarks of Keith Pyburn. (Yes, it's very unusual to feature one speaker two years in a row, but response to this idea attests to IPMAAC's extremely high regard for Mr. Pyburn...besides, how could we possibly ask him to traipse across the country every few years for a presentation, then ignore the opportunity to ask him to "walk across the street" this year? What was totally amazing was the graciousness and promptness with which our invitation was accepted.)

Let's not forget the social. We plan to repeat the #1 all-time-popular IPMAAC social, a short trip "across the river" for a fais do do. Haven't a clue? (If you were at the last one, you wouldn't have forgotten!) It's a unique Louisiana brand of entertainment, blending food, drink, music and dance. Of course, not just any of these, but gumbo, jambalaya, po-boys, hush puppies, Dixie beer, Cajun/Zydeco music, and two-stepping. Still confused? Visit www.nola.com and its many links for a primer. This is planned for Monday evening. Social events for the other nights are still being coordinated but, as promised, this will be a conference for learning and enjoyment!

Now, what about you?

Let's end with everyone's favorite: "involvement opportunities!" Really, it's great to have you as a member of IPMAAC, but I'd like it even better if you were to become involved beyond your membership alone. There are lots of ways.

Annual Conference - The Program Committee chair and members are busily at work planning the program, and your submission would be a welcome addition. I hope you already received the Call for Proposals but, if you didn't, it's available on the IPMAAC website. I'll admit the Call is somewhat long and quite detailed, but that's only for your benefit, so that you will know exactly what to do to develop and submit a proposal. The website also has a wonderful chat capability to allow you to hook up with others with similar interests, an outstanding way to turn a single paper presentation into a full-fledged panel or symposium. Not that anyone minds single paper submissions, but sometimes being part of a panel or symposium can make the whole experience less intimidating, and it will almost certainly be more rewarding.

Volunteer for a Committee - IPMAAC has many standing committees that would always welcome a new member. Depending on your interests, good places to start are: the ACN (Assessment Council News); the ECN (Electronic Communications Network); Professional/Scientific Affairs; or the Training Committee. As in most professional organizations, committee involvement is the training ground for elected offices. It's most often where members learn more about the organization and how it operates, first make a personal contribution, and gain the necessary visibility to succeed in running for elective office.

Candidacy for Office - Especially if you have some of the experiences outlined above, it may be time to consider running for office. Each year, IPMAAC members elect a new President-Elect and two members of the Board of Directors. Involvement at this level is an education for anyone, learning how a large, national organization operates and interacting routinely with some of the most accomplished people in your field.

Officers' Manual On-line - Still wondering what's for you or how to get started? Review the IPMAAC Polices and Procedures Manual on-line and get the details of participation.

And above all else, be sure to attend the annual conference...as an active participant. Attend sessions, chat with people at breaks, ask questions, and exchange ideas. Of course, don't ever miss a social event, where the situation is considerably more relaxed than the inevitable hectic pace of the conference, and you can really enjoy the company of your colleagues.—ACN

Practice Exchange

by Ilene Gast, Associate Editor

This month, we have a special article from the winner of the 2001 IPMAAC Innovations in Assessment Award. Our guest author, Dr. David Pollack, is the Director of Research and Development in the Office of Human Resources and Development at the U.S. Immigration and Naturalization Service (INS). The Research and Development Branch received the award for their innovations in assessing executive-level personnel at the INS.

If you are conducting a project that would interest the ACN readers, or if you know someone who is, please let me hear from you. I can be reached by telephone at (202) 305-0590, by fax at (202) 305-3664, or electronic mail at Ilene.F.Gast@usdoj.gov.

Competency-Based Executive Assessment at the U.S. Immigration and Naturalization Service

David M. Pollack, U.S. Immigration and Naturalization Service

Background

The 1990's brought about unprecedented growth in the mission and size of the U.S. Immigration and Naturalization Service (INS). In fact, since 1994 the number of INS employees has doubled, from 17,000 employees to 34,000 employees. Most of the increase in employment was at the entry-level; the agency hired thousands of additional Border Patrol Agents, Immigration Inspectors, and Adjudications Officers. However, with the increase in entry-level employees came a corresponding increase in the number of supervisors, managers, and executives.

To ensure that the agency made selections in a systematic, objective, valid, and fair manner, the INS formed the Research and Development (R&D) Branch in the Office of Human Resources and Development and hired 15 Industrial Psychologists to staff this office. R&D first implemented competency-based assessments to screen candidates for entry-level officer positions. Over 50,000 candidates complete these assessments each year. In 1997, R&D expanded the competency-based assessment process for use in filling supervisory and managerial positions throughout the INS. In 1998, the INS Commissioner, noting the great success of the entry-level and supervisory/managerial competency-based systems, asked R&D to implement an assessment process that could be used for the selection and development of executives.

Identification of Executive Competencies

In a large-scale job analysis study, the U.S. Office of Personnel Management (OPM) had identified the key competencies for effective performance as an executive

throughout the Federal Government. Rather than reinvent the wheel, R&D psychologists began with the competency model constructed by OPM and tailored that model to fit executive jobs at the INS.

R&D project team members conducted a full-scale job analysis, including shadowing executives as they performed their work, holding focus groups with executives, and conducting one-on-one meetings. Out of this work, four critical competency areas were identified:

- Thinking skills, which include strategic thinking, decision-making, and innovation
- Leadership skills, which include setting a vision, teaming, and leading others
- Communication skills, which include presentation skills, influencing/negotiating, and interpersonal skills
- Management skills, which include financial management, technology management, and developing and executing plans

Assessment of Executive Competencies

Candidates for executive positions at the INS participate in three assessments that measure the four critical competency areas:

- The *Executive Thinking Skills Exercise* presents candidates with samples of written materials that flow through the in-basket of an INS executive on a regular basis. The candidate reviews the written materi-

(continued on page 4)

Practice Exchange continued

als and evaluates the validity of conclusions that are based on the written materials. This exercise measures the logical reasoning, decision-making, and strategic thinking skills required for INS executive jobs.

- In the *Executive Judgment Exercise*, the candidate plays the role of an executive in a private or public sector organization. The candidate is provided with written materials that describe his or her organization and position within the organization. The candidate receives documents, such as letters, reports, newspaper articles, and messages that describe the complex issues that the organization is facing. The candidate reviews the materials and then prepares and presents a ten-minute briefing describing how he or she would handle the issues. R&D psychologists take notes and compare the candidate's presentation and presentation style to a detailed set of benchmarks. The candidate completes three of these exercises, which allows for reliable and valid measurement of the candidate's competencies.
- After the candidate completes the exercises, he or she participates in a *competency-based structured interview* that is developed by R&D. The interview is administered by the Executive Resources Board, which consists of the INS Commissioner, Deputy Commissioner, and Executive Associate Commissioners.

After all candidates for the position have completed the assessment process, R&D prepares an executive overview of each candidate's strengths and weaknesses. The executive overviews are presented by the Director of R&D to the Executive Resources Board, which then uses all information available (i.e., background, work history, performance in the interview, strengths and weaknesses) to make a final selection.

Developmental Feedback

R&D prepares and mails to each internal candidate a comprehensive, individualized developmental feedback report that contains all of the information presented about the candidate to the Executive Resources Board, plus much more detailed narrative information. Accompanying this is a Developmental Resources Guide, which contains developmental recommendations for each competency area measured in the Executive Assessments. Candidates may then complete training at the INS Leadership Development Center, which offers training courses centered around the four executive competency areas.

Evaluation of the Competency-Based Executive Assessments

The content and construct validity of the Executive Assessments have been documented thoroughly. In addition, a return-on-investment study conducted in 2000 found that the use of the Executive Assessments results in improved performance valued at over \$1,000,000 per year. This performance improvement comes from two sources. The first is the performance improvement that accrues because the most qualified candidates are selected through the valid assessment process. Second is the improvement in job performance by those who have taken advantage of the individualized diagnostic feedback.

The Executive Assessments have been very well received both by the Executive Resources Board and by candidates who have completed the assessments. The INS Commissioner has expanded the range of positions to be filled through the Executive Assessment process. In addition, numerous candidates have expressed to the Assistant Commissioner for Human Resources their appreciation of the process and the value of the diagnostic feedback.

If you would like more information about INS' Competency-Based Executive Assessments, please contact Dr. David Pollack at (202) 305-0081 or David.M.Pollack@usdoj.gov.—ACN

From the Editor

by *Déonda Scott*

Just a few quick thoughts as this is turning out to be a long issue. As you know, Beverly Waldron retired as the ACN editor after many years of devoted service. She richly deserves both the Clyde Lindley award she received for her work and the break she is beginning to enjoy. Many people have expressed their support saying things like "I'm so glad you'll be handling that, it's a job I'd never do." Gee, thanks. I begin this new venture hoping their imaginations exceed my naïveté.

A special thank you goes out to Ilene Gast and Mike Aamodt who agreed to continue as associate editors. Knowing they would continue in their roles went a long way in reassuring me this job would be doable. Welcome

to Karen Krauss who is making her debut as the Assessment Council Affairs associate editor. Jeff Feuquay will be taking a hiatus from the role of associate editor and guests will contribute to the Legal Affairs column this year. Our first guest contributor is Ines Vargas Fraenkel who provides us with an update on selection litigation important to us all.

This is the first issue of the newsletter that will be transmitted solely through electronic means. The paperless dream is finally becoming a reality. Please feel free to contact me with suggestions, comments, and concerns. I look forward to continuing to work with my IPMAAC associates and friends.—ACN

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IPMAAC Oral Examinations Seminar Available

In 1993, the International Personnel Management Association Assessment Council (IPMAAC) Training Committee began an effort to develop a professional seminar on structured oral examinations. Many IPMAAC members contributed time and information to the seminar development effort. Charles F. Sproule, Director of Sproule & Associates, completed the development of the seminar. The new seminar was offered in 2001 in Trenton, New Jersey for State personnel assessment staff. The seminar has since been conducted twice in Baltimore, Maryland as part of a six-course certification program for Personnel Assessment Specialists in Maryland State agencies.

The seminar contains an extensive amount of material, information, practical examples, and exercises to apply what is learned. Participants review the latest research findings, and receive many examples of the development and use of oral examinations. To help participants apply the instructional information, the job of a Personnel Assessment Specialist (PAS) is used in workshops throughout the seminar. For example, participants write critical incidents for the PAS job, develop different types of oral examination questions, develop rating scales and scoring standards based on job analysis data, train oral examiners on some of the topics covered in a workshop on "Selecting and Training Examiners," administer an oral examination, and rate candidate responses.

Following is a listing of persons who contributed to the preparation of the seminar by developing or contributing materials, or reviewing draft materials:

Nancy Abrams* - Fairport, NY (consultant)
Sue Christopher - State of Wisconsin
Bruce Davey - Bruce Davey Associates (consultant)
Roy Fales - State of New Jersey
James Johnson - State of Tennessee
Paul Kaiser - State of New York
Pat Maher - Personnel & Organizational Development (consultant)
Mabel Miramon - State of California, Personnel Board
Robert Schneider - State of Pennsylvania & MAPAC

Kris Smith* - Darany and Associates (consultant)
Charley Sproule* - Sproule & Associates (consultant)
Judy Trabert* - City of Rochester, New York
Joel Wiesen - Applied Personnel Research (consultant)
Mike Willihnganz* - State of California, Personnel Board
* IPMAAC Training Committee Chairs who led various stages of seminar development

Schmidt and Hunter, in a 1998 review of the validity of alternative measurement methods, found structured interviews to be one of the top three predictors of job performance. The 2000/2001 IPMA/NASPE "Recruitment and Selection Benchmarking Report" found that Oral Examinations were in the top three most frequently used selection methods in the jurisdictions surveyed (along with Written Tests, and Training and experience Ratings). Oral examinations were in the top three selection methods judged "most effective in identifying well-qualified employees." Based on the survey results, oral examinations were judged "most effective" for supervisory positions, management positions and senior executive positions.

On the following page is the content outline and schedule for the three-day Oral Examinations Seminar. The emphasis of the seminar is on the development of reliable, valid, job-related, fair, effective and efficient structured oral examinations.

The three-day seminar can be offered to a maximum of 25 participants.

A one-day summary version of the training is also available for organizations interested in summary information on effective structured oral examinations.

For further information on this professional training, or to arrange for a three-day seminar or the one-day Oral Examinations training program in your geographic area, contact Mabel Miramon, IPMAAC Training Committee Chair at (916) 653-1401 (email mmiramon@spb.ca.gov), or Kelli Sheets, IPMA Director of Assessment Products at (703) 549-7100 (email ksheets@ipma-hr.org).—ACN

Oral Examinations continued

Content Outline

Section	Topic	Day and approximate length
I.	Introductions and course overview	Day 1 am — 1 hour
II.	Overview of oral examinations <ul style="list-style-type: none">• Types of oral examinations and their benefits• When is an oral examination appropriate?• Combining an oral with other examination types• Research findings - validity, reliability, fairness, structure• Legal findings and guidance• Components of a structured oral examination	Day 1 am — 2 hours
III.	Job analysis for oral examination development <ul style="list-style-type: none">• Review of job analysis data for oral test planning• Factors commonly assessed in oral examinations• Selecting or developing rating factors or dimensions• Use of the critical incident technique• Critical Incident Exercise• Documentation• Some other uses of Critical Incidents	Day 1 pm — 3 hours
IV.	Oral test question development <ul style="list-style-type: none">• Types of oral test questions and situations, when to use them, advantages and disadvantages• Exercise - development of stimulus materials	Day 2 am — 3 hours
V.	Rating scales and scoring <ul style="list-style-type: none">• Alternative scaling and scoring methods• Exercise - development of rating scales and scoring standards	Day 2 pm — 3 hours
VI.	Selecting and training oral examiners <ul style="list-style-type: none">• Sources of raters and guides for selecting raters• Rater training - guidelines, topics, and examples• Rater training exercises	Day 3 am — 3 hours
VIII.	Evaluation of the oral examination <ul style="list-style-type: none">• Review of test statistics• Feedback and information on exam effectiveness• Examination review sessions	Day 3 pm — 1/2 hour
IX.	Other topics of interest to participants, and course evaluation and feedback <ul style="list-style-type: none">• Cost issues• Problems and solutions• Other topics• Course evaluation	Day 3 pm — 1/2 hour

**Check out IPMAAC
on the web!**
www.ipmaac.org

The website includes updates on the
2002 IPMAAC Conference
and much more...!

Major Update Completed of IPMAAC Training and Experience (T&E) Rating Seminar

According to recent surveys, training and experience ratings are used by almost all public organizations to screen and categorize or rank-order candidates for employment or promotion. Many organizations, however, are not aware of recent innovations in use of these methods, and rely on traditional point methods. Traditional point methods differ little from assessment procedures first devised almost a century ago!

The International Personnel Management Association Assessment Council (IPMAAC) has just completed a substantial revision to its Rating of Training and Experience (T&E) Rating Seminar. The three-day T&E seminar is designed to help assessment specialists introduce better T&E strategies in their organizations. The seminar includes examples of T&E methods, realistic hands on "projects" to develop methods, guidance on when to use the various methods, and tips for assuring successful implementation. Much practical advice has been added for practitioners based on recent experience in use of newer T&E methods.

Results of the IPMA/NASPE Benchmarking Report, and an IPMAAC survey on the topic of T&Es, are included as reference points. Many examples of T&E rating procedures, questionnaires and application supplements are included in the seminar Participant Manual. The examples are from many states (e.g., Alabama, Pennsylvania, New Jersey, Washington, Tennessee, New Mexico); local governments (e.g., Rochester, NY); and federal agencies (e.g., OPM). Many IPMAAC members contributed the best examples of their T&E work for use in this seminar.

The seminar is designed to be useful to assessment professionals at all levels. Basic concepts are reviewed, the most recent research evidence supporting use of T&Es is then described, followed by extensive coverage of minimum qualifications of education and experience. The T&E "point method" and the "improved point method" are reviewed, followed by in-depth coverage of grouping methods, self-report and self-rating methods, and behavioral consistency methods. The seminar is highly interactive, with discussion and feedback from the instructors and fellow participants.

continued next page



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T&E Rating Seminar continued

Designed to provide a comprehensive reference for participants to use and apply on the job, the seminar Participant Manual provides over 300 pages of guidance, reference materials, and copies of all seminar slides. It includes an extensive bibliography. Procedural manuals are provided for some T&E methods. Examples of web-based T&E information collection procedures are included in the manual.

The topic of developing and using minimum qualifications requirements (MQs) is covered in the three-day seminar. Recent research and methodologies for establishing MQs based on job analysis data are presented. After instruction on MQs, participants outline an assessment plan based on situational information and job analysis data. Participants develop an MQ as part of an assessment plan.

Participants review the results of four job analysis studies during the seminar and determine if selected T&E methods are or are not appropriate based upon the job analysis data for each occupation and contextual information. For some T&E methods (e.g., behavioral consistency), participants carry out part of the T&E development process during workshops or develop a T&E scoring plan.

Research evidence on validity and reliability of each T&E method is summarized. Information is presented on such topics as: how to develop and score a T&E of each type, the advantages and disadvantages of each method, when to use the method, when not to use the method, ease or difficulty for applicants, ease of development and scoring, type of questionnaire or application required, occupations or applicants for which each method is most appropriate, and how to improve upon the method.

The seminar concludes with a workshop on resource allocation strategies and determining when T&Es are appropriate. Participants are given situational information and job analysis data for two occupations in this workshop.

The seminar was initially developed by the three-person team of Nancy Abrams, PhD; James C. Johnson, PhD; and Ron Ash, PhD. James C. Johnson updated the seminar in 1991. Radford University students of Mike Aamodt,

PhD prepared some of the updated course materials. Nancy Abrams, James C. Johnson, and Charles F. Sproule (who served as team leader) carried out the seminar update and revision in 2001, relying on their experiences leading the seminar, and experience developing, evaluating and sometimes defending various methods, and significant new research guiding use of the methods. They benefited from the contributions of dozens of colleagues from local, quasi-public, state, and federal organizations as well as public sector consultants

The new training materials were tried-out last year in Trenton, New Jersey and in Baltimore, Maryland, as part of a six-course training curriculum for Personnel Assessment Specialists. Seminar materials were refined and finalized based on feedback from three try-outs of the updated seminar materials.

In addition to the three-day seminar, a one-day training course is available. Because of time limitations, the one-day training program excludes the topic of minimum qualifications requirements and the workshop exercises, but includes all key instructional information and reference materials. A separate one-half day training module on minimum qualifications requirements is available, as well as modules on specific topics. The seminar is designed in "modules" to allow flexibility in meeting the needs of all organizations. For example, a small organization might want an in-depth program covering only minimum qualifications and self-report/self-rating methods. These topics, including hands-on projects, could be covered in one day. Others might benefit from the half-day module on the behavioral consistency method, which is now known to be among the best of assessment procedures for certain occupations.

For further information on this professional training, or to arrange for the conduct of the three-day T&E seminar, the one-day training course, the one-half day training module on minimum qualifications requirements, or selected training modules, contact Mabel Miramon, IPMAAC Training Committee Chair at (916) 653-1401 (email mmiramon@spb.ca.gov), or Kelli Sheets, IPMA Director of Assessment Products at (703) 549-7100 (email ksheets@ipma-hr.org). —ACN

26th Annual IPMAAC Conference on Personnel Assessment

“Assessment Gumbo”

The conference
“Call for Proposals”
is available at
www.ipmaac.org



June 30 - July 3, 2002
New Orleans, LA

Call for Nominations: Stephen E. Bemis Award

The International Personnel Management Association Assessment Council (IPMAAC) is seeking nominations for the 2002 Stephen E. Bemis Award. The IPMAAC Board will review the nominations received, and make one nomination for the award to the Bemis Award Committee. Other professional organizations, as well as individuals, also can make nominations for the award. The award will be presented at the IPMAAC Annual Conference in New Orleans.

The Stephen E. Bemis Award is a unique award in that it is intended to reflect on both the tangible contributions that Steve Bemis provided to our profession AND on the open, caring attitude that characterized his personality. It was designed to serve as a perpetual reminder of the qualities that caused his colleagues to admire him.

First, and foremost, Steve Bemis was a practitioner – a practitioner who was deeply committed to the principles of merit and fitness. His primary concerns centered on the need to develop tests that were truly job related and did not unfairly discriminate against any group.

Steve's contributions were practical in nature. He improved upon job analysis techniques and published his results to assist his fellow practitioners. He recognized the extent to which evaluations of Training and Experience highlighted quantity as opposed to quality. Thus, he was one of the initial contributors to the Behavioral Consistency Method. He understood the impossibility of requiring employers to demonstrate empirical validity for all of their tests and joined the fight to elevate the status of content validity as a means for employers to validate tests. Steve also recognized the value of tests to management – and the need for management support. As such, he helped publicize the cost utility of employment testing.

Among his many attributes, Steve is most remembered for the friendship he generously gave to his fellow practitioners. He encouraged junior analysts to acquire more knowledge, and he motivated those who had been in the field for many years to share their experience. Practitioners from across the nation knew that when they called Steve with a technical problem, he would somehow find the answer or the person who had it. In other words, he cultivated networking before it became fashionable. Towards this end, he spearheaded the creation of the Personnel Testing Council of Metropolitan Washington (PTC/MW) that was an overnight success. He also made himself available to share his knowledge at countless professional conferences, conventions, and meetings throughout the country with seemingly tireless energy.

Individuals nominated for this award should be current or retired professionals who most nearly emulate the three primary qualities for which Steve Bemis is remembered:

1. Accomplished personnel measurement practitioners who are recognized for their on-going commitment to the principles of merit and fairness.
2. Professionals who have made an impact in the field by their practical contribution(s) that have either resulted in an improved or new procedure; and
3. Concerned individuals who are recognized for their commitment to assisting fellow practitioners, being available to them, and freely calling on them.

Unavoidably, the selection is affected by the quality of the submission. Those that provide minimum data cause the selection committee to rely more heavily on the knowledge of the committee members. Submissions that do not specifically explain how **all three** of the requirements are met are particularly disadvantaged because one requirement does not compensate for another. Nominees need not be members of the International Personnel Management Association Assessment Council.

Recipients of this award may have made an impact in the field by one contribution or by numerous contributions. The selection committee is less concerned with numbers than it is with quality.

There are many talented individuals who are highly respected in the field of personnel testing who deserve to be recognized for a myriad of reasons. There are other awards that are designed to recognize such areas as outstanding research or academic achievement. This award is intended to recognize those individuals who most closely mirror the three primary qualities that characterized Steve Bemis. This award is limited to persons who apply research in the practical arena and assist their fellow professionals.

To submit a nomination to IPMAAC please use the following procedure:

1. Submit a narrative that does not exceed four (4) pages of single spaced type.
2. On the first page include:
 - a. The name, address, telephone number, FAX number and Email address of the nominee.
 - b. The names, addresses, telephone numbers, FAX numbers, and Email addresses of two (2) individuals who are familiar with the contributions and personal qualifications of the nominee.
 - c. The name, address, telephone number, FAX number, and Email address of the person who prepared the nomination (if different from above).

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Stephen E. Bemis Award continued

3. On the remaining pages provide:
- a. A demonstration of the nominee's on-going commitment to the principles of merit and fairness in personnel assessment.
 - b. Examples of practical contribution(s) to the field of personnel measurement.
 - c. A description of how the nominee personally assisted fellow practitioners.

Please provide as much pertinent data as possible within the confines of the space permitted. It is advisable to include information regarding the results of the nominee's contribution(s) and actions, as well as a description of the contribution itself.

It is preferred that nominations be submitted by email in Microsoft Word format.

Individuals and other organizations can submit nominations directly to the Bemis Awards Committee, by March 31, 2002, care of:

Donna L. Denning
Personnel Research Psychologist
City of Los Angeles
700 East Temple Street, Rm. 320
Los Angeles CA 90012
Tel (213) 847-9134, Fax (213) 847-9189
ddenning@per.lacity.org —ACN

Stephen E. Bemis Memorial Award

Some Past Recipients

- 2001: Paul Kaiser
- 2000: Robert Guion
- 1999: James Johnson
- 1998: Donna Denning
- 1997: Doris Maye
- 1996: Jim Sharf
- 1995: Richard McKillip
- 1994: Wayne Cascio
- 1993: Anita Ford
- 1992: Nancy Abrams
- 1991: Barbara Showers
- 1990: Karen Coffee

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A Legal Brief

by Ines Vargas Fraenkel

The elements of a cognizable legal case for disparate impact have long been established. Most seminal opinions which developed and explained the applicable federal statutes as well as the rights, requirements and limitations, were authored in the 1980's when minority groups sought to have courts right the wrongs that resulted in their disproportionate exclusion from the work force. We all know now, how employment testing and selection changed as a result of those decisions and their results. The last decade has seen less though by no means less significant, disparate impact litigation. These days, most published court opinions reaffirm established precepts and develop discreet issues that arise out of a particular set of circumstances.

One such case is *Stout, et al. v. Potter, Postmaster General* (9th Cir. 2002), decided by the 9th Circuit Court of Appeals and just published on January 10. The appellate court was asked to review a decision of the lower court in my very own Northern District of California, where the trial judge had granted the defendant its Motion for Summary Judgment, thereby cutting off the plaintiffs' rights without trial.

Applicants were postal inspectors in the Postal Inspection Service, the law enforcement branch of the U.S. Postal Service, who sought promotions to five vacant Assistant Inspector in Charge (AIC) positions in various offices around the country. From a pool of 38 applicants, six were female and 32 male. Plaintiffs/Appellants were four female applicants who alleged disparate treatment and disparate impact due to denial of promotion on the basis of gender. Both claims were dismissed at the trial court level but their appeal was limited to the disparate impact cause.

A review panel initially screened all applicants on the strength of their supervisor evaluations and applications. They determined those most qualified and forwarded the names to a Selection Committee that then interviewed the short list and made the final hiring decisions. In this case, the screening panel identified 10 most qualified, all male. After interviews and due to early elimination of one position, four of the 10 men were made offers for promotion. So far, a fairly straight forward process with transparent challenge potential.

The interesting twist in this case was created by unexpected circumstances: the candidate who was offered the San Francisco promotion declined the position, the Inspector In Charge at that location was not satisfied with any of the individuals remaining on the short list, and

asked the screening panel to select additional prospects from the original pool. As a consequence, a second screening took place resulting in five additional candidates being forwarded for interviews, two of which were female. One of the women interviewed was ultimately promoted to the San Francisco position.

Once a lawsuit is filed, a plaintiff must have facts sufficient to establish a *prima facie* case before he can stay in court and get to trial. In most cases, this is not a difficult burden – in a disparate impact case, there must be a showing of a significant disparate impact on a protected class caused by a specific employment practice or selection criterion. *Wards Cove Packing Co., Inc. v. Atonio*, 490 U.S. 642, 656-57 (1989).

It bears noting that the District Court had found that the plaintiffs had not established a *prima facie* case, but it did so by looking at the final results of the promotion process or bottom line, reasoning that one out of six females were promoted compared to three out of 32 males. The 9th Circuit chose not to be too critical of the lower court's error but applied the correct legal standards to the facts and affirmed the dismissal. Citing *Connecticut v. Teal*, 457 U.S. 440, 452 (1982), it confirmed that "non-adverse results of the ultimate promotion decisions cannot refute a *prima facie* case of disparate impact at the dispositive interview selection stage." *Stout*, at p. 464. On appeal, the plaintiffs claimed disparate impact at the screening stage but argued that under *Teal*, analytical separation of the two screening rounds was also required.

The 9th Circuit would not go that far. It looked at the two rounds in the aggregate, asserted that "the results of the first and second screening rounds represent the outcome of the same selection practice that the postal inspectors challenge" and ruled that they "cannot be analytically separated for purposes of disparate impact analysis." *Stout*, at 465. The rationale focused on whether the stages or steps acted as a barrier to further consideration in the process. Clearly the screening panel step acted as a barrier to the interview stage, but there was no such barrier as between the first and second rounds of screening, since those not selected during the first screening process were nevertheless considered during the second one.

The court gave no importance to the fact that the second (saving) round was unplanned or limited to the filling of the San Francisco position, since neither intent nor motive are reviewed in a disparate impact challenge to a practice otherwise neutral on its face.

continued next page

A Legal Brief continued

As a municipal defense attorney, I am delighted with this opinion. After all, the 9th Circuit dictates law where I practice and a pro-employer bent is welcome. I do find the court's rationale persuasive, and I would have probably made the same arguments had I been the defense attorney in the case. Nevertheless, on a purely conceptual level, I cannot help but feel that there is something not quite right about kicking someone out of court on the basis that due to fortuitous and undeserved circumstances, the employer gets a chance to correct the disparate impact of a completed selection stage, after it has gone through the whole process and made its hire selections. This seems akin to looking at the bottom line of who is actually hired where there is no disparate impact, rather than at a particular step in the process where there is. In fact, I am not so sure that the 9th Circuit didn't do just that in this case.

It seems that had the court followed *Teal* literally, any single step in the selection process that had acted as a barrier to continuation in that process would be enough to

make the *prima facie* requirement. In fact, I would argue that the two 'rounds' should be seen as two separate hiring processes altogether – the first one to fill four vacancies and the second one to fill one for San Francisco, without regard to how the position happened to become available.

Ultimately, had the plaintiffs been given their day in court and the case tried, it is not likely that they would have prevailed – the opinion provides information that indicates that the screening criteria was job-related and gender neutral, and that the screening process would have withstood the challenge. —ACN

The author is Supervising Trial Attorney at the Oakland City Attorney's Office in Oakland, California. Her practice consists of municipal litigation defense, with emphasis in Labor and Employment. She was a presenter at the 2001 Annual IPMAAC Conference and is a first-time contributor to this Newsletter.

Technical Affairs

By Mike Aamodt, Associate Editor

This month's column answers a reader's question about O*NET, followed by a piece of HR Humor.

Question

*I understand that O*NET has replaced the DOT. Is there actually much difference between the two?*

Answer

The Occupational Information Network (O*NET) is a national job analysis system created by the federal government to replace *the Dictionary of Occupational Titles (DOT)*, which had been in use since the 1930s. O*NET is a major advancement in understanding the nature of work, in large part because its developers understood that jobs can be viewed at four levels: economic, organization, job, and individual. As a result, O*NET has incorporated the types of information obtained in such job analysis techniques as the Fleishman Job Analysis Survey (F-JAS), Job Components Inventory (JCI), and the Position Analysis Questionnaire (PAQ). A comparison of the information obtained in O*NET and the information obtained in selected job analysis methods is shown in Table 1.

O*NET includes information about the occupation (generalized work activities, work context, organizational context) and the worker characteristics (ability, work style, occupational values and interests, knowledge, skills, education) needed for success in the occupation. The O*NET also includes information about such economic factors as

labor demand, labor supply, salaries, and occupational trends. This information can be used by employers to select new employees and by applicants who are searching for careers that match their skills, interests, and economic needs.

Because the O*NET database is not scheduled for completion until 2004 (it will be updated annually), it is difficult to evaluate its effectiveness. However, it does look to be a big improvement over the DOT. I have been especially impressed with the efforts of the developers in using the strengths and theory of other job analysis methods.

An excellent article on the O*NET was recently published in *Personnel Psychology* (N. G. Peterson et al., 2001). Updated information on the O*NET can be viewed at www.doleta.gov/programs/onet/ and at www.onetcenter.org.

References

Peterson, N. G., Mumford, M. D., Borman, W. C., Jeanneret, P. R., Fleishman, E. A., Levin, K. Y., Campion, M. A., Mayfield, M. S., Morgeson, F. P., Pearlman, K., Gowing, M. K., Lancaster, A. R., Silver, M. B., & Dye, D. M. (2001). Understanding work using the Occupational Information Network (O*NET): Implications for practice and research. *Personnel Psychology*, 54(2), 451-492.

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Table 1 Comparison of O*NET with Other Job Analysis Methods

F-JAS = Fleishman Job Analysis Survey
 TTA = Threshold Traits Analysis
 JCI = Job Components Inventory
 JAI = Job Adaptability Inventory
 PPRF = Personality-Related Position Requirements Form
 PAQ = Positional Analysis Questionnaire
 JEI = Job Elements Inventory

	Job Analysis Method							
	O*Net	F-JAS	TTA	JCI	JAI	PPRF	PAQ	JSP
ABILITY								
Cognitive Abilities								
Verbal abilities	✓	✓	✓	✓			✓	✓
Oral comprehension	✓	✓	✓	✓			✓	✓
Written comprehension	✓	✓	✓	✓			✓	✓
Oral expression	✓	✓	✓	✓			✓	✓
Written expression	✓	✓	✓	✓			✓	✓
Idea generation and reasoning abilities	✓	✓	✓			✓	✓	✓
Fluency of ideas	✓	✓						
Originality	✓	✓	✓			✓		✓
Problem sensitivity	✓	✓						✓
Reasoning	✓	✓					✓	✓
Deductive reasoning	✓	✓						✓
Inductive reasoning	✓	✓						✓
Information ordering	✓	✓				✓		✓
Category flexibility	✓	✓						
Planning			✓				✓	✓
Decision making			✓	✓			✓	✓
Combining information							✓	✓
Quantitative abilities	✓	✓	✓	✓			✓	✓
Mathematical reasoning	✓	✓		✓				✓
Number facility	✓	✓	✓	✓			✓	✓
Use of length, distance, size, weight				✓			✓	✓
Memory	✓	✓	✓					✓
Perceptual abilities	✓	✓	✓					
Speed of closure	✓	✓						
Flexibility of closure	✓	✓						
Perceptual speed	✓	✓						
Spatial abilities	✓			✓				
Spatial orientation		✓						
Visualization	✓			✓				
Attentiveness		✓			✓			
Selective attention/concentration	✓		✓	✓		✓		
Time sharing	✓	✓		✓				
Psychomotor Abilities								
Fine manipulative abilities	✓	✓		✓			✓	✓
Arm-hand steadiness	✓	✓		✓			✓	✓
Manual dexterity	✓	✓		✓			✓	✓
Finger dexterity	✓	✓		✓			✓	✓

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Technical Affairs continued

	O*Net	F-JAS	TTA	JCI	JAI	PPRF	PAQ	JSP
Control movement abilities	✓	✓		✓			✓	✓
Control precision	✓	✓					✓	✓
Multilimb coordination	✓	✓					✓	✓
Response orientation	✓	✓					✓	✓
Rate control	✓	✓					✓	✓
Reaction time and speed ability		✓	✓	✓	✓			
Reaction time	✓	✓		✓				
Wrist-finger speed	✓	✓		✓				
Speed of limb movement	✓	✓						
Physical Abilities	✓							
Physical strength	✓		✓	✓				
Static strength	✓	✓		✓				
Explosive strength	✓	✓		✓				
Dynamic strength	✓	✓						
Trunk strength	✓	✓						
Endurance/Stamina	✓	✓	✓					
Flexibility, balance, coordination	✓	✓	✓	✓			✓	✓
Extent flexibility	✓	✓		✓				
Dynamic flexibility	✓	✓						
Gross body coordination	✓	✓		✓			✓	✓
Gross body equilibrium	✓	✓		✓			✓	✓
Sensory Abilities		✓	✓					
Visual abilities	✓	✓	✓					
Near vision	✓	✓		✓			✓	
Far vision	✓	✓					✓	
Visual color discrimination	✓	✓		✓			✓	
Night vision	✓	✓						
Peripheral vision	✓	✓						
Depth perception	✓	✓					✓	
Glare sensitivity	✓	✓						
Sense of color				✓				
Auditory and speech abilities	✓							
Hearing sensitivity	✓	✓	✓					
Auditory attention		✓	✓					
Sound localization	✓	✓						
Sound recognition							✓	
Sound localization							✓	
Speech recognition	✓	✓						
Speech clarity	✓	✓						
Other senses								
Sense of taste				✓			✓	
Sense of smell				✓			✓	
Sense of touch				✓			✓	
Sense of body movement							✓	

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Technical Affairs continued

F-JAS = Fleishman Job Analysis Survey
 TTA = Threshold Traits Analysis
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 JAI = Job Adaptability Inventory
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 JEI = Job Elements Inventory

Job Analysis Method

	O*Net	F-JAS	TTA	JCI	JAI	PPRF	PAQ	JSP
WORK STYLES								
Achievement orientation		✓		✓				
Achievement/effort	✓		✓			✓		
Persistence	✓	✓	✓					
Initiative	✓		✓					
Social influence		✓						
Energy	✓							
Leadership orientation	✓						✓	
Interpersonal orientation		✓						
Cooperative	✓		✓				✓	
Concern for others	✓						✓	
Social orientation	✓							
Tolerance			✓					
Friendliness							✓	
Sense of humor				✓				
Interest in negotiation							✓	
Adjustment	✓							
Self-control	✓						✓	
Stress tolerance	✓							
Adaptability/flexibility	✓	✓	✓		✓	✓		
Adaptability to change			✓		✓			
Adaptability to repetition			✓					
Adaptability to pressure				✓		✓		
Adaptability to isolation				✓				
Adaptability to discomfort			✓		✓			
Adaptability to hazards/emergencies			✓		✓			
Interpersonal adaptability					✓			
Cultural adaptability					✓			
Problem solving adaptability					✓			
Resilience		✓						
Conscientiousness	✓					✓		
Dependability	✓							
Attention to detail		✓					✓	
Integrity	✓		✓			✓		
Personal appearance			✓					
Work ethic						✓		
Independence	✓							
Practical intelligence	✓							
Innovative	✓		✓					
Analytical	✓							

continued next page

Technical Affairs continued

	Job Analysis Method							
	O*Net	F-JAS	TTA	JCI	JAI	PPRF	PAQ	JSP
SKILLS								
Basic content skills	✓			✓				
Active listening	✓			✓				
Reading comprehension	✓			✓				
Writing	✓			✓				
Speaking	✓			✓				
Mathematics	✓		✓	✓				
Science	✓							
Basic processing skills	✓							
Active learning	✓							
Learning strategies	✓							
Monitoring	✓							
Critical thinking	✓							
Problem-solving skills	✓		✓					
Problem identification	✓							
Information gathering	✓							
Information organization	✓							
Synthesis/reorganization	✓							
Idea generation	✓							
Idea evaluation	✓							
Implementation planning	✓							
Solution appraisal		✓						
Resistance to premature judgment		✓						
Planning			✓					
Social skills	✓							
Social perceptiveness	✓	✓						
Coordination	✓							
Persuasion	✓	✓	✓	✓			✓	✓
Negotiation	✓			✓			✓	✓
Instructing	✓						✓	✓
Advising				✓			✓	✓
Supervising							✓	✓
Service orientation	✓			✓			✓	✓
Oral fact finding (interviewing)		✓		✓			✓	✓
Oral defense		✓						
Public speaking				✓			✓	✓
Entertaining							✓	✓
Sales interest		✓						

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Technical Affairs continued

F-JAS = Fleishman Job Analysis Survey
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Job Analysis Method

	O*Net	F-JAS	TTA	JCI	JAI	PPRF	PAQ	JSP
Technical skills		✓						
Operations analysis	✓							
Technology design	✓							
Equipment selection	✓							
Installation	✓							
Programming	✓							
Testing	✓							
Operation monitoring	✓							
Operations and control	✓							
Product inspection	✓							
Equipment maintenance	✓			✓				
Troubleshooting	✓							
Repairing	✓							
Electrical/electronic		✓						
Mechanical		✓						
Tools		✓		✓			✓	✓
Map reading		✓		✓				
Drafting		✓						
Reading plans		✓		✓				
Driving		✓					✓	✓
Typing		✓						
Shorthand		✓						
Filing				✓				
Spelling		✓						
Grammar		✓						
Computer programming				✓				
Craft knowledge			✓					
Craft skill			✓					
Systems skills	✓							
Visioning	✓							
Systems perception	✓							
Identification of downstream consequences	✓							
Identification of key causes		✓						
Judgment and evaluation	✓							
Systems evaluation	✓							
Resource management skills	✓							
Time management	✓							
Financial resource management	✓							
Material resource management	✓							
Personnel resource management	✓							

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HR HUMOR

A rural police department was conducting a structured interview for the position of patrol officer when Gomer Pyle walked in. The interview panel first asked, "What is one and one?" to which Gomer replied, "11." Though that was not what the panel was looking for, they concluded that his answer had some merit and awarded him three of the five points.

The interviewers next asked, "What two days of the week start with the letter T?" Gomer replied, "Today and tomorrow." Again, it was not the top answer but they had to admit he was right and awarded Gomer another three points.

For the final question, the panel asked, "Who killed Abraham Lincoln?" Gomer thought for a minute, and then replied, "I'm not real sure." Because Gomer was the only candidate, the interviewers told him to go home and think about it.

On his way home, Gomer stopped at the barbershop to speak with his friends. "How did it go?" they asked. To which Gomer replied, "It must have gone well. It was my first day on the job and I'm already working on a murder case!" —ACN

IPMAAC Across the Nation – News of the Councils

Bay Area Applied Psychologists (BAAP)

On Monday, February 4, 2002, Shelley Zedeck will present "Predicting Lawyering Success: How and Why?" at Kaiser Permanente in Oakland, California. This discussion will focus on the use of the LSAT and the undergraduate grade point average to admit students to law schools. The BAAP sponsors a speaker once a quarter who delivers a presentation to its members. The location varies, but the format involves networking from 6 to 7 p.m., followed by the speaker's presentation at 7. BAAP speakers are typically leaders in the field and deliver interactive presentations with plenty of group discussion. Check the website at www.baaponline.org for the most current information on upcoming events, speakers, and topics.

Chicago Industrial/Organizational Psychologists (CI/OP)

The January 18, 2002 meeting focused on Career Opportunities in I/O Psychology. Upcoming meetings will be on March 1 and April 5 (topics TBA). The Annual Dinner Meeting will be held on June 6, 2002. CI/OP generally has Friday afternoon sessions from 1 to 5 p.m. featuring several speakers addressing a topic. Visit their website at www.iit.edu/~ciop/.

Metropolitan New York Association for Applied Psychology (METRO)

Harold Goldstein presented "g: Is That Your Final Answer?" at the January 16, 2002 meeting. Upcoming meetings include February 13, where Jim Smither will present "Effectiveness of Executive Coaching;" and March 12, where Elizabeth Kolmstetter and Paul Squires will present "National Skills Standard Board Project." Visit METRO's website at www.metroapppsych.com for additional information.

Mid-Atlantic Personnel Assessment Consortium (MAPAC)

The Winter 2002 MAPAC Meeting took place in Baltimore on January 30 through February 1 and included the following presentations: Sheila Schultz, Ph.D. presented "Development and Validation of a Competency Model;" Robert Ployhard, Ph.D. presented "Development and Construct Validity of a Measure of Adaptability;" Sigrid Gustafson, Ph.D. presented "A Conditional Reasoning Instrument to Identify Aberrant Self-Promoters;" James Outtz, Ph.D. presented "Development and Validation of a Firefighter Selection Battery;" James Sharf, Ph.D. presented "Minimum Qualifications Necessary for Successful Performance;" Nicholas Vasilopoulos, Ph.D. and Jeffrey Cucina presented "Factors Impacting Responses to Items on Self Report Measures;"

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News of the Councils continued

and David Hamill presented "Assessing and Computer-Scoring Job Experience."

Personnel Testing Council of Northern California (PTC/NC)

Planning for the PTC/NC's 2002 Conference is currently underway. As more information about the conference becomes available, their website, www.ipmaac.org/ptcnc will be updated.

Personnel Testing Council of Southern California (PTC/SC)

The purpose of the PTC/SC is to serve as a forum for the discussion of current issues in personnel selection and testing; to encourage education and professional development in the field of personnel selection and testing; to advocate the understanding and the use of fair and non-discriminatory employment practices; and to encourage the use of professionally sound selection and testing practices. For more information regarding luncheon meetings, workshops, or membership, please e-mail Bernadette Babasa at bbabasa@sempra.com or Liz Walker at tomliz@world-net.att.net.

Personnel Testing Council of Arizona

The PTC/AZ is hosting a full day workshop, "Developing and Validating Multiple Choice Test Items," conducted by Dr. Thomas Haladyna, Professor of Educational Psychology at ASU West on March 1, 2002. The workshop will be based on material from Dr. Haladyna's book, *Developing and Validating Multiple-Choice Test Items*, (2nd Edition, 1999). The workshop will be comprised of lectures, practical exercises and group discussions on developing test items, reviewing items, and evaluating item analysis results. For more information about this program or PTC-AZ, contact Vicki Packman, Salt River Project, at (602) 236-4595 or vspackma@srpnet.com.

Personnel Testing Council of Metropolitan Washington (PTC/MW)

Wanda Campbell presented "Practical Considerations Regarding the ADA and Employment Law at the January 9, 2002 meeting of the PTC/MW. The next luncheon will be on February 13 at Pier 7 Restaurant, Washington, D.C. (topic TBA). Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or ptcmw.org. Access PTC/MW's resource-rich website via IPMAAC's website for additional information.

Society of Human Resource Management (SHRM)

SHRM will be hosting several conferences/expositions in the first half of 2002. They include the Best Practices Conferences on February 26-27, 2002 in Naples, Florida; the global Forum 25th Annual Conference and Exposition on April 15-17; the Employment Management Association's 33rd Annual Conference and Exposition in San Francisco, California; and the 54th Annual Conference and Exposition on June 23-26 in Philadelphia, Pennsylvania. For topics to be presented and other information, please visit their website at www.shrm.org.

Society of Industrial/Organizational Psychology (SIOP)

SIOP will be holding its 17th Annual Conference at the Sheraton Centre Toronto Hotel in Toronto, Ontario Canada on April 12 - 14, with workshops on April 11. Registration is currently underway. For further information, visit their website at www.siop.org.

American Psychological Association (APA)

The APA will host its annual convention in Chicago this year on August 22-25. For more information, visit their website at www.apa.org as it is updated.

Western Region Intergovernmental Personnel Assessment Council (WRIPAC)

WRIPAC sponsored training on "Core-Item Writing" by Mike Willihnganz, and "Easier, Speedier and Still Valid" by Donna Terrazas on January 23 - 25, 2002 in Las Vegas, Nevada. Additional training will be held on April 2, in Napa Valley and September 18 - 20 in Pacific Grove, California (topics TBA). Additional information may be obtained via IPMAAC's website.

Western Region Item Bank (WRIB)

WRIB is a cooperative organization of public agencies using a computerized test item bank. Services include draft test questions with complete item history, preparation of "printer ready" exams, and exam scoring and item analysis. Membership includes 190 agencies nationwide. For more information, contact Kathryn Paget, (909) 387-5575.—ACN

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Upcoming International, National, and Regional Conferences and Workshops

Jan 18: CIOP Meeting. Career Opportunities in I/O Psychology. Visit their website at www.iit.edu/~ciop/.

Jan 26: WRIPAC Training Conference. Las Vegas, NV. Contact Mark Rau, (209) 297-2335.

Jan 30- Feb 1: MAPAC Winter Conference. Baltimore, MD. Visit the website www.ipmaac.org/mapac or call Amy Bauer at (410) 545-5609.

Feb 4-6: Association of Test Publishers Conference. "Computer-Based Testing." Carlsbad, CA. Contact: ATP, (410) 751-7171 or testpublishers.com.

Feb 13: METRO Meeting. Jim Smither, LaSalle University. "Effectiveness of Executive Coaching." New York, NY. Contact www.metroappspsych.com.

Feb 28-Mar 2: Society of Psychologists in Management Conference. San Diego, CA. Contact: Lorraine Rieff, (312) 655-1150 or www.spim.org.

Mar 1: CIOP Meeting. Subject TBA. Visit their website www.iit.edu/~ciop/.

Mar 1-3: I/O and OB Graduate Student Conference. University of South Florida, Tampa, FL. Contact: Tom King, tking@cs.com.

Mar 11-13: Society for HR Management. Employment Law and Legislative Conference. Washington, DC. Contact: SHRM, (703) 548-3440 or shrm.org.

Mar 12: METRO Meeting. Elizabeth Kolmstetter and Paul Squires of DOL. "National Skills Standards Board Project." New York, NY. Contact: www.metroappspsych.com.

Mar 24-27: Human Resource Planning Society Annual Conference. Miami Beach, FL. Contact: HRPS, (212) 490-6387 or hrps.org.

Apr 1-5: American Educational Research Association Annual Convention. New Orleans, LA. Contact: AERA, (202) 223-9485 or aera.net.

Apr 2-4: National Council on Measurement in Education Annual Convention. New Orleans, LA. Contact: NCME, (202) 223-9318 or ncme.org.

Apr 5: CIOP Meeting. Subject TBA. Visit their website at www.iit.edu/~ciop/.

April 11-14: Society for Industrial and Organizational Psychology Annual Conference and Workshops. Toronto, Canada. Contact: SIOP, (419) 353-0032 or siop.org.

Apr 15-17: Society for HR Management Global Forum. New York, NY. Contact: SHRM, (703) 548-3440 or shrm.org.

Apr 17-19: Employment Management Association Conference. San Francisco, CA. Contact: SHRM, (703) 548-3440 or shrm.org.

May 21-24: Organization Development Institute Conference. "What's New in OD". Contact: ODI, (440) 729-7419 or members.aol.com/odinst.

Jun 6: CIOP Annual Dinner Meeting. Subject TBA. Visit their website at www.iit.edu/~ciop/.

Jun 6-9: American Psychological Society Annual Conference. New Orleans, LA. Contact: APS (202) 783-2077 or psychologicalscience.org.

Jun 23-26: Society for Human Resource Management Annual Conference. Philadelphia, PA. Contact: SHRM, (703) 548-3440 or shrm.org.

Jun 30- Jul 3: IPMA Assessment Council Annual Conference. New Orleans, LA. Contact: IPMA, (703) 549-7100 or ipmaac.org.

Aug 4-7: American Statistical Association Conference on Multiple Comparison Procedures. Bethesda, MD. Contact: Peter Westfall, westfall@ba.ttu.edu or www.ba.ttu.edu/isqs/westfall/mcp2002.htm.

Aug 11-14: Academy of Management Annual Convention. Denver, CO. Contact: AOM, (914) 923-2607.

Aug 11-15: American Statistical Association. Annual Convention. New York, NY. Contact: ASA, (703) 684-1221.

Aug 22-25: American Psychological Association Annual Convention. Chicago, IL. Contact: APA, (202) 336-6020 or apa.org.

(Some of the information in this calendar was reprinted with permission from the PTC/MW Newsletter which was compiled by Lance W. Seberhagen, Seberhagen & Associates.

Karen Krauss is a Human Resources Analyst for the Las Vegas Metropolitan Police Department. If you have regional organization news or an item to add to the calendar, please contact her by e-mail at positive4ever@aol.com or by telephone at (702) 229-3978. —ACN

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About the ACN

The *ACN* is the official newsletter of the International Personnel Management Association Assessment Council, an association of individuals actively engaged in or contributing to the professional, academic and practical field of personnel research and assessment. The Council has approximately 700 members.

The *ACN* is published six times a year during the even months of the year. It serves as a source of information about significant activities of the council, a medium of dialogue and information exchange among members, a method for dissemination of research findings and a forum for the publication of letters and articles of general interest.

Submissions for Publication: Assessment Council members and others with letters or articles of interest are encouraged to submit materials for review and publication. Submission deadlines for 2002 issues are:

April: *March 1*

June: *May 3*

August: *July 5*

October: *September 6*

December: *November 1*

Articles and information for inclusion in the sections (*News of the Councils, Technical Affairs, Public Sector Practice Exchange*) should be submitted directly to the Associate Editor responsible for the appropriate section. Submissions may also be made to the Editor.

If you have questions or need further information please contact the Editor, Associate Editors, or IPMA.

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