

# ACN

## Assessment Council News

Newsletter of the  
**IPMA  
Assessment  
Council**

August 2002

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## President's Message

*Donna L. Denning*

### IPMAAC in New Orleans 2002 is history...

**B**ut I hope that all of you who attended enjoyed it as much as I did! Most special thanks to those who are the backbone of any conference: the presenters. The conference offered a wide range of presenters, topics, and session formats. There were lofty theoretical discussions to really give you something to ponder; and practical, nuts-and-bolts descriptions to take home and put to use. I made a point of checking out as many sessions as possible—even if for a short time—and found it particularly gratifying that all session types were well attended. While the attendance at some sessions may have been sparse, remember that it's often the topics with a "specialized" appeal that draw the most enthusiastic audiences. Members appreciate having a session that speaks especially to them.

A hearty "thank you" also goes to the Conference Program Committee. Through the expert coordination of its chair, Michelle Collins, members of this committee were active every step of the way in producing the conference program. The Host Committee, with its chair Kirk Smith, was also very active and involved throughout the year, culminating in their unsurpassed contributions at the conference. The huge bag of goodies was generous and had something for everyone, from the specially-created cookbook to tasty treats, to pens, pads, and pins, and, of course, Mardi Gras beads for all!!! And perhaps an even greater contribution was their carefully planned, full-time staffing of the Host Table. It's quite a sacrifice to give up precious conference time to act as hosts to one's City. Be assured that it was much appreciated by all who stopped by (which I'm sure was just about everyone).

Finally, thanks to all who attended. And to those who were not so fortunate, we missed you, but please share in some of the conference by visiting the IPMAAC website where papers or handouts are available for many of the presentations.

### And we all begin looking forward to next year in Baltimore...

...for another great conference. That's right, great seafood at the IPMAAC Conference two years in a row, as plans are already underway for IPMAAC 2003 at the Holiday Inn Inner Harbor in Baltimore, June 22 through 25. President-Elect Harry Brull has appointed Ilene Gast and Amy Bauer as Program Committee co-chairs and Chris Connelly and David Orr as Host Committee co-chairs. I'm sure we'll all be hearing more from them soon.

*(continued on page 2)*

### **On another note...**

...the IPMAAC Board had a long but productive meeting on June 30. Among the topics receiving the most discussion was training, where I'm pleased to report that much is happening. You'll be hearing from Training Committee chair Mabel Miramon. The Professional/Scientific Affairs Committee was also discussed at some length, specifically the need for a definition of its structure and duties (provided in the

Policies and Procedures Manual for all other committees). I'm pleased to report that this effort is already in progress.

A newly-configured committee, Membership and Committee Services (which was formerly Marketing/Publicity) was also discussed and its role better defined. In addition, the Past-President was named chair of the Regional Relations Roundtable to provide continuity in this position, and the

Past-President will also assume some responsibilities of coordination with IPMA and its sections. Finally, it was decided to try a new cycle for Bemis Award nominations. Nominations will be solicited prior to the October Board meeting where they will be voted upon.

So, as always, IPMAAC remains very active, and you'll be hearing from us again soon.—ACN

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## **The 2002 Stephen E. Bemis Memorial Award Presented to Harry Brull**

On July 2nd at the IPMAAC Conference in New Orleans, the 2002 Stephen E. Bemis Memorial Award was presented to **Harry Brull**. This unique award serves as perpetual reminder of those qualities for which Steve is so fondly remembered—the tangible contributions that he provided our profession and the open, caring attitude which characterized his personality.

### **Nominees for the Bemis Award are recognized as:**

- accomplished personnel measurement practitioners dedicated to the principles of merit and fairness;
- professionals who have made an impact in the field by their practical contributions; and,
- concerned individuals who are known for their commitment to assisting fellow practitioners.

Here's what Bruce Davey, the 1989 recipient of this award, has to say about Harry, "I can't think of a more deserving person to receive the Bemis Award. I can think of no-one who has contributed more to the personnel assessment field in the way of time, resources, expertise and energy than Harry has over an extended period."

Harry is commonly recognized as one dedicated to merit system principles. One IPMAAC member wrote, "Mr. Brull is a superbly accomplished personnel measurement practitioner who is deeply committed to the philosophy of merit and fairness. Harry promotes sound and innovative assessment practices. He can always be counted on to come up with and share something new. He unflinchingly pursues the 'new' without ever sacrificing the technical merit of his work."

Mr. Brull has designed and supervised more than 5,000

public sector selection procedures. Much of this work has included research, development, and implementation of a wide variety of "alternative" selection procedures, that is, measures that broaden the range of job-related personal attributes assessed in the selection process while also reducing its adverse impact.

He has published reports and papers on a wide variety of issues, including employee selection, psychological testing, the ADA, privacy, behavioral interviewing, workplace violence, executive development, reducing turnover and many others.

Harry is a frequent speaker at conferences oriented toward the assessment practitioner—including IPMA, IPMAAC, WRIPAC, MAPAC, and all the PTCs. As one WRIPAC member put it: "Harry is a contributor. Despite a very busy schedule, Harry always accepts invitations from professional organizations to speak. He will completely inconvenience himself often piggy-backing trips to facilitate scheduling (and for cost-savings), just so he can contribute."

The reason Harry is in such demand is that his presentations are always topical, technically sound and certain to contain a large element of humor. In fact, his presentations reflect Harry's approach to life in general. For example, some of his titles include:

- "Hiring the 'Right Stuff': Innovative Ways to Hire Creative People."
- "Employee Retention: Keeping the 'Right Stuff.'"
- "Hiring the Boss."
- "New Stuff in I/O (In-baskets and Orals)."
- "The Only True Aphrodisiac is...Alternatives to Written Testing."

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## *Stephen E. Bemis Memorial Award continued*

- “Should we use a written instrument? asked Tom testily.”
- “Will They Wig Out?—The prediction of workplace violence.”

Naturally, Harry is a solid contributor to the administration of professional associations. He has served as chair of IPMAAC’s monograph committee; been IPMAAC’s representative to the Bemis board and selection committee; been a member of IPMAAC’s Board of Directors; and, will be IPMAAC’s president in 2003.

Mr. Brull has made innumerable practical contributions that have resulted in new and improved selection procedures. Much of this work has focused on the especially difficult challenge of developing assessment procedures for supervisory, managerial, and executive positions. But Harry is equally well known for many other practical contributions:

- He is a staunch proponent of behavioral consistency interviewing and trained over 100,000 interviewers in the technique.
- He pioneered the use of written simulations using latent image technology for personnel selection.
- He designed the Promotability Index, a reliable and valid method of factoring past performance into promotional decisions.
- He engineered a new, item-based approach to in-basket scoring which dramatically improved reliability and shortened scoring time by two-thirds.

The extensive list goes on. But, all of Harry’s activities can be described as practical, innovative and pioneering.

Steve Bemis is perhaps most fondly remembered for the friendship, encouragement and assistance he so generously gave to his fellow practitioners. This award historically goes to those who not only possess great expertise but who share it, and share of themselves, to move the whole field forward. It is perhaps in this trait that Harry most closely resembles Steve. Here are a few quotes from some of the many individuals that Mr. Brull has helped over the years:

“Harry exemplifies the consummate professional who is enthusiastically willing to share information to further the field of personnel assessment while supporting the tenants of merit, fairness, and integrity.”

“His accessibility and willingness to share information is widely recognized as one of Harry’s distinguishing characteristics.”

“When asked for assistance, Harry always goes the extra mile to provide expertise, suggestions, and documents without hesitation.”

“Harry reaches out to others in our profession. There is absolutely no one who goes out of their way more than

Harry to make conference new-comers feel welcome; Harry makes a point of connecting with others and making them feel a part of the organization.”

“Especially appreciated is his typical sign-off after he has responded to an inquiry on the IPMAAC discussion list: ‘I hope this is, in some way, helpful. If there is anything else I can do, feel free to contact me at...’ thus making himself available to the individual posing the initial query off-line.”

“Whenever I need some advice or information, Harry will, without hesitation, forward me the material I requested or even call someone else himself to get the information I ask for if he does not know the answer.”

There is an Italian adage that talks about those things that bring quality to life. It goes, “The egg of the hour, the bread of the day, the wine of the year, and the friend of thirty years.” Congratulations to our friend of many years, Harry Brull, the 2002 recipient of the Bemis Award—Steve Bemis would be delighted.

The Board of Directors for the Stephen E. Bemis Memorial Award, which is responsible for selecting the award recipient, had a very difficult task this year. Along with Harry, three other outstanding and deserving individuals were nominated for this year’s award—Reginald Goodfellow, Joyce Hogan, and Michael Willihnganz.

**Dr. Reginald Goodfellow** is certainly no stranger to anyone in the personnel assessment community. For over 25 years, he has been an active member in a number of professional associations including the American Psychological Association, the Society for Industrial-Organizational Psychology, Worldat Work and the Western Psychological Association. Also, he is a past president of PTC/NC.

Beyond supporting these professional organizations, Dr. Goodfellow is recognized as an expert in the field of personnel selection. He is always willing to share his knowledge and expertise with others through his talks, his contributions to professional journals and his book publications. He has been a reviewer for the *Journal of Applied Psychology* and is the co-author of *Employment Law: Essays, Cases and Further Readings*. Over the years, he has given over two hundred speeches and training sessions on all aspects of selection including job analysis, written test development, simulation tests, interviewing, utility analysis, etc. This short list clearly illustrates the length and breath of Dr. Goodfellow’s interests and contributions.

Even with his busy schedule, Reggie finds the time to use his extensive education and background to provide real and practical contributions to the field of personnel measurement. A few highlights of his prolific practical contributions are:

In 1975 he, along Bob Guion and others made a semi-  
(continued on next page)

nal presentation on content validity, expert judgment, and procedural job relatedness. This presentation started the intensive examination of the use of content validity. His interest in the area has not waned. He has been a tireless proponent of the use of systematic job analysis methods to support the development of equitable selection devices.

Dr. Goodfellow was involved the development of one of the first task-based physical performance simulations ever implemented for firefighters. This technique is now in wide use for physical performance testing situations.

Reggie has also systematically evaluated the impact of different types of information and layout on the attractiveness of job ads to potential applicants. Clearly this is an area we should all be paying much attention to in this era of Internet recruiting—Dr. Goodfellow was there long before the rest of us.

Dr. Goodfellow's reputation doesn't stop with his contributions to the practicing assessment community. He is recognized in other fields, both in the United States and abroad. He has been voted Outstanding Teacher in the College of Business Administration. He has also acted for many years as coordinator of an exchange program that allows U.S. and British students to study HR related courses in different cultural settings.

This quote, from PTC/NC clearly summarizes why Reginald Goodfellow is a worthy nominee for the Bemis Award.

“Overall, Professor Goodfellow is well known in the professional community for his willingness to help individuals and groups expand their knowledge of selection and assessment issues, and regularly presents at both professional and student association meetings. He gives his time freely and willingly to further the goals of the profession, and has earned respect from all who have come in contact with him over the years.”

**Dr. Joyce Hogan's** nomination for this Award was submitted by the Personnel Testing Council of Metropolitan Washington. In that submission, three qualities clearly associated with Joyce shone through: innovative, pioneering, high-quality work; commitment to the assessment profession; and, making a difference.

With a background as a research scientist, an academic, and a consultant, Dr. Hogan brings a range of professional perspectives to the development and use of assessment procedures. Her contributions are both significant and practical.

In the early 1970's women were almost categorically excluded from physically demanding jobs; employers risked litigation for unfair employment discrimination practices related to gender; and, personnel psychologists had no methods for assessing the job-related physical abilities of applicants.

Dr. Hogan rose to this challenge. She developed job analysis methods for the physical requirements of work. She constructed tests for assessing physical abilities. She developed appraisal criteria for evaluating physical work. Her activities revolutionized the practice of personnel selection for physically demanding jobs.

As one colleague so aptly states, “Joyce has probably done more to advance the employment of women in physically demanding jobs than almost anyone else in applied psychology.” As a result of her efforts, “women now have access to jobs from which they had been denied employment as recently as five years ago.” This has been a huge contribution of tremendous practical significance.

However, Dr. Hogan may be best known for her role in shaping the way the profession views personality assessment. Until the last decade or so, critical reviews concluded that personality measures lacked validity and, therefore, were not recommended for use in personnel selection. Joyce worked to refute this view. Some of the highlights of her work in this area include:

She developed assessment methods, criterion-related validation studies, and large-scale meta-analyses that have served to expand the use of personality assessment in employment settings. And, she is the co-author the widely used *Hogan Personality Inventory* as a predictor of the non-cognitive aspects of job performance.

Dr. Hogan is a scholar, an author and a mentor. Her research has been presented in numerous professional publications; she currently serves on the editorial board of four psychology journals; and, she served as the editor of *Human Performance* for a number of years.

Joyce's practice of developing others is an integral part of her history and clearly reflects the sharing quantity so dearly associated with Steve Bemis. A former student, and now a renowned member of the assessment community says, “Joyce tends to foster long-term commitments as part of her interest in their personal development as well as the continued impact of psychology in public life.”

Another of Dr. Hogan's colleagues has said, “Although she has developed and validated many tools for use in selection, she has also influenced the way these assessments are used in the workplace. Her assessment work emphasizes validity, reduction and/or elimination of adverse impact, and real-world problem solving.”

It is through professionals like Dr. Joyce Hogan that the legacy of Steve Bemis lives on.

**Dr. Michael Willihnganz** is known for his consistent dedication to developing innovative selection procedures, to researching issues of importance to the practicing testing community, and to sharing his expertise with others. Also, he has an unflagging commitment to promoting merit-based assessment.

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*Stephen E. Bemis Memorial Award continued*

This short quote succinctly captures the how his colleagues feel about Mike. “Dr. Willihnganz has clearly and repeatedly shown that he is in fact one of those rare gifts to our profession.” How wonderful to be considered a “rare gift.” And, how true it is of Mike.

With two Masters Degrees and a Doctorate, Dr. Willihnganz is a well-educated man. But Mike has dedicated his academic talents to the improvement of practice. He has conducted research on interview scores, performance motivation and the test environment, low-fidelity simulations for supervisory assessment, and T&E instruments.

Through his work with a number of different agencies, Dr. Willihnganz has been able to blend his scholastic proclivities with his on-going commitment to the principles of merit and fairness. The practical aspects of his work is most recently evidenced by the large number of California operating agencies that have integrated low-fidelity simulations into their examination programs. Mike has also recently initiated work in personality assessment that will most likely lead to the introduction of this assessment tool in an applied setting.

But Dr. Willihnganz’s efforts do not stop at the university or at work. He is perhaps best known for his work in developing and presenting training courses in the areas of job analysis, item writing and item analysis — the cornerstones of professional testing practice. Mike has literally trained thousands of individuals throughout the country and done so with enthusiasm for the subject, good humor and a giving personality.

He is the author of *Job Analysis Made Easy* as well as

several monographs including: *Multiple Choice Exams, Measures of Training and Experience, and Performance Tests.*

Another quote in homage to Mike, “Whether through direct contributions such as training or the low-fidelity simulation instrument or through being a valuable friend and professional contact, Dr. Willihnganz has impacted a tremendous number of people in our field.” Truer words are rarely spoken.

Clearly, Mike dedicates himself to the professional development of others; however, he also spends a considerable amount of time contributing to organizations within our profession. He has played a significant leadership role in a number of assessment oriented organizations including stints as: WRIPAC President, IPMAAC Board of Directors, IPMAAC Conference Program and Training Committee Chair, Associate Editor for the Assessment Council News, Co-chair of IPMA’s Certified Professional Examination committee and, Member, Board of Directors of PTC/NC. The list goes on.

Here is another quote about Dr. Willihnganz and why he is an excellent nominee for the Bemis Award.

“It is rare to find an individual with such dedication and enthusiasm that they contribute on an on-going basis, often on their own time and at personal expense. Dr. Willihnganz is one of those people whose love of the profession and joy in sharing it with others makes us all richer.”

Congratulations to Reginald Goodfellow, Joyce Hogan, and Michael Willihnganz on your well-deserved nomination.—ACN

**Check out IPMAAC on the web!**

**[www.ipmaac.org](http://www.ipmaac.org)**

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

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## IPMAAC Nomination for the 2003 Stephen E. Bemis Award

The Board of Directors is soliciting suggestions from members for its consideration in determining IPMAAC's 2003 Stephen E. Bemis Award nominee. Suggestions will be reviewed at the October Board of Directors' Meeting when the Board determines its 2003 IPMAAC nominee for submission to the Bemis Memorial Award Selection Committee. The award will be presented at the 2003 IPMAAC Annual Conference in Baltimore.

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.

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.

Please submit your suggestions to the IPMAAC Bemis Award Nominations Committee chair by September 30, 2002.

Howard Fortson  
Bemis Award Nominations Committee Chair  
CPS  
241 Lathrop Way  
Sacramento, CA 95815  
e-mail: [howard@cps.ca.gov](mailto:howard@cps.ca.gov)—ACN

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# News From the IPMA Executive Council

*David A. Dye, Ph.D.*

IPMAAC's role and support to our parent organization continues to grow. Here are a few highlights of recent activity and accomplishments:

With respect to professional development, IPMAAC continues to support IPMA in a variety of professional development activities. Due to the efforts of Charles Sproule and many others, the updated courses in Oral Exams, Job Analysis, Training & Experience Ratings have been made available through IPMA's Skill Series. Each of the 3-day courses was condensed into a one-day survey course suitable for a broader audience. The last course, Exam Planning, is expected to be available later this year. All courses will be sold both individually, and in multi-day formats. IPMA and IPMAAC will share equally in the net revenue. Exam Planning will be offered as a pre-conference workshop at the 2002 IPMA Conference in October.

As you may know, IPMA is publishing a new Workforce Planning Guide for Public Sector Human Resource Professionals. Along with Oscar Jackson from the State of Oklahoma, I was fortunate to co-chair the committee responsible for developing the Guide. I also presented workshops on workforce planning at the Western Region conference in April as a sponsored IPMAAC speaker and at the Central Region in June. Look on the IPMA web site for publication details.

I am pleased to say that IPMAAC will be well represented at the October IPMA conference. The following individuals are giving presentations:

- Charles Sproule, Planning Hiring and Promotional Assessments, Sunday, October 20, 8:30-4:30
- Kris Smith, Selecting the Best: Planning and Administering Effective Oral Examinations, Sunday, October 20, 8:30-12:00
- Michael J. O'Brien, Assessing Organizational Culture, Sunday, October 20, 12:30-4:00
- Martin Anderson, Workforce Planning on Both Sides of the Border: Canadian and US approaches to Addressing Future Government HR Needs, Monday, October 21 at 11:00 am.
- Marilyn Gowing, Competency Modeling and Measurement in HRM: Do You Know Where Your People Stand? on Wednesday, October 23 at 11:15 am.

Good news for IPMAAC members with agency memberships to IPMA. Previously, IPMA agency members were permitted to have an equal number of section members depending on their agency level. For example, if an agency paid \$599 for 4-6 members, then that agency was only allowed to have up to 6 members. IPMA staff recommended and the Executive Council approved a change that allows agency members to sign up an unlimited number of section members as long as the agency remains an IPMA member. This should help ease the change that IPMAAC experienced when IPMA restructured its membership criteria.

A recommendation was put forth to change IPMA's name to International Public Management Association for Human Resources (IPMA-HR). It was noted that this proposed change would better identify the public sector focus of the Association and would substitute "human resources" for "personnel." There was a positive response to this suggestion and the Executive Committee believes that the Association should move forward with a possible name change. To change the Association's name would require an amendment to the bylaws. To amend the bylaws, the proposed change needs first to be approved at the annual business meeting that is held in conjunction with the International Training Conference in October. If approved by the membership in attendance at the annual business meeting, a mail ballot of the entire membership must be conducted. The bylaws amendment is approved if a majority of the members who return their ballots vote in favor of it. The membership needs to have at least 30 days notice of the intent to vote on a bylaws amendment at the annual business meeting. This would require that the notice be published no later than the September issue of IPMA News. IPMA will be discussing the proposed name change with the IPMAAC Board of Directors.

Finally, I am pleased to report that Paul Kaiser has been voted to succeed me as IPMAAC's representative to the council. Congratulations to Paul as he begins his three-year term in January 2003!

The next Executive Council meeting will be held in Ottawa in October 2002. Please let me know of any items to bring up for discussion.—ACN

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# Major Update Completed of Three-Day IPMAAC Examination Planning Seminar

The International Personnel Management Association Assessment Council (IPMAAC) has just completed an extensive update and revision of its three-day seminar on Examination Planning. The seminar provides guidance on planning and developing employment and promotional assessments. It focuses on increasing the efficiency, productivity, appropriateness and defensibility of the examination process. It includes an extensive review of alternative assessment methods, case studies, examination planning forms, references, and other aids. Organizations from throughout the United States provided information on their best practices for use in the seminar.

Seminar participants are instructed on what job analysis information is needed for examination planning. Participants apply this instruction by reviewing and critiquing two completed job analysis studies.

The seminar reviews alternative assessment methods, including their advantages, disadvantages, relative costs, expertise required for development and administration, validity, reliability, adverse impact, types of requirements best assessed, and other data. Assessment methods reviewed include: minimum qualifications requirements; ratings of training and experience; bio-data; written tests; oral examinations; assessment centers; performance tests; physical and medical examinations; personality tests; interest tests; performance appraisals; probationary periods, as well as other assessment methods. Seminar participants share their experiences in use of each assessment method. Participants receive a valuable chart that compares assessment methods on the criteria discussed in the seminar, and a list of references for each assessment method.

Extensive guidance is provided to participants on deciding “what to measure” and “how to measure.” The seminar manual includes examples of examination planning forms and completed examination plans. The examples are for different occupations and are from a wide variety of organizations, including the State of California (Energy Analyst), the State of New Jersey, the U.S. Immigration and Naturalization Service (Supervisory Border Patrol Agents), the City of Bridgeport Connecticut

(Fire Lieutenant), and the International Personnel Management Association (Firefighter test). The focus of this segment of the training is on how to document and explain the job-relatedness of examination procedures, meet legal requirements, and meet the provisions of new professional testing standards.

Participants are given instruction on how to obtain information on various measurement approaches, how to evaluate research, how to find out about commercially available tests and test services, how to evaluate existing examination materials, and how to decide on use of a commercial test vs. developing their own custom-made test.

Participants receive guidance on developing and administering an assessment program, including test development steps, using the measures, sequencing them, scoring, setting passing scores, weighting and combining measures, and methods of test score use.

On the last afternoon of the three-day seminar, participants receive instruction on how to document the examination plan and plan for test development. Then, seminar participants plan two assessment programs based on job analysis information. Seminar instructors provide feedback on the completed examination plans.

Many examples of efficient assessment methods and a variety of case study materials are included in the 282 page seminar Participant Manual.

The examples of efficient methods include simplified training and experience rating procedures, and information on application of technology to assessment, such as use of computerized testing, on-line applications, and electronic document processing and storage. Examples of efficient methods are based on the experience of the State of Pennsylvania, Aon Consulting, Santa Barbara County California, the State of Washington, and Riverside County California.

The seminar update was led by Charley Sproule, Director of Sproule and Associates. The seminar update team included Bruce Davey, Director of Bruce Davey Associates, and Nancy Abrams, Ph.D., Personnel Measurement Consultant. This same three-person team

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*IPMAAC Examination Planning Seminar continued*

developed the initial version of this successful IPMAAC seminar. Many IPMAAC members contributed information and examples of their best work for use in the seminar. Radford University graduate students of Dr. Mike Aamodt prepared some of the updated course materials.

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

A one-day version of this updated three-day seminar is

also available. The one-day seminar summary was offered as a pre-conference workshop at the 2002 IPMAAC Annual Conference on Personnel Assessment in New Orleans Louisiana, and will be offered at the 2002 IPMA Human Resource Management Conference in Ottawa Canada.

For further information on this professional training, or to arrange for the conduct of the three-day or the one-day Examination Planning training program in your geographic area, contact Mabel Miramon, IPMAAC Training Committee Chair at (916) 653-1401 (email [mmiramon@spb.ca.gov](mailto:mmiramon@spb.ca.gov)), or the IPMA Director of Assessment Products at (703) 549-7100.—ACN

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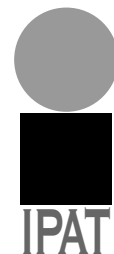
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# Technical Affairs

## If I Retake the Exam, Will I Score Better?

A question often asked by applicants or students failing an exam is, “If I retake the exam, will I score better?” The answer to this question depends on three factors: test taking conditions, attempts to improve, and the test’s standard error of measurement.

### Test Taking Conditions

It may be that applicants believe their test scores are low due to circumstances surrounding the test. For example, applicants who were ill, unusually tired (e.g., “ I hadn’t slept in two days”), or distracted (e.g., going through a divorce, grieving over the death of a family member) may legitimately believe that had they been thinking more clearly, they would have scored better on the test. A related explanation for a poor test score is that an applicant might be taking a certain type of test for the first time and was confused by the format.

For such applicants, retaking the test might indeed significantly increase their test scores. This is especially true if the applicant has a history of doing well on similar tests. For example, if an applicant scored well on the a college admissions test (e.g., SAT), had excellent grades in college, yet scored poorly on a civil service exam, one would be inclined to attribute the low score to unusual circumstances surrounding the test. If, however, the applicant has a history of poor performance on cognitive tests, the excuse of being sick may not explain the low score on the employment test.

### Attempts to Improve

If applicants don’t have an identifiable reason for their low test-score, we must look at what they have to improve their scores. In academia, it is not uncommon for students to do poorly on the SAT or GRE the first time they take the test, and then be puzzled when they do poorly the next time they take the test. For students or applicants to expect an improvement in test scores, they must take steps to improve their knowledge or skills. For example, a student who takes algebra and geometry classes in the semester after doing poorly on the GRE should have a reasonable expectation of higher scores. Likewise, a police applicant who sought counseling after failing the psychological exam or a fire applicant who lifted weights for 3 months after failing the physical exam might have a reasonable expectation of passing the exam the next time around.

Obviously, some KSAOs are easier to improve than others. Basic math, grammar, physical strength, and knowledge of employment laws are KSAOs on which an applicant can make substantial improvement. Such

KSAOs as honesty, personality, and severe psychopathology are not likely to be improved through additional coursework or training.

### Standard Error of Measurement

If applicants have no excuses related to testing conditions and have done nothing to improve their knowledge or skills, their only hope for getting a higher score is the unreliability of the test. The standard error of measurement for a test is determined using the following formula, where SD is the standard deviation for the test and reliability is the test-retest reliability for the test.

$$SE = SD \sqrt{1 - \text{reliability}}$$

For example, if a test has a mean of 70, a standard deviation of 5, and a test-retest reliability of .80, the standard error would be:

$$SE = 5.0 \sqrt{1 - .80}$$

$$SE = 5.0 \sqrt{.20}$$

$$SE = 5.0 * .447$$

$$SE = 2.24$$

A standard error of 2.24 would mean that we are 68% confident that the person’s “true score” is within 2.24 points of the score they received and 95% confident that the “true score” is within 4.44 points of the score they received.

To relate the standard error back to the question about retaking a test, let’s use the following example. Suppose that the passing score for the test was 70 and Joey scored 55 and Ross scored 68. Joey is 15 points below the score needed to pass, which is well outside the standard error. Ross, however, is only 2 points below passing, which is within the standard error of measurement. Thus, we might advise Ross that retaking the test might result in his passing the test. Our advice to Joey would be to learn some new skills before retaking the test. Keep in mind that with the standard error of measurement, applicants retaking a test are as likely to decrease their scores, as they are to increase their scores. The standard error just tells us how much of a change one might expect by chance.

When considering the standard error, one must also keep in mind the concept of the regression to the mean. Generally, scores of applicants who retake a test will move toward the mean. That is, a student with an initial GRE score of 1,500 would expect his score to decrease, whereas a student with an initial GRE score of 700 would expect his score to increase.

*(continued on next page)*

## HR HUMOR

The following piece of HR Humor was contributed by ACN reader Amanda Morgan.

### 1943 Guide to Hiring Women

*The following is an excerpt from the July 1943 issue of Transportation Magazine. This was serious and written for male supervisors of women in the work force during World War II. Obviously, the intent was not to be “funny,” but by today’s standards, this is hilarious!*

#### Eleven Tips on Getting More Efficiency Out of Women Employees:

There is no longer any question whether transit companies should hire women for jobs formerly held by men. The draft and manpower shortage has settled that point. The important things now are to select the most efficient women available and how to use them to the best advantage.

Here are eleven helpful tips on the subject:

1. Pick young married women. They usually have more of a sense of responsibility than their unmarried sisters. They are less likely to be flirtatious. They need the work, or they would not be doing it. They still have the pep and interest to work hard and to deal with the public efficiently.
2. When you have to use older women, try to get ones who have worked outside the home at some time in their lives. Older women who have never contacted the public have a hard time adapting themselves and are inclined to be cantankerous and fussy. It is always well to impress upon older women, the importance of friendliness and courtesy.
3. General experience indicates that “husky” girls—those who are just a little on the heavy side—are more even-tempered and efficient than their underweight sisters.
4. Retain a physician to give each woman you hire a special physical examination—one covering female conditions. This step not only protects the property against the possibilities of lawsuit, but reveals whether the employee-to-be has any female weaknesses which would make her mentally or physically unfit for the job.
5. Stress at the outset, the importance of time; the fact that a minute or two lost here and there makes serious inroads on schedules. Until this point is gotten across, service is likely to be slowed up.
6. Give the female employee a definite day-long schedule of duties so that they will keep busy without bothering the management for instructions every few minutes. Numerous properties say that women make excellent workers when they have their jobs cut out for them, but that they lack initiative in finding work themselves.
7. Whenever possible, let the inside employee change from one job to another at some time during the day. Women are inclined to be less nervous and happier with change.
8. Give every girl an adequate number of rest periods during the day. You have to make some allowances for feminine psychology. A girl has more confidence and is more efficient if she can keep her hair tidied, apply fresh lipstick and wash her hands several times a day.
9. Be tactful when issuing instructions or in making criticisms. Women are often sensitive; they cannot shrug off harsh words the way men do. Never ridicule a woman—it breaks her spirit and cuts off her efficiency.
10. Be reasonably considerate about using strong language around women. Even though a girl’s husband or father may swear vociferously, she will grow to dislike a place of business where she hears too much of this.
11. Get enough size variety in operator’s uniforms so that each girl can have a proper fit. This point cannot be stressed too much.

# Public Sector Practice Exchange

By Ilene Gast, Associate Editor

This column highlights innovative assessment programs at the Federal, state, and local level. 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 phone at (202) 305-0590, by fax at (202) 305-3664, or e-mail at [ilene.f.gast@usdoj.gov](mailto:ilene.f.gast@usdoj.gov) or [ifgast@aol.com](mailto:ifgast@aol.com).

## Innovations in Assessment Award Winners Honored in New Orleans, LA

On July 2, IPMAAC honored its 2002 Innovations in Assessment Award recipients during the Awards Luncheon at the Annual Conference in New Orleans, LA. The Innovations in Assessment Award recognizes individuals or teams for the development and application of an innovative personnel assessment tool or procedure. This award is open to any individual or group of employees in the personnel assessment field responsible for developing and applying an innovative assessment tool or procedure within recent years. Recipients of the award receive a waiver of the conference registration fee for one person, an engraved plaque, and the opportunity to make a special presentation at the conference and to prepare an article for the *Assessment Council News*.

Top honors went to John Kraus, the Director of Selection Services New Jersey Department of Personnel. Mr. Kraus designed a comprehensive, statewide supervisory selection system for the state of New Jersey. Representing Mr. Kraus was Dan Hill, the Manager of General Testing, who accepted the award on Mr. Kraus' behalf. In an invited address following the award ceremony, Mr. Hill described the New Jersey's innovative selection system. His presentation is available on *IPMAAC Online*.

In addition to the top honors, the award committee presented three honorable mention awards. Seymour Adler, Senior Vice President of Talent Solutions Consulting for Aon Consulting, was recognized for designing the Telephone Customer Service Assessment Program, a

remote, high fidelity assessment system. Also recognized was Charles Brooks, the HR Strategy Manger for Workforce Planning in the Georgia Merit System. Mr. Brooks designed and implemented the Strategic Assessment Research system, which identifies the characteristics successful employee performance and uses that information to design staffing and other human resource processes to support agency objectives. Finally, the committee recognized several members of the Testing Services Division of the New York State Department of Civil Service: Elizabeth Kaido, Frank Dumin, Joan Robinson, Martin Carbone, Dorianne Blanchard, Dennis Malloy, Ed Redelberger, Ed Krause, and Ann Marie Fernandez. The group revamped New York State's Information Technology testing program.

For more information about the award winning submissions, stay tuned to the *Practice Exchange* column in the *Assessment Council News*.

It's not too early to start thinking about submissions for the 2003 Innovations in Assessment Award. I know from working with the *Practice Exchange* that many of you are involved in interesting and exciting projects. The deadline—March 7, 2003—will be here sooner than we would like to think. Please start thinking about your nominations now. Additional details will be provided in the *Assessment Council News* and *IPMAAC Online*. For more information about the award, please contact me by phone at (202-305-0590) or e-mail ([ilene.f.gast@usdoj.gov](mailto:ilene.f.gast@usdoj.gov)).—ACN

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# IPMAAC Across the Nation – News of the Councils

## **American Psychological Association (APA)**

The APA will host its annual convention in Chicago this year on August 22-25. The keynote speaker will be noted Chicago journalist, radio show host and oral historian Studs Turkel. Visit their website to see what changes they are making to the convention!! The 2003 Convention will be in Toronto, Ontario on August 7-10, 2003; in Honolulu, Hawaii from July 28—August 1, 2004. For more information, visit their website at [www.apa.org](http://www.apa.org) as it is updated.

## **Bay Area Applied Psychologists (BAAP)**

The Summer Gathering was held on Thursday, July 11 from 7:00 pm to 9:00 pm. On September 10th, Judy David Bloomfield will speak on Work/Life Balance at the AC Transit Board Room, 1600 Franklin St., Oakland. She will discuss work/life balance from employers' perspective. The next meeting, which will focus on Organizational Performance, will be in San Francisco in November. The exact date, location and the speaker will be announced at a later date. The holiday party will take place on Thursday, December 12, in East Bay. Specifics will be provided at a later date as well.

The BAAP sponsors a speaker once a quarter who delivers a presentation to its members. The location varies, but the format involves networking from 6-7pm, followed by the speaker's presentation at 7pm. BAAP speakers are typically leaders in the field and deliver interactive presentations with plenty of group discussions. Check the website at [www.baaponline.org](http://www.baaponline.org) for the most current information on upcoming events, speakers, and topics.

## **Chicago Industrial/Organizational Psychologists (CI/OP)**

CI/OP generally has Friday afternoon sessions from 1:00pm to 5:00pm featuring several speakers addressing a topic. Visit their website at [www.iit.edu/~ciop/](http://www.iit.edu/~ciop/).

## **International Personnel Management Association**

Join public sector HR professionals from around the world October 19-23 in Ottawa, Ontario, Canada for IPMA's annual three-day training conference. More than 30 concurrent sessions will cover: Workplace Security, Compensation, Assessment, Professional Development, Organizational Culture, The Aging Workforce, Diversity, Labor Management, Distance Learning, Customer Service, The

Future of Public HR, and much more. For more information and registration see [www.ipma-hr.org/pdf/02\\_conf\\_prog.pdf](http://www.ipma-hr.org/pdf/02_conf_prog.pdf) or call IPMA at 703-549-7100.

## **Metropolitan New York Association for Applied Psychology (METRO)**

For confirmation of the most current schedule, call the MetroLine at (212) 539-7593 or visit METRO's website at [www.metroapppsych.com](http://www.metroapppsych.com).

## **Mid-Atlantic Personnel Consortium (MAPAC)**

The Fall Conference is scheduled for October 9-11 in New York, New York at Baruch College. For more details, contact Amy Bauer at (410)545-5609, or go to its website at [www.ipmaac.org/mapac/](http://www.ipmaac.org/mapac/).

## **Minnesota Professionals for Psychology Applied to Work (MPPAW)**

MPPAW is taking a summer hiatus and gearing up for the fall. More information should be available in the next edition.

## **Personnel Testing Council of Arizona**

The Board is planning its fall program and more information will be available in a future ACN. For more information about PTC-AZ, contact Vicki Packman, Salt River Project at (602)236-4595 or [vspackma@srpnet.com](mailto:vspackma@srpnet.com).

## **Personnel Testing Council of Metropolitan Washington (PTC/MW)**

July's luncheon hosted Deborah Whetzel of Caliber Associates. She presented on the topic: "A Written Structured Interview by Any Other Name is Still a Selection Instrument." August's luncheon will feature Nicholas Vasilopoulos, Ph.D of George Washington University discussing "Self Report Measures: Is it what you ask or how you ask it?" A special luncheon symposium will be held for PTC/MW'S 25th Anniversary in October. Speakers will include Dr. Ann Marie Ryan, Michigan State University and current SIOP President; Dr. Frank Landy, SHL-USA, Boulder, CO; and Dr. Elaine Pulokos, Personnel Decisions Research Institute, Arlington, VA. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or [ptcmw.org](http://ptcmw.org).

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### **Personnel Testing Council of Northern California (PTC/NC)**

The August meeting will be on Friday, August 9, at H's Lordship's Restaurant, Berkeley, California. On Friday, September 13, the Fall Conference—a half-day training program—will take place also in Sacramento, California. On Friday, October 11, another meeting will be held at H's Lordship's Restaurant in Berkeley, California. On Friday, November 15, a meeting will be held in Sacramento, California. On Friday, December 13, the Annual PTC/NC Holiday Program will take place at a location to be announced.

### **Personnel Testing Council of Southern California (PTC/SC)**

PTC/SC serves 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.

Upcoming luncheons and meetings are scheduled for August 28, September 25, and November 20. Topics and speakers will be announced. All luncheons will be at Luminarias Restaurant in Monterey Park, California from 11:30am to 2:00pm.

For more information regarding luncheon meetings, workshops, or membership, please e-mail Bernadette Babasa at [bbabasa@sempra.com](mailto:bbabasa@sempra.com) or Liz Walker at [tomliz@worldnet.att.net](mailto:tomliz@worldnet.att.net).

### **Society of Human Resource Management (SHRM)**

The Workplace Diversity Conference & Exposition will take place on October 21-23, 2002 in Chicago, Illinois. The 55th Annual Conference & Exposition will be held on June 22-25, 2003 in Orlando, Florida.

### **Society of Industrial/Organizational Psychology (SIOP)**

Attention! The proposal submission deadline for the 18th Annual SIOP Conference in Orlando, Florida, is September 18th at 5 p.m. EDT. This Conference will be on April 11-13, 2003, with workshops beginning on April 11, 2003.

Request for Volunteers! SIOP is looking for volunteers to help conduct a set of membership needs and satisfaction surveys of its members for the Fall. A presentation of the survey will be made to the APS Board of Directors in early/mid December. The purpose of the surveys is to assess how various APS services and activities are rated by its members, and what new services members would like to see it provide. Results will help guide the APS Board and Staff in making decisions about future directions for the Society. Please direct inquiries to: Louis Shomette, Director of Membership & Marketing, American Psychological Society, 1010 Vermont Ave., NW Suite 1100, Washington, D.C. 20005-4907, e-mail: [lshomette@aps.washington.dc.us](mailto:lshomette@aps.washington.dc.us), telephone (202)783-2077 ext. 3026, FAX (202)783-2083.

Future SIOP conferences include April 2-4, 2004 in Chicago, Illinois at the Sheraton Chicago Hotel & Towers; and April 15-17, 2005 in Los Angeles, California at The Westin Bonaventure.

### **Western Region Intergovernmental Personnel Assessment Council (WRIPAC)**

WRIPAC will sponsor training on 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

## August

- 1-4: Society for Chaos Theory in Psychology & Life Sciences. Annual Conference. Portland, OR. Contact: societyforchaostheory.org.
- 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.
- 4-7: International Conference on Multiple Comparison Procedures. Bethesda, MD. Contact: Peter Westfall, Texas Tech University, (806) 742-2174 or ba.ttu.edu/isqs/westfall/mcp2002.htm
- 7-10: APA Convention.
- 9: PTC/NC Luncheon Meeting.
- 11-14: Academy of Management. Annual Convention. Denver, CO. Contact: AOM, (914) 923-2607.
- 11-15: American Statistical Association. Annual Convention. New York, NY. Contact: ASA, (703) 684-1221.
- 14: PTC/MW Luncheon Meeting.
- 22-25: American Psychological Association. Annual Convention. Chicago, IL. Contact: APA, (202) 336-6020 or apa.org.
- 28: PTC/SC Luncheon Meeting.
- 23-27: Human Factors and Ergonomics Society. Annual Conference. Pittsburgh, PA. Contact: HFES, (310) 394-1811 or http://hfes.org.
- 25: PTC/SC Luncheon Meeting.
- 27-29: American Psychological Association. Conference. "Measuring Up: Best Practices in Assessment." Atlanta, GA. Contact: Bill Hill, Kennesaw State University, bhill@kennesaw.edu or apsu.edu/psy\_assessment/index.htm
- 30-Oct 4: Human Factors and Ergonomics Society. Annual Conference. Baltimore, MD. Contact: HFES, (310) 394-1811 or http://hfes.org.

## October

- 5-9: International Association of Chiefs of Police. Annual Conference. Minneapolis, MN. Contact: IACP, (800) 843-4227 or theiacp.org.
- 9: PTC/MW. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or ptcmw.org.
- 9-11: MAPAC Fall Conference.
- 11: PTC/NC Luncheon Meeting.
- 11-12: Boston College. Conference. "Diversity Challenge for 2002: How to Keep High-Stakes Tests from Making People Mentally Ill." Boston, MA. Contact: Kevin Henze, (617) 552-2482 or diversity.challenge@bc.edu.
- 15-18: Development Dimensions International. International Congress on the Assessment Center Method. Pittsburgh, PA. Contact: Cathy Nelson, DDI, (412) 257-3952 or assessmentcenters.org.
- 20-23: IPMA/IPMA Canada Annual International Training Conference. Ottawa, Ontario, Canada. Contact: IPMA website—www.ipma-hr.org.
- 22-24: International Military Testing Association. Annual Conference. Ottawa, Canada. Contact: imta2002@internationalmta.org.
- 23-25: Center for the Study of Work Teams. Annual Conference. Dallas, TX. Contact: CSWT, (940) 565-3096.

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*Upcoming Conferences and Workshops continued*

**November**

- 14-17: American Statistical Association. Conference. "Questionnaire Development, Evaluation, and Testing Methods." Charleston, SC. Contact: Jennifer Rothgeb, jennifer.m.rothgeb@census.gov.
- 15: PTC/NC Luncheon Meeting.
- 16-18: U.S. Dept of Health & Human Services. Research Conference on Research Integrity. Potomac, MD. Contact: Office of Research Integrity, (301) 443-5300 or <http://ori.dhhs.gov/html/programs/RCRIFConf2002.asp>.
- 20: PTC/SC Luncheon Meeting.

**December**

- 12: BAAP Meeting.
- 13: PTC/NC Annual Holiday Program.

**2003 Calendar**

**March**

- 7-9: IO/OB Graduate Student Conference. Akron, OH. Contact: Chris Rosen, ccr3@uakron.edu.
- 20-22: American Psychological Association. Conference. "Work, Stress, and Health: New Challenges in a Changing Workplace." Toronto, Canada. Contact: Wesley Baker, APA, (202) 336-6033 or [wbak-er@apa.org](mailto:wbak-er@apa.org).
- Future* SIOP: Orlando, 2003; Chicago, 2004; Los Angeles, 2005.
- Future* APA Conferences: Ontario, Aug 7-10, 2003; Honolulu, Hawaii, July 28—Aug 1, 2004; Washington, D.C., Aug 18-21, 2005; New Orleans, Louisiana, Aug 10-13, 2006; San Francisco, California, Aug 16-19, 2007.

(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](mailto:positive4ever@aol.com) or by telephone at (702) 229-3978.—ACN

## Advertise in the

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Assessment Council News

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**For further information concerning advertising in the ACN you may contact Logan Hunter-Thompson at (703) 549-7100.**

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TBD

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# About the ACN

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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:

October: *September 6*

December: *November 1*

January: *December 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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