

ACN

Assessment Council News

Newsletter of the IPMA-HR Assessment Council

August 2003

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IPMAAssessment Council

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IPMAAC 2003

This column is essentially a rehash of the piece I was asked to write for the IPMA-HR news. I call it “self-plagiarism.” Obviously, the big news for IPMAAC is the slowly fading post-conference “high.” For those of you who weren’t there (and of course for those of you who were), you can get a sense of the goings-on by going to IPMAAC’s web site (www.ipmaac.org) and clicking on 2003 conference and opening the pictures. It’s not quite like being there, but it will give you some sense.

Thank you again committee chairs, presenters, members who attended, and the weather for making IPMAAC 2003 a great experience.

Any way you measure it, the IPMAAC annual conference in Baltimore June 22 – 25 was a resounding success. The presentations were practical and innovative; the social events were well planned and even better enjoyed, and even the weather cooperated. What more can a dedicated group of measurement professionals ask for?

Ilene Gast of the Department of Homeland Security and Amy Bauer of Maryland DOT put together a stunning lineup of keynote speakers, roundtable sessions, and workshops. They also pioneered a new format called “Lunch and Learn.” Sessions were well-attended and provided a wide range of offerings addressing present and future concerns of assessment professionals. We had discussions of practical applications, cutting-edge research, and how-

to tutorials.

Invited speakers presented on topics ranging from the implications of technology for the profession, genetic determinance of leadership, and a session on adverse impact including a Supreme Court decision that was virtually hours old.

On the fun side, the Host Committee, headed by Christine Parker from Maryland DOT and David Hamill of the Department of Homeland Security put together a social agenda that was much enjoyed. The conference kicked off with a president’s reception on Sunday night; Monday night featured a sold-out crab feast aboard a boat that sailed from Baltimore’s inner harbor (all you can eat and as much as you wanted to drink). Tuesday night featured a reception at Tiki Bob’s in Baltimore’s Power Plant Live recreational zone sponsored by WRIPAC. Thank you, west coast colleagues!

Julie Galli and Shannon Adaway of IPMA-HR staff provided the “glue” that held the whole conference together. Thank you Julie and Shannon for all that you did!

Here are some other conference highlights and notable events:

- The Bemis Award for outstanding contribution to the profession and its practitioners went to Dennis Joiner of Sacramento.
- The Clyde J. Lindley Award for exceptional service went to Karen Coffee, California State Personnel

(continued on next page)

Bramblins continued

Board and Mike Willihnganz of Cooperative Personnel Services

- The student paper award went to David Van Rooy of Florida International University.
- The Innovations in Assessment Award went to the Standards, Assessment, and Selection Team from the Transportation Security Agency of the Department of Homeland Security.

On a practical note, necessity is often the mother of invention. Tough fiscal times sparked some resourcefulness (and scrambling) in terms of conference audiovisual needs. Last year's IPMAAC conference ran a \$17K+ bill for AV services. This year, through a combination of donations, borrowing, and strategic eBay purchases, the bill was reduced to less than one-quarter of the previous years. The best news is that IPMA-HR now owns some audiovisual equipment that can be used for subsequent conferences.

On the business side, IPMAAC membership voted to support the board resolution to change our name. We are now in sync with IPMA-HR with our official name of

International Public Management Association Assessment Council. Note how clever we are in retaining the IPMAAC acronym? We also followed IPMA-HR's lead and voted to allow electronic balloting.

Probably my greatest fear prior to the conference was that these tough economic times and restrictions on training and travel would make this the conference where nobody came. Much to my delight, our attendance was on par with that of previous years and many people funded their attendance out of their own pockets. It is a tribute to IPMAAC and its practitioners that 220 people contributed their time and their expertise to meet, learn, and enjoy each other. While IPMAAC 2003 is now a warm memory, you can be part of the action at IPMAAC 2004, scheduled for June 20 – 23 in Seattle, Washington.

Thank all of you who came for making IPMAAC 2003 a memorable event. I hope to see even more of us in Seattle.

Harry Brull
Minneapolis, MN
21 July 2003 —ACN

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2003 IPMAAC Innovations in Assessment Award

Martin W. Anderson, Ph.D.

Chair, Innovations in Assessment Awards Committee

Each year, IPMAAC recognizes a person or group of employees for the development and application of an innovative personnel assessment tool or procedure. The selected person or group receives a plaque, an invitation to present at the IPMAAC annual conference, and a waiver of the conference registration fee for one person.

I had the pleasure of chairing the 2003 IPMAAC Innovations in Assessment Award committee. This year's award was presented at the IPMAAC conference in Baltimore June 22-25.

IPMAAC had a wonderful group of nominees for 2003. Nominated this year were:

- The development and deployment of the Transportation Security Administration (TSA) Airport Screener Assessment System (two nominations)
- The New York State Department of Civil Service – Web-based Training and Experience Examination System
- The Orange County Sheriff's Office (Orlando, Florida) Career Path compensation plan
- The US Office of Personnel Management Virtual IT Job Fair and online assessment tools
- Aon Consulting's LEADeR[™] - completely virtual assessment center
- Reinvention of the performance appraisal system at the Bureau of Alcohol, Tobacco, Firearms and Explosives

- The Recruitment and Examinations Division, Maryland Department of Budget and Management's open and continuous online application and assessment process for 35 professional fiscal classifications.

This year, the nominee selected for the award was the Airport Screener Assessment System for the Transportation Security Administration. Elizabeth Kolmstetter, Ph.D., Director of Standards, Testing, Accreditation, and Research, of the TSA, represented the team of nominees for the assessment system. Dr. Kolmstetter and her team were recognized IPMAAC in Baltimore. In addition to Dr. Kolmstetter, the team members identified on the nominations were Joanna G. Lange, President, JGL Human Resources Solutions; Ann M. Quigley, M.A., Industrial Psychologist, TSA; Deborah Gebhardt, Ph.D., President, Human Performance Systems, Inc.; James Sharf, Ph.D., President, Sharf & Associates; Allison Black McIver, J.D., President, BMC & Associates; Paul Squires, Ph.D., President Applied Skills & Knowledge; Bridget Brown, Director of Program Development, National Skills Standards Board; and Todd A. Baker, Ph.D., Human Performance Systems, Inc.

Congratulations to Dr. Kolmstetter and the Airport Screener Assessment System team on their selection for the IPMAAC 2003 Innovations in Assessment Award. Congratulations as well to the other nominees. I encourage the membership to seek out information on all of the innovations represented by these nominations. They reflect the many good practices that IPMAAC and IPMAAC members have to offer in the field of personnel assessment.—ACN

Back to the Future: Testing Yesterday, Today and Tomorrow

Sail Through 50 Years of Testing History At the Personnel Testing Council of Southern California 50th Anniversary Celebration

PTC-SC will celebrate its 50th anniversary with a major conference on board the Queen Mary in Long Beach, CA on October 23-24, 2003. The Queen Mary has been turned into a hotel and meeting site, with the staterooms available for overnight guests. You won't want to miss this outstanding conference. The presenters will discuss the important research and legal trends that continue to have crucial impact on employee selection practices.

The distinguished panel of speakers includes some of the most influential contributors to the fields of I/O Psychology and Human Resources Management of the past several decades.

The main speakers are:

Distinguished Speakers

Wayne Cascio Robert Guion Deniz Ones
Paul Sackett Frank Schmidt James Sharf

Save the date: October 23-24, 2003

Where: The Queen Mary, Long Beach, California

Contact: Monica Budd at mbudd@hr.sbcounty.gov
Or (909) 387-9686

Those arriving Wednesday evening, October 22, 2003 are invited to attend our welcome reception, and all attendees are invited to our gala dinner on October 23, 2003 celebrating 50 years of PTC history.

Technical Affairs

Are GEDs and High School Diplomas the Same?

By Mike Aamodt, Associate Editor

If the title of this column sounds familiar, it is the title of one of the papers I was scheduled to present at the IPMAAC meeting in Baltimore. However as some of you know, I hurt my back the day before the conference and spent the next week on my back in bed – a situation probably a lot harder on my wife than it was on me (save the jokes). So, I thought I would take the space in this column to tell you what I would have said at the conference.

There were two reasons we conducted our study. At the IPMAAC meeting in New Orleans, I presented the results of a meta-analysis on the validity of education for law enforcement positions. An audience member asked if there was a difference between high school diplomas and GEDs and I responded that I couldn't answer that on the basis of our data at that time. A few months later, we were working with a client who was having difficulty recruiting and retaining employees. Although they had a requirement that applicants have a high school diploma, they often ignored this rule and were wondering if they should drop the degree requirement as a way to expand their applicant pool. So, we thought it would be a good idea to investigate performance differences between employees with high school diploma and those with either a GED or no degree at all.

Perhaps a little background on the GED would be helpful. The General Education Development (GED) program was developed for the army during World War II to help qualify soldiers for the GI Bill. Over 750,000 people take the GED each year with about 70% passing. The five subject areas covered by the GED are reading, writing, math, science, and social science. Research on the GED has found that people with GEDs:

- Have higher cognitive ability than dropouts but lower than high school grads
- Are more likely to be employed than dropouts but less likely than high school grads
- Make 8% more money than dropouts but 12% lower than high school grads
- Earn lower grades in 4-year colleges and are less likely to complete college than high school grads

To determine the equivalence of high school diplomas and GEDs in terms of employee performance, we compared the performance of employees with no degree, a GED, and a high school diploma across three samples: warehouse employees, machine operators, and police officers (data from 9 studies).

The results of our analysis indicated that:

- There were no differences in performance ratings among the three degree types
- Employees with a GED quit their jobs sooner than employees with a high school diploma ($d = .23$, $n = 171$) and employees who dropped out of school ($d = .41$, $n = 97$)
- Employees with a GED were more likely to be fired than employees with a high school diploma ($d = .30$, $n = 175$)
- Employees with a GED had more disciplinary problems than did employees with a high school diploma ($d = .36$, $n = 103$) and employees who dropped out of school ($d = .31$, $n = 61$)

Where does this leave us? In need of more research. That high school graduates appear to be better employees than people with GEDs is not surprising. However, we did not expect that people with GEDs would have more discipline problems and lower tenure than employees who were high school dropouts. Further research is necessary to generalize what we found and to look at such issues as where the GED was earned (i.e., military, prison, home study) and the age of the employees when they earned their degree. If you have data on this topic, it is an excellent area for exploration. If you have data but don't want to analyze it yourself, let me know – I think I can find someone in need of a data fix!

Applied H.R.M. Research

Just a reminder that IPMAAC and Radford University are sponsoring an on-line journal called Applied H.R.M. Research. Please visit the journal site and read the articles and consider submitting an article yourself. There is a link to the journal on the IPMAAC website or you can go directly to the site at www.radford.edu/~applyhrm.

HR Humor

A magazine recently ran a “Dilbert Quotes” contest. They were looking for people to submit quotes from their real life Dilbert-type managers. Here are some of those quotes.

- As of tomorrow, employees will only be able to access the building using individual security cards. Pictures will be taken next Wednesday and employees will receive their cards in two weeks. (This was the winning quote from Fred Dales at Microsoft Corp. in Redmond, WA.)
- What I need is an exact list of specific unknown problems we might encounter. (Lykes Lines Shipping)
- E-mail is not to be used to pass on information or data. It should be used only for company business. (Accounting manager, Electric Boat Company)
- This project is so important, we can't let things that are more important interfere with it. (Advertising/Marketing manager, United Parcel Service)
- Doing it right is no excuse for not meeting the schedule. (Plant manager, Delco Corporation)
- No one will believe you solved this problem in one day! We've been working on it for months. Now, go act busy for a few weeks and I'll let you know when it's time to tell them. (R&D supervisor, Minnesota Mining and Manufacturing/3M Corp.)
- Teamwork is a lot of people doing what I say. (Marketing executive, Citrix Corporation)
- We recently received a memo from senior management saying, “This is to inform you that a memo will be issued today regarding the subject mentioned above.” (Microsoft, Legal Affairs Division)
- My sister passed away and her funeral was scheduled for Monday. When I told my Boss, he said she died on purpose so that I would have to miss work on the busiest day of the year. He then asked if we could change her burial to Friday. He said, “That would be better for me.” (Shipping executive, FTD Florists)
- We know that communication is a problem, but the company is not going to discuss it with the employees. (Switching supervisor, AT&T Long Lines Division)
- One day my Boss asked me to submit a status report to him concerning a project I was working on. I asked him if tomorrow would be soon enough. He said, “If I wanted it tomorrow, I would have waited until tomorrow to ask for it!” (New business manager, Hallmark Greeting Cards)
- As director of communications, I was asked to prepare a memo reviewing our company's training programs and materials. In the body of the memo one of the sentences mentioned the “pedagogical approach” used by one of the training manuals. The day after I routed the memo to the executive committee, I was called into the HR Director's office, and was told that the executive VP wanted me out of the building by lunch. When I asked why, I was told that she wouldn't stand for “perverts” (pedophiles?) working in her company. Finally he showed me her copy of the memo, with her demand that I be fired, with the word “pedagogical” circled in red. The HR Manager was fairly reasonable, and once he looked the word up in his dictionary and made a copy of the definition to send to my boss, he told me not to worry. He would take care of it. Two days later a memo to the entire staff came out, directing us that no words which could not be found in the local Sunday newspaper could be used in company memos. A month later, I resigned. In accordance with company policy, I created my resignation letter by pasting words together from the Sunday paper. (Taco Bell Corporation)
- This gem is the closing paragraph of a nationally-circulated memo from a large communications company: “Lucent Technologies is endeavoringly determined to promote constant attention on current procedures of transacting business focusing emphasis on innovative ways to better, if not supersede, the expectations of quality!”
- Am I the only one around here with half a brain?
- Are we paying you enough money?
- How long is this Beta guy going to keep testing our stuff? (Programming intern, Microsoft IIS Development team)—ACN



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Mark Your Calendar: Upcoming IPMAAC Seminars

IPMA Assessment Council (IPMAAC) and Penn State's Center for Personnel Assessment and Selection (CPAS) have joined forces to offer two outstanding seminars.

Examination Planning (Planning Hiring and Promotional Assessments):

September 29-October 1, 2003

Sheraton Crystal City, Arlington, Va. (Course starts at 8:30 a.m.)

Cost: \$745 (early-bird cost of \$695 if registered by August 29)

Registration questions: Call PSU/CPAS at (814) 865-7755

Lodging not included. Contact Crystal City Sheraton at (703) 486-1111 (Rate \$165 per night)

Through course instruction, case studies and exercises, assessment professionals at all levels will benefit from this seminar. Since an examination plan is the cornerstone of personnel assessment, it is critical for practitioners to have a thorough understanding of the process by which reliable and valid exams are planned.

Course topics include personnel systems, personnel assessment and examination planning, deciding "what to measure" in the selection process, deciding "how to measure it," documenting the examination plan, planning for test development and case studies. The seminar includes an extensive review of alternative assessment procedures, including minimum qualifications, rating of training and experience, biographical data, written tests, oral examinations, performance tests, assessment centers, physical tests and personality and interests tests. IPMAAC Developed.

Oral Examinations (Structured Employment and Promotion Interviews)

October 20-22, 2003

Embassy Suites, Pittsburgh (Airport), Pa.
(Course starts at 8:30 a.m.)

Cost: \$745 (early-bird cost of \$695 if registered by September 23)

Registration questions: Call PSU/CPAS at (814) 865-7755

Lodging not included. Contact Embassy Suites at (412) 269-9070 (Rate \$79 single per night)

In this course, participants review the latest research findings and techniques used in the development and application of oral examinations. The course connects the importance of job analysis methods through the application of the critical incident technique to the development of situational questions. The course includes instruction on the development of questions, rating scales and scoring, as well as how to select and train examiners.

Attention is also given to the importance of examination planning, monitoring and site selection. Participants are actively involved through the use of exercises throughout the course. The course includes a variety of other topics, including job analysis for oral examination development, evaluation of the oral examination, cost issues and oral examination problems and solutions.—ACN

IPMAAC Across the Nation – News of the Councils

By Kristine Smith, Associate Editor

American Psychological Association (APA)

The 2003 Convention will be in Toronto on August 7-10, 2003. Future conventions will be in Honolulu, Hawaii from July 28 - August 1, 2004; in Washington, D.C. from August 18-21, 2005; in New Orleans, Louisiana from August 10-13, 2006; and San Francisco, California from August 16-19, 2007. For more information, visit their website at www.apa.org as it is updated.

Bay Area Applied Psychologists (BAAP)

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

Chicago Industrial/Organizational Psychologists (CI/OP)

CI/OP is a society of human resources professionals from the Greater Chicago area who meet to discuss current issues in I/O psychology. CI/OP generally has Friday afternoon sessions from 1:00 p.m. to 5:00 p.m. featuring several speakers addressing a topic. For more information and to confirm meeting dates and topics visit their website at www.iit.edu/~ciop/

Gateway Industrial-Organizational Psychologists (GIOP)

GIOP is a group of psychologists and human resources professions in the metropolitan St. Louis area. The group consists of over 150 members and offers programs and conferences on a wide range of topics. For more information, visit the GIOP website at www.giop.org

International Public Management Association – Assessment Council (IPMAAC)

IPMAAC is offering its Examination Planning workshop 9/29-10/1 in Crystal City, VA and Oral Examinations workshop 10/20-10/22 in Pittsburgh, PA and in conjunc-

tion with Penn State. Additional information can be obtained at <http://www.outreach.psu.edu/cpas>.

Mark your calendars for the 28th Annual IPMAAC Conference! Plans are already underway for IPMAAC 2004 at the Renaissance Seattle Hotel in Seattle, WA, June 20 - 23. Jeanné Makiney and Julia McElreath are the Program Committee co-chairs and Oscar Spurlin and Carla Swander are the Host Committee co-chairs. I'm sure we'll all be hearing more from them soon.

The 2003 IPMA-HR Conference will be held on September 10-13, 2003 at the Marriott Downtown Chicago, 540 N. Michigan Avenue, Chicago, Illinois. www.ipma-hr.org

Metropolitan New York Association for Applied Psychology (METRO)

For more information, call the MetroLine at (212) 539-7593 or visit METRO's website at www.metroapppsy.com.

Mid-Atlantic Personnel Assessment Consortium (MAPAC)

MAPAC is chartered as a non-profit organization of public sector personnel agencies involved and concerned with testing and personnel selection issues. The fall meeting will be held on September 17 - 19 in Washington, D.C. For details on MAPAC, contact Amy Bauer at 410-545-5609, or go to the MAPAC website at www.ipmaac.org/mapac/

Minnesota Professionals for Psychology Applied to Work (MPPAW)

MPPAW is an organization consisting of a broad range of practitioners, consultants and professors. MPPAW is currently planning its meeting schedule for fall 2003. Information on MPPAW programs may be obtained from Sidney Teske at Sid.Teske@co.hennepin.mn.us

(continued on next page)

Personnel Testing Council of Arizona (PTC/AZ)

PTC-AZ serves as a forum for the discussion of current issues on personnel selection and testing. It encourages education and professional development in the field of personnel selection and testing and advocates the understanding and use of fair and professionally sound testing practices. For more information about PTC-AZ, contact Vicki Packman, Salt River Project at 602-236-4595 or vspackma@srpnet.com or visit the PTC/AZ website accessible through the IPMAAC website at www.ipmaac.org/ptcaz

Personnel Testing Council of Metropolitan Washington (PTC/MW)

PTC/MW offers monthly luncheon programs and publishes an informative newsletter. See the 2003 calendar for scheduled luncheon speakers or visit the PTC/MW website accessible through the IPMAAC website at www.ipmaac.org

Personnel Testing Council of Northern California (PTC/NC)

PTC/NC offers monthly training programs addressing topics and issues that are useful and relevant to personnel practitioners of all levels of expertise. The monthly programs are typically scheduled for the second Friday of each month and alternate between Sacramento and the Bay area. The monthly programs feature speakers who are active contributors to the personnel assessment field. For more information regarding PTC/NC programs, visit the PTC/NC website accessible through the IPMAAC website at www.ipmaac.org/ptcnc

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; encourages education and professional development in the field of personnel selection and testing; advocates the understanding and use of fair and non-discriminatory employment practices; and encourages the use of professionally sound selection and testing practices. For more information regarding luncheon meetings, workshops, upcoming conferences, or membership, please contact Bridget Styers bstyers@hr.co.san-bernardino.ca.us or visit the PTC/SC website accessible through the IPMAAC website at www.ipmaac.org/ptcsc

Society of Human Resource Management (SHRM)

Contact www.shrm.org/education/ for a current listing of seminars and conferences.

Society of Industrial/Organizational Psychology (SIOP)

Future SIOP conferences are scheduled for 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 is comprised of public agencies from the western region of the United States who have joined together to promote excellence in personnel selection practices. WRIPAC has three meetings each year that are typically preceded by a training offering. Additionally, WRIPAC has published a monograph series and job analysis manual. The fall meeting will be held on September 4-5 in Yosemite, CA. Training offered in conjunction with the fall meeting includes a two-day workshop on job analysis on September 2nd and 3rd and a one-day workshop on assessment centers on September 3rd. WRIPAC is also planning a 25th Anniversary celebration for its meeting in May 2004. Additional information may be obtained by contacting Aaron Morgan (619)531-5105 or by visiting WRIPAC's website accessible via the IPMAAC's website at www.ipmaac.org

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

Upcoming International, National, and Regional Conferences and Workshops

AUGUST

- 3-7: American Statistical Association. Annual Convention. San Francisco, CA. Contact: www.amstat.org
- 7-10: APA Conference. Toronto.
- 15: PTC/NC Luncheon Meeting.
- 25: GIOP meeting. Organizational Development Tools.
- 27: PTC/SC Luncheon Meeting.

SEPTEMBER

- 2-5: WRIPAC Training and Meeting. Yosemite, CA.
- 10: PTC/MW Luncheon Meeting. Dr. Cassie Fields, Fields Consulting Group. Topic TBA.
- 12: PTC/NC Luncheon Meeting.
- 10-13: IPMA-HR Conference. Chicago, IL.
- 17-19: MAPAC Fall Meeting. Washington D.C.
- 18: BAAP Meeting. East Bay. Dr. Mitchell Marks, "Charging Back Up The Hill: Workplace Recovery After Mergers, Acquisitions, and Downsizing."
- 22-24: Center for the Study of Work Teams Annual Conference. Dallas, TX Contact: workteams.unt.edu
- 29-10/1 IPMAAC/PennState Examination Planning course, Arlington, VA. Contact IPMAAC or <http://www.outreach.psu.edu/cpas>
- 9/29- Development Dimensions International. International Congress on Assessment Center
- 10/2: Methods. Atlanta, GA. Contact: assessmentcenters.org

OCTOBER

- 7-8: IPMA-HR Federal Section Fall Conference, "Learning from the Past, Looking to the Future" Marriot at Metro Center, Washington, D.C.
- 8: PTC/MW Luncheon Meeting. Robert Simpson and Dr. Mary Ann Nester, U.S. Dept. of Homeland Security. "How to Develop Valid Assessments Using Logic Based Measurement"
- 13-17: Human Factors and Ergonomics Society. Annual Meeting. Denver, CO. Contact: hfes.org
- 17: PTC/NC _ Day Training Program
- 20-22: IPMAAC/PennState Oral Examinations course, Pittsburgh, PA. Contact IPMAAC or <http://www.outreach.psu.edu/cpas>
- 21-25: International Association of Chiefs of Police. Annual Conference. Philadelphia, PA. Contact: Theiacp.org
- 23-24: PTC/SC Fall Conference and 50th anniversary celebration. Long Beach, CA - Queen Mary.

NOVEMBER

- 5: BAAP Meeting. Member panel on succession planning.
- 5-8: American Evaluation Association. 18th Annual Conference. Reno, NV. Contact: <http://eval.org>
- 12: PTC/MW Luncheon Meeting.
- 14: PTC/NC Luncheon Meeting.

DECEMBER

- 10: PTC/MW Luncheon Meeting. Dr. Lance Anderson, Caliber Associates.

2004

- 3/31-4/2: IPMA-HR Western Region Conference, "eHR: Are We Ready for The 21st Century?" Oakland, CA. Marriot City Center. Contact: nccipma.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.)

Kristine Smith is a Senior Associate with Darany and Associates in Redlands, California. If you have regional organization news or an item to add to the calendar, please contact her by e-mail at smithk1@earthlink.net or by telephone at (909) 798-4475.—ACN



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2003 IPMAAC Board of Directors and Committee Chairs

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About the *ACN*

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

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