

ACN

Assessment Council News

Newsletter of the IPMA-HR Assessment Council

February 2004

Inside:

Practice Exchange: Development of
Transportation Security Administration
Screener Assessment System 3

Technical Affairs: Another Strike Against
Profile Matching 5

IPMAAC Conference Program
Committee 8

Police Detective, Correctional Officer
Exams from IPMA-HR 9

IPMAAC Across the Nation –
News of the Councils 12

Upcoming International, National,
and Regional Conferences and
Workshops 13

2004 IPMAAC Officers and Board
Members 16

2004 IPMAAC Committee Chairs ... 17

About the ACN 18

IPMAAssessment
Council

International Public Management
Association for Human Resources
1617 Duke Street
Alexandria, VA 22314
Phone: (703) 549-7100
Fax: (703) 684-0948

Presidential News and Views

By: Ilene Gast, President

Happy New Year to all of you. Here it is January 1 again. As the New Year opens, like many of you, I find myself thinking about resolutions, goals, and objectives for the coming year. Of course there are the usual resolutions... Eat healthy, get enough exercise, read more and watch less TV, back up the hard drive on my computer, tie up the loose ends on that report/article/work plan.... Do any of these sound familiar?

But this year, my task looms a bit larger. It includes what I would like to see happen for IPMAAC during the coming year. This task would seem so much more daunting if not for the great team of people who continue to give their time and their effort to making this organization work so well.

I would like to begin by thanking everyone who has volunteered their efforts during 2003, particularly, 2003 President **Harry Brull** for his exceptional leadership and his generosity during the past year, and former Past President **Donna Denning** and outgoing Board Member **Déonda Scott** for their wise counsel. Also deserving high praise for their role in our incredibly successful conference in Baltimore are **Amy Bauer**, Program Committee Co-Chair, and Conference, Host Committee Chair **Chris Parker**.

I would also like to thank Executive Council Representative **Paul Kaiser** and continuing board members **Martin Anderson**, **Dennis Doverspike**, **Jennifer French**, and **David Hamill**.

Martin, Dennis and David continue as leaders of IPMAAC committees.

Martin Anderson chairs the *Innovations in Assessment Award Committee*. Last year, he attracted an excellent crop of submissions. Remember, your nominations for 2004 are due on March 5! You will find the submission form posted on *IPMAAC Online!* (<http://www.ipmaac.org>)

Dennis Doverspike chairs the *Professional and Scientific Affairs Committee*. This year, he will be initiating a monograph project. With your input, he has been able to generate a number of timely, interesting, and relevant topics. The Professional and Scientific Affairs Committee is also willing to work with other organizations to set up joint projects or to assist in organizing speakers or symposia for conferences. If you are associated with an organization that is looking for a presentation on professional or scientific assessment topics, please feel free to contact Dennis.

Finally, **David Hamill** chairs the *Membership and Committee Services (MCS) Committee* and is the *incoming President-Elect*. As MCS Chair, David is planning a membership drive and a new column in the ACN entitled "Membership News" highlighting new members and showcasing member projects. He will also be asking members for their input.

Also continuing in their current roles are our communications gurus
(continued on next page)

will continue to keep us well informed. **Bill Waldron** is the *Electronic Communications Network* Chairperson, and **Deonda Scott** continues as *Assessment Council News Editor*. Once again, as chair of the *University Liaison/ Student Paper Committee*, **Lee Friedman** will be sustaining our efforts in “growing” future IPMAAC members. As I write this article, Lee is in the process of changing jobs. Those of you who wish to contact him with queries about the Student Paper competition can reach him by phone at (703) 753-7233 or by e-mail at leefriedman1406@yahoo.com.

Mabel Miramon will continue her ever-expanding role as chair of the *Training/Workshops Committee*. **Kris Smith** will be assisting her this year. Committee member **Jim Johnson** emphasized the critical need for trained assessment professionals in his presentation at the conference in Baltimore. Assessment professionals help managers make better assessment decisions. During the coming year, Mabel, Kris, and the members of the Committee will be working hard to revitalize IPMAAC’s training function—Please help them out by completing the Training Needs Survey, which you will find on *IPMAAC Online*!

Looking ahead to the coming year, we welcome two new Board Members, **Donna Terrazas** and **Kathryn Singh**. There are also new faces at IPMA-HR, most notably **Shannon Addaway**, who is *Director of Professional Development*, and is heavily involved in our conference planning and whom many of you may have met in Baltimore. **Katie Pierce** is IPMA-HR’s new Assessment Services Coordinator.

Also in the coming year, we are anticipating another resoundingly successful conference in a perfectly wonderful setting. From June 20 through June 23, IPMAAC will be holding its annual conference in Seattle. This year’s top 10 things to look forward to includes:

1. An outstanding program put together by *Program Committee* Co-Chairs **Julia McElreath** and **Jeanné Makiney**.
2. Social events brought to you by *Conference Host Committee* Co-chairs **Oscar Spurlin** and **Carla Swander**, including a three-hour, no-holds-barred cruise aboard the *Lady Mary*.
3. The Space Needle.
4. The Fish Market—especially the smell.
5. The view of and from Mt. Hood.
6. The gorgeous campus of the University of Washington. (Rumor has it that it is one of the most beautiful anywhere!)
7. The sunny weather—Those of you who lived through the Washington DC spring summer of ’03 will agree.
8. Hot and cold running coffee at STARBUCKS! We’ll make sure there is a good supply in the Presidential Suite as well.
9. The “Beer and Salmon Diet”... a highly effective and palatable alternative to the Adkins and South Beach methods. (I stopped counting breweries in Seattle when I hit 20.)
10. The pleasure of enjoying it all with like-minded colleagues!

I look forward to spending the coming year with you. Those of you who are not actively involved, I encourage you to get involved. You will find that becoming involved in this organization is some of the best training you will ever get—and it’s the biggest bargain around. No end of applied technical knowledge from my IPMAAC colleagues. In addition, my involvement in IPMAAC has been some of the best management and leadership training that I have received. I encourage you to join if you are not a member. If you are already a member but are not active, join a committee. You will find the names and contact information for all current committee chairs at the end of the *ACN*.—ACN

Training Needs Survey

The Penn State Center for Personnel Assessment and Selection (CPAS) is conducting a training needs survey for the International Personnel Management Association Assessment Council (IPMAAC). The survey is designed to identify personnel assessment training needs. The survey will collect information on needs for existing IPMAAC and MAPAC (Mid-Atlantic Personnel Assessment Consortium) developed courses. The survey will also collect information on topics where other training courses may be needed, and locations where training is needed.

You are encouraged to complete the survey for your organization. The web address for the training needs survey is shown below. Links to the survey can also be found on the IPMAAC and MAPAC web sites: www.ipmaac.org and www.ipmaac.org/mapac/

A direct link to the survey is: <http://app.outreach.psu.edu/OMRP/scriptsORIG/cpas.htm>

Practice Exchange

By Bridget Styers and Kathryn Singh (Paget), Associate Editors

With a great deal of assistance from the previous Practice Exchange Editor, Ilene Gast, this month, the ACN features another in the series of special articles from winners of IPMAAC's 2002 Innovations in Assessment Award. The guest authors, Deborah Gebhardt, Elizabeth Kolmstetter and Ann Quigley are members of the team that won the 2003 Innovations in Assessment award for their work on developing a screener assessment system for the Transportation Security Administration within the Department of Homeland Security.

If you are conducting a project that would interest the ACN readers, or if you know someone who is, please contact one of us. Bridget can be reached by e-mail at bstyers@hr.sbcounty.gov or by phone at (909) 387- 5575. Kathryn can be reached by e-mail at ksingh@hr.sbcounty.gov or by phone at (909) 387-5583.

Development of Transportation Security Administration Screener assessment system

Deborah L. Gebhardt, Ph.D., Human Performance Systems, Inc

Elizabeth Kolmstetter, Ph.D., Transportation Security Administration

Ann Quigley, M.A., Transportation Security Administration

In response to the terrorist attacks on 9/11, Congress and the President enacted the Aviation and Transportation Security Act (ATSA, Public Law 107-71). In addition to creating the new Transportation Security Administration (TSA), the Act mandated that the new Agency federalize 429 airports in the United States. This included many specific requirements related to air travel and airport security, along with requirements for Screeners. Not only was Screener a new job with new standards, but a new Federal Agency had to recruit, hire, and train an entire workforce in mere months. TSA grew from a small group of government detailees, consultants, executives on loan from the private sector, and TSA employees from other law enforcement agencies.

The ATSA required testing and training of all individuals who performed the screening function. TSA formed "GO-Teams" that consisted of detailees and consultants who recommended methods and programs to meet the ATSA requirements. "GO-Team 31 was responsible for the screener qualifications and hiring program and engaged the services of the National Skills Standards Board (NSSB) in January 2002 to design a comprehensive system to identify, validate, train, and measure the skills and abilities required by airport security screeners.

Dr. Elizabeth Kolmstetter, who is now the Deputy Assistant Administrator for Workforce Performance and Training at TSA and formally the Senior Director at the NSSB, was the project director. Dr. Kolmstetter engaged

the services of Deborah Gebhardt (Ph.D., Human Performance Systems), James Sharf (Ph.D., Sharf & Associates), Allison Black-McIver (J.D., BMC & Associates), Paul Squires (Ph.D. Applied Knowledge & Skills), Joanna Lange (TSA - Hiring Program Manager), Ann Quigley, now the Director of Standards, Testing, and Certification at TSA (formally at NSSB), and Todd Baker (Ph.D., Human Performance Systems, Inc) to develop the screener selection system.

Joint planning between TSA and the NSSB team was essential for successful completion of the project within the timeline mandated by Congress. Project implementation and administration issues were addressed during this early phase of the project in order to identify the final implementation strategy and implement the screener assessment and standards immediately upon completion of the project. A future-oriented job analysis was completed in three weeks. This included: a literature search of FAA, GSA, and other related studies; interviews with SMEs; checkpoint observations; ergonomic and physical requirements assessments; and review of TSA training. A panel of 15 I/O psychologists used the NSSB skills standard approach to describe the work to be completed and the KSAs needed by the worker. A systematic process was also used to gather input from stakeholders, including methods to improve diversity, and ensure equal access to the new jobs. These analyses identified the skills associated with job performance and created the foundation for a fully integrated human resources system (e.g., recruiting, test-

(continued on next page)

ing, hiring, training). The new Transportation Security Screener job emerged with five mandatory rotational stations and the following critical work functions:

- Control entry and exit points
- Perform security screening of persons
- Perform security screening of property and baggage
- Continuously improve security screening processes
- Continuously improve own performance through training and development

After these components of work were established, the worker-oriented knowledge and skills were rated and “leveled.” The critical knowledge and skills included observation, English proficiency (speaking, listening, reading, writing), maintaining command posture, stress tolerance, ability to learn, using social skills, making decisions and judgments, gathering and analyzing information, self and career development, using information and communications technology, analyzing and solving problems, and adaptability. Other occupational and technical knowledge and skills also emerged. These included: physical requirements (e.g., physical coordination, strength, manual dexterity, proprioception), medical requirements (e.g., near and far vision, color perception, hearing acuity, orthopedic/joint function/joint mobility), skill in search methods, knowledge of safety policies and procedures, professional integrity, and equipment knowledge and skills. Following the knowledge and skills identification, the *complexity* level for each element was identified. The complexity level indicated how critical a skill was to the work and how much skill was needed to perform competently.

Once the skill standards were identified the screener assessment system was developed. Although a predictive validity approach for the system was used, a content linkage approach was performed between the assessments and the skills standards. The assessments were piloted in mid-March 2002 at three sites across the country in an effort to begin the screening process for the new airport security personnel. Following the pilot testing, the skill standards, assessments, and hiring process were reviewed for evidence of validity and fairness, ease of administration, and standardization. A multiple hurdle approach was used for the selection system, which consisted of four phases.

Phase I

- On-line/ interactive voice response (IVR) application/questionnaire that evaluated against the minimum qualifications (e.g., U.S. citizen, high school degree, GED, or one year specialized experience.)

Phase II (approximately 48% pass rate)

- Assessment orientation and forms completion
- Computerized test battery: competencies (e.g., integrity, work ethic, customer service orientation), English proficiency skills (e.g., reading, writing, listening), screener technical aptitudes (e.g., visual observation of x-ray images using signal detection theory and mental rotation), and supervisory skills, scored only for supervisory-screener applicants.

Phase III (approximately 86% pass rate)

- Structured interview
- Physical ability test (e.g., baggage lift & baggage search)
- Conditional job offer if passed all assessments
- Medical evaluation (e.g., near/far/color vision, hearing, orthopedic assessment)

Phase IV (final hiring stage)

- Security check (fingerprint, photo, background investigation)
- Hire offer (e.g., salary, training dates, uniform fitting, orientation)

This process was opened for the first screeners on March 8, 2002 and the first screener applicants were tested March 18, 2002 in three assessment centers across the United States (Los Angeles, Chicago, and Memphis). Approximately 1300 screeners were hired during the first week of testing. The first Federal passenger screeners were trained and deployed April 30th in Baltimore/Washington International Airport. By September 2002, TSA held 84 job fairs coast-to-coast, 1.5 million applications for the screener position were processed, and 26,600 screeners were hired. By the Congressional deadline (November 19, 2002), 1.8 million applications were processed, 340,000 applicants were tested, and 50,000 screeners were hired with another 50,000 in a ready pool for continuous hiring, and TSA assumed responsibility for passenger screening at the nation’s 429 commercial airports. The goals of access, diversity, and civil rights were achieved with women comprising 38% of the screener workforce and ethnic minorities comprising 44%. History was made implementing the selection system, and public response to the new workforce has been very positive. Today, TSA is the largest agency within the Department of Homeland Security.—AGN

For more information contact Elizabeth Kolmstetter at 571-227-1804 or Elizabeth.Kolmstetter@dhs.gov or Deborah Gebhardt at 301-595-9509 or hpsdgebhardt@erols.com.

Technical Affairs

By Mike Aamodt, Associate Editor

Well I'm back from my semester-long sabbatical and this column is my first piece of work for 2004. This month's column contains an answer to an ACN reader's question about profile matching as well as another attempt at HR humor. If you have a technical question you want answered or a piece of HR humor you want published, please submit it via email (maamodt@radford.edu).

Another Strike Against Profile Matching

In a previous *Technical Affairs* column (www.ipmaac.org/acn/dec96/techaff.html), a reader submitted a question about the use of profile matching, and my response was a resounding, "Don't use it." In the past few months I received a question about profile matching from an ACN reader as well as one from a former student, so I thought it might be time to revisit the issue.

Profile matching is typically conducted by administering a personality test to a group of high performers and then creating a personality profile of the "ideal employee." The personality profiles of applicants are compared to this ideal profile and applicants whose profiles are closest to the ideal are then hired. The idea behind profile matching is that employees who were attracted to a job and an organization in the first place, survived the hiring process, liked the organization enough to have accepted the job and not quit, and who have received high performance ratings have a personality that is "ideal" for the job and the organization.

Though profile matching is most commonly used for selection purposes, a former student recently contacted me when his company was considering using profile matching to determine training needs for their supervisors. His company had been contacted by a consulting firm who would administer a personality test to supervisors and compare the profile of each supervisor to norms generated by thousands of supervisors at other locations. Supervisors whose profiles did not match the "normal profile" would be targeted either for training or for dismissal. I asked my former student if this personality test had been validated, and his response was, "No." I then asked what type of training they would conduct for supervisors with the wrong personality, and his response was, "We hadn't thought of that." Rather than using profile matching, I suggested that a better way to determine training needs might be to use performance appraisal data, surveys, and a battery of skill tests.

The December, 1996 *Technical Affairs* column concluded that profile matching is not a good idea. As stated in that column, the goal of a job analysis is to identify the tasks performed by incumbents, the conditions under which those tasks are performed, and the knowledge, skills, abilities, and other characteristics (KSAOs) needed to perform the tasks under the conditions identified. A "profile analysis" does none of these three things. Instead, such an analysis merely identifies the typical person who is either attracted to a particular job or is hired by a particular organization. In the December, 1996 column I used the police profile on the MMPI as an example of why profile matching doesn't make sense.

A meta-analysis I conducted on the validity of personality tests in law enforcement selection clearly shows that successful police officers have elevated scores on the K, Pd, and Ma scales of the MMPI (by the way, this profile does not occur with the MMPI-2). Taken by itself, this "profile analysis" would suggest that we should hire applicants who match this profile: that is, defensive, rebellious, and highly energetic. However, the meta-analysis indicates that unsuccessful police officers have this same profile, as do police applicants in general. Furthermore, as shown in Table 1 (next page), the meta-analysis indicates that there is no significant relationship between scores on these scales and supervisor ratings of police performance. In other words, there is a definite "police profile," but this profile is not at all related to performance.

My meta-analysis on the validity of the California Psychological Inventory (CPI) in law enforcement selection provides another example of why profile matching is not a good approach. As you can see in Table 2 (next page), the CPI scales with the highest mean scores are not the scales with the highest validity coefficients. In fact, the scale with the highest validity (Tolerance) has one of the

(continued on next page)

Table 1

MMPI Scale	MMPI Means			MMPI Validity		
	K	N	Mean	K	N	Correlation
K	96	15,566	59.6	26	3,519	.04
Pd	105	16,464	55.9	24	3,273	-.08
Ma	103	15,688	55.0	24	3,204	-.09
Hy	101	15,529	53.2	24	3,222	.02
L	96	15,501	53.0	25	3,279	-.03
Mf	97	15,368	51.6	21	2,768	-.06
Sc	103	15,873	51.4	22	2,585	-.09
Pt	102	15,619	50.9	22	2,585	-.07
D	102	15,848	50.2	23	2,715	-.06
Pa	102	15,848	50.0	27	3,314	-.01
Hs	102	15,619	49.6	24	2,663	-.02
F	101	16,554	48.2	23	3,304	-.09
Si	100	15,268	44.9	23	2,861	-.01

Note: K= number of studies in the meta-analysis and N= the number of police officers in the studies.

lower mean scores and one of the scales with the lowest validity (Dominance) has the highest mean score.

What do we conclude from these two examples? A quick and dirty “profile analysis” will not substitute for a professional job analysis and validation study. Profiles can be useful in understanding the skills and personalities of a particular field or organization. Though this knowledge probably will not help in selecting future employees, it might prove useful in predicting the success and acceptance of certain organization development interventions. That is, if an organization’s profile indicates that its typical employee is low on flexibility, more effort may need to be spent when introducing change than an organization with a profile of high-flexibility employees.—ACN

Table 2

CPI Scale	CPI Means			CPI Validity (performance ratings)		
	K	N	Mean	K	N	r
Dominance	31	3,373	57.4	14	1,117	.05
Ach via conformity	33	3,397	57.3	15	1,261	.17
Psych mindedness	31	3,295	56.8	13	1,072	.12
Self-acceptance	30	3,285	56.2	15	1,166	.01
Social presence	30	3,285	55.9	13	1,072	.06
Ach via independence	31	3,295	55.9	15	1,261	.12
Good impression	33	3,397	55.4	13	1,072	.10
Communality	33	3,397	55.2	16	1,186	.11
Self-confidence	33	3,397	54.8	15	1,187	.16
Sociability	28	3,101	54.4	14	1,117	.03
Well being	33	3,477	54.4	16	1,256	.15
Intellectual efficiency	31	3,295	53.4	13	1,072	.14
Socialization	30	3,285	53.3	14	1,121	.10
Tolerance	33	3,397	52.9	15	1,187	.20
Capacity for status	33	3,475	52.5	13	1,072	.06
Responsibility	33	3,477	50.6	17	1,400	.12
Flexibility	30	3,205	50.6	14	1,102	.05
Femininity	30	3,205	46.7	14	1,102	.09

HR Humor

Here are some mixed-metaphors and dumb sayings reportedly said by actual managers.

"I'll deal with that road when we cross it."

"We're cooking on all cylinders now."

"Don't act like the entire floor is falling out!"

"He found himself where he wasn't at."

"I'm in a roll right now."

"Number than a pounded hake."

"It's a pretty open and dry case."

"Right in the dead of Summer..."

"We need to have our ducks in a roll."

"I think it's time to nip it in the butt!"

"We need to go in there all Guns 'n' Roses!"

Once, while talking with a major client, the boss wanted to push the main issue to the fore, he said, "Let me lay my balls out here on the table."

"I don't want to blow my own drum."

"I made him write in down in black and blue."

"It was the cheapest thing since sliced bread."

"The days of getting a foot in the door have gone out the window."

"I'm just talking off the cuff of my head now."

"You're going off on a tandem."

"They've got two telephone numbers and they're both different."

"They could do this job with their eyes tied behind their backs."

"It's a jumble out there."

"He smokes like a fish."

"We need to get up the learning curb."

"I can't decide. It's twelve of one and a half-dozen of another."

"Once you've buttered your bread, you have to lie on it."

"He was breathing down my throat."

When Hiring The Best Matters



Assessment • Selection • Testing Services



CPS knows that when it comes to hiring, your public agency deserves the best. For more than half a century, we've been perfecting our services to ensure this happens.

**Put our team to the test.
Let us help you make the
right choice.**

916.263.3600

Offices in California, Wisconsin, and Washington, D.C.

IPMAAC Conference Program Committee

It's time to start thinking about the IPMAAC Conference in Seattle, Washington. We, the program committee co-chairs Jeanné Makiney and Julia McElreath, and the host committee co-chairs Carla Swander and Oscar Spurlin, are very excited about the conference and the location – Seattle is a terrific place to have a conference. With many wonderful attractions, there's something for everyone to enjoy: Mariners Baseball, the Space Needle, the beautiful scenery, and of course, the coffee!

While Seattle has much to offer, from June 20 to June 23 the biggest attraction will be the 2004 IPMAAC Conference! Our rapidly evolving program will include exciting invited speakers, informative workshops and tutorials, and loads of opportunities for you to interact with your colleagues. The Program Committee chairs and members are busily planning the program - we had a terrific response this year and are busily sorting through an abundance of really exciting submissions. Stay tuned for further details. Meanwhile, if you have any questions about the program please feel free to contact the Conference Program Co-chairs, Jeanné Makiney or Julia McElreath (see contact information below).

The Host Committee is hard at work planning some wonderful activities for us in Seattle, including a cruise! If you'd like to help out with the host committee, please contact Oscar Spurlin or Carla Swander (oscar@ergometrics.org, carla@ergometrics.org, or 425-774-0529). Please stay tuned for further details from the Program Committee! Meanwhile, if you have any ideas, suggestions, questions, or recommendations we would love to hear from you.

And one more thing...for all consultants, test developers and automation experts: The IPMAAC conference is an ideal way to advertise the service, consultation, or products that you have to offer. Contact Shannon Adaway for more information on possible marketing opportunities as part of the IPMAAC conference. Shannon can be reached by e-mail at sadaway@ipma-hr.org or by phone at (703-549-7100). See you all in Seattle!


Jeanné Makiney: CPS; 241 Lathrop Way, Sacramento, CA 95815; 916/263-3600; jeanne@cps.ca.gov

Julia McElreath: U.S. Department of Homeland Security; 800 K Street NW Room 5000, Washington, DC 20536; 202/305-0596; julia.mcelreath@dhs.gov—ACN

An industry-first software program to help employers validate written tests

Call now for a free demo CD!

Established in 1974



Biddle Consulting Group, Inc.

(800) 999-0438
staff@biddle.com

Test Validation & Analysis Program™

[TVAP™]

Software designed to completely automate the written test validation and analysis process, including:

- * Validate written tests using decision rules that have been approved in court
- * Set cutoff scores using the **modified Angoff technique**
- * Analyze SMEs for rater reliability and conduct "outlier analyses"
- * Evaluate **item bias** against women and minorities using **Differential Item Functioning (DIF)**
- * Conduct item and test analyses (item analysis statistics, test reliability, etc.)
- * Analyze cutoff score options for **adverse impact** using the 80% test, statistical significance, and practical significance

www.biddle.com

Police Detective, Correctional Officer Exams from IPMA-HR

Police Detective Exams

IPMA-HR now has available a multiple-choice exam for the position of police detective. The PDet-1 and PDet-2 are supported by a content validity study and assess the following knowledge areas: Knowledge of Laws Related to Police Work, Police Investigative Procedures and Concepts for Writing and Completing Reports, Records and Paperwork.

Look for a new interactive problem-solving exercise for the detective position later in 2004.

C-3 and C-4 Correctional Officer Exams

IPMA-HR is in the process of developing two new forms of the entry-level correctional officer exams. The process includes a job analysis to pinpoint the tasks performed by correctional officers and the knowledge, skills and abilities necessary to successfully perform those tasks. Exam questions were constructed based on the results of the job analysis survey and assess the following areas: Ability to Learn and Apply Information, Ability to Observe and Remember Details, Ability to Follow Directions, and Problem Solving Ability. A criterion-related validity study is currently underway and the new forms of the exams are expected to be available early in 2004.

For more information, contact Kathleen Pierce, assessment services coordinator, at kpierce@ipma-hr.org.

DENNIS A. JOINER & ASSOCIATES

Specialists in Supervisory and Management Assessment Since 1977

Situational Judgment Tests Available for Rent or Lease:

Supervisory Practices Instrument (Form B) - First Level Supervisor / Team Leader

Management Situations Test - Second Level Supervisor / Manager

Administrative Situations Test - Program or Division Manager

Supervisory Situations Test for Law Enforcement - Sergeant

Management Situations Test - Law Enforcement (Lieutenant or Captain)

Company Officer Situations Test - Fire Service (Lieutenant or Captain)

Fire Service Human Relations and Leadership Test (Driver/Engineer)

Human Relations / Interpersonal Skills / Customer Service (multiple levels)

Also available: Office Assistant and Account Clerk Written Tests (multiple levels and versions).

For More Information or to Order Review Copies Contact:

DENNIS A. JOINER & ASSOCIATES

4975 Daru Way, Fair Oaks, CA 95628

Phone: (916) 967-7795

Toll free: (877) 623-7432

E-mail: joinerda@pacbell.net

Participate in the development of new Entry-Level Correctional Officer Examinations and receive a 20% discount off your first order of the new examination!

The International Public Management Association for Human Resources (IPMA-HR) is currently in the process of developing new Entry-Level Correctional Officer Examinations. IPMA-HR is presently looking for departments interested in participating in the next phase of the exam development, the concurrent validity study.

The validation study includes two phases: 1. administering the new Correctional Officer Examination to current Correctional Officers, and 2. having supervisors evaluate the correctional officer's job performance.

Data from correctional facilities around the country will be combined with the data you provide, and an item analysis will determine the best questions to include on the exam. The examination and performance evaluation data will then be used to conduct the statistical analysis to ensure that exam performance predicts job performance.

All participating departments will receive a discount of 20% off of their first order of the new correctional examination and a large discount may be offered depending on the number of participating officers from a department.

If you are interested in participating in this study, please tear out the form below and return it to IPMA-HR by fax or mail. If you have any further questions, please feel free to contact Kathleen Pierce at kpierce@ipma-hr.org or 703.549.7100, toll free 800.381.8378.

Correctional Officer Examination Development Participation Form

Yes, I would like to participate in the validation study for the correctional officer examination development project. Please send me materials to test _____ Correctional Officers.
(Fill in quantity)

Contact Person _____

Title _____

Agency _____

Address _____

City/State/Zip _____

Telephone _____

Fax _____

Email _____

Please return to: IPMA-HR
Kathleen Pierce
1617 Duke Street
Alexandria, VA 22314
Phone: 703.549.7100
Fax: 703.684.0948

ipma-hr
INTERNATIONAL PUBLIC MANAGEMENT
ASSOCIATION FOR HUMAN RESOURCES

Web Assessment Solutions
CORPORATE | GOVERNMENT | EDUCATION

The logo features the word "PAN" in a large, bold, black, stylized font. A registered trademark symbol (®) is located to the upper right of the "N". The logo is centered over a large, light gray target graphic with concentric circles and intersecting lines. Below the logo, the tagline "Everywhere You Need It To Be." is written in a smaller, black, sans-serif font.

PAN[®]
Everywhere You Need It To Be.

- **Testing & Assessments**
- **Testing Centers**
- **Biodata**
- **Vita** *Vital Information for Talent Assessment*
- **poet pan[®]** *Online Educational Testing*

www.panpowered.com

1 877 449 TEST

©2004 Performance Assessment Network, Inc. All rights reserved.

IPMAAC Across the Nation – News of the Councils

By Kristine Smith, Associate Editor

American Psychological Association (APA)

The 2004 conventions will be in Honolulu, Hawaii from July 28 - August 1. Future conferences will be 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. 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 discussion. Check their 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 Personnel Management Association (IPMA)

The 28th Annual IPMAAC Conference, "Moving from Valleys to Vistas: Discovering Creative Solutions to Assessment Challenges." is scheduled for June 20-23 at the Renaissance Seattle Hotel in Seattle, WA. Jeanne Makiney and Julia McElreath are the Program Committee Co-chairs and Oscar Spurlin and Carla Swander are the Host Committee Co-chairs.

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.metroapppsych.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 next meeting will be held in April of 2004. The program will be the one that was planned for the September meeting which was canceled due to hurricane Isabel. For details on MAPAC, contact Amy Bauer at 410-545-5609, or visit 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. Information on MPPAW programs may be obtained from Sidney Teske at Sid.Teske@co.hennepin.mn.us

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 2004 calendar for scheduled luncheon speakers or visit the PTC/MW website accessible through the IPMAAC website at www.ipmaac.org

(continued on next page)

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 spring meeting will be held May 12-14 at the Riviera Resort and Racquet Club in Palm Springs, CA. and will include special events to celebrate WRIPAC's 25th anniversary. Additional information may be obtained 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 Bridget Styers at (909) 387-5575 or bstyers@hr.co.san-bernardino.ca.us

Upcoming International, National, and Regional Conferences and Workshops

FEBRUARY

- 2-4: Association of Test Publishers. Annual Conference. "Technology in Testing: Advancements in Best Practices" Palm Springs, CA. Contact: testpublishers.org/conference.htm
- 11: PTC/MW Luncheon Meeting.
- 7-11: American Society for Training and Development. Conference. "Techknowledge 2004" Anaheim, CA. Contact astd.org

- 19: MPPAW Meeting. Frank Landy, CEO, SHL Litigation Support Services. "Can we protect psychology from the law? What's new in employment litigation."
- 25: PTC/SC Luncheon Meeting.

MARCH

- 2: BAAP Meeting. San Francisco. Speaker: Dr. Arthur Jensen, Professor Emeritus, UC Berkeley, "A Century of Research on Intelligence, 1904-2004: Where Do We Go From Here?"

(continued on next page)

Calendar continued

- 4-6: Society of Psychologists in Management. Annual Conference. San Francisco, CA. Contact: spim.org
- 8-10: Society for Human Resources Management. Annual Conference: "Employment Law and Legislation" Washington, D.C. Contact: www.shrm.org
- 8-11: National Institute For Occupational Safety and Health. Applied Ergonomics Conference. Orlando, FL. Contact: ergo@iienet.org
- 10: PTC/MW Luncheon Meeting.
- 18: MPPAW Meeting. Scott Brooks, Executive Consultant, Director of Research and Development, Gantz Wiley Research. "Employee attitudes: Ethics, the economy, and links to customer and business results."
- 22-24: SHRM "Global Forum" Bal Harbour, FL. Contact: www.shrm.org
- 24: PTC/SC Luncheon Meeting
- 31-4/2: IPMA Western Region Conference, "eHR: Are We Ready for The 21st Century?" Oakland Marriot City Center. Contact: www.nccipma.org.

APRIL

- 1-4: Society for Industrial and Organizational Psychology. Annual Conference. Chicago, IL. Contact: www.siop.org
- 12-16: American Educational Research Association. Annual Conference. San Diego, CA. Contact: www.aera.net
- 13-15: National Council on Measurement in Education. Annual Conference. San Diego, CA. Contact: www.ncme.org

- 19-21: Employment Management Association. Annual Conference. Washington, D.C. Contact: www.shrm.org
- 25-28: IPMA Southern Region Conference. Atlanta, GA. Contact: Brenda.Whitehead@co.fulton.ga.us
- 28-30: MAPAC Meeting. Washington, D.C.

MAY

- 12-14: WRIPAC Meeting, training and 25th Anniversary Celebration.
- 20: MPPAW Meeting. Panel Discussion: "What Have You Done For Me Lately? An open discussion between MPPAW members and executives regarding the role of psychology in business."
- 21-27: American Society For Training and Development. Annual Conference. Washington, D.C. Contact: www.astd.org
- 27-30: American Psychological Association. Annual Convention. Chicago, IL. Contact: www.psychologicalscience.org

JUNE

- 13-16: IPMA Cental Region Conference. Grand Rapids, MI
- 13-16: IPMA Eastern Region Conference. New Haven, CT.
- 20-23: IPMAAC Conference. Seattle, WA. Contact: www.ipmaac.org
- 27-30: Society for Human Resource Management. Annual Conference. New Orleans, LA. Contact: www.shrm.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



The Public Safety Selection Specialists™



Helping you better serve your community by identifying and promoting high-caliber individuals who are ready to "make a difference"— that's the essence of what I/O Solutions can do for you.

I/O Solutions is focused on public safety selection. As **the nation's leading public safety human resources consulting firm**, our consultants have developed, implemented and validated assessment programs for over 1,000 public safety agencies, located in over 40 of the 50 states and Canada. These programs include promotional, entry-level and physical-ability examinations for police, corrections, EMS and fire departments.

Professional I/O Solutions' consultants work hand-in-hand with some of the largest public safety agencies in the nation to customize state-of-the-art selection systems. Our training as psychologists and psychometricians, coupled with our extensive knowledge of the public safety human resources field, means that we come to your agency already knowing what many of our competitors have to learn on your time.

- ★ **Effective, affordable, and defensible assessments**
- ★ **75 years of combined industry experience**
- ★ **State-of-the-art exams and methods**
- ★ **Visionary yet tested approach**
- ★ **Commitment to client performance and success**

Many of our public safety clients came to us while struggling to meet the demands of the federal government. Developing solutions for them has made us keenly aware of the steps that must be taken to ensure the validity, reliability, fairness and defensibility of every examination process.

Our success is measured by our ability to enhance your performance. The reason we fulfill this promise is simple—we consistently earn our clients' trust. We would be honored to serve your agency.

Please contact us at the following address:
1127 S. Mannheim Road, Suite 203
Westchester, IL 60154
 Phone: **1.888.784.1290** Fax: **708.410.1558**
 E-mail: **info@iosolutions.org**
 Web site: **http://www.iosolutions.org**

I/O Solutions is excited to present our new expanded line of products and services! Please contact us for more information on any of the following:

- **National Criminal Justice Officer Selection Inventory**
- **National Firefighter Selection Inventory**
- **National Correctional Officer Selection Inventory**
- **National Public Safety Dispatcher Selection Inventory**
- **Video-based Law Enforcement Examination**
- **Entry-level Oral Board Interview Programs**
- **Mechanical Reasoning Ability Test**
- **Personnel Report (Integrity/Ethics)**
- **In-depth Law Enforcement and Firefighter Personality Examinations**
- **Physical Ability Testing Programs**
- **Law Enforcement Supervisor I and II**
- **Law Enforcement Investigator**
- **Fire Service Supervisor I and II**
- **Firefighter Driver/Engineer**
- **Promotional Oral Board Interview Programs**
- **Assessment Centers or 'Standalone' AC Components**
- **EMT Basic**
- **EMT Intermediate**
- **Paramedic**
- **Online Exam Purchase, Administration, and Scoring**
- **Online Employment Applications**
- **Online Public Safety Morale and Community Surveys**
- **Job Analysis and Customized Exam Programs**

2004 IPMAAC Officers and Board Members

President

Ilene Gast (2003-2005)

Senior Research Psychologist
U.S. Department of Homeland Security
Research and Development
800 K Street NW, Room 5000
Washington, DC 20536
Tel (202) 305-0590, Fax (202) 514-4200
Ilene.Gast@dhs.gov

President-Elect

David Hamill (2001-2005)

Senior Research Psychologist
U.S. Department of Homeland Security
800 K Street, NW, Room 5000
Washington, DC 20536
Tel (202) 305-1746, Fax (202) 305-3664
david.hamill@dhs.gov

Past-President

Harry Brull (2003-2005)

Sr. VP, Public Sector Services
Personnel Decisions International
2000 Plaza VII Tower
45 S. 7th Street
Minneapolis, MN 55402
Tel (612) 337-8233, Fax (612) 337-3695
harry.brull@personneldecisions.com

IPMAAC Representative to IPMA Executive Council

Paul Kaiser (2003-2005)

Assistant Director
Testing Services Division
New York State Department of Civil
Service
The State Campus
Albany, NY 12239
(518) 457-5465
PDK@cs.state.ny.us

Board Members

Martin W. Anderson (2002-2004)

Director, Strategic Resources
Management
CT Dept of Administrative Services
165 Capitol Avenue, Room 404
Hartford, CT 06106
Tel (860) 713-5042, Fax (860) 622-2964
martin.anderson@po.state.ct.us

Dennis Doverspike (2003-2005)

Professor of Psychology
Psychology Department
University of Akron
Akron, OH 44325
Tel (330) 972-8372, Fax (330) 972-5174
dd1@uakron.edu

Jennifer French (2002-2004)

Sr. Associate
Darany and Associates
P.O. Box 6037
Kingman, AZ 86402-6037 Or
229 Deloris Ave
Kingman, AZ 86401
Tel (928) 757-7783, Fax (928) 757-2967
jfrench@ctaz.com

Kathryn Singh (Paget) (2004-2006)

EEO Supervisor
County of San Bernardino Human Resources
Dept
157 W. Fifth Street - 1st Floor
San Bernardino, CA 92415-0440
Tel (909) 387-5583, Fax (909) 387-6075
ksingh@hr.sbcounty.gov

Donna Terrazas (2004-2006)

Manager of Recruitment & Classification
East Bay Municipal Utility District
375 11th St
Oakland, CA 94607
Tel (510) 287-0707, Fax (510) 287-0986
donna@ebmud.com

2004 IPMAAC Committee Chairs

Conference Program

Jeanne Makiney

Senior Consultant
CPS Human Resource Services
241 Lathrop Way
Sacramento, CA 95815
Tel (916) 263-3600,
Fax (916) 561-7243
jeanne@cps.ca.gov

Julia McElreath

Research Psychologist
U.S. Department of Homeland
Security
Research and Development
800 K St, NW Room 5000
Washington, DC 20536
Tel (202) 305-0596
julia.mcelreath@dhs.gov

Conference Host

Oscar Spurlin, Ph.D.

Co-Owner
Ergometrics & Applied Personnel
Research
115 Skyline Dr
Edmonds, WA 98020
Tel (425) 774-5700,
Fax (425) 774-0829
oscar@ergometrics.org

Carla Swander

Co-Owner
Ergometrics & Applied Personnel
Research
115 Skyline Dr
Edmonds, WA 98020
Tel (425) 774-5700,
Fax (425) 774-0829

Membership and Committee Services (MCS)

David Hamill

Senior Research Psychologist
U.S. Department of Homeland
Security
800 K Street, NW, Room 5000
Washington, DC 20536
Tel (202) 305-1746,
Fax (202) 305-3664
david.hamill@dhs.gov

University Liaison/Student Paper Competition

Lee Friedman

EDS Government Consulting Service
13900 Lincoln Park Drive — MS
405/BICS
Herndon, VA 20171
Tel (703) 753-7233
leefriedman1406@yahoo.com

Continuity

David Hamill

Senior Research Psychologist
U.S. Department of Homeland
Security
800 K Street, NW, Room 5000
Washington, DC 20536
Tel (202) 305-1746,
Fax (202) 305-3664
david.hamill@dhs.gov

Professional/Scientific Affairs

Dennis Doverspike

Professor of Psychology
Psychology Department
University of Akron
Akron, OH 44325
Tel (330) 972-8372,
Fax (330) 972-5174
dd1@uakron.edu

Assessment Council News

Déonda Scott

Employment, Assessment and
Development Manager
City of Orlando
400 S. Orange Avenue
Orlando, Florida 32802-4990
Tel (407) 246-2061,
Fax (407) 246-2019
deonda.scott@cityoforlando.net

Electronic Communications Network

Bill Waldron

Tampa Electric Company
P.O. Box 111
Tampa, FL 33601
Tel (813) 630-6503,
Fax (813) 630-6802
bill@bwaldron.com

Training/Workshop

Mabel Miramon

California State Personnel Board
MS 37
801 Capitol Mall
Sacramento, CA 95814
Tel (916) 653-1401,
Fax (916) 653-1353
mmiramon@spb.ca.gov

Kristine Smith

Senior Associate
Darany & Associates
1250 San Pablo Ave.
Redlands, CA 92373
Tel (909) 798-4475.

Innovations in Assessment Award

Martin Anderson

Connecticut Dept of Administrative
Services
165 Capitol Avenue, Room 404
Hartford, CT 06106
Tel (860) 713-5042,
Fax (860) 713-7413
martin.anderson@po.state.ct.us

Nominations/Bylaws

Harry Brull

Sr. VP, Public Sector Services
Personnel Decisions International
2000 Plaza VII Tower
45 S. 7th Street
Minneapolis, MN 55402
Tel (612) 337-8233,
Fax (612) 337-3695
happy.brull@personneldecisions.com

Bemis Award-Nomination

Ilene Gast

Senior Research Psychologist
U.S. Department of Homeland
Security
800 K Street, NW, Room 5000
Washington, DC 20536
Tel (202) 305-0590
Ilene.Gast@dhs.gov

About the *ACN*

The *ACN* is the official newsletter of the International Public 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 2004 are:

April issue is due on March 5

June issue is due on May 7

August issue is due on July 2

October issue is due on September 3

December issue is due on November 5

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-HR.

Editor

Déonda Scott

Employment, Assessment and
Development Manager

City of Orlando

400 S. Orange Avenue

Orlando, FL 32802-4990

Tel: (407) 246-2061

Fax: (407) 246-2019

deonda.scott@cityoforlando.net

Associate Editors

Assessment Council Affairs

Kristine Smith

Senior Associate, Darany and Associates

1250 San Pablo Ave.

Redlands, CA 92373

Tel: (909) 798-4475

Smithk1@earthlink.net

Practice Exchange

Ilene Gast (2003-2005)

Senior Research Psychologist

U.S. Department of Homeland Security

Research and Development

800 K Street NW, Room 5000

Washington, DC 20536

Tel (202) 305-0590

Fax (202) 514-4200

Ilene.Gast@dhs.gov

Technical Affairs

Mike Aamodt

Professor, Radford University

Department of Psychology

Box 6946, Radford University

Radford, VA 24142

Tel: (540) 831-5513

Fax: (540) 831-6113

maamodt@runet.edu

IPMAAssessment Council

**International Public
Management Association –
Human Resources**
1617 Duke Street
Alexandria, VA 22314
Phone: (703) 549-7100
Fax: (703) 684-0948

IPMA-HR Staff

Debbie Booze

Association Services Coordinator

dbooze@ipma-hr.org

Kathleen Pierce

Assessment Services Coordinator

kpierce@ipma-hr.org

IPMA-HR

1617 Duke Street

Alexandria, VA 22314

Phone: (703) 549-7100

Fax: (703) 684-0948