As I am gearing up to hold the IPMAAC Board meeting later this month in Dallas, the agenda items seem so trivial compared to recent events and headlines. Hurricanes Katrina and Rita have decimated homes, businesses, and even entire towns. Residents of New Orleans and surrounding areas are being permitted to enter the city, survey their homes, and salvage anything of value. New Orleans is a great American city rich in history, culture, and folklore, but remains on life support struggling for its survival. While the cleanup and renovation will be nothing short of a modern day marvel, the far more exigent task will be rebuilding the lives of its denizens. Fortunate families only lost their houses and their material possessions. Victims of these hurricanes now have to pick up the pieces of their lives and reconnect with their family and close friends who may be in different parts of the country. In addition, they must make a particularly difficult decision: wait to rebuild their lives in Louisiana, or start over again in a new location. Finding comparable homes, jobs, and schools are just part of that equation. Addressing the psychological issues related to safety, belongingness, and a sense of hope are also real and significant challenges. Hurricane refugees will be turning to federal, state, and local agencies for assistance. This is where IPMAAC can make a significant indirect contribution to these kinds of relief efforts. Many IPMAAC members work for public sector agencies and are charged with selecting the talent to serve in positions tied to the relief efforts (e.g., public safety, transportation, social work, etc.). If it was not clear to politicians and the general public that we need talented, conscientious, and effective employees in public sector careers, it should be crystal clear now. IPMAAC has been, and will continue to be, dedicated to assist personnel assessment professionals in accurately selecting the brightest and the best.

And now for some IPMAAC business…

Although the period right after the annual conference until the end of the year may seem like a halcyon time for IPMAAC, I can assure you that many of the committees are busy working to meet their goals by the end of the year and gearing up for a smooth transition to new leadership.

Membership and Committee Services (MCS)

Several years ago, the IPMAAC Board made a decision to use the additional conference fee levied to non-members to convert them to members. Essentially, this moved revenue out of the conference registration pot and into the membership pot. This strategy is very effective at growing new membership and helps to maintain current members who attend the annual conference.

(continued on next page)
IPMAAC has great membership retention. However, this practice was not followed over the past two years. This year, I decided to reinstitute this practice and am thrilled to report that IPMAAC membership grew by 41 members in June! Please take a moment and read their names in this ACN. Welcome to IPMAAC!

In addition, MCS has been charged with publishing the 2005 IPMAAC directory. We will be sending each member a directory later this month via e-mail. If you do not receive a directory this month, please contact IPMA for assistance.

Training Committee
Mabel Miramon and Kristine Smith, current training co-chairs, have been working hard to ensure that IPMAAC shares its talent and training materials. For instance, the training committee has been working with Jim Johnson on developing a tailored curriculum for the City of Baton Rouge. Unfortunately, due to hurricane damage, this workshop series has been postponed. We have also recently received a request to conduct the IPMAAC workshops in the mid-Atlantic area. Finally, the new training co-chairs, Shelley Langan and Leilani Yan, will be working hard to develop a training strategy which includes the pre-conference workshops, Webinars, and requested training initiatives.

2006 Program Committee
President-Elect Beverly Waldron has been working diligently with Roxanne Cochran and Martin Anderson, 2006 Program Chairs, to prepare for next year’s conference. In fact, by the time this article is printed, the 2006 Call for Proposals should have hit the Web site (see the Call for Proposals in this ACN edition). I hope you will consider submitting your work and join us in Las Vegas next year.

I hope you all enjoy the beautiful weather that autumn brings, and keep all the people affected by the hurricanes in your thoughts and prayers. —AACCNN

Call for Proposals
Winning thru Assessment: 30 Years of Adding Value to Organizations
Thirtieth Annual IPMAAC Conference on Personnel Assessment
June 25 - 28, 2006 • Las Vegas, Nevada
Proposal Due Date: December 16, 2005

All topics within the area of personnel assessment and selection are welcome at the conference, as are related topics within the field of personnel management. Examples of topics include:

- Challenges/Innovations in Personnel Assessment
- Programs and Practices Demonstrating Excellence in Assessment
- Strategies/Techniques for Managing the Assessment Function
- Information Technology in Personnel Assessment
- Responses to Environmental Changes/Roles of Assessment Professionals
- Assessment-Related Research

For more information about submitting a proposal and to download the Call for Proposals, please visit: www.ipmaac.org. —AACCNN
Welcome New IPMAAC Members!

The following individuals became new IPMAAC members by attending the IPMAAC Annual Conference this year in Orlando, Florida.

- **Martinique Alber** Personnel Board of Jefferson County, AL
- **Eugenia Anderson** State of Alabama Personnel Department, AL
- **Andy Brooks** City of Castleberry, FL
- **Geraldine Burt** U.S. Census Bureau, Suitland, MD
- **Henry H. Busciglio** U.S. Customs and Border Protection, Washington, DC
- **Dina Coppola** City of Jacksonville, FL
- **Russell Cosentino** Brainbench, Chantilly, VA
- **Tonya Dawson** Personnel Board of Jefferson County, AL
- **Tonya Day** City of Baton Rouge, LA
- **Courtney Dean** Personnel Board of Jefferson County, AL
- **Caroline Desjardins** Canadian National Railway Corporation, Montreal, Quebec
- **LaTanya Elliott** Compton College, CA
- **Tim Enright** Monster Government Solutions, McLean, VA
- **Brent Funck** Raytheon Interactive, Pensacola, FL
- **Diana Gonzales** City of Kingsville, TX
- **Natasha Griffin** Orange County Government, FL
- **Jaime L. Herbold** Antioch, CA
- **Jennifer Jepson** State of Oklahoma Office of Personnel Management, OK
- **Robert Kazik** Orleans Parish Criminal District Court, New Orleans, LA
- **James Killian** CWH Management Solutions, Englewood, CO
- **Reid Klion** Carmel, IN
- **Jamie Koladish** Personnel Board of Jefferson County, AL
- **Jonathan Levine** American Institute for Research, Tampa, FL
- **Daryl B. Look** Oakland, CA
- **Wai Leng Low** Singapore, Singapore
- **Amanda Mercado** State of Alabama Personnel Department, AL
- **Glen Morry** Royal Canadian Mounted Police, Ottawa, Ontario
- **Greg Mullins** Florida Department of Law Enforcement, FL
- **Kristin Olson** Bassett Unified School District, La Puente, CA
- **Gavan O’Shea** American Institute for Research, Washington, DC
- **Flo Pierce** City of Las Cruces, NM
- **Jayanthi Polaki** Maryland Department of Transportation, MD
- **Norma Richards** City of Tamarac, FL
- **Michael Russiello** Brainbench, Chantilly, VA
- **Randy Sarver** Wisconsin Department of Transportation, WI
- **Dianna Saxman** Office of Personnel Management, Philadelphia, PA
- **Angela Walker** Sandy City, UT
- **Julie Weintraub** Office of Personnel Management, Arlington, VA
- **Noel White** Intuit Inc., Tucson, AZ
- **Peggy Williams** Louisiana Department of Revenue, Baton Rouge, LA
- **Jean Yan** Westat, Rockville, MD
Interlocal Cooperative Recruitments

By Chris Syverson, CCP, Human Resources Manager, City of Sparks, NV
Julie Paholke, Senior Human Resources Analyst, Washoe County, NV
Ric Bailey, Chief Examiner, City of Reno, NV

The Truckee Meadows Region of Northern Nevada faces significant geographic challenges when recruiting for professional/technical, managerial, or senior managerial positions. The three primary public entities within the region are: Washoe County, City of Reno, and City of Sparks. The area has a population estimated at 380,000, and covers over 6,600 square miles. The human resources agencies of these three jurisdictions have embarked on various cooperative programs to address the challenges of attracting applicants to the area. For example, two or more agencies have cooperated on a particular recruiting effort, such as that for Firefighter or Office Assistant positions. Within the last few years there has been a more committed approach to coordinate recruiting efforts. Each jurisdiction has made a commitment to collaborate on certain recruiting efforts. Some of the reasons for cooperative, multi-agency recruitments include:

- **Shared Labor Pool** – the same candidates tend to apply to all three agencies within this geographical region
- **Cost Benefits** – joint testing or recruiting efforts would eliminate duplicate advertising and/or procuring in multiple agencies
- **Time Efficiencies** – joint testing or recruiting efforts would reduce the amount of staff time spent developing and processing the recruitments in each agency.

As a first step, each entity entered into an “interlocal agreement,” which allowed the human resources departments to work together. The interlocal agreement can be utilized in different ways on an as-needed basis for things, such as:

- Sharing of Certified ‘Lists’
- Joint Recruitments – start to finish
- Shared Testing Opportunities

Prior to undertaking the actual collaborative process, several important considerations had to be addressed:

- Differences in job duties/requirements
- Differences in classification and pay
- Differences in benefit plans
- Where to store the original applications

The spirit of cooperation dominated all discussions and the actual work processes. Two areas of consideration were essential to the success of these activities:

- **Departmental Buy-In** – First and foremost, the hiring manager for each agency needed to be fully on-board with the collaborative process. If there were any reservations by an agency, the decision was made not to collaborate in that circumstance.

- **Communication** – Each entity identified the key decision makers in each situation, and keeping open communication between entities and applicants was crucial. All entities had to be fearless in sharing information and concerns.

One example of how the interlocal agreement can be used is illustrated by the recruiting effort for the Emergency Communication Dispatcher position. The City of Sparks recruiting effort for Dispatcher resulted in a list of eligible candidates that exceeded their needs. Washoe County had no formal test and was struggling to fill several positions. Therefore, the City of Sparks Human Resources Department contacted the candidates on the list to determine if they were amenable to having their information shared with Washoe County (all candidates agreed), then forwarded the list and testing scores to Washoe County. This process had benefits on many fronts:

- The City of Sparks was able to provide candidates with access to other job opportunities in Washoe County

(continued on next page)
I Washoe County received a list of fully tested applicants.

The applicants benefited from being considered by two organizations, instead of just one.

A second example was the joint recruitment for Emergency Management Coordinator positions. Both Washoe County and the City of Sparks had newly vacant positions for which to recruit, so the decision was made to fully cooperate in the recruitment process. The positions were similar in nature, both in terms of compensation and benefits, as well as position requirements and duties. Advertising was conducted jointly: Washoe County placed the advertisements and the City of Sparks picked up the tab. A supplemental questionnaire was jointly developed and scored by members from both agencies. Candidate contact and coordination were handled by the City of Sparks, with Washoe County covering travel costs. In the Reno area, there is a joint Emergency Operations Command Center, which was utilized for a full assessment center. Assessment exercises were developed jointly and assessors comprised representatives from both agencies, the City of Reno, the University of Nevada – Reno, and other subject matter experts. Both agencies came up with the same “short list” of candidates for whom final candidate interviews needed to be conducted. At this point, each agency conducted its own final interviews. One item of note – the City of Sparks had decided at the start of the process that if both jurisdictions wanted the same candidate, then it would allow Washoe County to have “first pick.” Fortunately, the final choices for each jurisdiction were different individuals, so neither organization got “second choice.”

For future projects, each agency has committed to collaborating when it makes sense, and not to collaborate if there are agency concerns. Currently, each agency is looking at new software in applicant tracking, testing, and online application capabilities. If possible, the same type of system could be utilized by each agency, thus applying economies of scale for implementation and training costs. Also under consideration is a joint testing and training facility. This would provide the ability to test a larger applicant pool at one sitting, or offer multiple testing opportunities at one location.

Through this collaborative process, the community has also benefited in several important ways:

- Entry into public employment is less complicated
- Minority groups in the community are supportive of collaborative efforts
- The application and recruitment process is becoming more automated.

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Morgan Hendricks, Lt.
Bonneville County Sheriff’s Office

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The Structured Interview Begins

I couldn’t decide if I should call this column *Structured Interviews II, The Return of the Structured Interview,* or *Structured Interviews: The Sequel.* But then I realized that the content of the column helps readers understand the previous column, and it actually serves as a prequel to last month’s column rather than a sequel, so I went the route of the latest Batman movie (Batman Begins).

I received several emails from *ACN* readers regarding the August Technical Affairs Column on structured interviews. To stick with our movie theme, some were good, some were bad, but none were ugly. Several of the emails asked about some information that I didn’t include in the column and others expressed the view that they preferred “moderately structured” interviews over the rigidly structured interview. So, let me use this month’s column to add some information, clarify a few points, and discuss those “moderately structured” interviews.

**Structure**

In the August column, I indicated that a structured interview is one in which all questions are based on a job analysis, every applicant is asked the same questions, and a standardized scoring key is used to assign ratings to each question. I think this definition caused some confusion. Asking every applicant the same question does not imply that an interviewer can’t follow up or use probes (ideally, an interview guide would contain a non-exhaustive list of potential follow-up questions or probes). For example, suppose an applicant was asked how he would handle a situation with a problem employee and the applicant responded, “I would discuss the matter with her.” It certainly makes sense for an interviewer to follow up with statements such as, “Could you tell me more about that?” or “How would you start the discussion?”

The key to follow-up questions is to ensure that you are asking for information that will allow you to assign the most accurate rating to the construct being measured by the question. Take for example, the following situational question for a network analyst:

> It is 10:00 a.m. and you realize it will take another three hours to finish repairing the computer system for Smith Groceries. You are scheduled to work on a system at Blues Brothers at 11:30, meet a potential client for lunch at 12:30, and work on a system problem for another client at 2:00. How would you handle this situation?

The KSAO tapped by this question involves priority setting. If the applicant replied, “I would reschedule my appointment with Blues Brothers,” or replied, “I would leave Smith Groceries at 11:15 and tell them I will be back later,” it would be essential to follow up and ask the applicant to explain his choice. In a question like this, it is not necessarily the choice that is important, but rather, the reason for the choice (e.g., size of client, criticality of a particular system being fixed quickly). If an applicant responded, “I would give priority to the client that would most be hurt by having their system down,” some interviewers would probably not need a follow-up question because they understood the applicant’s reasoning. Another interviewer, however, might believe that she should follow up and ask how the applicant would determine which client would be hurt the most. With this answer, asking a follow-up question or not asking a follow-up question is an equally valid approach. The important point is to ensure that the interviewers understand the applicant’s answer well enough to use the scoring key to assign a score to the answer.

I hope from the above discussion, you can see that a highly structured interview is not a “rigidly” structured interview. As mentioned in the August column, every interview will also contain clarifying questions in which applicants will be asked to clarify or expand on information in their resumes or applications. Clarifiers, of course, will vary across applicants.

In highly structured interviews, it is essential to finish the interview with a question such as the following, “We have asked you many questions. Is there anything we didn’t ask you about your qualifications that you would like us to know about?” This final question gives applicants a chance to sell themselves and feel that you have all the necessary information. This question is not scored unless it directly provides information related to a previous question that somehow was missed.

**Scoring**

The typical way to score a structured interview is for each interviewer (rater) to score each answer immediately after it is given. What happens after that is a matter for debate. The easiest way to score the interview after its conclusion is to add the scores for each question (questions can be (continued on next page)
weighted, if desired) and then select the applicant with the highest score across the interviewers. Whether you want to simply add scores across interviewers or discuss the scoring and reach consensus on each question is probably a matter of personal preference. I haven’t seen any research that indicates one method is better than the other.

As mentioned in the August column, some questions serve as disqualifiers in that a “wrong” answer disqualifies the applicant regardless of how well they do on the other questions. When I create structured interviews, the scoring key for most questions includes disqualifying answers. For example, if a question about how to handle a shoplifting suspect who was fleeing the scene was answered by a police applicant with, “I’d cap the SOB,” it is safe to say that the applicant’s answers to other questions would probably not save him.

One ACN reader commented that she likes to wait until the end of the interview and make an overall rating based on the answers to all the questions as well as the applicant’s interviewing skills. This is probably not a good idea. Immediately scoring the answers to each question, especially if the questions have different weights, helps reduce the bias that comes from overall impressions. That bias could be sex- or race-related, halo error, or an uneasy feeling that came from one relatively minor question.

**Interpersonal Skills**

An applicant’s behavior in an interview can certainly be rated in a structured interview. However, the behaviors to be rated must be job-related. For example, if you are interviewing an applicant for a position on an assembly line, the fact that he mumbled and didn’t make eye contact during the interview is probably not relevant. However, if he sits down, props his feet on your desk, and lights up a cigar, those behaviors might have some predictive value about his future work behavior.

If interpersonal skills are to be considered, a structured scoring system should be used. Not only will this keep the focus on relevant behaviors, but it will make it easier to defend hiring decisions during a legal challenge.

**Interviewer Autonomy**

Another ACN reader commented that he objected to a highly structured interview because it is hard to get people to agree to serve as interviewers if they know that they must stick to asking certain questions and are told how to score the answers. I would be curious to hear the thoughts of other ACN readers about this. My experience has been that as long as the internal or external client played a major role in developing the questions and the scoring key, it was not

(continued on next page)
Technical Affairs continued

difficult to recruit interviewers or get them to accept the structure of the interview. During the training session with potential interviewers, we always discussed the importance of the structure, when it was appropriate to ask follow-up questions, and the importance of continually revising the interview and scoring key when problems were encountered.

Though I would agree that interviewers prefer to have less structure, a lack of structure results in potentially irrelevant or illegal questions, the opportunity for bias to sub-consciously affect ratings, and a reduction in reliability and validity.

Final Thoughts for Review

- Highly structured interviews are the most reliable and valid type of interview.
- Highly structured interviews reduce, but do not eliminate, potential sources of interview bias.
- Highly structured does not mean “rigidly structured.”
- Interviewers want to use their own judgment, they believe they are effective processors of information and excellent readers of people, but the research across many fields of psychology consistently demonstrates that when left to their own intuition, people are not particularly accurate judges or predictors of others’ behavior.—AACCNN

Terry McKinney is Retiring!

Please join IPMAAC in wishing Terry the best in his retirement from the City of Phoenix Personnel Department! Terry has stated that he is retiring from the City, but not from the assessment community, so look for Terry to continue his active role in IPMAAC.

Following are some words of wisdom concerning retirement:

Retirement — A time of life to happily recall the things you’ve done — the friends you’ve made — the meaning of them all. You have the right to feel a special sense of pride — and know the time has come for you to set your work (at the City of Phoenix) aside. You’ve earned some well-deserved respect and warmest wishes, too, that your retirement days will be enjoyable for you.

“Retire, now it is your time to:
Experience all that life has to offer,
Take time to smell the roses,
Investigate your hobbies,
Revitalize your dreams, and,
Embark on a new way of life!”

— Catherine Pulsifer

HR Humor

The Importance of a Written Job Description

A woman looking desperately for work goes to the toy plant where they make Elmo dolls. The HR Manager goes over her resume and tells her that none of his job openings match her skills and experience.

The woman replies that she really needs work and will take almost anything. The HR Manager thinks about it and then says that he does have one job on the Tickle Me Elmo production line that requires very low skills. The woman is thrilled at the opportunity and happily accepts the job.

Then the manager takes her down to the assembly line and explains her duties to her. She replies that she thinks she can handle the job and agrees to report for work at 8:00 a.m. the next morning.

The next morning at 8:45, there’s a knock on the HR Manager’s door. The Tickle Me Elmo line manager comes in and starts ranting about the woman just hired. After listening to the manager scream for 15 minutes about the badly backed-up assembly line, the HR Manager suggests that the line manager show him the problem.

Together they head down to the line and, sure enough, Elmos are backed up from here to kingdom come, as far as the eye can see. Right at the end of the line is the woman just hired. She has pulled over a roll of material used for Elmo’s furry exterior and she has a big bag of marbles at her side. Both managers watch as she cuts out a small swatch of the material, takes two marbles, and begins sewing them between Elmo’s legs.

The Personnel Manager starts to laugh uncontrollably, and finally, after about 20 minutes of rolling around in hysteric — he pulls himself together and walks over to his newest employee. “I’m sorry,” he says to her. “I guess you misunderstood me yesterday. What I wanted you to do, was give each Elmo two test tickles.”
American Psychological Association (APA)
Future conferences are currently scheduled for August 10-13, 2006, in New Orleans, and August 16-19, 2007, in San Francisco. For more information, visit their Web site at www.apa.org as it is updated.

Bay Area Applied Psychologists (BAAP)
The BAAP sponsors a speaker each 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 Web site at www.baaponline.net for upcoming 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 Web site at www.ciop.net.

Gateway Industrial-Organizational Psychologists (GIOP)
GIOP is a group of psychologists and human resources professionals in the metropolitan St. Louis area. The group consists of over 150 members and offers bi-monthly programs and conferences on a wide range of topics. For more information, visit the GIOP Web site at www.giop.org.

International Public Management Association for Human Resources (IPMA-HR)
The 29th Annual IPMAAC Conference was held June 19-22 in Orlando, FL. Bill Waldron has posted many of the session handouts to the IPMAAC Web site. The 2005 IPMA-HR Annual Conference is October 15-19 in Dallas. The 2006 IPMAAC conference will be June 25-28 in Las Vegas, Nevada (see the Call for Proposals in this ACN issue).

Metropolitan New York Association for Applied Psychology (METRO)
For more information, call the MetroLine at (212) 539-7593 or visit METRO's Web site 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. For details on MAPAC, contact Bob Carroll at RRC@mail3.cs.state.ny.us or visit the MAPAC Web site 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 who meet to encourage an open exchange of information relevant to psychology as applied to work and human resources management. For more information, visit the MPPAW Web site at www.mppaw.org.

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 Web site accessible through the IPMAAC Web site at www.ipmaac.org/ptcaz.

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Personnel Testing Council of Metropolitan Washington (PTC/MW)

PTC/MW offers monthly luncheon programs and publishes an informative newsletter. See the 2005 calendar for scheduled luncheon speakers or visit the PTC/MW Web site accessible through the IPMAAC Web site 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 Web site accessible through the IPMAAC Web site 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. The PTC/SC Fall Conference will be held October 20-21 in Long Beach, CA. Featured speakers include Dr. Wayne Casicio, Dr. Cal Hoffman, Karen Coffee, Lisa Borden, Shelly Langan, Scott Letourneau, Kristen Olsen, and Dr. Malcom Ree. For more information regarding luncheon meetings, workshops, upcoming conferences, or membership, visit the PTC/SC Web site accessible through the IPMAAC Web site at www.ipmaac.org/ptcsc.

Society for Human Resource Management (SHRM)

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

Society for Industrial and Organizational Psychology (SIOP)

The 2005 Fall Consortium, “Leadership at the Top: The Selection, Globalization, and Ethics of Executive Talent,” is scheduled for October 28-29 in St. Louis, MO. The 2006 annual conference is scheduled for May 5-7 in Dallas, TX. The 2007 annual conference is scheduled for April 27-29 in New York, NY. The 2008 annual conference is scheduled for April 11-13 in San Francisco, CA.

Western Region Intergovernmental Personnel Assessment Council (WRIPAC)

WRIPAC comprises 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. Additional information may be obtained by visiting WRIPAC’s Web site at www.wripac.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 more than 160 agencies nationwide. For more information, contact Bridget Styers at (909) 387-5575 or bstyers@hr.sbccounty.gov.
News of the Councils continued

Upcoming International, National, and Regional
Conferences and Workshops

**OCTOBER**


15-19: IPMA-HR Annual Conference. Dallas, TX.

20: PTC/MW Breakfast Meeting. Speaker: Dr. Fritz Drasgow, University of Illinois, “Assessment & Technology.”


20-21: PTC/SC Fall Conference. Long Beach, CA.


28-30: Ohio State University. Conference. “Commitment in Organizations: Accumulating Wisdom and New Directions.” Contact: klein.12@osu.edu

**NOVEMBER**


9: PTC/MW Luncheon Meeting. Dr. John Ford, Merit Systems Protection Board.

17: PTC/NC Luncheon Meeting. Dr. Bruce Topp. “Approaches to Establishing the Validity of Employment Tests.”

17: MPPAW Meeting. Jeff Johnson, PDRI. “Applying Relative Weights Techniques.”


**DECEMBER**

1: METRO Dinner Meeting. Dr. Anna Marie Valerio, Executive Leadership Strategies. “Executive Coaching Roundtable.”


16: PTC/NC Luncheon Meeting.

(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.—AACCNN
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