

ACN

Assessment Council News

Newsletter of the IPMA-HR Assessment Council

October 2005

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IPMAAssessment Council

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Presidential Message

By David Hamill

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.

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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. —ACN

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.—ACN

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

Practice Exchange

By Bridget Styers and Kathryn Singh, Associate Editors

This month, the ACN features one of the nominees for the 2005 Innovations in Assessment Award. For more information about cooperative multi-agency recruitments, please contact Chris Syverson, Human Resources Manager, City of Sparks csyverson@ci.sparks.nv.us.

If you are conducting a project or have implemented organizational, technical or logistical improvements in your organization that you think would benefit others, or if you know someone who may have related information to share that would interest the ACN readers, 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.

Interlocal Cooperative Recruitments

By Chris Syverson, CCP, Human Resources Manager, City of Sparks, NV
Julie Pahlke, 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

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- 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 on-line 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.—AGN

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Technical Affairs

By Mike Aamodt, Associate Editor

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

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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

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difficult to recruit interviewers or get them to accept the structure of the interview. During the training session with potential interviews, 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 subconsciously 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.—AGN

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 hysterics, 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.”

IPMAAC Across the Nation – News of the Councils

By Kristine Smith, Associate Editor

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 once 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.sbcounty.gov.

Upcoming International, National, and Regional Conferences and Workshops

OCTOBER

- 14: PTC/NC Luncheon Meeting. Speaker: Elise S. Rose. "Merit Trumps Seniority: All in the Name of a Fair Selection Process."
- 15-19: IPMA-HR Annual Conference. Dallas, TX.
- 20: PTC/MW Breakfast Meeting. Speaker: Dr. Fritz Drasgow, University of Illinois, "Assessment & Technology."
- 20: MPPAW Meeting. David Peterson & Marc Sokol, SVP & PDI. "Coaching Leaders Around Critical Choices."
- 20-21: PTC/SC Fall Conference. Long Beach, CA.
- 24-26: Society for Human Resource Management. Conference. "Workplace Diversity." Las Vegas, NV. Contact: www.shrm.org.
- 26-28: Society for Human Resource Management. Conference. "Strategic HR: Aligning With the Business to Drive Results." New York, NY.
- 27: METRO Dinner Meeting. Dr. Virginia Shein, Gettysburg College. "Gender Stereotyping and Requisite Management Characteristics: Implications for Women in Management."
- 28-29: SIOP Fall Consortium. "Leadership at the Top: The Selection of Executive Talent" St. Louis, MO. Contact: www.siop.org.
- 28-30: Ohio State University. Conference. "Commitment in Organizations: Accumulating Wisdom and New Directions." Contact: klein.12@osu.edu

NOVEMBER

- 4: PTC/AZ Workshop. "Selection Planning," presented by Donna Terrazas.
- 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."
- 29-30: IPMA-HR Federal Section Conference. Washington, D.C.

DECEMBER

- 1: METRO Dinner Meeting. Dr. Anna Marie Valerio, Executive Leadership Strategies. "Executive Coaching Roundtable."
- 14: PTC/MW Luncheon Meeting. Dr. Julia McElreath, Dept. of Homeland Security. PTC/MW Presidential Address.
- 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.—ACN

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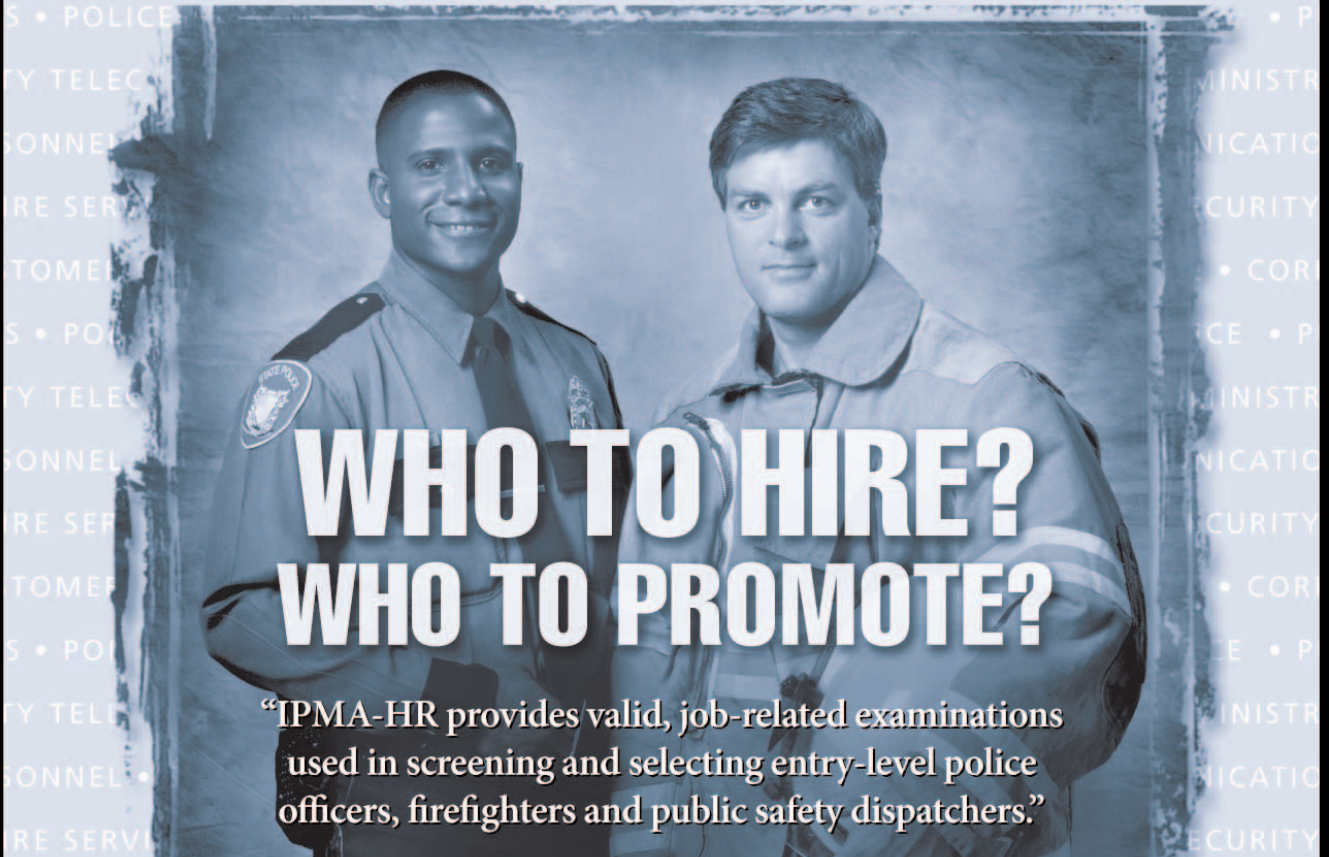
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About the *ACN*

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 2005 are:

December issue due on November 4

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.

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