Moving Forward, While Reflecting Back
On an Outstanding Year

(Don’t try this at home)

As we move into a new year, I want to take an opportunity to reflect on some of our 2005 accomplishments and to provide important updates on current projects. 2005 has been an exceptional year for IPMAAC in several areas, and this could not have been possible without the extraordinary efforts of many. In particular, I would like to thank each IPMAAC Board member for his/her contribution: Ilene Gast, Inés Fraenkel, Dennis Doverspike, Donna Terrazas, Roxanne Cochran, Kathryn Singh, Beverly Waldron, and our representative to the IPMA Executive Council, Paul Kaiser.

Without question, the most publicly visible accomplishment of IPMAAC is our annual conference. To me, the conference is the gem of my membership; I look forward to it every year because the Conference Program Committee always pulls together the best of the best personnel assessment and selection professionals who are willing to share their experiences and expertise. This year was no exception because of the tireless efforts of Christine Parker, Inés Fraenkel, and the entire team who pulled this off. This was one of the best programs I’ve attended. In fact, I’ve received numerous, nice notes from attendees indicating that it was top-notch. As one attendee wrote, “Great conference this year...there was something in the air this year.” We also received compliments from our vendors who participated this year. It is wonderful to hear such positive feedback from people who evaluate things for a living.

One of my platform objectives this year was to bring the conference to professionals who were unable to attend the conference in person. I am happy to report that we achieved this goal through a Webcast (i.e., a live broadcast over the phone lines and the Internet simultaneously). The conference planning committee carefully selected a few presentations to be Webcast and scheduled them on the first day of our conference. As a result, we were able to reach out to another estimated 75 people who could not attend the meeting in person. This was an IPMAAC first. Because of the suc-

(continued on next page)
cess this year with this technology, we will be looking to continue offering Webinars at future conferences and exploring the use of them throughout the year in 2006. I owe a special “thank you” to Inés Fraenkel for her work and dedication to manage this initiative, and to the presenters who agreed to participate and act as our “guinea pigs” for this conference.

Another goal we focused on this year was to bolster our membership base. Like many professional organizations around the country, membership numbers have declined in recent years due to a variety of reasons. IPMAAC is fortunate in the sense that we have outstanding retention rates. Building on this strength, we re-implemented a former policy of making non-IPMAAC members who attended the conference members for a year. This strategy has worked in the past to build our membership base, and it worked again this year. As a result of re-implementing this policy, we welcomed 42 new members to IPMAAC this year (see the October 2005 ACN for a list). I am confident that we will be able to retain these members for many, many years.

Although it is late in the year, we developed an IPMAAC 2005 directory, which includes our newest members. This directory will be distributed via e-mail to each member. If you have not received the 2005 directory by the time you read this note, it means that IPMA does not have an accurate e-mail address for you, or your IPMAAC membership has lapsed. In either case, please contact IPMA at (703) 549-7100 to resolve the issue.

IPMA-HR is also currently exploring how to better structure its membership base. I have been representing IPMAAC at these meetings. The drive behind this initiative is to unite its membership and make IPMA-HR and its Chapters, Regions, and Sections stronger. In my opinion, the direction the team is moving will only bolster IPMAAC membership. I will continue to push for an equitable membership structure for IPMAAC, and one that encourages membership from both public and private organizations. In addition, IPMA has purchased technology to manage memberships online. This should be implemented in the very near future, and should improve the accuracy of our membership data.

A third significant accomplishment that we can highlight this year is the new monograph on situational judg-

(continued on next page)
ment tests. This is an outstanding resource for any professional interested in learning the foundations of developing a situational judgment test. IPMAAC is extremely grateful for the efforts of Dennis Doverspike in spearheading and developing this monograph. We are currently working on printing this monograph and hope to have it available to members in the near future.

While we have accomplished much in 2005, there continues to be significant work ahead of us. Fortunately, IPMAAC will be in excellent hands next year with long-time member Beverly Waldron taking the helm as President. In addition, Harry Brull will be assuming the role that Paul Kaiser mastered – IPMAAC Representative to IPMA’s Executive Council. In addition, Oscar Spurlin will be taking a seat at the IPMAAC Board as Dennis Doverspike’s term ends. As for me, I assume the premier title of Past President and will have the honor of chairing the Nominations/Bylaws Committee. Therefore, if you would like the challenge of a leadership position within IPMAAC, or would just like to become more involved in IPMAAC, I would love to hear from you.

I am extremely grateful to IPMAAC for affording me the opportunity to serve in a leadership position. I have thoroughly enjoyed my presidential term and hope I have helped to make IPMAAC an even stronger organization. I look forward to working with the IPMAAC Board for another year, and I hope to see you all in Las Vegas in 2006!—AACCNN

---

2006 Innovations in Assessment Award

Warren Bobrow, Ph.D.,
IPMAAC Innovations Award Committee Chair

The International Public Management Association Assessment Council (IPMAAC) is pleased to announce that nominations for the 2006 Innovations in Assessment Award will be accepted starting February 1, 2006 through March 3, 2006. This award recognizes an individual or a work group for the development of an innovative personnel assessment tool, the use of an existing assessment tool in an innovative manner, or general innovations in assessment policies or procedures which resulted in improved effectiveness, efficiencies, or cost saving. Individuals and work teams are invited to nominate themselves for this award.

The Innovations in Assessment Award will be presented formally at the upcoming IPMAAC Conference that will be held in Las Vegas, Nevada, June 25-28, 2006. The winner will receive an engraved plaque to commemorate their accomplishment and a waiver of the conference registration fee for one person. In addition, award recipient(s) will be invited to share their innovation with the IPMAAC membership in a future issue of the Assessment Council News publication.

Detailed information and a nomination form for the 2006 IPMAAC Innovations in Assessment Award will be available for download at www.ipmaac.org in the near future.

Nominations should be submitted by 5:00 pm EST March 3, 2006 and no earlier than February 1, 2006. For more information about the award, please email Dr. Bobrow at warren@allaboutperformance.biz. —AACCNN

---
Testing Services for Law and Fire Agencies

Entry-level and promotional exams

CPS has been in the testing business for more than 70 years working exclusively with public agencies in the United States and Canada. We possess the depth of experience and breadth of products and services to meet the testing needs of any size or type of public agency. Whether it’s the use of a test through our test rental program, or a fully customized testing solution to meet your unique needs, we look forward to earning your business.

CPS offers a broad catalog of Test Rental products as well as an expansive array of testing and consulting services, including job analysis and validation studies, custom test development solutions, survey design and analysis, training and development, and assessment centers.

Law Enforcement Tests
Entry Law Enforcement  
Senior Law Enforcement Officer  
Law Enforcement Sergeant  
Law Enforcement Lieutenant  
Law Enforcement Captain  
Correctional Officer  
Correctional Sergeant  
Police Technician/Community Services Officer

Fire Service Tests
Entry Firefighter  
Enter Firefighter – Metric  
Fire Engineer/Driver Operator  
Fire Inspector  
Fire Captain  
Battalion Chief  
Fire Service/Incident Command Supplements  
Dispatcher

Clients come to us because of our reputation and stay with us because of our expertise, professionalism, and superior customer service. Because we are also a public agency, we understand your needs.

“Being a new Fire Chief and needing new test material for hiring purposes my search lead me to CPS and I must say that from my very first contact I was able to create two firefighter entry exams that fit our needs perfectly. The staff was helpful and made my job easy. I look forward to working with CPS in the future.”

William E. Knoop, Fire Chief  
Rescue Fire Protection District

“We administer CPS tests to entry-level applicants and for promotional opportunities within the Sheriff’s Office. We participated in CPS surveys to help identify areas for question formulation that appear in the promotional exams. Our experience with CPS has been favorable. The staff is friendly and helpful. Our tests have always arrived on time and in good order.”

Morgan Hendricks, Lt.  
Bonneville County Sheriff’s Office

1.866.867.5272  
www.cps.ca.gov

CPS  
Human Resource Services  
California  
Wisconsin  
Washington, D.C.
Transsexual Employees

On November 7, 2005, the U.S. Supreme Court declined to review a case in which a preoperative male-to-female transsexual was awarded $320,000 in damages and another $550,000 in attorney fees after failing the police sergeant probationary period. The City sought review of Philecia Barnes v. City of Cincinnati, a 6th Circuit Court of Appeals Case (Nos. 03-4110; 04-3320), which affirmed virtually all decisions of the trial court.

When he was demoted, Barnes, a 24-year veteran of the Cincinnati police force, dressed as a man at work but a woman when off duty. Barnes sometimes wore makeup to work, had manicured French nails, and artfully arched eyebrows. The City claimed that Barnes failed probation for professional reasons, including a lack of “command presence.” Unfortunately for the City, its witnesses gave highly disparate, subjective definitions of command presence. Further, Barnes was subjected to daily performance reviews from other sergeants, something required of no other probationers.

Probably most important for public employers is the jury instruction the court used. The City argued that this was a pretext case and therefore under McDonnell Douglas Corp. v. Green, 411 U.S. 792, 802, 93 S. Ct. 1817, 36 L. Ed. 2d 668 (1973), the burden of proof shifted back to Barnes to show pretext after the City produced evidence of its allegedly legitimate motive to demote Barnes. Instead, the 6th Circuit confirmed that the trial court’s “mixed motive” instruction was appropriate. That instruction was:

“Your verdict will be for plaintiff if you find that plaintiff demonstrated by a preponderance of the evidence that plaintiff’s failure to conform to sex stereotypes was a motivating factor in defendant’s decision to demote plaintiff, even if other factors…also motivated defendant’s decision. However, if you find that defendant’s treatment of plaintiff was motivated by both plaintiff’s failure to conform to sex stereotypes and lawful reasons, you must decide whether plaintiff is entitled to damages. Plaintiff is entitled to damages unless defendant proves by a preponderance of the evidence that defendant would have demoted plaintiff even if plaintiff’s failure to conform to sex stereotypes had played no role in the decision. Remember that plaintiff is not obligated to show that defendant’s legitimate reasons played no role in the decision to demote plaintiff, nor does plaintiff need to show that the prohibited factor was the sole or principal reason or the true reason.”

The Appeals Court cited a number of cases in support of the proposition that criticism of an employee’s performance, even if true, which is linked to stereotypes associated with a plaintiff’s membership in a protected class is squarely within the rubric of a mixed-motive analysis. Given that, the Court noted that a jury instruction will not automatically be erroneous simply because it does not precisely follow the legal niceties of McDonnell Douglas, 411 U.S. 792, 93 S. Ct. 1817. Please read the jury instruction again, carefully, and recognize how easy it is for liability to accrue.

That’s all for now. See you in court.—AACCNN
American Psychological Association (APA)

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. Generally, CI/OP 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 2006 IPMAAC conference will be June 25-28 in Las Vegas, Nevada.

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.es.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.

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 at www.ptcmw.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.

(continued on next page)
News of the Councils continued

**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, 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 2006 conference is scheduled for May 5-7 in Dallas, TX. The 2007 conference is scheduled for April 27-29 in New York, NY. The 2008 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 a 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.

---

**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

**Call now for a free demo CD!**

*Established in 1974*

**Biddle Consulting Group, Inc.**

(800) 999-0438
staff@biddle.com

www.biddle.com
Upcoming International, National, and Regional Conferences and Workshops

DECEMBER
1: METRO Dinner Meeting. Dr. Anna Marie Valerio, Executive Leadership Strategies. “Executive Coaching Roundtable”
16: PTC/NC Luncheon Meeting.

JANUARY
11: PTC/MW Luncheon Meeting.
26-27: WRIPAC Meeting. San Diego, CA.

FEBRUARY
8: PTC/MW Luncheon Meeting.

MARCH
16-17: PTC/NC Annual Conference.

(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. —(8/19)
2005 IPMA Assessment Council Officers and Board Members

President
David Hamill (2001-2006)
Director, Workforce Development
Marriott International
Marriott Drive 52-931.15
Washington, DC 20058
Tel (301) 380-3239
Fax (301) 380-1602
David.Hamill@marriott.com

President-Elect
Beverly Waldron (2005-2007)
Employment and Testing Manager
Pinellas County Government
400 South Fort Harrison Avenue
Clearwater, FL 33756-5113
Tel (727) 464-3367
Fax (727) 464-3876
bwaldron@co.pinellas.fl.us

Past President
Ilene Gast (2003-2005)
Senior Personnel Research Psychologist
Personnel Research & Assessment Division
Customs and Border Protection
U.S. Dept. of Homeland Security
1300 Pennsylvania Ave., NW,
Room 2.5B
Washington, DC 20229
Tel (202) 344-3834
Fax (202) 344-3052
Ilene.Gast@dhs.gov

IPMAAC Representative to IPMA Executive Council
Director,
Testing Services Division
New York State Department of Civil Service
The State Campus
Albany, NY 12239
Tel (518) 457-5465
PDK@cs.state.ny.us

Board Members
Dennis Doverspike (2003-2005)
Professor of Psychology
Psychology Department
University of Akron
Akron, OH 44325
Tel (330) 972-8372
Fax (330) 972-5174
ddl@uakron.edu

Kathryn Singh (Paget) (2004-2006)
EEO Supervisor
County of San Bernardino HR Department
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 Street
Oakland, CA 94607
Tel (510) 287-0707
Fax (510) 287-0986
donna@ebmud.com

Ines Vargas Fraenkel (2005-2008)
Attorney at Law
1002 Ashmount Avenue
Oakland, CA  94610
Tel (510) 882-1870
inesvf@aol.com

Roxanne Cochran (2005-2008)
Human Resources Analyst
County of San Bernardino HR Department
157 W. Fifth Street, 1st Floor
San Bernardino, CA 92415-0440
Tel (909) 387-5839
Fax (909) 387-5609
rcochran@hr.sbcounty.gov

December 2005 Assessment Council News
2005 IPMAAC Committee Chairs

Conference Program
Christine Parker
CPS Human Resources
Senior Personnel Management Consultant
444 North Capital Street, Suite 201
Washington, DC 20001
Tel (202) 220-1393
Fax (202) 220-1394
CParker@cps.ca.gov

Ines Vargas Fraenkel
Attorney at Law
1002 Ashmount Avenue
Oakland, CA 94610
Tel (510) 882-1870
inesvf@aol.com

Conference Host
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
deafrica@cityoforlando.net

Membership and Committee Services
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

University Liaison/Student Paper Competition
Lee Friedman
SpecTal
13481 Falcon View Court
Bristow, VA 20136
Tel (571) 331-1388
leefriedman1406@yahoo.com

Continuity
Bevery Waldron
Employment and Testing Manager
Pinellas County Government
400 South Fort Harrison Avenue
Clearwater, FL 33756-5113
Tel (727) 464-3367
Fax (727) 464-3876
bwaldron@co.pinellas.fl.us

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
J. Anthony Bayless
Personnel Research Psychologist
Personnel Research & Assessment Division
Customs and Border Protection
U.S. Dept of Homeland Security
1300 Pennsylvania Ave., NW, Room 2.5B
Washington, DC 20229
Tel (202) 344-3833
Fax (202) 344-3052
Anthony.Bayless@dhs.gov

Electronic Communications Network
Bill Waldron
Waldron Consulting Group
4111 Canoga Park Drive
Brandon, FL 33511
Tel (813) 689-8196
webmaster@ipmaac.org

Bemis Award-Nomination
David Hamill
Director, Workforce Development
Marriott International
Marriott Drive 52-931.15
Washington, DC 20058
Tel (301) 380-3239
Fax (301) 380-1602
David.Hamill@marriott.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 Avenue
Redlands, CA 92373
Tel (909) 798-4475
smithk1@earthlink.net

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
Ilene Gast
Senior Personnel Research Psychologist
Personnel Research & Assessment Division
Customs and Border Protection
U.S. Dept of Homeland Security
1300 Pennsylvania Ave., NW, Room 2.5B
Washington, DC 20229
Tel (202) 344-3834
Fax (202) 344-3052
Ilene.Gast@dhs.gov

2005 IPMAAC Committee Chairs
WHO TO HIRE? WHO TO PROMOTE?

“IPMA-HR provides valid, job-related examinations used in screening and selecting entry-level police officers, firefighters and public safety dispatchers.”

DANNY FORTNER, CHIEF OF POLICE
CITY OF HUNTSVILLE, AL

- Professional, top-quality exams for police, fire service, corrections, and administrative personnel.
- Exams for hiring or promotion, with customized exams available for upper-level positions in police and fire service.
- A leading specialist with over 50 years of experience.
- Currently assesses more than 200,000 candidates per year.

Contact us for a test catalog or questions.

WEB: www.ipma-hr.org
PHONE: 1-800-381-TEST (8378) or 703-549-7100
E-MAIL: assessment@ipma-hr.org
FAX: 703-684-0948
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 2006 are:

- February issue due on January 6
- April issue due on March 3
- June issue due on May 5
- August issue due on July 7
- October issue due on September 1
- December issue due on November 3

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

J. Anthony Bayless
Personnel Research Psychologist
U.S. Department of Homeland Security
1300 Pennsylvania Avenue, NW
Rm. 2.5B
Washington, DC 20229
Tel (202) 344-3833
Fax (202) 344-3052
Anthony.Bayless@dhs.gov

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

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

Practice Exchange

Kathryn Singh (Paget)
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

Bridget A. Styers
County of San Bernardino
Senior Human Resource Analyst
Manager, Western Region Item Bank
Tel (909) 387-5575
Fax (909) 387-5792
bstyers@hr.sbcounty.gov