

ACN

Assessment Council News

Newsletter of the IPMA-HR Assessment Council

April 2006

Inside:

Presidential Message..... 1

2006 IPMAAC Conference Update ... 3

Technical Affairs: Considerations in
Rejecting Applicants 4

Practice Exchange: Providing Hiring
Managers with Applicants Who
Possess the Precise Skills 7

IPMAAC Across the Nation –
News of the Councils..... 9

Upcoming International, National,
and Regional Conferences and
Workshops 11

2006 IPMA Assessment Council
Officers and Board Members 12

2006 IPMAAC Committee Chairs ... 13

About the ACN 15

IPMA Assessment Council

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

Presidential Message

By Beverly Waldron

By the time you read this newsletter, March Madness will have come and gone, my LSU Tigers will have won (or not won) the National Championship, and (for most of you) spring will have officially started. (Those of us in Florida have slightly different seasons. For us, “spring” started sometime in early February right after our two or three weeks of “winter.” “Summer” will start sometime in early May and last until October, followed by a couple of months of “fall.” It’s a rough life...) It also means that our conference is rapidly approaching.

Winning thru Assessment: 30 Years of Adding Value to Organizations

IPMAAC’s thirtieth, that’s right – the big three oh, conference will be held in Las Vegas, Nevada, on June 25 - 28th and we are hoping that you will join us. This year’s program chairs, **Martin Anderson** and **Roxanne Cochran**, have been hard at work putting together a great program for you. (If you haven’t already received this year’s conference brochure, it should be arriving very soon. You can also find conference information at IPMAAC’s home page, *IPMAAC Online!*, at www.ipmaac.org.

Pre-Conference Workshops.

Eight pre-conference workshops will be offered on Sunday, June 25th. *Testing the Tests: Criterion-Related*

Validation in Real-World Settings and *Succession Planning: Identify & Develop High Potential Leaders* are our two full-day workshops. Six half-day workshops are also being offered. The morning workshops are: *The Application of Competencies to Assessment, Selection, and Human Resources Programs*; *Workforce Planning: Moving from the Theoretical to the Operational*; and *Developing Written Work Simulations*. In the afternoon we will have: *Making Job Analysis More Than Just a Process: Practical Tips for Big Payoffs*; *Defending Minimum Qualifications for E-Applicants and Beyond*; and *Best Practices in Assessment*. Be sure to take advantage of at least one of these in-depth topics that are directly related to our field. More detail on the content of each workshop is available in your conference brochure and online. Register early to insure your attendance at the workshop(s) of your choice.

Invited Speakers. This year’s conference features three excellent invited speakers. Monday’s keynote speaker will be **Paul Sackett**, Professor of Psychology at the University of Minnesota. His presentation is titled: *Measuring and Predicting Counterproductive Work Behavior*. On Tuesday, **Robert Guion** will share: *What I’m Learning — and What I Still Don’t Know — About Assessment*. Our closing speaker will be **Ann Quigley**, Director of

(continued on next page)

Presidential Message continued

Standards and Testing, Office of Human Resources, Transportation Security Administration. Her topic is: *TSA: Current Human Capital Challenges in Defending the Homeland*.

As always, there will be lots of great, practical information in our regular conference program. A full range of assessment topics will be covered. We have biodata, consent decrees, legal updates, assessment centers, minimum qualifications, police and firefighter selection, video simulations, the Web, personality testing, succession planning, etc., etc., etc. The hard part will be deciding which sessions to attend, so bring a co-worker along to help make sure your organization gets the benefit of all the information shared in these presentations.

Networking. Great networking opportunities will be provided during and between sessions and at our two planned social events. This year's conference includes a welcoming reception Sunday night and a Monday night bash to celebrate IPMAAC's 30th anniversary. We are leaving Tuesday night free for you to enjoy as you wish.

Special Note on Cirque de Soleil. Ines Fraenkel is offering the following opportunity to anyone interested in attending the Cirque du Soleil show, "KA," at the MGM Grand, on Tuesday, June 27 (7:30 p.m. show). She is willing to get group tickets for anyone who would like to attend this show. Booking as a group and doing it early makes us eligible to obtain discounts on the ticket prices and to get the best selection of seats. Regular ticket prices are: \$150, \$125 and \$99, depending on location. The price is discounted by 10% if booked within 30 days (by May 27) of the show. If you are interested, please check out the Cirque du Soleil's Web site (www.cirquedusoleil.com) and for details about the "KA" show and a seating chart. Ines is willing to act as your personal concierge and make arrangements for anyone who wishes to attend the show that evening at any of the price levels. If you are interested, please contact Ines as soon as possible with the details (your contact information, how many people and at what price range). Ines is kindly doing this, so if you make a commitment, prompt payment will be expected. You can contact Ines at inesvf@aol.com.

(continued on next page)



Trust.

Some things you can always count on. Like the constant guidance of the North Star, CPS Human Resource Services helps public agencies reach their goals. As a public agency, CPS understands the issues and challenges facing your organization. As a self-supporting entity, CPS also understands your need for innovative yet practical results. In other words, we have experienced professionals with the best mix of private and public sector knowledge. They're ready to guide your agency to a smarter, more productive workforce.

The right perspectives have led to our consistent success, day-in and day-out for more than 70 years. It's why CPS outshines all others as the one to trust.


CPS
Human Resource Services

www.cps.ca.gov/ac 800-822-4277

HR Consulting and Management • Employment Testing and Assessment • Executive Search • Certification and Licensing Programs • Applicant Tracking Software

Las Vegas. Our Host Committee chair, **Lynne Jantz**, is working to make sure your stay in Las Vegas is enjoyable. Our special hotel rates are effective until June 2nd, so make your reservations soon! If you want to come early or stay after the conference, The Riviera Hotel will also honor the conference group rate for three days before and three days after the conference (on a space availability basis for reservations made prior to the June 2nd deadline).

Webinars. If you will be unable to join us in Las Vegas, you can still see and participate in some of our conference sessions through Webinars (presentations over the Internet). Our trial Webinar sessions at last year's conference were successful so we are offering the program again at this year's conference. Details on the Webinars, including the sessions to be presented, will be distributed soon. If you can't actually be there this year, be sure to try and join us via the Web.

If you have questions about the conference, please check out the Web site or contact Martin, Roxanne, Lynne, or me. We really hope to see you there!

Elections. You will soon be receiving a ballot to vote for officers for 2007. We need to select a President-Elect and two board members. Please take the time to vote. Your participation is critical to IPMAAC's future.

Monograph. The chair of the Professional and Scientific Affairs Committee, **Dennis Doverspike**, has informed me that the new IPMAAC Personnel Assessment Monograph will soon be available. The monograph title is *Situational Judgment Tests in Personnel Selection* and was written by **Michael A. McDaniel**, **Deborah L. Whetzel**, and **Nhung T. Nguyen**. A copy of the monograph will be provided to all IPMAAC members and additional copies may be purchased. Thanks to Dennis for all his work in making this happen and a special thank you to **Leilani Yan** for editing the monograph. Thank you also to the editorial reviewers: **Dennis Joiner**, **Harry Brull**, **Mike Aamodt**, and **Winfred Arthur, Jr.**

As always, I welcome any suggestions or assistance that you are willing to offer. I look forward to seeing you in Las Vegas!—ACN

2006 IPMAAC Conference Update

By Martin Anderson and Roxanne Cochran

We believe that we have a great schedule of pre-conference workshops, conference presentations, and featured speakers for the 30th IPMAAC Anniversary whether this is your 30th visit or your 1st visit. The full spectrum is here. People who are new to the field of personnel assessment will be able to take back numerous skills, ideas, and techniques that will benefit their organization and themselves and assist them professionally in their career. People who have been in practice for a while will gain exposure to other practices and techniques that will help them refine or reinforce their own theories and approaches. People who have been in the field for the duration will be challenged by the viewpoints, knowledge and perspectives of top practitioners and theoreticians in the field—this year we are bringing **Paul Sackett**, **Bob Guion**, and **Ann Quigley** to speak to all of the conference attendees. Those at the conference will also be introduced to the practices of this year's Innovations in Assessment Award recipient and the student paper of the year. If you are joining us in Las Vegas, you are already a winner.

Please contact the Conference Co-Chairs, **Roxanne Cochran** or **Martin Anderson**, if there is anything we can do to reinforce to your employer or agency how much will be gained by your attendance at the 2006 IPMAAC Conference and pre-conference workshops. Also, we are now seeking volunteers to serve as discussants and conveners for the various conference presentations. Please let us know of your interest in helping with this key activity.—ACN

Technical Affairs

By Mike Aamodt, Associate Editor

Considerations in Rejecting Applicants

I was recently discussing with a client the OFCCP's new definition of an Internet applicant when our discussion shifted to the topic of rejection letters. As with many organizations, the client included a statement in their rejection letters that they would keep the applicants' résumés on file should appropriate jobs become available. Though such an expression might be comforting to applicants, it greatly complicates the record keeping obligations associated with potential OFCCP audits or EEOC investigations.

When determining the potential adverse impact of a selection system (the topic of the next Technical Affairs column), it is important to be able to identify the applicant pool for a given job. This is normally done by assigning a requisition code for each opening and then closing the requisition once a hire is made. Most organizations also have rules that résumés and applications must have an expiration date (e.g., good for 30 days), after which, applicants would need to submit a new application to be considered for future openings.

Rejection letters stating that a résumé will be kept on file and considered for future openings complicate matters, because they imply that the applicant does not need to apply for future jobs and will be considered an applicant for all future openings. As a result, every rejected applicant for a position would technically need to be considered in the adverse impact calculations for future jobs even though the applicant did not directly apply for the job. So, the moral of the story is that rejection letters should not contain a promise to keep the résumé on file!

Should Rejection Letters Be Sent?

An interesting question regarding rejection letters is, "Should an organization even bother to send them?" The answer is probably yes. Rejected applicants should be treated well and with respect, because they are potential customers and potential applicants for other positions that might become available in the organization (Koprowski, 2004; Waung & Brice, 2003). In fact, Aamodt and Peggans (1988) found that applicants who were rejected "properly" were more likely to continue to be a customer at the organization and to apply for future job openings.

A good example of this was provided in a letter to the editor of *HR Magazine* by HR professional Jim Reitz who was treated poorly on two different occasions when applying for a job with an employment agency. When he got a job as a human resource manager with a large company, one of the first things he did was contact the employment agency to notify them that they would not be doing business with his new company due to the way in which he was treated as an applicant. Reitz pointed out that his new company spent over a million dollars on temporary help, although the employment agency would get none of it.

Though it is a good idea to formally reject applicants, there may be times when an organization does not want to reject an applicant out of fear that the applicant will be upset and not apply for future openings. For example, suppose that a recruiter uses her network to contact five sales professionals and persuades them to apply for an opening at her company. Four of the five are excellent candidates, but there is only one current opening. If the recruiter sent rejection letters to the other three highly qualified candidates, would it result in them not being interested in future openings should she contact them in the future? In such a situation, a special rejection letter tailored to the three might be appropriate.

Although most HR professionals would probably agree that sending rejection letters is a good idea, it is not commonly done (Brice & Waung, 1995).

What is a Properly Written Letter of Rejection?

What is the best way to reject an applicant? The most interesting rejection letter I have seen came from Circuit City about 20 years ago. At the bottom of the letter was a sentence stating that you could take the rejection letter to any Circuit City store within the next 30 days and get a 10% discount. Imagine the clerk calling for assistance over the store intercom— "We have a rejected applicant on Register 4; could a manager please come and approve the discount?"

I remember getting a rejection letter from a graduate school back in 1978 stating that they had 400 people apply

(continued on next page)

and that my application lacked the quality to get past the department secretary! They did wish me success in my career.

Clearly, the above two examples are not best practices. So, what is? Aamodt and Peggans (1988) found that rejection letters differ to the extent that they contain the following types of responses:

- A personally addressed and signed letter.
- The company's appreciation to the applicant for applying for a position with the company.
- A compliment about the applicant's qualifications.
- A comment about the high qualifications possessed by the other applicants.
- Information about the individual who was actually hired.
- A wish of good luck in future endeavors.
- A promise to keep the applicant's résumé on file.

Though research has not clearly identified the best way to write a rejection letter, the following guidelines are probably a good place to start.

- Send rejection letters to applicants. Though most organizations do not do this (Brice & Waung, 1995), failure to send a letter results in applicants feeling negatively toward an organization (Waung & Brice, 2000). Excuses about not having the funds to notify applicants are probably not justified when one considers the ill feelings that may result from not contacting applicants.
- Don't send the rejection letter immediately. The surprising results of a study by Waung and Brice (2000) suggest that applicants react more positively if there is a delay in receiving the letter. Though these findings seem to go against the thought that applicants can better manage their job searches if they know they have been rejected, it may be that being rejected too quickly makes an applicant feel as if he/she is such a loser that the organization quickly discarded them (e.g., the graduate school whose secretary rejected my application).
- Be as personable and as specific as possible in the letter. With the use of automated applicant tracking systems, it is fairly easy to individually address each letter, express the company's appreciation for applying, and perhaps explain who was hired and explain his/her qualifications. In general, "friendly" letters result in better applicant attitudes (Aamodt & Peggans, 1988;

Feinberg, Meoli-Stanton, & Gable, 1996). Of course, if you are too specific, you may have be rejecting applicants who think their qualifications are as good as those of the person selected.

- Include a statement about the individual who received the job, because it can increase applicant satisfaction with both the selection process and the organization (Aamodt & Peggans, 1988; Gilliland, Groth, Baker, Dew, Polly, & Langdon, 2001).
- Do not include the name of a contact person. Surprisingly, research shows that including such a contact decreases the probability that a person will reapply for future jobs or use the company's products (Waung & Brice, 2000).

Perhaps the most important thing to consider when writing a letter of rejection is being honest. Do not tell applicants that their résumés will be kept on file if the files for each job opening will not be used. Adair and Pollen (1985) think rejection letters treat job applicants like unwanted lovers; they either beat around the bush ("There were many qualified applicants") or stall for time ("We'll keep your résumé on file"). A study by Brice and Waung (1995) supports these ideas, as most organizations either never formally reject applicants or, when they do, they take an average of almost a month to do so.

References

- Aamodt, M. G., & Peggans, D. (1988). Tactfully rejecting job applicants. *Personnel Administrator*, 33, 5860.
- Adair, B., & Pollen, D. (1985, September 23). No! No! A thousand times no: The declining art of the rejection letter. *The Washington Post*, p. C5.
- Brice, T. S., & Waung, M. (1995). Applicant rejection letters: Are businesses sending the wrong message? *Business Horizons*, 38(2), 59-62.
- Feinberg, R. A., Meoli-Stanton, J., & Gable, M. (1996). Employment rejection and acceptance letters and their unintended consequences on image, self-concept, and intentions. *Journal of Business and Psychology*, 11(1), 63-71.
- Gilliland, S. W., Groth, M., Baker, R. C., Dew, A. F., Polly, L. M., & Langdon, J. C. (2001). Improving applicants' reactions to rejection letters: An application of fairness theory. *Personnel Psychology*, 54(3), 669-703.
- Koprowski, G. J. (2004). Rude awakening. *HR Magazine*, 49(9), 50-55.
- Waung, M., & Brice, T. S. (2000). Communicating negative hire decisions to applicants: Fulfilling psychological contracts. *Journal of Business and Psychology*, 15(2), 247-263.
- Waung, M., & Brice, T. S. (2003). *The impact of a rejection communication on rejected job applicants*. Poster presented at the 18th annual meeting of the Society for Industrial and Organizational Psychology, Orlando, Florida.—AGN

HR Humor

At work we have all been guilty of saying some pretty dumb things. The next time it happens, use the following “brain cramps” to show that you are in good company.

Question: If you could live forever, would you and why?

Answer: “I would not live forever, because we should not live forever, because if we were supposed to live forever, then we would live forever, but we cannot live forever, which is why I would not live forever.”

— Miss Alabama in the 1994 Miss USA contest

“Whenever I watch TV and see those poor starving kids all over the world, I can’t help but cry. I mean I’d love to be skinny like that, but not with all those flies and death and stuff.”

— Mariah Carey

“Smoking kills. If you’re killed, you’ve lost a very important part of your life.”

— Brooke Shields, during an interview to become spokesperson for federal anti-smoking campaign

“I’ve never had major knee surgery on any other part of my body.”

— Winston Bennett, former University of Kentucky basketball forward.

“Outside of the killings, Washington has one of the lowest crime rates in the country.”

— former Mayor Marion Barry, Washington, DC

“I’m not going to have some reporters pawing through our papers. We are the president.”

— Hillary Clinton commenting on the release of subpoenaed documents

“That lowdown scoundrel deserves to be kicked to death by a jackass, and I’m just the one to do it.”

— A congressional candidate in Texas

“Half this game is ninety percent mental.”

— Philadelphia Phillies’ manager, Danny Ozark

“It isn’t pollution that’s harming the environment. It’s the impurities in our air and water that are doing it.”

— Al Gore, Vice President

“I love California. I practically grew up in Phoenix.”

— Dan Quayle

“We’ve got to pause and ask ourselves: How much clean air do we need ?”

— Lee Iacocca

“The word “genius” isn’t applicable in football. A genius is a guy like Norman Einstein.”

— Joe Theismann, NFL football quarterback & sports analyst.

“We don’t necessarily discriminate. We simply exclude certain types of people.”

— Colonel Gerald Wellman, ROTC Instructor.

“If we don’t succeed, we run the risk of failure.”

— Bill Clinton

“We are ready for an unforeseen event that may or may not occur.”

— Al Gore

“Traditionally, most of Australia’s imports come from overseas.”

— Keppel Enderbery

“Your food stamps will be stopped effective March 1992 because we received notice that you passed away. You may reapply if there is a change in your circumstances.”

— Department of Social Services, Greenville, South Carolina

“If somebody has a bad heart, they can plug this jack in at night as they go to bed and it will monitor their heart throughout the night. And the next morning, when they wake up dead, there’ll be a record.”

— Mark S. Fowler, FCC Chairman—ACN

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 matching applicant skills with individual vacancies, please contact Michael Chasin, Staffing Manager, Broward County at mchasin@broward.org.

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@occourts.org or by phone at (714) 834-2080.

Providing Hiring Managers with Applicants Who Possess the Precise Skills

By Michael Chasin, Staffing Manager, Broward County

Broward County's 7,000 employees provide services as diverse as: parks, libraries, public works, animal care, environmental protection, social services, cultural enhancements, and an international airport. With seventy diverse agencies, 'general requirements' and 'general tests' were used to fill administrative support positions, which account for 30% of all vacancy activity. Administrative support job classes were usually advertised once a year followed by inflexible test dates. After test administration, a static, one-year-in-duration, list of eligible candidates was used to generically fill vacancies by referring the highest to lowest scoring applicants. This one-size-fits-all approach failed to meet the specific vacancy needs of hiring managers, and the inflexible testing process failed to provide the opportunity to maintain a current pool of qualified candidates.

One of Staffing Services' core missions within the Human Resources Division is to provide a talented workforce. This mission was redefined as: Provide hiring managers with applicants who possess the precise skills needed for their individual vacancies. The County decided to implement a system that recognized that every vacancy is unique, and that job classes could be defined by very specific skills – rather than general education and experience requirements. Hiring managers would be able to weight the importance of each skill for their vacancies. Applicants, evaluated on a skill-by-skill basis, would then be precisely matched to vacancies on the basis of their weighted skill scores.

Job Analysis

The duties of all twenty-seven administrative support job classes were studied by focus groups comprised of those most knowledgeable – the incumbents. This study revealed overlapping duties among many of the job classes. As a result, with the governing union's agreement, these job classes were consolidated into seventeen more distinct and meaningful job classes, each defined by specific skill requirements.

Exam Development

To determine if existing exams evaluated the newly defined skills in the newly created job classes, over 200 Subject Matter Experts (SMEs) representing many agencies reviewed individual items with respect to: job-relatedness, currency, difficulty level, stem construction, and choice construction. Revisions were then made as necessary.

New exams were created using the content validity method and working closely with SMEs. Research was conducted at work sites not only to develop items, but also to establish organizational credibility. Large-scale, rigorous pre-testing was conducted with representative samples of incumbents. Feedback regarding the tests was also sought from incumbents. Item analysis was conducted focusing on item difficulty, distractor analysis, overall mean, and item performance by job class and

(continued on next page)

agency. Based on this analysis, items were revised and put through additional pre-testing until exams were finalized. Once the exams were finalized, they were made available on a walk-in basis and administered on a PC in a proctored test environment. This was a significant improvement from previous administrations when the tests were offered only once a year.

Deployment

The deployment of our new on-line staffing system in June 2004 enabled hiring managers to weight their specific vacancy skill needs by importance. An example is illustrated in Table 1.

Table 1. Vacancy Requisition

Required Skills	Select Level
Proofreading	Low
Typing	High
Operate a personal computer	Critical
Prepare business documents	Medium

Based on the skill set identified by the hiring manager the required tests are automatically cued for applicants on PCs in a proctored test center. As illustrated in Table 2, the results are immediately viewable on each applicant's home page.

Results

The switch to this new method of evaluating jobs has enabled the County to keep administrative support job classes open on a continuous basis. Testing is now available on a walk-in basis, thus eradicating the problem of no-shows. Applicants have expressed great satisfaction with the overall convenience of the system.

In addition, the County is able to process a much higher volume of applications. During the first eight months of operation, 77,000 applications were received compared to 23,000 applications for the full year prior to deployment. Likewise, 9,300 applicants tested in just eight months, whereas 8,500 applicants were tested the previous year.

Implementing a walk-in, competency-based, computer-based testing center has enabled the County to immediately access the most skilled applicants as soon as they complete testing. Coupled with the customized vacancy request and evaluation methodology, hiring managers are able to access skilled applicants on an as-needed basis.—ACN

Table 2. Test History

Test Name	Status	Test Result	Test Taken	Test Expir. Date
Proofreading	Test Taken	85	12/21/2004	12/21/2005
Typing (correct words/minute)	Test Taken	50	11/4/2004	11/4/2005
Computer Concepts	Test Taken	80	10/13/2004	10/13/2005
Business Documents	Test Taken	60	11/20/2004	11/20/2005

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 for August 16-19, 2007, in San Francisco. For more information, visit their Web site at www.apa.org.

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 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 with testing and personnel selection issues. For details on MAPAC, contact Roberta Ames, Pennsylvania Civil Service Department, at rames@state.pa.us, or visit the MAPAC Web site at www.ipmaac.org/mapac.

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.metroapppsy.com.

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 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 Metropolitan Washington (PTC/MW)

PTC/MW offers monthly luncheon programs and publishes an informative newsletter. See the 2006 calendar for scheduled luncheon speakers or visit the PTC/MW Web site accessible through the IPMAAC Web site at www.ptcmw.org.

(continued on next page)

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 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.

DENNIS A. JOINER & ASSOCIATES **Specialists in Supervisory and Management Assessment Since 1977**

Why Situational Judgment Tests (SJT) have become so popular:

- Low-cost approach for assessing supervisory and managerial competencies
- Easily administered to either large or small candidate groups
- No reading list or candidate study time required (quicker eligible list)
- Require no human ratings and no hand scoring (machine/computer scored)
- Appropriate for virtually all supervisory and management job classifications
- Result in positive candidate feedback and candidate acceptance
- Can be custom keyed to the culture and requirements of your organization
- Low or no adverse impact as compared to other types of written tests

Tests (SJTs) now available for First Level Supervisor through Department Director (multiple versions)
Special versions available for all promotional ranks of Law Enforcement & Fire/Emergency Services

For a price list, more information or to order preview copies contact:

DENNIS A. JOINER & ASSOCIATES
4975 Daru Way, Fair Oaks, CA 95628
Phone: (916) 967-7795
Toll free: (877) 623-7432
E-mail: joinerda@pacbell.net

Upcoming International, National, and Regional Conferences and Workshops

APRIL

- 8-12: American Educational Research Association. Annual Meeting. San Francisco, CA. Contact: www.aera.net.
- 9-11: National Council on Measurement in Education. Annual Meeting. San Francisco, CA. Contact: www.ncme.org.
- 12: PTC/MW Luncheon Meeting. Speakers: Dr. Amy Grubb, FBI, & Dr. Suzanne Tsacoumis, HumRRO. "(...and then you implement): The Art of Implementing Good Science."
- 14: PTC/NC Luncheon Meeting. Speaker: Carl Swander, Ph.D. "Putting the Web to Work: Web Based Pre-Screening, Practice Tests, and Proctored Testing."
- 20: PTC/SC Spring Conference. Pasadena, CA.
- 20-21: MAPAC Spring Meeting. Baltimore, MD.
- 23-26: Human Resource Planning Society. Annual Conference. Tucson, AZ. Contact: www.hrps.org.
- 26-28: Organization Design Forum. Annual Conference. Charleston, SC. Contact: www.organizationdesignforum.org.
- 30-5/3: IPMA-HR Southern Region and TPMA State Conference. Chattanooga, TN.
- 7-10: American Society for Training and Development. Annual Conference. Dallas, TX. Contact: www.astd.org.
- 10: PTC/MW Luncheon Meeting. Washington, DC.
- 12: PTC/NC Luncheon Meeting. Speaker: Pam Muir. "Rapid Hire Testing."
- 15-19: Organization Development Institute. Annual Conference. Chicago, IL. Contact: (440) 779-7419.
- 24: METRO Dinner Meeting. Speaker: Dr. Dick Jeanneret. "Do's and Don'ts of High Stakes Testing and Organizational Assessment."
- 24: PTC/AZ Employment Legal & Compliance Update. Representatives from the local offices of OFCCP and EEOC in Phoenix will provide a forum on staffing/selection compliance issues, and how to prepare for audits. Contact: Vicki Packman (602) 236-4595.

MAY

- 2-3: WRIPAC Training. "Job Analysis." Tucson, AZ.
- 3-6: IPMA-HR Western Region Conference. Portland, OR.
- 4-5: WRIPAC Meeting. Tucson, AZ.
- 4-7: Society for Industrial and Organizational Psychology. Annual Conference and Workshops. Dallas, TX. Contact: www.siop.org.

JUNE

- 14: PTC/MW Luncheon Meeting. Washington, DC.
- 25-28: IPMAAC Conference. Las Vegas, NV.
- 25-28: SHRM Annual Conference. Washington, DC.

(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

2006 IPMA Assessment Council Officers and Board Members

President

Beverly Waldron (2005-2007)

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

President-Elect

Déonda Scott

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

Past-President

David Hamill (2001-2006)

Director, Workforce Development
Marriott International, Inc.
Marriott Drive, Dept. 52-931.15
Washington, DC 20058
Tel (301) 380-3239
Fax (301) 380-1602
david.hamill@marriott.com

IPMAAC Representative to IPMA Executive Council

Harry Brull

Senior Vice President
Personnel Decisions International
2000 Plaza VII Tower
45 S. 7th Street
Minneapolis, MN 55402
Tel (612) 337-8233
Fax (612) 337-3695
harry.brull@personneldecisions.com

Board Members

Oscar Spurlin (2006-2008)

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

Kathryn Singh (2004-2006)

Senior Human Resources Analyst
Superior Court of Orange County
P.O. Box 1994
700 Civic Center Drive
Santa Ana, CA 92702-1994
Tel (714) 834-2080
ksingh@occourts.org

Donna Terrazas (2004-2006)

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

Inés 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, First Floor
San Bernardino, CA 92415-0440
Tel (909) 387-5839
Fax (909) 387-5609
rochran@hr.sbcounty.gov

2006 IPMAAC Committee Chairs

Conference Program

Martin Anderson

Connecticut Department 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

Roxanne Cochran

Human Resources Analyst
County of San Bernardino HR Dept
157 W. Fifth Street, First Floor
San Bernardino, CA 92415-0440
Tel (909) 387-5839
Fax (909) 387-5609
rcochran@hr.sbcounty.gov

Conference Host

Lynne Jantz

Las Vegas Metropolitan P.D.
Personnel Bureau
101 E. Convention Center Drive
Suite P-200
Las Vegas, NV 89109
Tel (702) 229-3981
L2899J@lvmpd.com

Membership and Committee Services (MCS)

David Hamill

Director, Workforce Development
Marriott International, Inc.
Marriott Drive, Dept. 52-931.15
Washington, DC 20058
Tel (301) 380-3239
Fax (301) 380-1602
david.hamill@marriott.com

University Liaison/Student Paper Competition

Lee Friedman

SpecTal, 13481 Falcon View Court
Bristow, VA 20136
Tel (571) 331-1388
leefriedman1406@yahoo.com

Continuity

Déonda Scott

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

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
U.S. Dept. of Homeland Security
1300 Pennsylvania Avenue, NW
Room 2.5B
Washington, DC 20229
Tel (202) 344-3833
Fax (202) 344-1550
anthony.bayless@dhs.gov

Electronic Communications Network

Bill Waldron

Waldron Consulting Group
4111 Canoga Park Drive
Brandon, FL 33511-7986
Tel (813) 689-8196
bill@bwaldron.com

Training/Workshop

Shelley Langan

Senior Consultant
CPS Human Resource Services
241 Lathrop Way
Sacramento, CA 95815
Tel (916) 263-3624, ext. 3367
slangan@cps.ca.gov

Lelani Yan

Human Resources Department
West Palm Beach County
50 S. Military Trail
West Palm Beach, FL 33415
Tel (561) 616-6878
lyan@pbcbgov.com

Innovations in Assessment Award

Warren Bobrow

All About Performance, LLC
5812 W. 76th Street
Los Angeles, CA 90045-1616
Tel (310) 670-4175
warren@allaboutperformance.biz

Nominations/Bylaws

David Hamill

Director, Workforce Development
Marriott International, Inc.
Marriott Drive, Dept. 52-931.15
Washington, DC 20058
Tel (301) 380-3239
Fax (301) 380-1602
david.hamill@marriott.com

Bemis Award-Nomination

Beverly Waldron (2005-2007)

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

FIRE SERVICE • CORRECTIONS • POLICE • ADMINISTRATIVE PERSONNEL • SECURITY

TOMER SERVICE • PUBLIC SAFETY TELECOMMUNICATIONS • FIRE SERVICE • COR

S • POLICE

TY TELEC

SONNEL

RE SER

TOME

S • PO

TY TELE

SONNEL

RE SER

TOME

S • PO

TY TEL

SONNEL •

RE SERVI

• P

MINISTR

NICATIO

SECURITY

• COR

CE • P

MINISTR

NICATIO

SECURITY

• COR

CE • P

MINISTR

NICATIO

SECURITY

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

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 2006 are:

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)
Senior Human Resources Analyst
Superior Court of Orange County
P.O. Box 1994
700 Civic Center Drive
Santa Ana, CA 92702-1994
Tel (714) 834-2080
ksingh@occourts.org

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

IPMAAssessment
Council

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

IPMA-HR

1617 Duke Street
Alexandria, VA 22314
Phone: (703) 549-7100
Fax: (703) 684-0948