ACN

Assessment Council News

Inside:

IPMAAssessment Council

Presidential Message

By Beverly Waldron

Hard to believe fall is officially here. It is not so much that Florida temperatures are still in the 90s — that's pretty standard around here, but rather that the year is just flying by and the list of things that I need and want to get done is growing much faster than my list of things that I have done.

Our annual conference is the highlight of the year for IPMAAC and a great deal of work went into having a successful conference this year. However, the fact that the conference is in the past doesn't mean all the work for the year is done. Several of this year's committees are still active and the Board of Directors is meeting the first weekend in October to address financial and membership issues. In addition, many of next year's committees are already at work preparing for next year's conference in St. Louis. The call for proposals will be out soon! Now would be a good time to start thinking about presenting at and/or attending the conference. As you know, time has a way of passing before we realize it.

Work has had some interesting challenges. Unemployment rates in our area have been ranging from 2.7% and 3.4% over the last year. The result is that before assessing candidates we have to go out and find them. In addition to broadening our recruitment efforts we have been looking for other means to increase our applicant flow. An employee referral program we put in place several years back is paying dividends. We are also looking at our minimum qualification requirements. We are trying to make sure they reflect true minimums. That means weeding out the desirables that may have crept in to reduce an overly abundant applicant pool. Meanwhile, hiring managers are facing challenges of their own and want to fill any vacant position with a new hire who can fully perform all aspects of the job starting the first day of employment. Another program we are working to implement is succession planning. We hope that it will help address our recruitment efforts for future vacancies and provide the organization with candidates who can "hit the ground running."

Succession planning is a hot topic these days and I know some of you have moved forward with planning while others are talking about doing something, and still others are just ignoring the subject. If you already have a plan up and running, I'm envious. If you are just talking about it or are ignoring the subject, I strongly urge you to get started. Putting together and implementing a succession plan takes effort and time, even when you build on the work of others. If you think you don't need a plan, just ask your HRIS to run a report showing you the individuals who will be eligible for retirement in the next three to five years. It can be eye opening (and a little scary). Whatever is going on with succession planning within your organization,

Presidential Message continued

make sure assessment is represented at the table. You have skills that can be of tremendous help in the process and it is far easier if you are involved in the creation stage. Selection/assessment has two roles in a succession plan: selection into the development program and selection from the program into the vacant positions which occur. Find out what your organization is doing and get actively involved. You won't regret it.

Succession planning is also a topic for IPMAAC. We need more of you to take an active role in the organization. As you bring new individuals into your organization, take the time to introduce them to IPMAAC and to encourage their participation. You might also think about taking a more active leadership role through committee participation or chairmanship, a position on the Board of Directors, or serving as President-Elect (with President and Past President to follow). With January looming, **Déonda Scott** will be assuming the role of President and, as Past President, I will be looking for individuals willing to serve the organization through positions on the Board and/or as President-Elect. Déonda will also be looking for individuals to assist with next year's committees. I know you are also busy but I promise the cause is worthwhile and the time invested will be well spent.

As always, I welcome any suggestions or assistance that you are willing to offer. I look forward to hearing from you!—ACN

Obituary — Jay Alan Gandy

On Saturday, August 19, 2006, **Jay Gandy** died at Washington Hospital Center following a lengthy illness. Jay was retired from his position as an industrial/organizational psychologist at the Office of Personnel Management. He devoted the latter decades of his life to several causes, serving on the board and as Treasurer of the Whitman-Walker Clinic, and on the boards of the Gamma Mu Foundation and Equality Virginia, a state-wide gay rights organization.

Jay is survived by his loving partner, John P. Cochran of Arlington, VA; by his brother, Ray Gandy of Atlanta, GA; by his sister, Sue Deyo of Grantville, GA; by his brother, Spencer Gandy of Atlanta, GA; by his sister, Ellen Johnston of Lake Park, GA; and by eight nephews and nieces and their children.

His Memorial Service was held at 3 p.m. on Thursday, September 14, 2006, at the Unitarian Universalist Church of Arlington, 4444 Arlington Boulevard, Arlington VA, 22204 (at George Mason Drive).

In lieu of flowers, the family requested that donations be made to the Equality Virginia Education Fund, 421 E. Franklin Street, Suite 310, Richmond, VA 23219.

Source: *Washington Post*—ACN

Technical Affairs

By Mike Aamodt, Associate Editor

Avoiding Common Problems When Writing Job Descriptions

Over the years, I have spent many hours editing job descriptions written by my students. What I should have done 24 years ago was provide them with a list of common errors to avoid. This year I got smart and thought I would also pass these guidelines on to ACN readers. The information in this column does not include a complete list of writing and grammar rules, but rather, ways to avoid common mistakes that occur when writing job descriptions. As always, if you have some suggestions of your own, please send them to me and I will include them in the next column.

Capitalization

Job Titles

When referring to a job title in the body of a job description, the title is not capitalized unless it starts a sentence. For example, "the *clerk* is supervised by the *cost accountant*. *Cost accountants* are in charge of the department."

Time

Days of the week (Monday, Friday), months (October, January), and holidays (Labor Day) are capitalized. Seasons (spring, fall) are not capitalized.

Tools and Equipment

Only capitalize the *first word* for each tool or piece of equipment in a list.
- *S*oil *m*ixer
- *P*ersonal *c*omputer
- *F*ertilizer *b*ag

Departments

When referring to a department in the body of a job description, the department is not capitalized unless it starts a sentence. For example:
- Invoices are sent to the *accounting department.*
- *Accounting department* employees should arrive at work as scheduled.

Hyphens

The rules for hyphenation can vary by the source document. Therefore, the organization should select a particular style understanding that the their style may differ from the style of other organizations.

Abbreviations

Hours of Work

Periods follow each letter in a.m. and p.m., they are not capitalized, and a space should be placed between the time 7:00 and the morning (a.m.) or evening (p.m.) designation.
- 7:00 a.m. to 4:00 p.m.

Weight

- Must be able to lift 15 *lbs.* (lowercase, period at end)

Apostrophes

Apostrophes are primarily used to show possession (e.g., Mike's car) or for contractions (*didn't* for did not). They are not to be used for plurals in abbreviations. For example:
- KSAOs is correct, KSAO's is not
- POs (purchase orders) is correct, PO's is not

Task Statements

Keep the verb tense consistent across tasks and use the third-person singular (i.e., he or she). The following is correct:
- *Waters* plants in the morning and in the afternoon
- *Pulls* weeds as necessary
- *Trims* dead leaves from plants

The following is not correct:
- *Waters* plants in the morning and in the afternoon
- *Pull* weeds as necessary
- *Trimming* dead leaves from plants

Put a period at the end of each task in a job description. For example:
- Waters plants in the morning and in the afternoon.

At a minimum, a properly written task statement must contain an *action* (what is done) and an *object* (to which the action is done). Often, task statements will also include such components as *where* the task is done, *how* it is done, *why* it is done, and *when* it is done. A useful list of action verbs and their definitions is located at the end of this column.

Here are some characteristics of well-written task statements:

- One action should be done to one object. If the statement includes the word "and," it may have more than one action or object. For example, the statement "Types correspondence to be sent to vendors" has one action and one object. However, "Types, files, and

sends correspondence to vendors," contains three very different actions (types, files, sends).

- Task statements should be written at a level that can be read and understood by a person with the same reading ability as the typical job incumbent.

- Task statements should include the tools and equipment used to complete the task.

- Task statements should not be competencies (e.g., "Be a good writer").

- Task statements should not be a policy (e.g., "Treats people nicely").

- The statement should make sense by itself. That is, "Makes photocopies," does not provide as much detail as "Makes photocopies of transactions for credit union members," which indicates what types of materials are photocopied and for whom they are copied.

- When possible, avoid using abbreviations, slang, jargon, and "big words."

Ambiguous Words/Phrases

Care should be taken to avoid the use of ambiguous words or phrases. Such vague phrases can be used by lazy employees to avoid work or by power-seeking employees to expand territory. The following words/phrases are examples of some task statements that can be interpreted in many ways.

- *Responsible for* opening the store
  Does this mean that the employee actually opens the store or just ensures that it gets done?

- *Handles* correspondence
  What is the employee doing to the correspondence? Touching it? Responding to it? Sorting it?

- *Oversees* the accounting department
  Does the employee directly supervise the department, indirectly supervise the department, or does he/she stand there and look at it?

- *In charge* of the copy machine
  Does the employee operate the copier? Ensure that it is working? Decide who gets to use it?

- *Examines* supervisor's daily schedule
  Does the employee stare at it? Evaluate it to see if the supervisor is working hard enough? Review it to look for meetings of which the supervisor needs to be notified?

- *Communicates* polic*ie*s to employees
  Is the communication written? Oral? Individually or in a group setting?

Action Verbs Commonly Used in Task Statements

Administers - Manages or directs the execution of affairs.

Adopts - Takes up and practices as one's own.

Advises - Recommends a course of action; offers an informed opinion based on specialized knowledge.

Analyzes - Separates into elements and critically examines.

Anticipates - Foresees and deals with in advance.

Appraises - Gives an expert judgment of worth or merit.

Approves - Accepts as satisfactory; exercises final authority with regard to commitment of resources.

Arranges - Makes preparation for an event; puts into proper order.

Assembles - Collects or gathers together in a predetermined order from various sources.

Assigns - Specifies or designates tasks or duties to be performed by others.

Assures - Gives confidence; makes certain of.

Authorizes - Approves; empowers through vested authority.

Calculates - Makes a mathematical computation.

Collaborates - Works jointly with; cooperates with others.

Collects - Gathers.

Compiles - Puts together information, collects from other documents.

Conducts - Carries on; directs the execution of.

Confers - Consults with others to compare views.

Consolidates - Brings together.

Consults - Seeks the advice of others.

Controls - Measures, interprets, and evaluates actions for conformance with plans or desired results.

Corresponds - Communicates with.

Delegates - Commissions another to perform tasks or duties that may carry specific degrees of accountability.

Action Verbs Commonly Used in Task Statements (continued)

Designs - Conceives, creates, and executes according to plan.

Determines - Resolves; fixes conclusively or authoritatively.

Develops - Discloses, discovers, perfects, or unfolds a plan or idea.

Devises - Comes up with something new - perhaps by combining or applying known ideas or principles.

Directs - Guides work operations through the establishment of objectives, policies, regulations, practices, methods and standards.

Drafts - Prepares papers or documents in preliminary form.

Endorses - Supports or recommends.

Establishes - Brings into existence.

Estimates - Forecasts future requirements.

Evaluates - Determines or fixes the value of.

Executes - Puts into effect or carries out.

Expedites - Accelerates the process or progress of.

Formulates - Develops or devises.

Furnishes - Provides with what is needed; supplies.

Implements - Carries out; executes a plan or program.

Improves - Makes something better.

Initiates - Starts or introduces.

Inspects - Critically examines for suitability.

Interprets - Explains something to others.

Investigates - Studies through close examination and systematic inquiry.

Issues - Puts forth or distributes officially.

Maintains - Keeps in an existing state.

Monitors - Watches, observes, or checks for a specific purpose.

Negotiates - Confers with others in order to reach an agreement.

Operates - Performs an activity or series of activities.

Participates - Takes part in.

Performs - Fulfills or carries out.

Processes - Handles in accordance with prescribed procedures.

Provides - Supplies what is needed; furnishes.

Recommends - Advises or counsels a course of action; offers or suggests for adoption.

Represents - Acts in the place of or for.

Reports - Gives an account of; furnishes information or data.

Researches - Inquires into a specific matter from several sources.

Reviews - Examines or reexamines.

Revises - Reworks in order to correct or improve.

Schedules - Plans a timetable.

Signs - Formally approves a document.

Specifies - States precisely in detail or names explicitly.

Submits - Yields or presents for the discretion or judgment of others.

Supervises - Communicates with, trains and evaluates employees; plans and directs their work; has the authority to hire, transfer, suspend, layoff, recall, promote, discharge, assign, reward or discipline subordinate employees or effectively recommend such actions.

Transcribes - Transfers data from one form of record to another or from one method of preparation to another without changing the nature of the data.

Verifies - Confirms or establishes authenticity; substantiates.

Source: **www.hr.ufl.edu/managers/writingdescriptions.htm**

HR Humor

Spell Checker

Eye halve a spelling chequer
It came with my pea sea
It plainly marques for my revue
Miss steaks eye kin knot sea.

Eye strike a key and type a word
And weight four it two say
Weather eye am wrong oar write
It shows me strait a weigh.

As swoon as a mist ache is maid
It nose bee fore two long
And eye can put the error rite
Its rare lea ever wrong.

Eye have run this poem threw it
I am shore your pleased two no
Its letter perfect awl the weigh
My chequer tolled me sew.

Practice Exchange

By Kathryn Singh and Bridget Styers, Associate Editors

This month, the ACN features an article by a nominee for IPMAAC's 2006 Innovations in Assessment Award. For more information about the automated process for entry-level Postal Inspectors, or a copy of Appendix A, contact Dr. Mark Haucke at MHaucke @ uspis.gov.

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.

An Automated Prescreen Process for Recruiting and Selecting Entry-Level Postal Inspectors

By Dr. Mark H.P. Haucke, Psychologist, U.S. Postal Inspection Service
Dr. Margaret Barton, Personnel Research Psychologist, U.S. Office of Personnel Management*
Dr. Reid E. Klion, Chief Science Officer, Performance Assessment Network

The U.S. Postal Inspection Service (Inspection Service) recently partnered with the U.S. Office of Personnel Management (OPM) and the Performance Assessment Network (PAN) to design and administer a fully automated prescreen process as part of a broader effort to update, streamline, and enhance the recruitment and selection processes for their entry-level Postal Inspector position. The Inspection Service's new prescreen process serves as a cutting-edge model for how sound measurement practice can be combined with the latest online testing technology for improved effectiveness and efficiency. The prescreen process consists of three successive hurdles: (1) an online occupational questionnaire, and (2) an online test with a timed cognitive component, both of which are completed in an unproctored situation at the applicant's convenience, and (3) a follow-up proctored online verification test.

The Postal Inspector position has numerous job requirements that serve as automatic disqualifiers for employment consideration, including citizenship, willingness to carry a firearm, extensive background investigations, maximum age, height and weight requirements, and mobility agreement requirements. Under the previous and largely paper-based screening process, many applicants progressed through the initial screening only to be disqualified later in the process (e.g., polygraph, medical exam, background investigation). In order to mitigate this problem, a 51-item (80-item for applicants possessing an advanced competency in a foreign language) online questionnaire was developed to automate the application process, incorporate the multitude of disqualifiers associated with the position, and ensure that applicants understood both the selection process and the absolute failure points.

Making the requirements explicit early on in the process appears to have encouraged unqualified applicants to self-select out of the selection process. In the first vacancy announcement, 5,938 candidates applied during a two-week period of which 3,065 (52%) self-selected out based on the occupational questionnaire. Additional efficiencies gained included a simplified and expedited application process, increased information and efficiency for applicants, automated applicant notification, collection of electronic applicant data, and elimination of virtually all paper materials. Additional efficiencies anticipated over time include a reduced time to hire and immediate applicant notification.
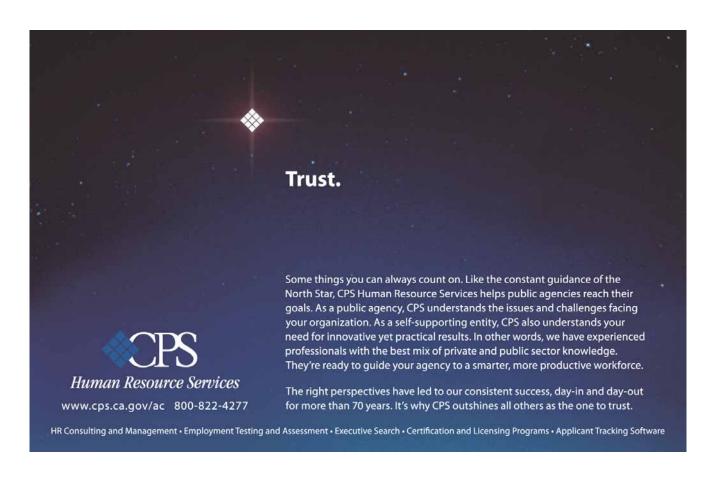
The Inspection Service considered a number of factors in selecting a new assessment tool to replace its paper-based cognitive test and a business writing test, both previously administered for initial screening purposes. In addition to maximizing the quality and diversity of new hires, other considerations in selecting a new assessment tool included the need to accommodate a more aggressive hiring trend anticipated over the next several years and the need to reduce the number of unqualified candidates invited to participate in its more expensive and resource-intensive assessment center process. Following a comprehensive job analysis, review of the current selection and assessment processes, and careful consideration of its various options, the Inspection Service selected an online test with cognitive and non-cognitive components to replace its current paper-based cognitive and business writing tests. The unproctored online test, the Postal Inspector Entrance Examination, was to be followed by a proctored verification test at a later time.

(continued on next page)

The Postal Inspector Entrance Examination consists of timed cognitive and non-cognitive components with time allocations designed to give applicants ample time to complete all items. The cognitive component (27 minutes) includes 12 deductive and inductive logic-based reasoning questions developed to be face-valid for enforcement positions. Three forms of the cognitive component are used on an alternating basis. The non-cognitive component (30 minutes) includes 60 biographical data items, including items targeting Interpersonal Skills, Self-Management, and Adaptability.

There were four primary concerns in implementing a timed cognitive test in a non-secure environment: (1) verifying that it is actually the applicant (not a confederate such as a friend, relative, or co-worker) completing the assessment; (2) protecting test content; (3) managing non-controlled test conditions; and (4) minimizing computer or other technical difficulties. The first two concerns were addressed in three ways. First, a follow-up verification test, to be administered in a secure environment, was developed as part of the prescreen process. Empirically-based business rules were developed and implemented, based on the observed correlation between unproctored prescreen and proctored verification scores, to identify applicant outliers (e.g., applicant performance on the proctored verification test was more than two standard deviations below the predicted score). An adjudication process was created to provide identified applicant outliers (approximately 4% of examinees) with the opportunity to respond in writing and provide context to an inquiry concerning the meaningful deviation observed between their proctored verification score and their predicted score. Second, the Inspection Service emphasized the importance of integrity and honesty to the position in test preparation materials and correspondence with applicants. Also, applicants were warned at multiple points that "…accepting or sharing any information in advance of or following your completion of the on-line test will result in your dismissal as a candidate for the Postal Inspector position." Third, verification statements were included at the beginning and end of the online test which clearly explained testing requirements, the potential consequences associated with lack of adherence to the testing requirements, and the fact that a verification test and polygraph would be included in later parts of the selection process (see also Appendix A, available from the authors on request). Concerns regarding non-standardized

testing conditions were minimized through the use of a test delivery system that automatically administered and timed the assessment, with applicants being permitted to take breaks between test sections as needed. Issues related to mitigating technical difficulties were addressed by providing all eligible applicants with specific instructions about accessing the online Postal Inspector Entrance Examination and supplemented by the online test provider's technical support resources.

Applicants who passed the first two hurdles complete a longer (22-item) version of the original cognitive component in a secure setting for verification purposes. Two forms of this longer version of the cognitive component were developed for administration on an alternating basis.

The Inspection Service, like many law enforcement agencies facing lengthy and rigorous selection processes, is actively trying to improve its selection process efficiency and time to hire. The biggest initial impact for the new Postal Inspector prescreen process is the identification of unqualified applicants early in the selection process in a way that is not resource intensive for the Inspection Service. The new prescreen process resulted in an estimated 85% reduction in the efforts required to process unqualified applicants. By developing and implementing a prescreen process that combines sound assessment practice with the latest online testing technology, the Inspection Service hopes to serve as a model for others considering innovative assessment practices.

* This work was carried out by the U.S. Office of Personnel Management's Center for Talent Services on a reimbursable basis. The views expressed in this article are those of the author and do not reflect the official policy or views of the U.S. Office of Personnel Management. —ACN

IPMAAC Across the Nation – News of the Councils

By Kristine Smith, Associate Editor

American Psychological Association (APA)

The 2007 conference is scheduled for August 16-19 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 was held June 25-28 in Las Vegas, Nevada. Check the IPMAAC Web site to view presentation materials. The 2006 IPMA-HR International Training Conference will be held October 7-10 in Las Vegas, Nevada. The 2007 IPMAAC conference will be held in St. Louis, MO, on June 10-13, 2007.

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 a non-profit organization of public sector personnel agencies involved and concerned 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.

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 it advocates the understanding and use of fair and professionally sound testing practices. On October 6, 2006, PTC/AZ will present "ROI and the Metrics of Staffing." Speakers include Dr. Wayne Cascio, University of Colorado at Denver, and Ted Darany, Darany and Associates. 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/ptca.

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.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. 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 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. —*ACN*

Upcoming International, National, and Regional Conferences and Workshops

OCTOBER

4-6:   SHRM Strategic HR Conference. Phoenix, AZ.

5-6   PTC/SC Fall Conference. Redondo Beach, CA.

6:     PTC/AZ Workshop. "ROI and the Metrics of Staffing." Presenters: Dr. Wayne Cascio, University of Colorado at Denver, and Ted Darany, Darany and Associates.

7-11: IPMA-HR Annual Conference. Las Vegas, NV.

16-18: SHRM Workplace Diversity Conference. Los Angeles, CA.

16-20: Human Factors and Ergonomics Society. Annual Conference. San Francisco, CA. Contact: www.hfes.org.

18:    PTC/MW Breakfast Workshop. "Evaluating and Improving Performance Management Sysytems." Speaker: Ms. Karen Lebing, U.S. Office of Personnel Management.

22-25: Organization Development Network. Annual Conference. San Francisco, CA. Contact: www.odnetwork.org.

27-28: SIOP Leading Edge Consortium. "Talent Attraction, Development, and Retention: The Leading Edge." Charlotte, NC. Contact: www.siop.org.

NOVEMBER

8:     PTC/MW Luncheon Meeting. Dr. Doug Reynolds, Development Dimensions International.

15-17: MAPAC Fall Conference. Nassau Inn, Princeton, NJ.

16-19: Psychonomic Society. Annual Convention. Houston, TX. Contact: www.psychonomic.org.

DECEMBER

13:    PTC/MW 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

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@personnel
   decisions.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
rcochran@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
Washington, DC 20229
Tel (202) 863-6295
Fax (202) 863-635
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@pbcgov.com

*Innovations in Assessment
Award*

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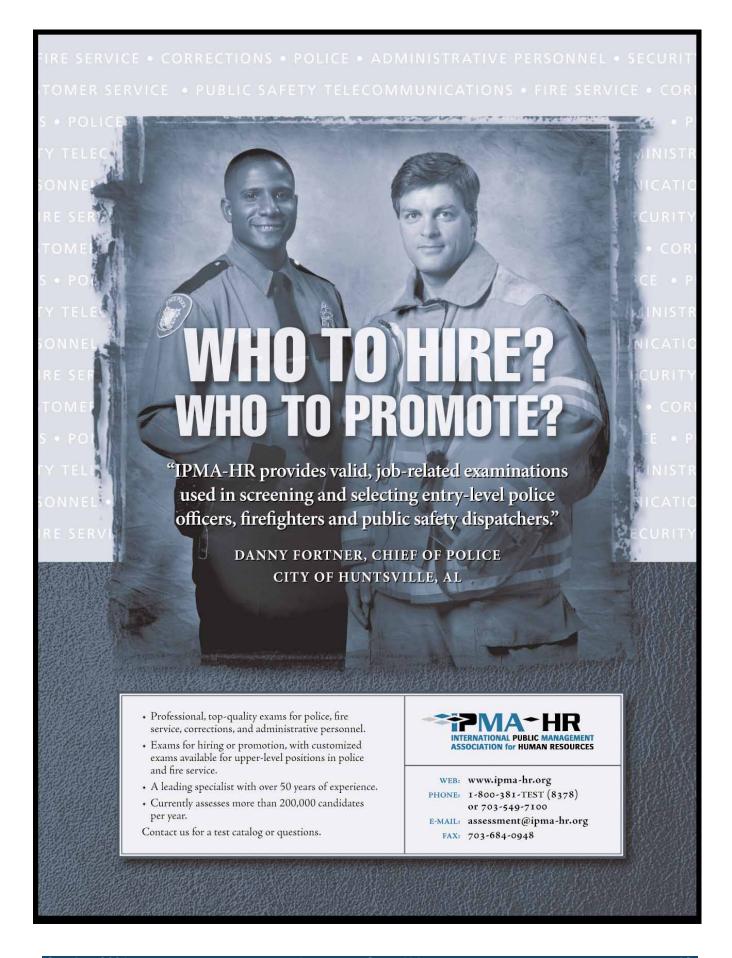Tel (310) 670-4175
warren@allaboutperformance.biz

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

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:

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.