

# 28th Annual Conference on Personnel Assessment

Preliminary Conference Program



**June 20 - 23, 2004**

Renaissance Seattle Hotel ■ Seattle, Washington

**IPMA**Assessment  
Council

[www.ipmaac.org](http://www.ipmaac.org)

# Join Us in Seattle!

*On behalf of IPMAAC, I invite you to come share the Seattle experience with us. Seattle has so many things to offer, but from June 20-23 among the most intriguing offerings will be the IPMAAC conference.*

*We have put together an exceptionally strong program. You will be able to obtain the critical and timely knowledge and experience needed to thrive in today's challenging personnel assessment environment. You will also have ample opportunity to interact and share experiences with like-minded colleagues. I look forward to seeing you there!*

*Hlene Gast, 2004 President  
International Public Management Association  
for Human Resources  
Assessment Council (IPMAAC)*

**IPMAA**ssessment  
Council

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**Moving from Valleys  
to Vistas:  
Discovering  
Creative Solutions to  
Assessment Challenges**

## What is IPMAAC?

Formed in 1976 as a section of the International Public Management Association for Human Resources (IPMA-HR), the IPMA Assessment Council or "IPMAAC" is the leading organization in the field of employee selection and assessment.

IPMAAC's 300+ members include personnel directors and managers, staffing specialists, organizational performance managers, management consultants, psychologists, attorneys, academic faculty, and students, actively engaged in applications, research and training in public and private sector personnel assessment. IPMAAC's interests and activities cover the full range of assessment methods and applications, from the use of personnel tests and interviews for employee selection to the measurement of organizational productivity of organizations.

IPMAAC's Annual Conference showcases state-of-the-art information on trends, techniques and technologies for using and applying assessment methods.

## Who Should Attend this Conference?

Anyone who develops, administers, coordinates, or manages the selection, promotion, or assessment of personnel. Whether you're an administrator or a human resources professional, a seasoned selection specialist or new to the field, you'll find sessions that address the challenges you face today in hiring, promoting, and keeping the best.

## What Will I Gain?

You will acquire new knowledge about state-of-the-art trends, techniques and technologies for using and applying assessment methods. You will learn about the latest research and innovations used to develop practical solutions to today's assessment and selection challenges - saving you valuable time and resources. Last but not least, there will be plenty opportunities to network and exchange information with people who are driving assessment to new heights.

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**IPMA**Assessment  
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Seattle downtown skyline is highlighted by the Space Needle, which towers 605 feet above the Seattle Center.

Photo: Seattle's Convention and Visitors Bureau



## Highlighted Speakers

### Fritz Drasgow, Ph.D.

Dr. Fritz Drasgow received his Ph.D. from the University of Illinois at Urbana-Champaign, taught at Yale's School of Organization and Management, and then returned to the University of Illinois. He is currently the Director of the University of Illinois Center for Human Resources Management, which is a joint University/Industry venture designed to address important human resource management problems. Dr. Drasgow's research focuses on psychological measurement. He has used multimedia computer technology to assess social and interpersonal skills not easily measured by paper-and-pencil tests. He has also worked on a large project developing and testing a comprehensive model of sexual harassment in the workplace. Dr. Drasgow is a former chairperson of the American Psychological Association's Committee on Psychological Tests and Assessments and the U.S. Department of Defense's Advisory Committee on Military Personnel Testing. He has also provided consultation on testing and measurement issues to a variety of organizations in the private sector. Dr. Drasgow is a member of the editorial review board of ten journals, including *Applied Psychological Measurement*, *Journal of Applied Psychology*, and *Personnel Psychology*.

### Walter C. Borman, Ph.D.

Dr. Walter C. Borman received his Ph.D. in Industrial/Organizational Psychology from the University of California (Berkeley). He is currently CEO of Personnel Decisions Research Institutes (PDRI) and is a Professor of Industrial-Organizational Psychology at the University of South Florida. Dr. Borman is a Fellow of the Society for Industrial and Organizational Psychology, and in 1994-95 served as President of the Society. He has written more than 300 books, book chapters, journal articles, and conference papers. He recently co-edited the I/O volume of the *Handbook of Psychology* (Borman, Ilgen, & Klimoski, 2003), and, with two PDRI colleagues, wrote the Personnel Selection chapter for the *1997 Annual Review of Psychology*. He also has served on the editorial boards of several journals in the I/O field, including the *Journal of Applied Psychology*, *Personnel Psychology*, *Human Performance*, and the *International Journal of Selection and Assessment*. He was the recipient of SIOP's Distinguished Scientific Contributions Award for 2003. Dr. Borman's areas of interest are performance measurement, personnel selection, personality assessment, job analysis, and assessment centers.

### Dennis A. Joiner, IPMA-CP

Dennis A. Joiner, IPMA-CP, has specialized in supervisory and management assessment for employee selection, promotion and career development since 1977. He has developed assessment centers, oral examinations and various types of written tests for states, cities, counties, special districts and private sector organizations throughout the United States. Mr. Joiner has authored articles and chapters on various aspects of the assessment center method, was a member of the taskforce which produced the 1989 assessment center guidelines and has made numerous presentations at local, regional, national and international conferences. He is a founder and a past-president of the PTC-NC and a past-president of the IPMA Assessment Council.

Seattle Trivia

"What started Seattle's Great Fire in 1889?"

Answer: A cow kicking over a gas lamp

# Program-at-a-Glance

## Sunday, June 20

7:30 a.m. - 4:30 p.m.	Registration
8:30 a.m. - 4:30 p.m.	Pre-Conference Workshops
	■ Half-day (8:30 a.m. - 12 p.m. & 1 p.m. - 4:30 p.m.)
	■ Full-day (8:30 a.m. - 4:30 p.m.)
5:00 p.m. - 7:00 p.m.	President's Welcome Reception

## Monday, June 21

7:30 a.m. - 4:30 p.m.	Registration
7:30 a.m. - 8:30 a.m.	A.M. Coffee Break
8:30 a.m. - 10:00 a.m.	Welcome & Opening Session
10:30 a.m. - 12:00 p.m.	Concurrent Sessions
12:00 p.m. - 1:30 p.m.	Lunch (on your own)
1:30 p.m. - 3:00 p.m.	Concurrent Sessions
3:00 p.m. - 3:30 p.m.	Refreshment Break
3:30 p.m. - 5:30 p.m.	Concurrent Sessions
6:30 p.m. - 8:30 p.m.	Triple Door Reception

## Tuesday, June 22

7:30 a.m. - 4:30 p.m.	Registration
7:30 a.m. - 8:30 a.m.	A.M. Coffee Break
8:30 a.m. - 10:00 a.m.	Plenary Session
10:00 a.m. - 10:30 a.m.	Refreshment Break
10:30 a.m. - 12:00 p.m.	Concurrent Sessions
12:15 p.m. - 1:15 p.m.	Roundtable Discussions (BYOL)
1:30 p.m. - 3:00 p.m.	Concurrent Sessions
3:00 p.m. - 3:30 p.m.	Refreshment Break
3:30 p.m. - 5:30 p.m.	Concurrent Sessions
6:30 p.m. - 10:00 p.m.	Argosy Dinner Cruise

## Wednesday, June 23

7:30 a.m. - 1:00 p.m.	Registration
7:30 a.m. - 8:30 a.m.	A.M. Coffee Break
8:30 a.m. - 10:00 a.m.	Plenary Session
10:00 a.m. - 10:30 a.m.	Refreshment Break
10:30 a.m. - 12:00 p.m.	Concurrent Sessions
12:00 p.m. - 1:30 p.m.	Lunch (on your own)
1:30 p.m. - 3:30 p.m.	IPMAAC Business Meeting, Awards Presentation and President's Address

Conference concludes on Wednesday, June 23 at 3:30 p.m.

*The beauty of  
Mount Rainier reflected  
in one of the many lakes  
surrounding the region.*







# Pre-Conference Workshops

## Full-Day Workshops

Full-Day Workshops (8:30 a.m. - 4:30 p.m.)

### The Assessment Center Process: A Training Program

This workshop focuses on an evaluation concept designed to identify a person's job related strengths and weaknesses when the individual is being considered for initial selection or advancement. Also emphasized is the participant feedback that is important for the developmental process.

This training program provides you with:

- First hand assessor training experience
- Detailed information on the types of assessment exercises and their specific uses and current trends
- An overview of how and why the assessment center process works
- An understanding of the different assessment center models and candidate scheduling considerations

*Presenters: Jack Clancy, Director, Jack Clancy & Associates; Victoria C. Quintero, Consultant, CPS Human Resources Services*

### Best Practices in Test Administration

So you have a great test and the rest is a cakewalk, right? WRONG! In fact, having the best, most valid test in the world gets you only halfway home. How you handle pre-test, test administration and post-test procedures can be the difference between a smooth selection process and ending up in arbitration or listed in a court docket. This workshop is designed for experienced and new personnel in the area of employment testing. Both, as well as testing managers, will benefit from numerous of ideas, procedural checklists and forms that can help tighten your current testing system by creating consistent and defensible test administration practices. Topics covered include best practices for: ensuring standardized test administrations, providing a proper test environment, handling disruptions and emergencies, ensuring security of test materials/results, and meeting ADA requirements.

*Presenters: Terry McKinney, Personnel Test Analyst with the City of Phoenix; Carol Meyers, Senior Consultant with Arizona Public Service Company; Vicki S. Packman, Senior Assessment Analyst for the Salt River Project (SRP)*

### Job Analysis

This workshop provides you with the theory, principles, and methodology to conduct a multi-purpose job analysis. The resulting data can be used for a variety of human resources activities such as the establishment of class specifications, the design of training programs, and the development of content valid selection procedures. The IPMA-HR job analysis approach is flexible enough to be used on any type of occupation and is applicable for small-, medium-, and large-sized agencies. Through a combination of lecture, discussion, and individual and group exercises, you will be provided with the hands-on experience and the knowledge needed to conduct a thorough, legally defensible job analysis.

*Presenter: Michael A. Willihnganz, IPMA-CP, Senior Manager - Test Development, CPS Human Resources Service*

### Structured Employment & Promotion Interviews

This workshop, designed for the novice and the experienced practitioner alike, is based upon the recently updated three-day IPMAAC seminar on structured oral examinations. The workshop leader will review the versatility, validity, reliability and fairness of the oral examination process. You will receive an overview of various approaches to developing, administering and scoring oral examinations. Information on the strengths, weaknesses and validity evidence for various types of oral examination formats will be presented. The emphasis of the workshop will be on practical applications of the oral examination approach, with many samples, forms and formats distributed.

*Presenter: Bruce Davey, Bruce Davey Associates*

# Sunday, June 20

## Half-Day Workshops

8:30 a.m. - Noon

### Developing Competencies & Competency-Based Selection Procedures

This workshop provides basic training and practice in the development of competencies, and their application to personnel selection systems. In addition, you will receive instruction in the following activities and issues:

- Understanding useful applications of competencies in selection
- Identifying competencies suitable for use in selection
- Preparing meaningful definitions of competencies
- Demonstrating the validity of competencies and competency-based selection procedures.

Training content will include brief verbal presentations, practical examples, group discussion, handouts designed for use as a practical guide, and supervised exercises to provide you with practice in developing and using competencies.

*Presenter: Edward Hane, Director, Personnel Consulting Group*

1:00 p.m. - 4:30 p.m.

### Setting Minimum Qualifications

This recently revised workshop is a module of the three-day IPMAAC Training and Experience Rating Seminar. The workshop focuses on alternative strategies to help assure effective use of "minimum" qualifications (MQs) based on existing research, technologies, legal issues, organizational requirements and traditions, and other elements of the assessment process (tests, interviews, etc.). Strategies for alternatives to traditional MQs such as scored background inventories (computer-administered or paper and pencil) will be introduced.

*Presenter: James C. Johnson, State of Tennessee*

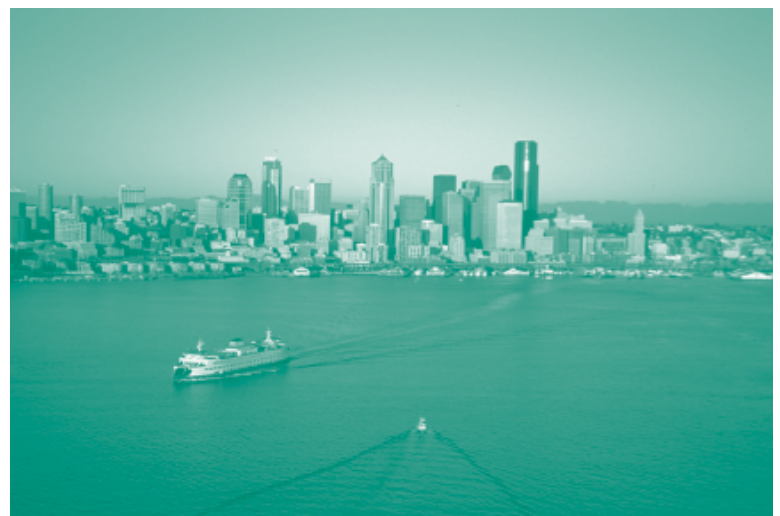
## President's Welcome Reception

All conference attendees are invited to this conference kick-off event! The festivities begin at 5:00 p.m. For more information, please see page 21.



*Aerial view of the Seattle skyline, flanked by Puget Sound on one side and the Cascade Mountains on the other, while a Washington State Ferry makes its way across Puget Sound.*

*Photo: Tim Thompson*





7:30 a.m. - 4:30 p.m.

Registration

7:30 a.m. - 8:30 a.m.

Continental Breakfast with Exhibitors

8:30 a.m. - 10:00 a.m.

**Welcome Remarks and Opening Plenary Session**

## **Computerized Testing and the Internet: Opportunities and Challenges**

Keynote Speaker: Fritz Drasgow, Ph.D., University of Illinois at Urbana Campaign  
(Sponsored by CPS Human Resource Services)

Dr. Fritz Drasgow's keynote address will cover issues and opportunities created by computerized testing and the Internet. Over the past decade, computerized tests and, specifically, tests delivered via the Internet, have greatly increased. This proliferation has led to innovations as well as abuses. Consequently, the American Psychological Association created the Task Force on Internet Testing to review the status of Internet testing. Dr. Drasgow will discuss the findings of this committee and review a study examining whether the mode of administration (paper-and-pencil vs. Internet) affects personality assessment. One of the more controversial current issues revolves around proctored vs. unproctored Internet testing; two empirical studies will be described that address this question. Finally, Dr. Drasgow will describe several important innovations in computerized testing.

10:00 a.m. - 10:30 a.m.

Refreshment Break

10:30 a.m. - Noon

**Concurrent Sessions**

### **Session I - Paper Session**

#### **Paper 1: Legal Issues in Employment Selection**

This session will discuss the most common legal issues surrounding employment selection and will focus on the Americans with Disabilities Act, protections regarding invasion of privacy, issues related to automated recruitment/hiring systems and negligent hiring. In addition, both legislative and judicial trends will be addressed along with the impact of 9/11 on the areas of privacy and negligent hiring.

Presenter: David W. Arnold, Pearson Reid London House

#### **Paper 2: Content Valid MQs: A Court Approved Approach**

Although minimum qualifications (MQs) are among the most common selection procedures used in both the private and public sectors, there is very little literature on how to construct and validate MQs using a content validity approach such that they will be consistent with the Uniform Guidelines. In this presentation, we describe a content-valid procedure that withstood scrutiny of a Federal District Court. We also illustrate how organizations can adopt this procedure that, after hearings and a decision, resulted in a court-approved set of educational and experience MQs for multiple jobs.

Presenters: Maury A. Buster, Alabama State Personnel Department; Philip L. Bobko, Gettysburg College; Philip Roth, Clemson University

### **Session II - Symposium**

#### **Special Agent Mid-Level Management Selection**

Organizations in the private sector have been relying on remote assessment procedures to identify and develop managerial potential, and this trend has moved to the federal government as well. We will discuss the pros and cons of remote assessment, and strategies for success in utilizing such an approach. An in-depth case study at the Federal Bureau of Investigation will be used to demonstrate how a highly realistic remote assessment program can successfully be developed, validated, and implemented without relying on "high-tech" solutions. In addition, strategies for developing, validating and implementing a web-based remote assessment program tailored to the federal government context will be discussed.

Discussant: Ilene Gast, U.S. Department of Homeland Security

Presenters: Matthew Dreyer, Chair, Aon Consulting; Marilyn Gowing, Aon Consulting; Amy Dawgert Grubb, Federal Bureau of Investigation



# Monday, June 21

## Session III - Paper Session

### Paper 1: Influence of Test Development: Involvement on Perceptions of Test Fairness

Job applicants evaluated the fairness of a structured interview and examined group differences in perceptions of fairness between those who had been involved in test development procedures and those who had not taken part in the test development. Results demonstrate that participation in test development procedures predicts perceptions of fairness.

*Presenters: Craig R. Dawson, Personnel Board of Jefferson County, Alabama; Jeffrey Crenshaw, Personnel Board of Jefferson County, Alabama; Kaye Alvarez, Personnel Board of Jefferson County, Alabama*

### Paper 2: Effective Use of the Probationary Period

The U.S. Merit Systems Protection Board presents results from an in-progress study on the probationary period for new Federal hires. This presentation includes how agencies communicate with their employees regarding the purpose and effects of the probationary period, and steps that should be taken to improve its effectiveness.

*Presenters: Sharon D. Roth, U.S. Merit Systems Protection Board; Harry C. Redd III, U.S. Merit Systems Protection Board*

## Session IV - Symposium

### Good Assessment is for Everyone: Keeping Pace with Recent Changes in the Federal Government

In the years since the Federal Government has migrated from a centralized applicant assessment process to a decentralized delegated examining process, the U.S. Office of Personnel Management (OPM) has provided assistance to Federal agencies in the development and evaluation of applicant selection procedures. In a recent study of the delegated examining process, the U.S. Merit Systems Protection Board concluded that Federal agencies and OPM need to work together to identify and utilize best practices in assessment for selection purposes ("Assessing Federal Job Seekers in a Delegated Examining Environment" MSPB, 2002). Moreover, recent Government legislation highlights the need for inter-agency coordination in assessment. Presenters will describe three initiatives that represent OPM's commitment to assisting Federal agencies in selecting and retaining top talent. These initiatives include the Assessment Strategy Wizard, Category Rating Procedures for Selection, and the Assessment Capabilities via two e-Government projects. Agency applications of each tool will be shared.

*CHAIR: Ernest M. Paskey, U. S. Office of Personnel Management*

#### Presentation 1: Assessment Strategy Wizard: Designing Customized and Valid Applicant Selection Strategies

*Presenter: John M. Avis, U. S. Office of Personnel Management*

#### Presentation 2: Gaining Flexibility in Selection with Category Rating

*Presenter: Jamie S. Donsbach, U. S. Office of Personnel Management*

#### Presentation 3: Assessment Capabilities Available through OPM's e-Government Initiatives

*Presenter: J. Patrick Sharpe, U. S. Office of Personnel Management*

## Monday, June 21

7:30 a.m. - 4:30 p.m.  
Registration

7:30 a.m. - 8:30 a.m.  
Continental Breakfast  
with Exhibitors

8:30 a.m. - 10:00 a.m.  
Welcome Remarks and  
Opening Plenary Session

10:00 a.m. - 10:30 a.m.  
Refreshment Break

10:30 a.m. - 12:00 p.m.  
Concurrent Sessions

12:00 p.m. - 1:30 p.m.  
Lunch (on your own)

1:30 p.m. - 3:00 p.m.  
Concurrent Sessions

3:00 p.m. - 3:30 p.m.  
Refreshment Break

3:30 p.m. - 5:30 p.m.  
Concurrent Sessions

*Spend an evening with  
WRIPAC at the Triple  
Door Musicquarium  
Performance Hall!*

*Experience Music Project  
and the Seattle Space  
Needle share acreage  
on the Seattle Center  
Grounds.*

*Photo: Tim Thompson*





# Monday, June 21

Noon - 1:30 p.m.

Lunch (on your own)

1:30 p.m. - 3:00 p.m.

**Concurrent Sessions**

## **Session I - Tutorial**

### **Legal Updates! Of Key Labor and Employment Matters**

This session will provide brief though substantive updates on the latest legal developments regarding key issues in testing and selection, as well as labor and employment. Included is an update on the case of *Paine vs. California Highway Patrol* (disparate impact in law enforcement promotions). This case was the subject of the Legal Updates session at the 2002 IPMAAC Annual Conference. The case has since been remanded for trial by the 9th Circuit Court of Appeals to the Central District Court of California.

Presenter: *Ines Vargas Fraenkel, Liebert Cassidy Whitmore*

## **Session II - Paper Session/Discussion**

### **PAPER**

#### **Moving from Paper Valleys to Technology Vistas: What to Look for in a Recruitment and Applicant Tracking System**

Applicant tracking systems have been around for many years and Human Resource professionals have grown accustomed to the strengths and limitations of DOS and Windows versions. However, as agencies move to fully integrated web-based recruitment systems to be shared across their entire agency, what should they be looking for? Join us for an in-depth presentation on technology choices, ROI, and new measurement and processing capabilities.

Presenters: *Theresa Duer, County of Santa Barbara, California; Jenna Berg, JobAps.com*

### **DISCUSSION**

#### **Moving from Paper Valleys to Technology Vistas: A Discussion of Technological Solutions to Applicant Processing Challenges**

If you are considering moving from a legacy applicant tracking system to a single integrated end-to-end system that can be shared across your entire agency, please join us to discuss your experiences and those of other Human Resource professionals. Additionally, the opportunity exists to speak with Technology Specialists who have studied and implemented technological solutions to automate Human Resource processes.

Presenters: *Jenna Berg, JobAps.com; Theresa Duer, County of Santa Barbara, California; Michael Daoud, JobAps.com*

## **Session III - Paper Session**

### **Professional and Legal Impact of the New SIOP Principles**

As the *Uniform Guidelines on Employee Selection Procedures* become more out of date, the prominence of professional standards such as the *Principles for the Validation and Use of Personnel Selection Procedures* of the Society for Industrial and Organizational Psychology, and the *American Psychological Association Standards for Educational and Psychological Testing* on which they are based, will increase in the legal arena. In the distinctly difference approach to establishing the validity of tests embodied in the current *Principles and Standards*, they will serve to greatly facilitate both the use of tests and their legal defensibility.

Presenter: *Donna Denning, City of Los Angeles*

# Monday, June 21

## **Session IV - Symposium**

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### **Presentation 1: A Comprehensive Meta-Analysis of Predictors of Police Performance**

This paper presents the results of a comprehensive meta-analysis of the validity of methods used to select law-enforcement personnel. The presentation begins by describing the meta-analysis methodology and then present the results of the various meta-analyses. Separate meta-analyses were conducted for education, cognitive ability, military experience, background variables, personality inventories, interest inventories, assessment centers, physical agility tests, and interviews. Meta-analyses were also conducted for the relationships among criteria (e.g., academy grades, supervisor ratings, discipline problems) and among the various selection methods.

*Presenter: Michael G. Aamodt, Ph.D., Radford University*

### **Presentation 2: Exploring the Implicit Police Work Environment**

Salient and implicit dynamic forces make up the police work environment. While salient forces have been studied, implicit forces have been neglected. This study compared implicit forces in two police departments, and among officer ranks. Similarities and differences across rank and departments, along with suggestions for organizational applications are presented.

*Presenters: Thurston L. Cosner; Thomas Brickman, Euclid Police Dept.; Robert Payne, Euclid Police Dept.*

**3:00 p.m. - 3:30 p.m.**

**Refreshment Break**

**3:30 p.m. - 5:30 p.m.**

**Concurrent Sessions**

## **Session I - Tutorial**

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### **Knocked Down But Still Standing: Lessons Learned in Selection Practice**

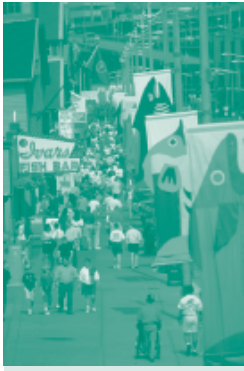
With the retirement and pending retirement of the baby-boomer generation, a large number of employees in human resource positions at public agencies have been or will be replaced. Due to this turnover, much of the knowledge associated with the selection process has been lost. Given this depletion of the general knowledge base in selection practices, it is beneficial to the human resource practitioner community to review the fundamentals of sound selection practices and discuss issues that may arise during the implementation of a selection plan. This interactive tutorial will cover issues in seven areas: Recruitment, job analysis, test selection, written test development, interviews, training and experience evaluation, and establishing employment lists. The tutorial will include discussion of five to seven key issues under each of the main topic areas and will present various approaches to resolving these issues. Hands-on exercises will be used to explore appropriate test selection for a position and to advise participants of issues surrounding pass-point setting.

*Presenters: Howard Fortson, Ph.D., CPS Human Resource Services; Chris Wright, San Francisco State University*

Seattle Center's Monorail was built for the 1962 World's Fair, making the one-mile trip between the fairgrounds (now the Seattle Center campus) and the downtown retail district in less than two minutes. Experience Music Project is in the background.

*Photo: Tim Thompson*





**Spend an evening with WRIPAC at the Triple Door Musicquarium Performance Hall!**

Join your colleagues for a few hours of entertainment and great food at this WRIPAC sponsored event. This evening of fun begins at 6:30 p.m. For more information please see page 21.

# Monday, June 21

## ***Session II - Symposium***

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### **A Technology Summit: Performance Assessment and Evaluation in the 21st Century**

Technology is increasingly becoming a vital aspect of personnel related decisions. This symposium will showcase three performance assessment projects related to the use of technology in human resource management and professional development. The symposium details how technology can be successfully used in assessment and evaluation as well as the unique obstacles that technology can sometimes present. At the end of each presentation, there will be time for the audience to ask questions and discuss relevant issues.

#### **Presentation 1: ATSAT: A Dynamic and Interactive Computerized Test of Cognitive, Perceptual, and Psychomotor Abilities**

*Presenters: Ray Morath, Caliber Associates; Brian E. Cronin, Caliber Associates; Michael C. Heil, Caliber Associates*

#### **Presentation 2: Minimizing Extraneous Factors That May Impact Computer-Based Test Validity**

*Presenters: Michael C. Heil, Caliber Associates; Jillian Petro, Caliber Associates*

#### **Presentation 3: Matching the Test to the Technology: A Case Study**

*Presenters: Anne F. Marrelli, Caliber Associates; Ray Morath, Caliber Associates; Rebecca Mulvaney, Caliber Associates; Claudette C. A. Archambault, Caliber Associates; Pat J. Curtin, Caliber Associates; Brian E. Cronin, Caliber Associates; Traci Parmenter, Caliber Associates*

## ***Session III - Panel Session***

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### **Moving from Job Analysis to Test Development: Putting Job Analysis Results into Action**

One of the most challenging steps in the test development process is determining how best to measure the knowledge, skills, abilities, and other characteristics (KSAOs) identified during a job analysis. The purpose of this panel discussion is to describe some best practices for selecting, designing, and weighing selection instruments based on the results of a job analysis and the constraints of the testing environment. The panel will discuss some common questions that occur when designing a testing system. The topics include how to select KSAOs to measure, the advantages and disadvantages (e.g., psychometric, legal, practical) of various measurement methods (e.g., experience measures, structured interviews, knowledge tests, simulations); how to best measure different types of KSAOs, how to determine KSAO and test weights, tips for documenting test plan decisions, and integrating technology into the exam development process. Questions for the audience will also be encouraged.

*Presenters: Tim McGonigle, Caliber Associates; Bryan Baldwin, California Department of Justice; Pat Curtin, Caliber Associates; Christina Curnow, Caliber Associates; Shelley Langan, California State Personnel Board*



# Monday, June 21

## Session IV - Symposium

### Adverse Impact: Legal, Psychometric, and Practical Considerations

Adverse impact is a legal term that refers to differential pass rates on selection programs in protected subgroups. This presentation will examine the legal requirements in those cases where adverse impact is found and provide suggestions for ensuring that these requirements are met. This will be followed by a review of common selection techniques and factors influencing the degree of adverse impact. Finally, strategies for reducing adverse impact will be described along with practical implications of their use. Some of the specific issues covered in the session will include the following: a) measurement of adverse impact and how a relevant labor market analysis can aid in drawing appropriate conclusions for a particular job class, b) remedial training, employee development in areas that are covered by the test and other test related programs such as sample tests and c) staffing methods such as promotion from within and selective recruiting (at schools and military). As the various subject areas are explored, we will ask attendees to provide information regarding what has worked best and what has not been found effective in their own experience in reducing adverse impact.

Presenters: Robert A. Ramos, Edison Electric Institute; Wanda J. Campbell, Edison Electric Institute

Seattle's lively and dynamic waterfront offers sightseeing, dining and shopping galore.

Photo: Seattle's Convention and Visitors Bureau

#### Seattle Trivia

"Gilligan's Island fans should know this: Is it Ginger or Mary Ann who hails from these parts?"

Answer: Mary Ann







7:30 a.m. - 4:30 p.m.

Registration

7:30 a.m. - 8:30 a.m.

Continental Breakfast with Exhibitors

8:30 a.m. - 10:00 a.m.

**MAPAC Invited Speaker**

## Citizenship Performance: Its Nature, Antecedents and Measurement

Plenary Speaker: Walter C. Borman, Ph.D., PDRI, Inc.

Recent research has suggested that citizenship performance is an important criterion construct. First, citizenship performance should be distinguished from task performance. Citizenship performance contributes to organizational effectiveness in ways that shape the organizational, social, and psychological context that serves as the catalyst for task activities and processes. A taxonomy of citizenship performance (e.g., volunteering for extra duties, endorsing and defending organizational objectives) will be presented, and three research streams will be discussed: (1) linking citizenship performance with organizational effectiveness; (2) investigating the weights supervisors place on task and citizenship performance when making overall effectiveness judgments; and (3) exploring personality predictors of citizenship performance. Finally, the notion of computerized adaptive rating scales (CARS) to measure citizenship performance will be introduced.

10:00 a.m. - 10:30 a.m.

Refreshment Break

10:30 a.m. - Noon

**Concurrent Sessions**

### Session I - Paper Session

#### **Paper 1: The Relative Value of Information about Proposed Assessments Practices: What do Managers Want to Know?**

Assessment professionals often require support for proposed assessments from senior management or managers in various business units. This presentation examines the types of information valued by federal managers and demonstrates how assessment professionals may be able to gain support for sound assessment practices by altering how proposed assessments are described.

Presenters: Henry F. Thibodeaux, U. S. Office of Personnel Management; Bernard J. Nickels, U. S. Office of Personnel Management; Alix L. Roberts, U. S. Office of Personnel Management; Charles M. Thompson, U. S. Office of Personnel Management

#### **Paper 2: Personnel Assessment: Do's and Don'ts**

Performance rating forms are the most frequently used type of criteria collected when validating personnel assessment tools. This presentation provides practical guidelines and lessons learned with examples from actual validation studies. It also provides suggestions about what to do and what not to do when creating, distributing, collecting, and analyzing performance ratings.

Presenters: Sam Buttigieg, DMML; Kristen Breitwise, T & D Consultant

#### **Paper 3: Bringing Selection into the 21st Century: A Look at Video-Based Testing within U.S. Customs and Border Protection (CBP)**

The CBP maintains a comprehensive selection program for the CBP Entry-Level Officer position and implemented the Video-Based Test (VBT) to enhance the current process. This presentation will discuss the VBT's development, rating format, predictive validity, test results, high interrater reliability, and excellent reviews from managers and applicants.

Presenters: Patricia Harris Thomas, U.S. Customs and Border Protection; DeLisa Walker, U.S. Customs and Border Protection; Rebecca Goldenberg, U.S. Customs and Border Protection.

# Tuesday, June 22

## Session II - Symposium

### Innovative Approaches for Developing Certification Exams and Setting Pass Scores

The development of certification exams presents numerous challenges for professional associations. The purpose of this symposium is to provide an overview of the process used to develop certification exams and set a pass score, as well as discuss innovative solutions to a variety of challenges encountered with certification development. The first part of this symposium reviews the traditional steps involved in creating a certification test and provide an overview of a common method for setting a pass score—the modified Angoff technique. The second part of the symposium discusses two approaches that were used to overcome testing challenges. The first approach involves an innovative solution for standardizing the administration of an oral exam and setting a pass score. The second approach involves utilizing common software programs to reduce costs and increase efficiency of the testing process.

#### Presentation 1: Overview of Certification Testing and Pass Score Setting

Presenter: Lori B. Schantz, Human Resources Research Organization (HumRRO)

#### Presentation 2: Overcoming Challenges in Developing an Oral Exam and Pass Score: A Case Study

Presenter: Brian Katz, Human Resources Research Organization (HumRRO)

#### Presentation 3: Using Technology to Overcome Common Certification Challenges

Presenter: David Katkowski, Human Resources Research Organization (HumRRO)

## Session III - Symposium

### Defending Selection Procedures in Litigation

Defending an organization's selection procedure(s) against discrimination claims can be a long and arduous process. While the Uniform Guidelines appear rather straightforward, there are a myriad of issues that may arise throughout the litigation phase that organizations do not plan for in the development of examinations. The State prevailed in a major hearing this year involving five complex examinations, as well as in an earlier hearing involving procedures for development of minimum qualifications. These hearings covered a number of important issues in the I/O field and involved testimony from a number of prominent individuals. This symposium attempts to address these issues in an effort to both inform and educate participants about the Alabama case and steps associated with successfully defending examinations under the Uniform Guidelines. As well, we will present what we believe to be important precedents in the findings from the Federal Court.

Presenters: Maury A. Buster, Alabama State Personnel Department; Lisa Borden, Baker, Donelson, Bearman, Caldwell & Berkowitz, P.C.; Alice Ann Byrne, Alabama State Personnel Department

## Tuesday, June 22

7:30 a.m. - 4:30 p.m.  
Registration

7:30 a.m. - 8:30 a.m.  
Continental Breakfast  
with Exhibitors

8:30 a.m. - 10:00 a.m.  
Plenary Session

10:00 a.m. - 10:30 a.m.  
Refreshment Break

10:30 a.m. - 12:00 p.m.  
Concurrent Sessions

12:15 p.m. - 1:15 p.m.  
Roundtable Discussions  
(BYOL)

1:30 p.m. - 3:00 p.m.  
Concurrent Sessions

3:00 p.m. - 3:30 p.m.  
Refreshment Break

3:30 p.m. - 5:30 p.m.  
Concurrent Sessions

Argosy Dinner Cruise  
Don't miss this highly  
anticipated event.

The Public Market sign  
hovers over the Pike Place  
Market, with Elliott Bay,  
Puget Sound and West  
Seattle in the background.

Photo: Tim Thompson





Tuesday, June 22

## Session IV - Symposium

### Developing and Implementing Automated Pre-Screen Assessments for High-Profile Management Positions

The need for automated pre-screen assessments has increased as public and private sector organizations look for methods to pare down the pool of candidates in a tight job market. The purpose of this symposium is to share strategies the U.S. Office of Personnel Management (OPM) and its client agencies are using to pre-screen applicants for high-profile and highly competitive management development positions.

#### Presentation 1

Presenters: Margaret G. Barton, U.S. Office of Personnel Management; Charles M. Thompson, Jr., U.S. Office of Personnel Management; Paul J. Katanik, U.S. Postal Service

#### Presentation 2

Presenters: J. Patrick Sharpe, U.S. Office of Personnel Management; Anne E. Holloway-Lundy, U.S. Office of Personnel Management

#### Presentation 3

Presenter: Ernest M. Paskey, U.S. Office of Personnel Management

### 12:15 p.m. - 1:15 p.m. Roundtable Discussions (BYOL)

#### Meeting the Challenge: Getting the Most from Your Subject Matter Experts

Facilitator: Shelley Langan, California State Personnel Board

#### Regional Relations

Facilitator: Harry Brull, Personnel Decisions International

#### Legal Issues

Facilitators: Ines Vargas Fraenkel, Liebert Cassidy Whitmore, Jeff Feuquay, Liebert Cassidy Whitmore

#### Weighting Multiple Examination Components

Facilitator: Vince MacManus, CPS Human Resource Services

### 1:30 p.m. - 3:00 p.m. Concurrent Sessions

## Session I - Symposium

### Will the Last Leader Please Turn Out the Lights? Succession Planning in the Federal Government

Given that over one third of the Federal workforce is eligible for retirement in 2003, Federal agencies have increased efforts to improve their succession planning, especially in the leadership ranks. The U.S. Office of Personnel Management (OPM) has developed several leadership assessment programs to assist agencies with their succession planning efforts. Three such offerings include the Presidential Management Fellows (PMF) Program, The Federal Candidate Development Program (CDP), and OPM's Leadership Assessment Center. The PMF selection process uses four assessment stages to select program appointees from thousands of applicants. The Federal CDP selection process incorporates flexibility to meet the needs of many agencies seeking to train future leaders for the Senior Executive Service. Finally, OPM's Leadership Assessment Center includes simulations of the activities prevalent in a manager's workday to measure leadership competencies. Strategies for identifying individuals with the critical competencies required for top performance in these prestigious positions/programs will be discussed.

CHAIR: Ernest M. Paskey, U. S. Office of Personnel Management

#### Presentation 1: The U. S. Office of Personnel Management's Leadership Assessment Center

Presenter: John M. Avis, U. S. Office of Personnel Management

#### Presentation 2: The Federal Candidate Development Program

Presenter: Jamie S. Donsbach, U. S. Office of Personnel Management

#### Presentation 3: The Presidential Management Fellows Program

Presenter: J. Patrick Sharpe, U. S. Office of Personnel Management

## **Session II - Panel Discussion**

### **Public Sector Staffing Beyond Faster and Cheaper**

In this session, staff from the U.S. Merit Systems Protection Board will outline a model for the Federal staffing process - one that balances often-competing objectives such as speed, validity, and "user friendliness." The panelists contend that the traditional model of a single validated assessment instrument combined with top-down selection, although theoretically sound, is often neither practical nor achievable. They present a new model that builds on recent developments in policy, technology, and assessment. Panelists will discuss key elements of this model, including staffing policy, the use of automation, "multiple hurdles," and the probationary period. The session emphasizes strategy and policy, but should be relevant to practitioners with responsibility for any aspect of a selection program, from program design to assessment development to operational staffing.

*Presenters: Sharon D. Roth, U.S. Merit Systems Protection Board; Laura E. Shugrue, U.S. Merit Systems Protection Board; James J. Tsugawa, U.S. Merit Systems Protection Board*

## **Session III - Student Paper and Innovations Winner Paper Presentations**

TO BE ANNOUNCED

## **Session IV - Symposium**

### **Administering Tests Online and Multimedia Production**

Many organizations recruit and encourage potential applicants to apply via the Internet. This symposium is about pushing the envelope to bring true multi-media skills tests online. Actually administering performance tests online (rather than simply collecting interest and biographical information) streamlines the process, provides information that is more useful, and reduces workload for HR professionals. One presentation in this symposium discusses the design of an internet-based exam, summarizing objectives, issues and development of the software and outcomes. The other presentation describes the development of materials that take advantage of the full media environment, rather than using the internet as a series of flat pages. Ergometrics' outstanding technical staff will discuss their work in the creation of modern work simulations. They will demonstrate basic processes for animation, and combined video/animations. This symposium is an unprecedented view of the multi-disciplinary collaborative workings of Ergometrics' highly experienced core design and technical team.

*Presenters: Oscar Spurlin, Ergometrics & Applied Personnel Research, Inc.; Carla Swander, Ergometrics & Applied Personnel Research, Inc.; Carl Swander, Ergometrics & Applied Personnel Research, Inc.; Cliff Potter, Ergometrics & Applied Personnel Research, Inc.; Shawn Terjeson, Ergometrics & Applied Personnel Research, Inc.*

*Boats move in and out of the Bell Harbor Marina, with the Seattle skyline as a backdrop.*

*Photo: Tim Thompson*

**3:00 p.m. - 3:30 p.m.**

**Refreshment Break**

**3:30 p.m. - 5:30 p.m.**

**Concurrent Sessions**

## **Session I - Paper Session**

### **Paper 1: Automated Assessment: Is the Substance the Same?**

The U.S. Merit Systems Protection Board presents results from a recently-completed study of how Federal agencies use automation to assess candidates. The presentation will summarize Federal agencies' automation efforts, agencies' experience with the systems, and steps that agency leadership and agency HR professionals should take to ensure timely, merit-based hiring.

*Presenter: James Tsugawa, U.S. Merit Systems Protection Board*

*continued on next page*



(3:30 p.m. - 5:30 p.m. Session I - continued)

### **Paper 2: Applications of Internet-Based Technology to Personnel Assessment**

As internet access becomes almost universal, it has the potential to substantially impact the conduct of pre-employment personnel assessment. This paper reviews current trends and developments in the use of proctored and non-proctored web-based assessment models. Illustrated by case examples; the benefits, challenges, and constraints of online personnel assessment are discussed.

*Presenters: Reid E. Klion, Performance Assessment Network, Inc.*

### **Paper 3: Development and Use of an Integrated HR System**

This practitioner-oriented session describes the development of a competency model at a large organization, including how the data was gathered and the model was developed. We describe and provide examples of how the model was linked to all other HR systems, including selection, training and development, and performance management.

*Presenters: Debora Mitchell, Caliber Associates; Jay H. Steffensmeier, Sprint Corporation; Heidi Keller-Glaze, Caliber Associates*

### **Paper 4: Web-Based Assessment - Issues and Applications in Personnel Selection**

As technology becomes more widespread and cost-effective, more employers are adopting computer-based personnel assessment programs. This presentation focuses on practical and technical issues that emerge in adopting web-based delivery, including example applications, drawing from the author's research and experience in developing and implementing web-based assessments.

*Presenter: John A. Weiner, PSI*

## ***Session II - Tutorial***

### **Adverse Impact: An Overview of Issues and Concepts**

Much of the work that we do as selection practitioners is linked to the concept of adverse impact. Concerns about fairness and the need to demonstrate job relatedness and business necessity drive many of the activities considered to be standard professional practice. Though there is ongoing debate on many of the issues surrounding fairness, there are many concrete issues regarding the determination of adverse impact, the processes that should be employed, and actions that agencies can take in dealing with adverse impact. This presentation addresses these issues and will also include an overview of the legal framework. The session will provide opportunities for both "hands on" work and group discussion.

*Presenters: Ted Darany, Darany and Associates; Kristine Smith, Darany and Associates*

## ***Session III - Symposium***

### **Using Assessments to Facilitate Organizational Mergers**

This symposium describes how assessment professionals have played a role in facilitating the major reorganization that formed the Department of Homeland Security (DHS). When DHS was formed on March 1, 2003, the mission-related offices (programs) of the U.S. Customs Service (USCS) and the U.S. Immigration and Naturalization Service (INS) were split up and recombined to form three new bureaus. Several occupational mergers occurred in this reorganization. Both of the original agencies (USCS and INS) had well-developed assessment programs for hiring entry-level officers and for selecting officers for supervisory and managerial positions. These programs were similar in terms of the types of assessments used, but they differed in the policies and procedures for implementation. The mandate for assessment professionals was to develop appropriate assessment programs for the newly created bureaus. This symposium describes how the mandate was fulfilled.

*CHAIR: Mary Anne Nester, U.S. Department of Homeland Security*

*Discussant: Paul Kaiser, New York State Department of Civil Service*

#### **Presentation 1: Creating Blended Occupations within U.S. Customs and Border Protection: The Job Analysis Perspective**

*Presenter: Patricia Harris Thomas, U.S. Department of Homeland Security*

#### **Presentation 2: Shaping New Organizational Identity through Assessment Programs**

*Presenters: Julia Leaman, U.S. Department of Homeland Security; David Hamill, U.S. Department of Homeland Security*  
(continued on next page)



# Tuesday, June 22

(3:30 p.m. - 5:30 p.m. Session III - continued)

## Presentation 3: Using Assessments to Reward Individual Transformation

Presenter: Greg Beatty, U.S. Department of Homeland Security

## Presentation 4: The Customer Perspective: Helping Programs Identify Their Assessment Needs

Presenter: Sid Waldstreicher, U.S. Department of Homeland Security

### Session IV - Symposium

## Presentation 1: Achieving Diversity Through Human Resource Management Practices: Implications of Research and Theory for Staffing, Training, and Rewarding Performance

This presentation is based upon a chapter titled "Achieving Diversity and Reducing Discrimination in the Work Place Through Human Resource Management Practices: Implications of Research and Theory for Staffing, Training, and Rewarding Performance" scheduled for publication in a new book from SIOP on the psychological basis of discrimination in work. The presentation deals with what the literature reveals, if anything, concerning what human resource (HR) practices can do to achieve diversity in organizations? The three traditional areas of HR practice covered are staffing, human resource development, and performance management.

Presenter: Dennis Doverspike, University of Akron

## Presentation 2: Adverse Impact and Employment Litigation

This presentation briefly reviews judicial and legislative history and show how the adverse impact "80% Rule" for comparing selection rates was adopted without regard to skill disparities in the labor market. Additionally, the presentation addresses how the continued learned reading and math skills disparities in racial and ethnic groups coupled with the Civil Rights Act of 1991 (introducing jury trials and compensatory and punitive damages) have all contributed to the continued growth of employment litigation in federal courts.

Presenter: Jim Sharf, Sharf and Associates

### Argosy Dinner Cruise

Don't miss this highly anticipated event. Boarding begins at 6:30 p.m. The cost to attend this event is \$40 per person. For more information about this dinner cruise, please see page 21.

The majestic Mount Rainier watches over pleasure boats on Puget Sound.

Photo: Tim Thompson





7:30 a.m. - 12:00 p.m. *Registration*

7:30 a.m - 8:30 a.m. *Continental Breakfast*

**8:30 a.m. - 10:00 a.m. *WRIPAC Invited Speaker***  
**Assessment Center Trends**

*Plenary Speaker: Dennis Joiner, Joiner and Associates*

After more than 25 years of conducting assessment centers in the public sector, Dennis will present a summary of the issues that have emerged and the resulting trends in the use of assessment center methodology. The presentation will also describe a variety of successful assessment center and programs used for selection, promotion and career development, including video taped and live assessment approaches.

10:00 a.m. - 10:30 a.m. *Refreshment Break*

**10:30 a.m. - 12:30 p.m. *Concurrent Sessions***

***Session I - Symposium/Paper Session***

**SYMPOSIUM**

**Assessing Employees to Identify Strategic Human Capital Needs**

This symposium presents three assessment strategies that have been used in different agencies to identify training needs and guide employee development efforts. These presentations detail critical factors involved in conducting a problem analysis and designing a competency-based assessment solution. The first paper presents the development of a modularized battery of assessments for Tax Resolution Representatives. The purpose of these assessments was to link diagnostic testing to the delivery of targeted training in specific competency areas. The second paper describes a project to address information technology (IT) competencies. Four web-based assessments were used to assess employee proficiency on critical IT competencies to determine individual and organizational training needs. The third paper discusses a strategy to select employees into an accelerated leadership development program. The strategy was devised to evaluate past accomplishments through the use of accomplishment records and panel interviews, and to assess leadership competencies in an assessment center.

*CHAIR: Kathryn Niles-Jolly, U.S. Office of Personnel Management*

**Presentation 1: Staying Current: The Diagnostic Testing of Technical Competencies**

*Presenter: Stephen D. Salyards, U.S. Office of Personnel Management*

**Presentation 2: A Competency-Based Needs Analysis of a Federal Agency's IT Workforce: Using Web-Based Assessments to Identify Competency Gaps**

*Presenter: Charles M. Thompson, Jr., U.S. Office of Personnel Management*

**Presentation 3: Using Competency Assessment to Identify High-Potential Leaders for the General Services Administration (GSA)**

*Presenter: Harold L. Hendrick, U.S. Office of Personnel Management*

**PAPER PRESENTATION**

**Biodata Development in a Variety of Occupational Settings**

The use of biographical information, or biodata has been encouraged as a means to increase selection process validity while reducing adverse impact. However, biodata has also been viewed with some skepticism due to concerns regarding candidate acceptance, validation study requirements, and the appearance of being based on serendipity rather than job relatedness. This session clarifies the benefits of using biodata and demonstrate solutions to address the concerns that are readily available. We provide an overview of case studies in a variety of occupational settings. Specific topics to be addressed include research design, instrument development, and techniques employed to ensure both organizational as well as empirical success.

*Presenters: Ted Darany, Darany and Associates; Kristine Smith, Darany and Associates*

## Session II - Symposium

### The Impact of Hiring Processes on the Success of Organizational Management

This symposium focuses on utility and demonstrating utility to others, particularly managers and their critics. The two case studies presented demonstrate the staggering impact of hiring strategies on department budgets. Both case studies involve analyses of how high quality initial steps save the waste of resources later in the hiring process. In neither case was it necessary or advisable to introduce long term projections that managers believe will later be modified by intervening management efforts. Managers want to make good long-term decisions but are regularly scrutinized for their use of currently available resources. Of particular interest in this symposium is the analyses conducted by these presenters and the compelling nature of straight talk focusing on measurable short-term goals to influence good decisions.

*Presenters: Deonda Scott, City of Orlando; Craig Haines, Long Beach Civil Service Commission; Carl Swander, Ergometrics & Applied Personnel Research, Inc.*

## Session III - Paper Session

### Paper 1: Developing and Administering Large-Scale Oral Examinations

Large-scale oral examinations (i.e., 100+ applicants) require sophisticated techniques if they are to be administered effectively. A combination of science and art is required. This presentation addresses such issues as scoring, assuring reliability, assuring equivalence across multiple panels; standardization issues; rotating panelists; maintaining security; and inclusion of assessment center technology.

*Presenter: Bruce Davey, Bruce Davey Associates*

### Paper 2: Design and Validation of a Situational Judgment Test used for Health and Social Service Classification

A situational judgment test was developed for health and social service classifications used in a number of different departments, and it was necessary to demonstrate validity in all settings. A thorough job analysis was conducted to determine important tasks, KSAs, and competencies common to the various settings. Test item design was carried out utilizing situations identified during job analysis. Item analysis was conducted, and the test was validated by content and criterion-related validation.

*Presenter: Edward Hane, Personnel Consulting Group*

### Paper 3: Removing "Force" from Forced Rankings: Creating Painless Performance Assessments

The popular, controversial practice of using forced ranking for performance assessments often pits management (who favor its rigor and accuracy) against employees (who object to forced ranking's rigidity and implicit threat). The authors present evidence that properly designed (i.e., "unforced") comparison-based ratings deliver forced ranking's benefits without triggering employee resistance.

*Presenters: Robert McPeck, MindSolve Technologies; Jeff Lyons, MindSolve Technologies*

### Paper 4: Influences of IRT Item Attributes on Angoff Rater Judgments

IRT concepts have recently been integrated more readily into standard-setting procedures. The objective of this inquiry was to examine the relationships of IRT item discrimination indices on Angoff item ratings. It was hypothesized that the slopes of the item characteristic curves of the test items may influence variability in Angoff ratings.

*Presenters: Christian N. Jones, CPS Human Resource Services; Greg Hurtz, California State University, Sacramento*

**Wednesday,  
June 22**

7:30 a.m. - 12:00 p.m.  
Registration

7:30 a.m. - 8:30 a.m.  
Continental Breakfast

8:30 a.m. - 10:00 a.m.  
Plenary Session

10:00 a.m. - 10:30 a.m.  
Refreshment Break

10:30 a.m. - 12:30 p.m.  
Concurrent Sessions

12:30 p.m. - 1:30 p.m.  
Lunch (on your own)

1:30 p.m. - 3:30 p.m.  
IPMAAC Business Meeting,  
Awards Presentation &  
President's Address

*From a Washington State  
Ferry, enjoy a spectacular  
view of downtown Seattle  
and the Cascade  
Mountains.*

*Photo: Seattle's Convention  
and Visitors Bureau*





Wednesday, June 23

## Session IV - Paper Session

### Paper 1: How Robust is Talent?

Selection systems are implemented to ensure that organizations have the talent level to perform optimally. Criterion-related validation studies tell us how much value tests can have at a given moment of time, but not necessarily over time. This paper addresses the question whether valid selection systems provide long-term value to organizations.

*Presenter: Warren Bobrow, The Context Group*

### Paper 2: An In-depth, Content Review of Spatial Ability Tests

Published spatial ability tests contain a handful of different types of questions. A content review suggests some test questions may be answered using analytical rather than spatial ability. Examples of spatial test questions will be shown and critiqued. Unintended cognitive requirements of some published spatial tests will be described.

*Presenter: Joel P. Wiesen, Applied Personnel Research*

### Paper 3: Getting the Right People on the Bus by Clearly Describing Their Seats

This presentation explores one human service delivery organization's attempts to reduce turnover in direct care staff by creating a realistic job preview. Follow along as we develop a willingness checklist that describes the valleys as well as the vistas of working with the developmentally disabled.

*Presenter: Ann Raines, Georgia Mountains Community Services*

### Paper 4: Validation Update on a New Multi-Media Procedure for Firefighter Selection

FireTEAM uses video simulation to measure teamwork and public relations and uses high end animation for mechanical aptitude testing. This paper summarizes criterion related validity evidence collected in eight jurisdictions, adverse impact and other technical features.

*Presenter: Oscar Spurlin, Ergometrics & Applied Personnel Research, Inc.*

**12:30 p.m. - 1:30 p.m.**

**Lunch (on your own)**

**1:30 p.m. - 3:30 p.m.**

**Closing Plenary Session**

## IPMAAC Business Meeting, Awards Presentation & President's Address

Steven E. Bemis Memorial Award

Innovations in Assessment Award

Student Paper Award

### Non-Members — Join Now and Save \$25!

If you are currently a non-member of IPMA-HR and would like to take advantage of a myriad of member benefits—all developed for public HR professionals like you, just indicate it on the registration form and include an additional \$20 on top of the full conference non-member registration fee. That's a savings of \$25 off of the typical individual membership! Once we receive your registration and payment you will begin to receive benefits to include: *IPMA-HR News*, *Public Personnel Management Journal*, access to the online HR Center, discounts on a wide variety of professional development opportunities and many other things you won't want to miss. Not a member of IPMAAC? Join today for \$40. (You must be a member of IPMA-HR to join IPMAAC.) Take advantage of these opportunities right away! Questions? Contact us at [membership@ipma-hr.org](mailto:membership@ipma-hr.org) or (703) 549-7100.

# Conference Social Activities

The IPMAAC Annual Conference is the perfect time to renew old acquaintances and make new connections in the assessment community. Take advantage of all that the IPMAAC conference has to offer by participating in the following events:

## Sunday, June 20

### President's Welcome Reception: 5:30 p.m. - 7:30 p.m.

#### *Renaissance Visions Lounge*

IPMAAC President, Ilene Gast, invites you to this fun and informal event. Kick off the IPMAAC Annual Conference with a relaxing, no-stress reception at the top of the Renaissance Seattle Hotel. This year's welcome reception features food, convenience, beautiful scenery, and plenty of room to network.

## Monday, June 21

### Triple Door Reception: 6:30 p.m. - 8:30 p.m.

#### *Triple Door Musicquarium*

Once again, the Western Region Intergovernmental Personnel Assessment Council (WRIPAC) is hosting another signature event for the conference attendees. Venture out into Seattle and join your colleagues for a few hours of fantastic food and music at The Triple Door Musicquarium. Nestled in the heart of downtown and within walking distance of the Renaissance Seattle Hotel, The Triple Door is Seattle's latest state-of-the-art performance venue.

Don't stop there! Once the event has concluded you will have easy access to Seattle's hot nightspots including the famous Pike Place Market.

## Tuesday, June 22

### Argosy Dinner Cruise: 6:30 p.m. - 10:00 p.m.

This is a "Do not miss!" event. Board the Lady Mary and be whisked away on a three-hour sail on the waters of the Puget Sound. Experience the beauty of the Seattle waters as you are treated to sumptuous cuisine and entertainment. This dinner cruise is a perfect way to end the day!

The cruise departs from Pier 55 at 7:00 p.m. and returns at 10:00 p.m. - boarding begins at 6:30 p.m. Please note there is an additional \$40 cost for this event and space is limited. We encourage you to register for the cruise prior to your arrival in Seattle. Transportation will be provided to and from the pier (from the Renaissance) for all wishing to participate. To secure your spot on the Lady Mary, please indicate your intent in the appropriate space on the conference registration form and submit the form (see conference registration form on page 26).

*The downtown Seattle Art Museum, designed by architect Robert Venturi, opened to rave reviews in 1991.*

Photo: Seattle's Convention and Visitors Bureau

#### *Seattle Trivia*

*"From a character in which novel does the Starbucks Coffee Company take its name?"*

- a) *Pride & Prejudice*
- b) *Moby Dick*
- c) *Still Life with Woodpecker*

Answer: Mr. Starbucks is a java junkie in Herman Melville's book Moby Dick







## Why Seattle?

Seattle...Nestled between the Puget Sound and the sparkling blue waters of Lake Washington, Seattle is surrounded by the Olympic Mountains to the south and the Cascade Mountains to the east. Towering at 14,410 feet, snow-capped Mt. Rainier rests at the southern border of the city. Combine this beautiful landscape with the lush green of Seattle's national parks, and you will see why it's called the Emerald City. With some of the nation's most picturesque landscape and access to the best of outdoor activities, including hiking, biking, fishing, and boating, Seattle is a great place to visit. Seattle offers several attractions for the culturally interested as well. Seattle Center and the Space Needle are relics from the 1962 World's Fair. Visit Pioneer Square, the city's oldest neighborhood, to experience the wonderful art galleries, and restaurants. Whatever you do, don't miss the Pike Place Market where you can watch salmon fly through the air and dine at countless eateries in this uniquely Seattle atmosphere.

There is so much to do and see in Seattle, and our Host Committee, chaired by Oscar Spurlin, and Carla Swander, will be on hand to provide you with the information you need to enhance your IPMAAC Annual Conference experience. Whether it's museums, restaurants, shows, shopping, art or nightspots, Seattle has something to offer.

## What About Rain?

We know what you are thinking...Seattle? But it always rains in Seattle. Not so! Seattle gets less rain per year than New York, Chicago or Miami. The average precipitation in Seattle during the month of June is less than an inch and the average temperature is 70 degrees. So, those rumors of torrential rain in Seattle are just all wet!

## Conference Attire

Business casual attire is appropriate for the conference except the social events where comfortable clothing and shoes are recommended. Temperatures in Seattle in June typically range from an evening low of 55° F to daytime highs near 70° F.

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## Pre- & Post-Conference Activities

IPMAAC has partnered with Convention Service Northwest (CSNW) to provide you with a number of pre- and post-conference activities tailored to show you the best of the Pacific Northwest.

Below is a list of cruises and tours offered during your stay in Seattle:

Cruise to Alaska (7 nights): June 13-20, 2004 and June 26-July 3, 2004

Tour of Mt. St. Helens: Saturday, June 19, 2004

Sample Seattle: A Deluxe City Tour: Saturday, June 19, 2004

Day Tour to Majestic Mt. Rainier: Sunday, June 20, 2004

Seattle Art Museum & Seattle Asian Art Museum: Sunday, June 20, 2004

Lakes Cruise: Wednesday (Evening), June 23, 2004

Museum of Flight: Thursday, June 24, 2004

An Afternoon at the Museum of Glass: Thursday, June 24, 2004

For detailed information and to register for any of the above referenced activities, visit the special IPMAAC/CSNW Web site at <http://programs.regweb.com/csnw/ipmaac> or contact CSNW at (800) 275-9198.

**Please note:** Registration for the IPMAAC Annual Conference DOES NOT reserve your space for the optional activities. Registration and payment for the activities must be made directly with CSNW.

# Registration Instructions

To register for the IPMAAC 28th Annual Conference on Personnel Assessment, use one of the two methods listed below. Registrations are processed in the order received.

**Mail** your completed registration with payment to:

IPMA-HR Assessment Council Conference  
1617 Duke Street  
Alexandria, VA 22314

**Fax** your completed registration form with credit card information to (703) 684-0948

Faxed registrations are welcome with credit card payment only. Please do not mail the original form of a previously faxed registration. This results in duplicate charges to your credit card.

**Please Note:** Registering for the IPMAAC Annual Conference DOES NOT reserve your hotel. Hotel reservations must be made directly with the Renaissance Seattle. (see hotel housing form on page 28)

## Payment Terms

Full payment must be submitted with your registration form. Please make checks payable to IPMA-HR, or charge your fees to MasterCard or Visa. Registrations received without payment will not be processed.

## Applicable Discounts

First time conference attendees may register for two half-day pre-conference workshops for the price of one or a full-day pre-conference workshop at 50% off the appropriate registration fee.

## Group Rate

If you are registering for the full conference with three or more additional staff from the same organization/agency, you may deduct \$25 from each meeting registration.

# Registration Fees

Full conference registration includes educational sessions, Sunday's Welcome Reception, Monday's evening event and all continental breakfasts and refreshment breaks (as indicated on the schedule). One-day conference registration includes the meals and social activities on the day of indicated attendance only.

Conference registration fees are based on IPMA-HR/IPMAAC membership categories as follows:

**IPMAAC Member:** You are a member of both IPMA-HR and IPMAAC or a member of IPMAAC and an employee of an IPMA-HR member Agency.

**IPMA-HR Member:** You are an IPMA-HR Individual member or an employee of an IPMA-HR member Agency, but not a member of IPMAAC.

**Non-Member:** You are not a member of either IPMAAC or IPMA-HR and not an employee of an IPMA-HR member Agency.

**Student Member:** You are a full-time student at the undergraduate or graduate level and a member of both IPMA-HR and IPMAAC.

	IPMAAC Member	IPMA-HR Member	Non-Member	Student Member
Full Conference	\$275	\$315	\$415	Free
Group (3 or more)	\$250	\$290	\$390	--
One-Day	\$125	\$140	\$155	Free
Full-Day Workshop	\$170	\$200	\$230	\$170
Half-Day Workshop	\$85	\$100	\$115	\$85

## Activity Fee

The Argosy Dinner Cruise event held on Tuesday night, June 22, is an additional \$40.

## Cancellation Policy

Refunds - less a \$50 cancellation fee - will be made for cancellations requested in writing on or before June 2, 2004. No refunds will be made for cancellation requests received after June 2, 2004. Refunds will be processed - via your method of payment - within four to five weeks following the conference.

28th Annual Conference on Personnel Assessment  
June 20 - 23, 2004 ♦ Renaissance Seattle Hotel ♦ Seattle, Washington

**CONFERENCE REGISTRATION FORM**

**Contact Information**

☐ **First Time Conference Attendee**

Please read the **Registration Instructions** on previous page before completing this form

Name \_\_\_\_\_ Suffix \_\_\_\_\_

Title \_\_\_\_\_

Agency/Org. \_\_\_\_\_ Member # (if applicable): \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

Phone \_\_\_\_\_ Fax \_\_\_\_\_ Email \_\_\_\_\_

☐ If you require special accommodations to fully participate, please attach a written description of your needs.

**Registration Information**

☐ Full Conference \$ \_\_\_\_\_

☐ Group Registration (3 +) \$ \_\_\_\_\_

Name of First Registrant \_\_\_\_\_

☐ **One-Day**

☐ Monday ☐ Tuesday ☐ Wednesday \$ \_\_\_\_\_

☐ **Argosy Dinner Cruise** \$ \_\_\_\_\_

*(Social Event, Tuesday, June 22 - \$40 per person)*

**Yes! I want to join** ☐ **IPMA-HR**

**and/or** ☐ **IPMAAC for the discounted**

**rate indicated on page 22.** \$ \_\_\_\_\_

**Pre-Conference Workshops (Sunday, June 20)**

**Full Day Workshops: 8:30 a.m. - 4:30 p.m.**

☐ The Assessment Center Process \$ \_\_\_\_\_

☐ Job Analysis \$ \_\_\_\_\_

☐ Structured Employment & Promotion Interviews \$ \_\_\_\_\_

☐ Best Practices in Test Administration \$ \_\_\_\_\_

**Half-Day Workshops:**

☐ Developing Competencies & Competency-Based Procedures (8:30 a.m. - 12 p.m.) \$ \_\_\_\_\_

☐ Setting Minimum Qualifications (1:00 p.m. - 4:30 p.m.) \$ \_\_\_\_\_

☐ Applicable Discounts \$ \_\_\_\_\_

*(Please review **Registration Instructions** concerning pre-conference workshop registration discounts)*

**TOTAL REGISTRATION FEE** \$ \_\_\_\_\_

**Payment Method**

Please see **Registration Instructions** for *Cancellation Policy*. Registrations received without full payment **will not** be processed.

☐ **Check/Money Order (made payable to IPMA-HR) in the amount of \$** \_\_\_\_\_

☐ **I authorize IPMA-HR to charge \$** \_\_\_\_\_ **to my** ☐ **MasterCard** ☐ **Visa**

Card # \_\_\_\_\_ Exp. Date \_\_\_\_\_

Name of Cardholder \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

*(Authorization of charge and/or acknowledgement of cancellation policy)*

**SEND REGISTRATION AND FULL PAYMENT TO:**

IPMA-HR Assessment Council Conference  
1617 Duke Street  
Alexandria, Virginia 22314  
Fax: (703) 684-0948

**PLEASE DIRECT ALL INQUIRIES TO:**

Shannon Nicko Adaway  
Phone: (703) 549-7100  
sadaway@ipma-hr.org

# Accommodations & Travel

## Hotel Information

The IPMAAC 28th Annual Conference on Personnel Assessment will be held at The Renaissance Seattle Hotel (515 Madison Street, Seattle, Washington 98104), formerly the Renaissance Madison. The Renaissance has set aside a group of rooms for the IPMAAC Annual Conference at a special hotel rate of \$149/night (single/double). Reservations can be made by one of two methods:

1. Contact the Renaissance Seattle directly at (206) 583-0300 and reference "IPMA-HR" or "Assessment Council Conference."
2. Complete the hotel housing form (see page 28) and fax it directly to the Renaissance at (206) 447-0992.

Special hotel rates are in effect until **May 21, 2004**. After that date, reservations will be taken on a space and rate available basis only. We recommend that you make your reservations early.

## Getting to the Conference

Seattle is served by Sea-Tac Airport. Airport Express Gray Line provides shuttle service to and from the Renaissance Seattle Hotel for approximately \$8.50 one-way and \$14 roundtrip. Gray Line serves the Airport outside Doors 6 and 26 on the Baggage Claim (lower) level. Departs twice an hour, with service to and from the Renaissance Seattle Hotel.

Taxi service is also available for approximately \$28 - \$32 one way.

## Air Travel



IPMAAC is pleased to announce that **U.S. Airways** is the official airline of the 28th Annual Conference on Personnel Assessment. US Airways will offer a 7% discount on First or Envoy Class and any published US Airways promotional round trip fare. A 12% discount on unrestricted "Y" or B8/B4US fares will apply, with 7-day advance reservation and ticketing required. Plan ahead and receive an additional 5% discount by ticketing 60 days or more prior to departure.

To obtain these discounts, you or your travel agent must call US Airway's toll free number at (877) 874-7687 and refer to **Gold File Number 27123045**. Agents are available from 8:00 a.m. - 9:30 p.m. EST.

## Car Rental

**Avis** is the official car rental company for the IPMAAC Annual Conference. You or your travel agent may call Avis' toll-free number at (800) 331-1600 and reference **AWD J790173** to receive 5% - 25% off of Avis' best promotional rates.

**If you have questions regarding the conference, please contact:**

### Conference Manager:

Shannon Nicko Adaway, IPMA-HR, (703) 549-7100 or [sadaway@ipma-hr.org](mailto:sadaway@ipma-hr.org)

### Program Committee Chairs

Jeanne Makiney, (916) 263-3600 or [jeanne@cps.ca.gov](mailto:jeanne@cps.ca.gov)  
Julia McElreath, (202) 305-0596 or [julia.mcelreath@dhs.gov](mailto:julia.mcelreath@dhs.gov)

### Host Committee Chairs

Oscar Spurlin, (425) 774-5700 or [oscar@ergometrics.org](mailto:oscar@ergometrics.org)  
Carla Swander, (425) 774-5700 or [carla@ergometrics.org](mailto:carla@ergometrics.org)

*Seattle downtown skyline is highlighted by the Space Needle, which towers 605 feet above the Seattle Center*

Photo: Seattle's Convention and Visitors Bureau



## HOTEL RESERVATION FORM

The Renaissance Seattle Hotel ♦ Seattle, Washington

IPMA <sup>Assessment</sup>  
Council

### How To Make Reservations:

Housing Cut-Off Date: May 21, 2004

Online: [www.renaissanceseattle.com](http://www.renaissanceseattle.com)  
Group Code: IPM

Fax: (206) 447-0992

Mail: The Renaissance Seattle Hotel  
515 Madison Street  
Seattle, WA 98104

Phone: (206) 583-0300  
(800) 546-9184

- To reserve the group discount rate at The Renaissance Seattle Hotel, reservations must be made directly with the hotel. Reservations can be made online, by fax, mail, or phone.
- Do not submit a duplicate copy of your hotel reservation form if already faxed.

- Reservations are assigned on a first-come, first-served basis and on room availability.
- Submit one room request form. If you are sharing a room, send only one form with the names of both (or more) parties.
- The Renaissance Seattle Hotel will acknowledge reservations within seven to 10 days of receipt of this form via e-mail, fax, or mail.
- All reservations require a deposit of **\$173** (single/double occupancy plus local and state taxes). Deposit amount will be charged to your credit card, or send a check (drawn on a U.S. bank in U.S. funds) to The Renaissance Seattle Hotel. Reservations will not be processed until deposit is received.

- Conference room rates quoted below are subject to 15.6 percent tax (as of January 2004). Conference room rates are guaranteed until May 21, 2004 based on availability.
- To receive a full refund, cancellations must be submitted directly to The Renaissance Seattle Hotel seven (7) or more days prior to arrival date. Any changes made to reservations after check-in will be subject to a \$50 early departure fee.
- The Renaissance Seattle Hotel check-in time is 3:00 p.m. Check-out time is noon.

Please print or type the following information to insure correct and timely processing.

Reservation for (First/Last Name) \_\_\_\_\_

Company \_\_\_\_\_

Address \_\_\_\_\_

City \_\_\_\_\_ State/Province \_\_\_\_\_ Zip/Postal Code \_\_\_\_\_ Country \_\_\_\_\_

Telephone\* \_\_\_\_\_ Fax\* \_\_\_\_\_ Email\* \_\_\_\_\_

\*Include all country/city codes if international. Acknowledgements will be sent via e-mail if address is provided.

Share with (First/Last Name) \_\_\_\_\_

Arrival Date \_\_\_\_\_

Departure Date \_\_\_\_\_

Marriott Rewards # \_\_\_\_\_

#### Room Accommodations (Check all that apply):

☐ Single (1 person): \$149 ☐ Double (2 persons): \$149

#### Room Requests (Check all that apply):

☐ One Bed ☐ Two Beds ☐ Non-Smoking ☐ Smoking

☐ Other \_\_\_\_\_

The Renaissance and IPMA-HR are committed to providing access to all individuals attending the conference. Persons with disabilities should indicate any requirements above.

#### Deposit Method:

All reservations require a deposit of **\$173** (single/double occupancy plus local and state taxes). Reservation requests **will not** be processed without deposit.

☐ Check enclosed for \$ \_\_\_\_\_ (Checks must be drawn on a U.S. bank in U.S. funds and made payable to Renaissance Seattle Hotel)

I authorize the Renaissance Seattle Hotel to charge \$ \_\_\_\_\_ to my ☐ MasterCard ☐ Visa ☐ AMEX ☐ Discover ☐ Diners

Card Number \_\_\_\_\_ Exp. Date \_\_\_\_\_

Cardholder's Name \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

(Authorization of charge and/or acknowledgement of cancellation policy)

**PLEASE MAKE RESERVATIONS EARLY FOR BEST AVAILABILITY. SUBMIT THIS FORM TO THE RENAISSANCE SEATTLE HOTEL.**