

IPMA Assessment Council

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Conference on

*Professional  
Personnel  
Assessment*



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*"We've saved a seat for you."*

June 6-10, 1999  
Trade Winds Resort  
St. Pete Beach, Florida

# Conference on Professional Personnel Assessment

## What is IPMAAC?

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

IPMAAC's 600+ 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 personnel assessment in both the public and private sectors. IPMAAC interests and activities cover the full range of assessment methods and applications, from the use of personnel tests and interviews for employee selection to measurement of the productivity of organizations.

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

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# Welcome to St. Pete Beach and the 23rd Annual IPMA Assessment Council Conference

**Y**ou won't want to miss the IPMA Assessment Council's 23rd Annual Conference — an international conference that focuses on the practical application of the best in employee selection and assessment methods.

## Who Should Attend This Conference?

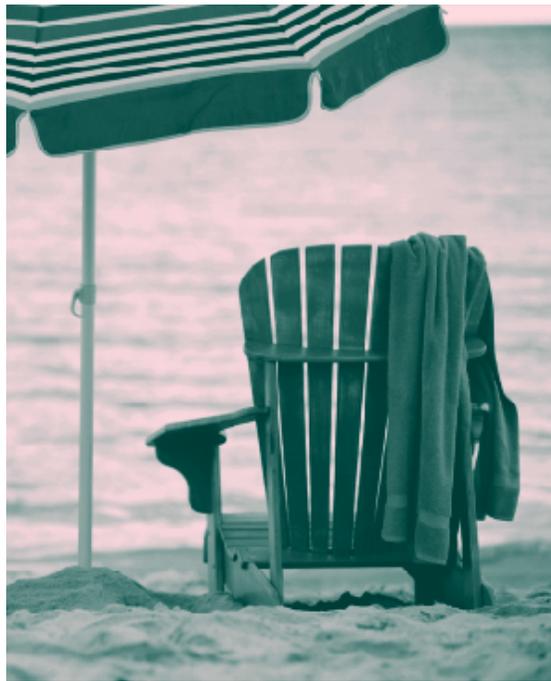
Anyone who develops, administers, coordinates, or manages the selection, promotion, or assessment of personnel. Whether you're an administrator or a human resources professional, a seasoned selection specialist or new to the field, you'll find sessions that address the problems you face today in hiring,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

## What Will I Gain?

This conference will feature state of the art information on trends, techniques and technologies for using and applying assessment methods. Noted experts in the selection field will share the latest research and innovations. Practitioners will describe their experiences developing practical solutions to today's challenges — saving you valuable time and resources. Network and exchange information with people who are driving assessment to new heights.

## Location and Activities

Florida's sun coast is the ideal location for a conference. The TradeWinds Resort at St. Pete Beach spans 18 lush tropical acres right on the Gulf of Mexico. In addition to its beachfront location, the AAA Four-Diamond-designated TradeWinds offers meandering waterways, charming footbridges, Victorian gazebos, swans and gondolas. The Tampa Bay area boasts a long list of activities including boating, fishing, golf, tennis, museums, theme parks and many other attractions. The Host Committee is planning several activities for socializing/networking and hopes you will join us for a last night beach party blow-out! And remember, this is Florida. It will be a truly casual conference.



## Highlighted speakers this year include:

**Elaine Pulakos, Ph.D.** Vice President and Director of Personnel Decisions Research Institutes in Washington DC, current President of SIOP, co-editor of *The Changing Nature of Performance: Implications for Staffing, Motivation, and Development*, and advisor to the Department of Justice.

**Dr. Neal Schmitt, Ph.D.** Distinguished Professor of Psychology and Management at Michigan State University, Director of Applied Research at the Human Resources Consulting Group of Aon, editor of *Journal of Applied Psychology*, co-author of *Staffing Organizations, Research Methods in Human Resource Management*, and *Personnel Selection* and published in approximately 130 journal articles.

**Dr. Walter Borman, Ph.D.** CEO of Personnel Decisions Research Institutes, Director of the Industrial-Organizational Psychology Program at the University of South Florida, author of more than 250 books, book chapters, journal articles, and conference papers.

**James Sharf, Ph.D.** President of Sharf & Associates, formerly EEOC's Chief Psychologist and Special Assistant to the Chairman, expert witness on "job related and consistent with business necessity" rebuttal burdens in State and Federal courts, author of over 50 articles and chapters on fair employment.

# Sunday, June 6

7:30 am – 8:30 am

Registration & Coffee

## Full-Day Workshops

8:30 am – 4:30 pm

### Understanding Conflict Management in the Public Sector

Bobbie Raynes, Personnel Research Associates, Inc.

This full-day workshop will provide audience members with an understanding of why conflict occurs, and the best ways in which conflict can be managed. Through analysis of video tapes and participation in role plays, workshop attendees will gain hands-on experience in applying their newly learned conflict management skills. At the end of the workshop, attendees will know how to determine the source of conflict, how to determine the best way to manage the conflict (dictation, negotiation, arbitration, mediation), and how to use active listening techniques.

### Assessing and Leveraging Intellectual Capital

Stephen Brock, Ph.D., Roybi North America

This presentation explores how a variety of instruments are being used in leadership development program to help a company identify and leverage its human intellectual capital. The program involves leadership at all levels of the corporation, from line supervisors to the executive management. The instrument being used include the Myers-Briggs Type Inventory, the Herrmann Brain Dominance Indicator, the NEO PI-R, the Neurolinguistic Communication Profile and the Strengths Deployment Inventory. Each of these identifies an aspect of the individual's unique intellectual capital.

## Half-Day Workshops

8:30 am – 12:00 pm

### Preparation of Simulations for Selection Procedures

Edward Hane, Ph.D., Personnel Consulting Group

This workshop will provide instruction in an effective method for developing simulation-based exercises for selection procedures. The method will include job analysis procedures to identify relevant performance dimensions, creating exercises which simulate the essential characteristics without all of the complications of the work sample, and determining the linkages between job analysis results and exercise content to demonstrate content validity. Effective methods for administering simulation exercises will also be presented.

### Forming Composite Scores: Discretionary or Computed Weights

Chuck Schultz, Charter Member of IPMAAC

Highly correlated sets of composite scores arise from different sets of weights used to combine test parts. This does not mean that one composite is about as good as another. The high correlation is spurious — because of the overlapping parts. The shifts in rank that do occur in the appointable range screen outstanding candidates in or out. This workshop deals with determining weights and evaluating outcomes. Concrete examples will be presented using test parts with different distributions, variances, and intercorrelations. The workshop will consider effective and ineffective ways to use standard scores and to determine weights. Participants may bring specific weighting problems to be solved.

### Developing and Conducting Oral Examinations

Bruce Davey, Ph.D., Bruce Davey Associates

This workshop is designed for the novice and the experience practitioner alike. The workshop leader will review the versatility, validity, reliability and fairness of the oral examination. The presentation will overview various approaches to developing, administering and scoring oral examinations. Information on the strengths, weaknesses and

validity evidence for the various types of oral examination procedures will be presented. The emphasis of the workshop will be on practical applications of the oral examination approach.

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1:00 pm – 5:00 pm

#### Examination Planning: A Crash Course

Nancy Abrams, Ph.D., The Partnering Group  
David Hamill, The Pittman McLenagan Group, L.C.

This workshop is geared toward the novice and intermediate-level selection specialists. The presenters will discuss personnel systems, personnel assessment and examination planning. Through case studies and exercises, the participants will learn how to successfully plan the development, administration and the documentation of personnel assessment. Essentials of job analysis and deciding what to measure will also be covered.

#### Use of Minimum Qualifications in the Employment Process

James C. Johnson, Ph.D., State of Tennessee

Use of “minimum” qualifications (MQs) describing education, experience, training, and related criteria for employment is almost universal among organizations: public, non-profit, and private. Decisions about MQs affect the entire staffing process and other HR functions (such as compensation, training, and career ladder programs). Relying in part on IPMAAC’s three-day T&E workshop, we will consider strategies to help assure effective use based on existing research, legal issues, other elements of the assessment process, and other HR functions. The kinds of MQs discussed include requirements describing education, training, experience, competencies, KSAs, licenses, certifications; and credentials sometimes pressed by “public interest” groups and professional organizations. Strategies for alternatives to traditional MQs (such as computer-administered or paper-and-pencil questionnaires) will be introduced. Such employment screens as substance abuse, medical conditions, psychopathology, background investigations (e.g., criminal, credit, references) are beyond the scope of topics covered.

#### IPMA Competency Overview Module: Developing HR Competencies for Success

This session will introduce the components of the IPMA HR competency model which was developed to provide a framework for reinforcing the HR department’s contributions to organizational excellence. This session, which includes a self-assessment of HR competencies, will qualify participants to take the additional sections (Business Partner, Change Agent and HR Leader) when they are offered at other times throughout the year.

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5:30 pm – 7:00 pm

President’s Welcome Reception

## Monday, June 7

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7:30 am – 8:30 am

Registration & Coffee

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8:30 am – 9:00 am

General Session

Welcoming Remarks

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9:00 am – 10:00 am

General Session

Keynote Address

**Adaptability in the Workplace: What it Means and Implications for Selecting and Training an Adaptable Workforce**

Dr. Elaine Pulakos, Vice President and Director of Personnel Decisions Research Institutes in Washington DC, current President of SIOP

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10:00 am – 10:15 am

Break

**Remember:  
Conference dress is  
Florida Casual!**

## Concurrent Sessions

10:15 am – 11:45 am

### **Paper:**

**Using the Internet for Assessment and Career Planning: Manpower's Global Learning Center**

Shelly Funderburg, Ph.D., Manpower

Addressing the training and development needs of today's virtual worker can be very challenging. Manpower, Inc. recently developed an internet-delivered training, assessment, and career planning vehicle for its contingent work force. This vehicle, the Global Learning Center, allows employees to plan their own curriculum, complete a variety of assessments, and learn more about interviewing and networking with colleagues.

### **Paper:**

**Intranet vs. Internet Delivery of the Business Check List: An Automated Selection System**

J. Martin Haygood, Ph.D., Management Psychology Group

William J. Flanagan, Ph.D., Management Psychology Group

Advances in technology have influenced psychological testing at all levels, from test construction through test administration and interpretation. This paper addresses both the pros and cons of technology impact on testing, from the test developer and user perspectives. Finally, conclusions and implications for the future of testing will be addressed.

### **Paper:**

**Recruiting and Retaining a Quality Federal Workforce: OPM's Qualification Standard and Examining Policy Initiatives**

Thomas Kiefer, Ph.D., U.S. Office of Personnel Management

Isabel Perez, US Office of Personnel Management

Many agencies will face the need to recruit increased numbers of employees in coming years. In response to this development, OPM is working with Federal agencies, State and local govern-

ments, and others to develop on-line, competency-based qualification standards and whole-person assessments that will quickly and effectively identify high-quality candidates for government jobs.

### **Paper:**

**Why Not Biodata? A Rationale for the Greater Use of Empirically Keyed Biodata in Personnel Selection**

Ted Darany, Ph.D., Darany and Associates

This paper presents a position: Selection specialists should make greater use of empirically keyed biodata tests in their personnel selection activities. It suggests a rationale for why and how biodata "works" and describes a method of biodata test development and validation that has been quite successful and well-accepted.

### **Paper:**

**Biodata Case Studies: Criterion-related Validity of Biodata Inventories Employing a "Soft" Item Format**

Jennifer French, M.S., Darany and Associates

This paper discusses the criterion-related validity of several different biodata inventories consisting of "soft" items. These items are more often about preferences, attitudes, and perceptions than such "hard" concepts as grade point average. These were all empirically keyed biodata and all have demonstrated criterion-related validity, some in several settings. The most recently developed of these biodata instruments not only demonstrate the validity of soft biodata items, but may also be examples of the increased effectiveness of combining rational and empirical methods. The rational, job analysis-based item development approach that was used will be discussed.

### **Paper:**

**Personality Predictors of Performance: Can a Theory of Person-Environment Fit Help You Make Better Human Resources Decisions?**

Barbara Fritzsche, Ph.D., University of Central Florida

Sandra McIntire, Ph.D., Rollins College

Amy Powell Yost, Ph.D., Psychological Assessment Resources, Inc.

As the nature of work changes, many organizations are seeking employees who are adaptable, conscientious, and service-oriented. Some organizations are using personality measures as part of the hir-

ing process to help identify individuals who are likely to display such traits. Our research examines the relationship between self-reported personality traits and person-environment fit. It is expected that using a person-environment fit approach, along with a thorough job analysis, will help guide the choice of personality traits to measure for different types of jobs. We will describe our research findings and make recommendations for the application of our results to human resource selection decisions.

**Symposium:**

**The Civil Rights Division of the Justice Department vs. City of Torrance**

Wayne Flick, Esq., Latham & Watkins

Lisa Von Eshen, Esq., Latham & Watkins

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11:45 am – 1:15 pm

Lunch/Roundtables

**Concurrent Sessions**

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1:15 pm – 5:00 pm

**Tutorial:**

**Hiring the Best: Verifying the Employment Application**

Joseph P. Buckley, M.S., John E. Reid and Associates, Inc.

This presentation is designed to offer the participants interviewing techniques that will enable them to identify high-risk applicants before they become problem employees. Real-life videotaped interviews will illustrate interviewing techniques that allow the interviewer to determine if the applicant has been terminated from any prior jobs or has falsified the information on the application.

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1:15 pm – 2:45 pm

**Symposium:**

**The Employment Interview: Advancements in and Recommendations for Research and Practice**

Katherine Jackson, Ph.D., Center for Business and Economic Development

John G. Veres, Ph.D., Center for Business and Economic Development

Carolyn L. Facteau, Ph.D., Center for Business and Economic Development

J. Bret Becton, Center for Business and Economic Development

This symposium will cover advancements and recommendations for research for the employment interview. The discussion will include three separate topics, each of which relates to the selection interview. The presenters will discuss (a) recent research on the use of the selection interview in making employment decisions including development and administration issues, (b) how to develop a structured interview, and (c) use of the interview to measure organizational citizenship behaviors.

**Paper:**

**Managing in Today's Business Environment: It's About Performance**

Kevin Hummel, Ph.D., Towers Perrin

Maximizing employee contribution is an elusive objective in today's business environment, but its no wonder organizations send mixed signals about what's valued. The following simple but holistic approach drives breakthrough results: (1) Measurement identify accurate, rigorous metrics; (2) Engagement transfer knowledge and buy-in; (3) Development address performance priorities; and (4) Reinforcement reward effective performance.

**Paper:**

**Assessing the Return for Investment of a New Executive Selection Program**

Ilene Gast, Ph.D., Immigration and Naturalization Service

Promotional systems at the Immigration and Naturalization Service (INS) are characterized by their grounding in competency models and their demonstration of a return on the initial investment. This presentation describes INS's new competency-based system for selecting executives and senior managers and the return for investment study conducted to demonstrate its merit.

**Remember:  
Conference dress is  
Florida Casual!**

**Paper:**

**HR Decision-Making with Incomplete Data —  
Evaluating the Impact on the Workforce of  
Changing the Cut Score**

Susan M. Reilly, Ph.D., U.S. Immigration and  
Naturalization Service

Mary Anne Nester, Ph.D., U.S. Immigration and  
Naturalization Service

Since 1995, the Immigration and Naturalization  
Service (INS) has hired significant numbers of  
Border Patrol Agents to meet a Congressional man-  
date. Lowering the passing score would increase  
the number of hires. INS psychologists evaluated  
the impact of doing this. The presentation  
describes this study.

**Paper:**

**Scaling Considerations in Series Job Analysis**

John Hicks, Ph.D., State of Alabama, Personnel  
Department

Erich P. Prien, Ph.D., Industrial/Organizational  
Psychologist

Using a single job analysis questionnaire (JAQ) to  
rate several jobs in a series is both efficient and  
powerful in differentiating between levels when  
done well. The JAQ must have ordered (scaled)  
sets of tasks and KSAs that differentiate between  
the levels or the results will be blurred by overlap  
in the jobs. This paper will discuss the nature of  
job series and the development of JAQs with  
ordered task and KSA sets to differentiate between  
levels.

**Paper:**

**Physical Ability Testing**

Donna Denning, Ph.D., City of Los Angeles

**Paper:**

**Variations in Test Development Strategies Related  
to Validation Method and Organizational  
Diversity of Jobs**

Edward Hane, Ph.D., Personnel Consulting Group

This presentation illustrates the use of job analysis  
in developing a test for jobs used throughout the  
departments of a state government, where there  
are considerable differences in the way work is  
performed. It also illustrates the use of job analysis  
to support both content and criterion-related vali-  
dation for the same jobs, and contrast the proce-  
dures for these two purposes.

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2:45 pm – 3:00 pm

Break

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**Concurrent Sessions**

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3:00 - 5:00

**Tutorial:**

**Employment Testing and The Americans with  
Disabilities Act: Policies, Procedures and Practices  
Across Organizations**

Wanda Campbell, Ph.D., Edison Electric Institute

The purpose of this tutorial is to lead an interac-  
tive discussion with the audience regarding the  
implications and possible consequences of various  
policies, procedures, and practices with respect to  
employment testing and the Americans with  
Disabilities Act. ADA issues that will be addressed  
include: (a) opportunities for candidates with dis-  
abilities to request an accommodation, (b) evi-  
dence requirements to document existence of the  
disability (c) flagging scores, (d)  
centralization/decentralization of approval of  
accommodations, and (e) types of accommoda-  
tions available.

**Symposium:**

**Adverse Impact: The Impact and the Adversity**

Joyce McLarty, Ph.D., ACT, Inc.

Edward Hane, Ph.D., Personnel Consulting Group

Meredith A. Ryan, M.S., Colorado State University

Adverse impact is a term with significant legal,  
technical, ethical and practical implications. In this  
symposium, each of these aspects of adverse  
impact is explored. The presenter will discuss the  
legal requirements associated with adverse impact,  
including Title VII of the Civil Rights Act of 1964  
and the Civil Rights Act of 1991, the Uniform  
Guidelines on Employment Selection Procedures  
and related case law. The presenters will also  
describe their research on methods of assessing  
adverse impact and address the ethical and practi-  
cal implications of managing a selection system.

**Symposium:**

**Three Approaches to Setting Valid Minimum Qualifications**

Bill Summerlin, State of Alabama, Personnel Department

Erich P. Prien, Ph.D., Industrial/Organizational Psychologist

This symposium is intended to serve as an exchange of ideas in the development and use of Minimum Qualifications (MQ). Minimum Qualifications are utilized in almost all selection procedures. Even those organizations that do not utilize formal testing of applicants for employment purposes will usually require a minimum level of experience and or education before granting an interview or giving serious consideration to an applicant. This presentation will primarily address three different techniques used by the State of Alabama to develop MQs. There will also be a discussion of the cost vs. benefits of using MQs, and a feedback period will be provided to allow participants to share their MQ development and validation techniques.

**Tutorial:**

**Assessing Employee Competence: Ten Years in the Development**

James Clifford, City of Grand Rapids

In 1988 the City of Grand Rapids developed a training program for its Water Service Workers. At the time there had been an effort to review personnel procedures to assess their compliance with changing laws and public attitudes. The training program led to defining what was necessary for an employee to be a competent Water Service Worker. This workshop will provide sample definitions of many jobs including; chemist, real property appraiser, planner, water plant operator, firefighter, line-worker, contract administrator and others. It will discuss the legal and managerial basis for the process for defining jobs. It will discuss the setting of quality standards and measurement of those standards. Finally, it will discuss the types of checks and balances built into the process to make sure the program would continue at a high level.

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5:30 pm – 7:00 pm

Reception

## Tuesday, June 8

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7:30 am – 8:30 am

Registration & Coffee

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8:30 am – 9:30 am

General Session

WRIPAC Invited Speaker

Assessment Without Adverse Impact

Neal Schmitt, University Distinguished Professor of Psychology and Management at Michigan State University and Director of Applied Research at the Human Resources Consulting Group of Aon.

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9:30 am – 9:45 am

Break

### Concurrent Sessions

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9:45 am – 11:00 am

**Tutorial:**

**Assessment Centers: A Variety of Scoring Methods**

Dennis Joiner, Ph.D., Dennis A. Joiner & Associates

Many different scoring methods and scoring models have been developed for evaluating candidate performance in assessment centers. This session will provide an overview of assessment center scoring methods and detailed descriptions of practical scoring procedures for use with assessment centers and job simulation types of exercises. Handouts will include rating form formats, assessor guides and example score summary worksheets. Ample time will be allowed for questions and answers on any assessment center related topics.

**Paper:**

**Legal Assessment: Go and Sin No More**

Elizabeth Semko, Ph.D., Semko and Associates  
Gloria Fisher, Semko and Associates

This paper will present successful methods to address legal issues in personnel assessment. The practitioners will share methodologies, developed over the course of a decade, to deal effectively with four major legal issues. They will make recommendations for construction of assessment tools and implementation of assessment procedures.

**Paper:**

**Re-Assessing Leadership Assessment: Current Considerations from an Interdisciplinary Research Perspective**

Scott Cooper, M.A., Public Service Commission of Canada

This paper presents an interdisciplinary critique of leadership assessment, drawing on the fields of public administration, political science, political psychology, management science, and I/O psychology. Traditional executive assessment practices under New Public Management can be adjusted to emerging strategic requirements. Senior HR administrators are challenged to lead a research-based renewal of the selection and training of their senior public services.

**Paper:**

**The Problem of Invalid MMPI-2 Profiles in an LEO Selection Test Battery**

James Herndon, Ph.D., Orange County Sheriff's Office

An examination of 64 pre-employment psychological test batteries is utilized to demonstrate that applicants who present themselves in an overly virtuous fashion tend to produce invalid MMPI-2 profiles which correlate strongly with other indicators of unrealistic self-presentation. Data from various personality tests are compared with applicant MMPI-2 validly patterns. Implications for practice and research are discussed.

**Paper:**

**Reliability of Assessments of Locus of Control: A Meta Analysis**

Kim Albano, Florida International University

This paper will discuss reliability of assessments of locus of control. Locus of control has been defined as a core set of beliefs that individuals have about the causality of events that occur to them.

Individuals with an internal locus of control are characterized by beliefs that events are under the control of their own behaviors, abilities and effort. Externals, on the other hand, are more likely to attribute the causes for events occurred on forces that are outside and as such beyond their control. Locus of control has been found to be correlated with organizational commitment, job satisfaction, health care and life satisfaction. The objective in this paper is to cumulate across studies the reliability estimates reported for the scales designed to assess locus of control.

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11:00 am – 11:15 am

Break

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11:15 am – 12:00 pm

Grand Ballroom

General Session

Stephen E. Bemis Award Presentation  
Student Paper Award Presentation

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12:00 pm – 1:30 pm

Lunch/Roundtables

**Remember:  
Conference dress is  
Florida Casual!**

## Concurrent Sessions

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1:30 pm – 3:00 pm

### **Tutorial:**

#### **Internet Application and Certification for Information Technology Positions for the State of Wisconsin**

Diane Siegler, State of Wisconsin Dep. of Employment Relations

Dean Paynter, State of Wisconsin Dept. of Employment Relations

The State of Wisconsin is utilizing the internet to fill entry and intermediate level information systems vacancies. Applications are eligible for employment consideration immediately after completing the online application. ELISP Online! Allows agencies to search the online database and generate a list of qualified applicants within minutes. This presentation demonstrates ELISP Online!, discusses the reasons for the change from a paper system, the benefits obtained by that change, the steps involved in implementing an online system, and some of the pitfalls to avoid.

### **Symposium:**

#### **Adding Value to Executive Selection: Better, Faster (but not necessarily cheaper)**

Harry Brull, Personnel Decisions Intl.

This session will summarize the presenter's 21 years of experience helping public jurisdictions select key executives. Starting with some non-traditional recruiting techniques, the presentation will cover screening tools, interview panels (including peers and direct reports), testing and simulations. Also addressed will be reference checking, background investigations and employment contracting. Time will be provided for attendees to share information and raise questions relevant to their own situations and experience.

### **Paper:**

#### **Student Paper Competition Award Finalist**

### **Paper:**

#### **The WTMA: A Measure of Mechanical Aptitude with Reduced Adverse Impact**

Joel Wiesen, Ph.D., Applied Personnel Research

A new test of mechanical aptitude is evaluated in terms of its adverse impact by gender and ethnic group. Data indicate the test has less adverse effect in women and some minority groups that is seen with other such tests.

### **Paper:**

#### **A Review and Critique of Published Aptitude Tests for Computer Programmer**

Joel Weisen, Ph.D., Applied Personnel Research

This paper describes, contrasts, and critiques the few published aptitude tests for computer programmer/ analyst in terms of documentation, content, reliability, validity, and adverse impact. The critique of test content models one approach to the review of test questions. Recommendations will be made concerning the use of these tests.

### **Symposium:**

#### **Innovative Structured Response Tactical Skills Assessment: Issues and Applications**

Wayne Burroughs, Ph.D., Burroughs & Rockhill, Inc.

Thomas Rockhill, Burroughs & Rockhill, Inc.

Déonda R. Scott, City of Orlando

Traditional assessment centers are generally labor-intensive and costly to develop and administer. This session will explore less costly design alternatives for how responses are scored while still reaping the benefits of assessment center methodology. The presenters will compare assessment centers with various moderate to low fidelity simulation alternatives in terms of development, administration, cost, validity and reliability. Candidate and management reactions to these methods will also be described.

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3:00 pm – 3:15 pm

Break

## Concurrent Sessions

3:15 pm – 4:45 pm

### *Symposium:*

#### **The Making of Video and Multimedia Based Examinations**

Carla Swander, Ergometrics & Applied Personnel Research, Inc.

Oscar Spurlin, Ph.D., Ergometrics & Applied Personnel Research, Inc.

The presenters have produced some of the most technically advanced and sophisticated video and multimedia based programs in use for employee selection. The presenters will provide more background to key issues in the development and production of test materials relying on video and computer based animation. They will discuss topics in preparing for a video production including production management, direction, special effects and key concepts in video taping. Finally, they will illustrate how computer graphics and animation can be incorporated with video to create realistic work simulations.

### *Paper:*

#### **Job Analysis Techniques for Small Groups**

John Hicks, Ph.D., State of Alabama, Personnel Department

Jennifer Turner, Alabama State Personnel Department

Where there are less than five SMEs, the job analysis procedures, data analysis and screens require different assumptions and methods. This paper will discuss a procedure that accomplishes this efficiently and without compromising the quality of job information obtained. Experience using this procedure and documenting the results will be described.

### *Paper:*

#### **I Hate This Job: Is it Your, My, or Our Fault?**

Mike Aamodt, Ph.D., Radford University

Bobbie L. Raynes, Personnel Research Associates, Inc.

This presentation will focus on a novel approach in determining why a particular employee has low

job satisfaction. The presentation will review the job satisfaction literature, present the theory behind the Career Satisfaction Survey, a new test battery to understand an employee's job dissatisfaction, and present the psychometric information for this new battery.

### *Paper:*

#### **Data Collection Practices for Enhancing the Recruitment & Selection Process**

Roy Amato, Ph.D., Memorial Sloan-Kettering Cancer Center

Melva Diamante, DBA, Memorial Sloan-Kettering Cancer Center

This presentation will demonstrate that the effectiveness of the recruitment and selection process is enhanced with data collection practices that identify applicant job search strategies, employment factors important to candidates, and management level satisfaction with staffing services. Limitation of the data collection practices are presented as well as where further research and explorations are needed.

### *Symposium:*

#### **NYS Promotion Test Batteries: Recharging Management Selection**

Paul D. Kaiser, NY State Civil Service Commission

In 1996, New York State initiated a fundamental change in its selection approach for promotion to supervisory, managerial and administrative positions throughout state government. Instead of title-by-title testing for promotions to these positions, all employees who wish to be promoted participate in a battery of tests designed to evaluate several job dimensions common to all state supervisory and managerial positions. This presentation will include a discussion of (a) policy issues related to the change in selection strategy, (b) job analysis and identification of core competencies, (c) preparing candidates to take the battery, (d) ethnic sensitivity reviews, (e) selection instrumentation, (f) analysis of battery results, (g) evidence of validity, (h) banking candidate scores, and (i) program results.

# Wednesday, June 9

7:30 am – 8:30 am

Registration & Coffee

8:30 am – 9:30 am

General Session

MAPAC Invited Speaker

Citizenship Performance and Its Importance for Organizational Effectiveness

Dr. Walter Borman, CEO of Personnel Decisions Research Institutes and Director of the Industrial-Organizational Psychology Program at the University of South Florida.

9:30 am – 9:45 am

Break

9:45 am – 10:45 am

Grand Ballroom

General Session

Presidential Address by David Dye, IPMAAC President, with special presentation by George Sinnott, President of New York State Civil Service Commission

10:45 am – 11:30 am

IPMAAC Business Meeting

11:30 am – 1:00 am

Lunch/Roundtables

**Remember:  
Conference dress is  
Florida Casual!**

## Concurrent Sessions

1:00 pm – 5:00 pm

**Tutorial:**

**Low-Fidelity Simulations: Principles of Development and Use**

Mike Willihnganz, Ph.D., California State Personnel Board

This workshop will present the theory and principles underlying the use of written low-fidelity simulations. Low-fidelity simulations present the candidate with descriptions of hypothetical work situations or problems and ask the candidate to indicate how he or she would handle those situations if actually confronted with them on the job. Low-fidelity simulations have been found to be very good predictors of job performance, without the expense or logistical problems often presented by high-fidelity simulations (e.g., work samples, job tryout). Additionally, the workshop will describe the practical methods and techniques that can be used to develop content-valid written low-fidelity simulations for selection purposes.

1:00 pm – 2:30 pm

**Paper:**

**The Use of Test Score Profiles for Training Needs Identification**

John Hicks, Ph.D., State of Alabama, Personnel Department

Examinations provide information which can be used to identify individual training needs as well as to select candidates. This paper will discuss the use of exams for engineering positions to develop individual profiles for those failing the exam in order to design remedial training and rotation plans. Experience in developing procedure and implementing this for a state Department of Transportation will be discussed.

**Paper:**

**Evaluating Training: Improved Performance versus Accolades for Instructors**

Chuck Schultz, Charter Member of IPMA-AC

The purpose of training is to improve performance, not to entertain. This paper deals with cri-

teria for evaluation training and with designing training to achieve those criteria. How materials is presented is important, but having something worthwhile to present is more important. How does devaluation shape the training process?

**Paper:**

**High-Impact Executive Development: Making the Process Meaningful and Focused**

Kevin Hummel, Ph.D., Towers Perrin

Organizations are continually searching for the most effective ways to assess and develop high-level talent in their organizations, talent to successfully execute strategy and navigate change. This paper describes an approach that is tailored to organization and individual needs, uses rigorous methodology to gain a comprehensive view of strengths and weaknesses, provides in-depth but user-friendly feedback, and emphasizes moving from assessment results to real change.

**Symposium:**

**Courtrooms, Cases and Climate**

Déonda Scott, City of Orlando

Jeffrey Feuquay, Esq., Ph.D.

Daniel O’Gorman, Garwood, McKenna, McKenna & Wolf, P.A.

If you’re a testing professional and have avoided a courtroom so far, consider yourself lucky — but don’t relax. It will come as no surprise to most that there has been a 46% increase in employment related litigation since 1994. Despite our best efforts to develop fair and valid selection and promotional systems, these same processes are often the target of legal challenges. What should you be doing differently, if anything, in response to the changes in affirmative action policy? Would your test development procedures survive judicial scrutiny? This session will focus on recent and pivotal cases to illustrate pitfalls and best practices.

**Symposium:**

**Pay for Performance: A New Model for the Public Sector**

Harry Brull, Personnel Decisions Intl.

This presentation will describe the development and beginning implementation of a three-tiered paid for performance city in a medium size city.

The presenters will be members of a project steering committee who designed the system and the consultant who facilitated the process. The system includes defined targets and cash rewards for city-wide goals, department objectives, and individual goals. All levels of goals are derived directly from the city’s strategic framework and strategic goals. The system is designed so that all employees are eligible for the rewards at each level (city-wide, departmental, and individual). The goals are also tied in to a performance measures process which is mandated by the state legislature.

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2:30 pm – 2:45 pm

Break

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2:45 pm – 5:15 pm

**Tutorial:**

**Development and Validation of Physical Employment Tests and Medical Employment Guidelines**

Charley Sproule, Pennsylvania State Civil Service Commission

Valarie Sheppard, Human Performance Systems, Inc.

The tutorial will describe a methodology used by the State of Pennsylvania to develop physical ability tests and medical employment guidelines for entry-level Corrections Officers. The methodology is currently being used to develop medical employment guidelines for Parole Agents, and can be used for other job classes and by other jurisdictions. Guidance will be provided on how to go about planning and conducting such a project. The ergonomic job analysis procedures and the physical ability test development and validation study for entry-level Corrections Officers will be described as a model and the study results will be summarized. The procedures used to develop medical employment guidelines will be described.

**Tutorial:**

**Individual Assessment**

Erich Prien, Ph.D., Industrial/Organizational Psychologist

While much of the attention on assessment for organizations is focused on content validation of

## Thursday June 10

examinations for groups, there is a continuing need for individual assessment, i.e. evaluation of a person for a single, specialized job. This need for individual assessment has often been met by specialized practitioners outside of the organization. However, it can also be done by individuals who are responsible for examination and selection of individuals within the organization. The process outlined in this workshop will focus on a model for individual practitioners. It provides for assessment at seven different levels of complexity, depending upon the skill, knowledge and training of the practitioner. Individual assessment is idiosyncratic in nature and is based on a comprehensive, integrated data base. The breadth and variety of the content and procedure reflect the diversity of job function and competency models. This workshop is designed for individuals who do or expect to do individual assessment. The workshop is based on a pragmatic model of practice which incorporates a systematic approach to job content and competency analysis, individual difference measurement, assimilation and integration of assessment data. This is linked to the purpose of the assessment, interpretation of results and reporting, and the application of decision making algorithms.

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2:45 pm – 4:45 pm

### **Tutorial:**

#### **Valid Multi-Source Feedback: What Is It, How Do We Do It, and How Will We Know It?**

David Bracken, Ph.D., DWB Assessments

A “valid” Multi-Source (360) Feedback process must achieve certain outcomes consistent with its purpose. This tutorial will examine the factors that lead to valid MSF implementation. In turn, each validity factor will be applied to the many design decisions that drive design and implementation of an organization-wide MSF process.

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6:00 pm – 10:00 pm

### **“Tacky Tourist” Party!**

A last night beach party! Come dressed as your idea of a tacky tourist, or just come as you are. There will be a BBQ buffet, games, music, dancing, prizes (including one for the tackiest tourist). Please join us for the fun! The cost is only \$30.00 per person.

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7:30 am – 8:30 am

**Registration & Coffee**

**Concurrent Sessions**

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8:30 am – 10:00 am

### **Symposium :**

#### **The Development of an HR Consultant Certification Process**

Marilyn Bott, Office of Personnel Management

Julie Brill, US Office of Personnel Management

John Ford, Ph.D., US Office of Personnel Management

Martha Hennen, Ph.D., US Office of Personnel Management

Michael Carmichael, US Office of Personnel Management

Gar Dovers, US Office of Personnel Management

An HR Consultant Certification Program has been developed by OPM for the Defense Finance and Accounting Service (DFAS) to support the development of HR professionals. In this symposium, the developers of this certification discuss the general nature of the certification, its integration with DFAS’s career management program, issues surrounding the development of the assessments, working with Federal HR SMEs, implementing the certification program, and policy guidelines for similar certification programs.

### **Paper:**

#### **Promotability Ratings: A High Risk/High Potential Selection Tool**

Jennifer French, Darany & Associates

Kristine Smith, Darany & Associates

This paper addresses the methodology used to develop and administer a promotability evaluation process designed to incorporate organizational values in the area of community policing. Discussion will include research foundations and specific approaches for improving the quality of a frequently used selection tool that includes the potential risks and benefits of non-assembled and rated examination processes.

**Paper:**

**What Predicts Police Performance?**

Mike Aamodt, Ph.D., Radford University

This presentation will provide a current, in-depth meta-analytic review of the research on the factors predicting police performance. Topics will include the validity of education, cognitive ability, personality, and background information in predicting academy performance, probationary performance, and on-the-job behavior.

**Paper:**

**The Use of Lie Detectors in Item-Based Training and Experience Questionnaires**

Thomas Kohntopp, Ph.D., City of Knoxville

Jason Chadwell, City of Knoxville

An investigation was conducted on the usefulness of lie-detector items in training and experience questionnaires (TEQ). The use of TEQs can provide organizations with an effective way to identify the best job applicants. Relationships with endorsing false items and the number of lies told were found between final TEQ scores and whether a candidate received a passing grade. Implications for honesty and integrity with TEQs are addressed.

**Symposium:**

**Strategically Aligned Selection Research, Performance Measures, and ROI**

Charlie Brooks, Georgia Merit System

This symposium addresses a results-based, strategically aligned process to select entry-level Child Support Enforcement Agents for the Georgia Department of Family and Children Services. Discussants include the project members as well as a representative from the customer agency. The current research and preceding research that was deemed a "Successful Failure" are discussed in the context of customer acceptance, evolving job

demands, government reform, and return on investment. The participants discuss innovative methods used to link human performance to the strategic objectives of the customer agency and those of the State through objective productivity measures as well as subjective rating and ranking measures. The relationships among the measures and the selection criteria are discussed. The productivity increases, cost/benefit, and return-on-investment deriving from the selection research and its collateral findings are discussed. Finally, speculations and future research are discussed.

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10:00 am – 10:15 am

Break

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10:15 am – 11:30 am

Grand Ballroom

General Session

Closing Speaker

What's Your Job-Bias Liability?

James Sharf, Ph.D., Sharf & Associates

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11:30 am – 12:00 pm

Grand Ballroom

Closing Session

Preview of 2000 Conference

**Remember:  
Conference dress is  
Florida Casual!**

# Conference Registration Form

IPMA Assessment Council Conference, June 6-10, 1999

Please print all information

Name \_\_\_\_\_ Member/Account Number \_\_\_\_\_

Title \_\_\_\_\_

Organization \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

Please describe any special accommodation you require to fully participate in the conference. \_\_\_\_\_

## Membership Status

First Time Conference Attendee

Member of IPMAAC

Nonmember of IPMA/IPMAAC

Individual IPMA Member or Employee of

Student Member of IPMA/IPMAAC (must be full-time undergraduate or graduate student)

IPMA Agency Member

## Registration Information

Full Conference Registration \$ \_\_\_\_\_

\_\_\_ One Day Registration: \_\_\_ Sun \_\_\_ Mon \_\_\_ Tue \_\_\_ Wed \_\_\_ Thu \$ \_\_\_\_\_

\_\_\_ Student Membership Fee, if not currently a Student member \$ \_\_\_\_\_

(must attach transcript from undergraduate or graduate institution)

\_\_\_ Full-Day Workshops — Sunday, June 6

8:30 am - 4:30 pm

\_\_\_ Understanding Conflict Management in the Public Sector \$ \_\_\_\_\_

\_\_\_ Assessing and Leveraging Intellectual Capital \$ \_\_\_\_\_

\_\_\_ Half-Day Workshops — Sunday, June 6

8:30 am - 12:00 pm

\_\_\_ Preparation of Simulations for Selection Procedures \$ \_\_\_\_\_

\_\_\_ Forming Composite Scores: Discretionary or Computed Weights \$ \_\_\_\_\_

\_\_\_ Developing and Conducting Oral Examinations \$ \_\_\_\_\_

1:00 pm - 5:00 pm

\_\_\_ Examination Planning: A Crash Course \$ \_\_\_\_\_

\_\_\_ Use of Minimum Qualifications in the Employment Process \$ \_\_\_\_\_

\_\_\_ IPMA Competency Overview Module \$ \_\_\_\_\_

\_\_\_ "Tacky Tourist" Party Wednesday June 9, 6:00 pm - 10:00 pm \$ \_\_\_\_\_

Applicable Discount (Please review page 18 for information concerning pre-conference workshop and conference registration discounts) \$ \_\_\_\_\_

**Total** \$ \_\_\_\_\_

## Please return form to:

IPMA Meetings Department  
1617 Duke St., Alexandria, VA  
22314

Fax: 703-684-0948

Or visit IPMA's home page on the Internet at [www.ipma-hr.org](http://www.ipma-hr.org) and click on "Training"

## Method of Payment:

\_\_\_ Check/Money Order (please make checks payable to IPMA and return with registration form)

\_\_\_ Purchase Order (P.O. # \_\_\_\_\_)

\_\_\_ Credit Card:    h VISA    h MasterCard

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

Signature \_\_\_\_\_

# Conference Registration Information and Fees

## Full Conference Registration Fees (Four Days)

Conference registration fees are based on IPMAAC/IPMA membership status as follows:

**\$250 for IPMAAC members.**

Individuals must be a members of IPMAAC which means in addition to being IPMAAC members, they are also IPMA members or employees of an IPMA Agency member.

**\$290 for individuals who are not IPMAAC members but who are IPMA members or employees of IPMA Agency members.**

The \$40 difference will be applied to IPMAAC membership dues.

**\$390 for individuals who are not members of IPMAAC or IPMA and are not employees of an IPMA Agency member.**

The \$140 differential will be applied to membership in IPMA (\$100) and IPMAAC (\$40).

**FREE for students.**

Must be members of both IPMA (\$30) and IPMAAC (\$10).

**Applicable Discounts:**

Agencies registering 3 or more individuals (employees of the same agency) will receive a 10% discount per registrant off the full conference registration fee. A separate, completed, registration form must be received for each registrant from the same agency. All registration material and forms of payment from individuals registering from the same agency must be sent together to IPMA.

## One Day Registration Fees

**\$115 for IPMAAC members.**

**\$130 for IPMA individual or Agency members (employees of IPMA Agency members).**

**\$145 for non-members.**

FREE for Student members of IPMA and IPMAAC

**Applicable Discounts:**

None.

## Pre-Conference Workshop Registration Fees

Full-Day Workshops.

**\$170 for IPMAAC members.**

**\$200 for IPMA individual or Agency members (employees of IPMA Agency members).**

**\$230 for non-members.**

**\$170 for Student members (either IPMAAC or IPMA).**

Half-Day Workshops.

**\$ 85 for IPMAAC members.**

**\$100 for IPMA individual or Agency members (employees of IPMA Agency members).**

**\$115 for non-members.**

**\$ 85 for Student members (either IPMAAC or IPMA).**

**Applicable Discounts:**

Individuals attending the full conference for the first time will receive a 50% discount off of any workshop registration fee.

Individuals who are attending two half day pre-conference workshops and are not first time conference attendees will receive a discount of \$30 off the total registration fee for two workshops.

## Activity Fees

**The "Tacky Tourist" Party is \$30 for all members.**

## Mailing Information

Return Registration Form to:

**IPMA Conference Registration**

1617 Duke Street, Alexandria, VA 22314,  
telephone: 703-549-7100, fax 703-684-0948

If form is faxed, please confirm receipt, but **do not mail original**. If you have any questions regarding the conference, please contact Marianne Ernesto at the above address.

# Hotel Reservation Form

IPMA Assessment Council Conference June 6-10, 1999

Please send this form directly to:

Tradewinds  
5500 Gulf Blvd.  
St. Pete Beach, FL 33706  
1-800-808-9833  
727-562-1222 fax

Any reservations received after April 29, 1999 will be taken on a space-available basis at prevailing hotel rates.

Name \_\_\_\_\_

Address \_\_\_\_\_

City/State/Zip \_\_\_\_\_

Telephone ( \_\_\_\_\_ ) \_\_\_\_\_ Fax ( \_\_\_\_\_ ) \_\_\_\_\_

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

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

Number in Party \_\_\_\_\_

## Method of Payment:

Room Rate: \$105

Enclosed is my credit card authorization or check for \$ \_\_\_\_\_ for the first night deposit, in order to guarantee my reservation.

Check/Money Order

Please charge my credit card:  American Express  MasterCard  VISA  Diner's Club

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

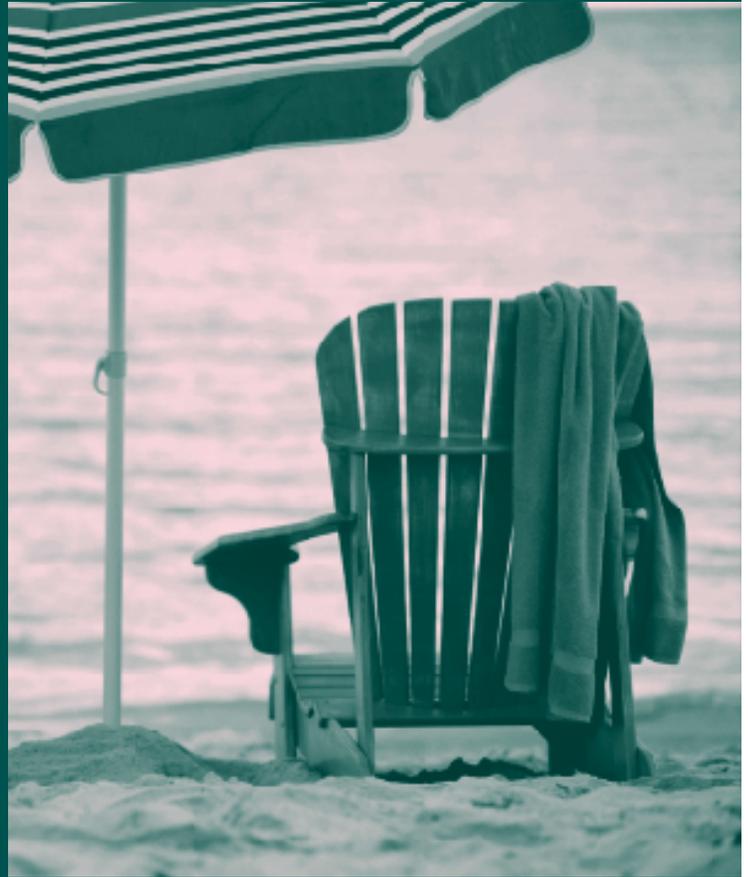
Signature \_\_\_\_\_

Rates are subject to an 11% room and sales tax. Check-in time is 4:00 pm. Check-out time is 12:00 pm. All reservations should be sent to the Tradewinds at the above address as soon as possible to ensure accommodations.

**IPMA Assessment  
Council**

**Conference on  
Professional  
Personnel  
Assessment**

**June 6-10, 1999  
Trade Winds Resort  
St. Pete Beach, Florida**



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*"We've saved a seat for you."*

**IPMA Assessment Council  
1617 Duke Street  
Alexandria, VA 22314**