



Newsletter

A monthly publication of the Personnel Testing Council of Metropolitan Washington
Volume XXIV Number 9
September 2000

September PTC/MW Luncheon

- Date:** Wednesday, September 13, 2000
- Time:** 11:30 a.m. to 1:30 p.m. Lunch is served at noon and is included in the registration fee.
- Place:** **Pier 7 Restaurant.** 650 Water Street, SW, Washington, DC (approximately one block south of the intersection of Maine Avenue and 7th Street SW).
- Price:** \$16.00 members, \$20.00 non-members. Free parking up to 3 hours.
- Menu:** Medallions of New York Sirloin, Breast of Chicken Tarragon, Chef Salad, Broiled Filet of Sole and Scallops, Seafood Newburg with Rice, Vegetable Plate, or Fruit Plate.
- Reservations:** Please contact Kris Benson at Caliber Associates, Tel: (703) 385-3200, Fax: (703) 385-3206 or sign up via our website, www.ptcmw.org. Please include the following information in your message: name, membership status, menu selection, e-mail address, and telephone number. **The deadline for luncheon reservations is 2:00 p.m., Monday, September 11th.** Cancel by 2:00 p.m. Tuesday or else you must pay for your meal. Members are welcome to come for the program only without having lunch. (The program begins at approximately 12:30 p.m.)
- Topic:** **O*NET OnLine: Interactive and accessible for all...**
- Speaker:** **Mike Dymmel, Aguirre International, O*NET Project**
Sherril Hurd, Aguirre International, O*NET Project

O*NET is a powerful, up-to-date database that helps people access key information about today's occupations. With clear descriptions of the requirements of work, the characteristics of workers on the job and the context of the workplace, O*NET users can easily understand what skills are needed in their current jobs, how existing skills may transfer to new jobs and what new skills will be required to make the transition. Now available online, O*NET is interactive and accessible for all. Mike Dymmel and Sherril Hurd will provide a guided tour of the new web-based application of O*NET, explaining the function and use of its features, its online links to occupational and career information and its extensive accessibility and accommodation features.

Mr. Dymmel and Ms. Hurd are key members of the Aguirre International team supporting the Department of Labor's efforts to move occupational information into the 21st century. Their work in developing O*NET has ranged from coordination and technical support of project activities, to marketing and outreach to the broad occupational information user community, to participation in software and web-based application development for the new O*NET system.

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President's Message

Shane Pittman

The Pittman McLenagan Group, L.C.

Who is responsible for career development? That's an easy one, you say. The individual is responsible. No, I mean the organization is responsible! Ah, but of course the answers are never that easy. In discussions with clients regarding employee development (interest in development seems to be higher, since recruiting new employees is so difficult) many issues are raised related to the how and why. Most organizations feel compelled to provide some type of developmental activities. However, organizations drastically differ in their view of the level of responsibility of the organization versus the employee and how that responsibility should be demonstrated.

There are many factors that impact employee development programs including level of commitment, cost, internal versus external options, method of determining key skills, the role of the employee and the method of determining success. The ultimate result is closely tied to the philosophical bent of the organization regarding the role of the employee versus the organization.

For an organization that views development as primarily the responsibility of the employee, programs tend to center on providing access to training. The organization will frequently consider paying for training whether it is internal or external. Not so frequent in such organizations is the desire to measure learning or developmental success. Many such organizations prefer to send the employee to an off-site program where all direction and assessment is completed by the program. Employees are expected to absorb and learn and then return as a new and improved employee ready for upward movement in the organization. While those employees who are highly motivated may actually benefit from such efforts, the organization may not obtain a concomitant reward in increased productivity from the employee.

For an organization that views development as primarily the responsibility of the organization, programs tend to center on providing everything to the employee. The employee is guided through the program with the organization determining the needs and the success. Typically such programs are mandated. Employees are

directed in what training they must take—what tasks they must complete in order to be successful. While the organization may reap some immediate benefit from the training of specific skills in narrow situations, the employee may or may not assume responsibility for the long-term change in performance. The program may become static and part of the bureaucracy with rules and regulations. Employees may become disillusioned with the efforts.

The most successful organizations in the venture of employee development focus on a joint effort of organization and employee. The organization sets the framework and establishes goals designed to enhance the employee's ability to be successful at various levels of performance. The organization carefully defines the competencies required for a particular path. The program may include both internal and external methods of learning, but the central focus is on integrating learned behaviors into the workplace. No external program is allowed that doesn't directly address specific skills needed and include a method of assessment once back in the workplace. Assessment is an integral part of the program, and the employee is involved in this assessment. Employees must choose and commit to a course of action. This type of program typically encourages participation and employees will approach it as a more dynamic, personally designed program, rather than one thrust upon him or her.

I think our responsibility lies in helping organizations discover the joint effort approach to employee development. Many organizations may not be ready to jump in with both feet at first. Slowly changing the culture to embrace this approach is more responsible on our part than allowing an organization to believe that they have a career development program that is really only a dressed up set of training classes.

PTC

PTC

Executive Board Meeting

The next meeting of the PTC Executive Board is Monday, October 16th, at 6 p.m. at the Office of Personnel Management. Contact PTC/MW President Shane Pittman via telephone at (301) 320-9500 or e-mail at shanep@pittmanlc.com for more information.

JULY LUNCHEON SUMMARY

Telephone Application Systems

Daniel P. Russell

Aon Consulting

The July luncheon speaker was Daniel Russell of Aon Consulting. Mr. Russell began by discussing the advantages of telephone application systems. These systems are becoming increasingly popular among organizations as it becomes increasingly difficult for organizations to attract and retain qualified employees. The benefits of telephone-based systems are that they are easy to advertise, accessible by the candidate at home (or anywhere), and are available to the candidate during evenings and weekends. Telephone application systems are especially useful for entry level and hourly jobs and for candidate populations that may not have easy access to the Internet. In addition, these systems provide a consistent, centralized system for geographically diverse organizations. This feature allows a company to have almost immediate access to applicant data. Finally, telephone application systems are much less labor intensive and cheaper than a face-to-face application process.

The development of a telephone application system is an effort that requires a close partnership among Human Resources, Information Systems, Operations, and other departments. Often the content of the system is reviewed by potential customers, competitors, and the press, as well as potential applicants. Therefore, it is vital that the information provided be accurate and present the organization in the best possible light. Even such details as the choice of professional voice talent for recording the system messages are very important.

Human Resources professionals typically have the most influence over the content of the script for the system. Because this script will be one of the company's first interactions with the potential applicant, it presents a unique opportunity to communicate and gather important information. The script often includes the company history and business model as well as a brief description of the work climate. In addition, realistic job preview information is usually provided. For example, job duties, work environment, salary, benefits, and work hours are included. Next, the system collects applicant information including applicant tracking information (usually social security number), telephone numbers, and name. Essential job function and other minimum qualification questions can be included. In addition, scored personality or biodata items are also appropriate for inclusion in the script. Finally, short situational judgment items may also be included.

When creating items for a telephone application system, it is important to consider that these items will be presented orally, so that questions and response options will have to be remembered while responding. Therefore, items should be as short and straightforward as possible. If possible, items should be related to past work experiences to give the appearance of an application blank. Situational items, if used, should be brief. In addition, response options should be limited to two to four options. "Yes/No" and numerical response options work best. "Strongly Agree" to "Strongly Disagree" Likert-type scale response options also work well.

Once applicant data have been collected, the candidate can be scheduled for testing or an interview, or whatever the next step in the hiring process may be. Directions and contact information can be provided at the end of the call.

After discussing the features of these systems and the development process, Mr. Russell introduced the two types of application systems. Telephone application systems can be administered by a call center staffed with live associates. Call Center Associates follow a script to gather applicant information and enter the information in a central database. These systems are candidate friendly and able to handle complex application processes which include free-form data collection (e.g., name, address). In addition, they have a short development cycle. However, call center applications are not good for multiple-choice items and leave room for human error. Furthermore, call centers may have limited hours of availability and can be costly for long applications. Computerized applications called interactive voice response systems (IVRs) deliver recorded information and collect applicant data through touchtone phone entries. IVR applications are very cost efficient and available to applicants 24 hours a day 7 days a week. Computerized administration ensures consistency and accuracy and is preferable for multiple choice and numeric data collection. The limitations of IVRs include difficulty handling complex application processes and inability to handle free-form data. The development cycle for IVRs are considerable longer than for call center applications.

Mr. Russell concluded his presentation by mentioning general considerations in telephone application system development. These topics included the ability of applicants to re-apply, the increased possibility of faking, and the security of test items. Luncheon attendees discussed these issues in addition to others mentioned by the group.

Direct Threat Defense Narrowed by Ninth Circuit

Linda K. Sullivan
David W. Arnold, Esq.
Reid Psychological Systems

Mario Echazabal began working in a coker unit at a Chevron refinery in El Segundo, California in 1972, under the employ of various maintenance contractors. In 1992, Echazabal applied for work directly with Chevron, at the same coker unit in the refinery where he worked as a contract employee. Chevron tendered an offer of employment that was conditioned upon Echazabal passing the medical exam.

The exam indicated that Echazabal had a physical abnormality that Chevron feared would be exacerbated by working in the coker. As a result, Echazabal was not hired. However, he continued working in Chevron's coker unit as an employee of a contractor.

Similarly, in 1995, Chevron again denied Echazabal direct employment as a result of his medical examination. However in this instance, Chevron also directed its contractor to remove Echazabal from his longstanding position. As a result, Echazabal filed suit under the Americans with Disabilities Act (ADA).

In reversing the district court's grant of summary judgment in favor of Chevron, the Ninth Circuit Court of Appeals addressed the issue of whether an employer may refuse to hire a job applicant who does not pose a direct threat to the health and safety of others, but poses a direct threat to himself. *See Echazabal v. Chevron USA, Inc.*, No. 98-55551 (9th Cir. 2000). Under the ADA, "direct threat" is defined as "a significant risk to the health or safety of others that cannot be eliminated by reasonable accommodation." Moreover, the ADA further references only other individuals in relationship to the "direct threat" language in the statutory provision stating that "qualification standards may include a requirement that an individual shall not pose a direct threat to the health or safety of other individuals in the workplace." In contrast to the plain language of the ADA, according to the Equal Employment Opportunity Commission's (EEOC) interpretive regulations, the scope of the direct threat defense also includes a threat to one's self.

In ruling against Chevron, the appeals court disregarded the EEOC's regulations. According to the court, the statutory language limiting the defense to others is "dispositive," and it noted that the law's legislative history supported such a conclusion.

This was the first time that the Ninth Circuit addressed this issue. In contrast, the Eleventh Circuit has broadly

American Airlines to Pay Largest-Ever Disability Settlement

OPA Press Release

August 10, 2000 – In the largest settlement the U.S. Department of Labor has ever obtained for people with disabilities, American Airlines will pay nearly \$1.7 million to 99 people who were denied jobs in Nashville, Tenn., and Detroit. The settlement terms were outlined in a consent decree finalized today.

"This settlement is a victory for people with disabilities," Secretary of Labor Alexis M. Herman said. "American Airlines has agreed not to engage in discriminatory hiring practices and to monitor its hiring. We have emphasized to every federal contractor that equal employment opportunity and self-monitoring are simply the way to do business today."

The settlement is the result of separate compliance reviews at the two facilities conducted by the Labor Department's Office of Federal Contract Compliance Programs (OFCCP). The agency found that American Airlines discriminated against job applicants with disabilities at both locations.

Some of the individuals applied for positions as ticket agents and mechanics. Most were applicants for part-time fleet service clerk positions at the Nashville airport facility. Fleet service clerks handle baggage, clean aircraft and guide planes to and from airport gates.

American Airlines used a system of numerical medical standards for screening certain of its applicants for employment and then used those criteria to deny employment. The airline routinely disqualified applicants who failed to meet its standards for a number of medical conditions, including blood pressure, vision, hearing and asthma. American stated that it had reasonable cause to deny employment to individuals not meeting its medical standard in these cases because of safety concerns. However, OFCCP and its medical experts who examined the affected individuals found that American's concerns had no medical basis and that each of them could have safely performed the jobs for which they had applied.

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interpreted the direct threat defense and held that it does include threats to oneself. *See Moses v. America Nonwovens, Inc.*, 97 F3d 446 (1996). Also, the First and Fifth Circuits have implied in dicta that threats to oneself fall within the defense's scope. In light of such disagreement across circuits, this may be an issue that the U.S. Supreme Court ultimately addresses.

Invasive Questions Lead to Legal Challenge, Settlement and Use of Different Test

Linda Sullivan

David W. Arnold, Esq.

Reid Psychological Systems

On May 14, 1999, two prior Rent-A-Center (RAC) employees (Arthur Staples and Scott Hadley) filed suit against RAC in San Francisco Superior Court. Subsequently, on June 17, 1999, the suit was removed to the U.S. District Court for the Northern District of California. The suit ultimately sought class action relief for all past, present and future employees and applicants who were required or in the future will be required to take RAC's Management Test in the state of California. See *Staples, Hadley, Ferrando, Allen and Fralin v. Rent-A-Center, Inc.*, No. C 99-2987 MMC (1999).

According to the complaint, RAC required all management employees, all non-management employees seeking managerial positions and all external applicants for management positions to take a battery of nine written tests (Management Test). The test was allegedly used to determine whether employees were eligible for promotion and whether applicants would be hired for management positions, as well as identify training and personal growth exercises for current employees. The Management Test was comprised of the following instruments: (1) Minnesota Multiphasic Personality Inventory 1 (MMPI); (2) Bernreuter Personality Inventory (BPI); (3) Strong Interest Inventory; (4) Bennett Mechanical Comprehension Test; (5) Language Comprehension Test; (6) Mathematical Thinking Test; (7) Wide Range Vocabulary Test; (8) Minnesota Clerical Test and (9) Wonderlic Personnel Test-Form B.

While the complaint generally referenced the Management Test, ostensibly the major, if not exclusive, focus was on the MMPI and BPI. The complaint raised specific concerns regarding MMPI inquiries about sexual practices, religious beliefs and sexual orientation. Also, the complaint characterized the BPI as "outdated and widely criticized" and indicated that it contained intrusive and personal inquiries such as "Do you tend to be radical in your political, religious, or social beliefs?"

The plaintiffs further stated that the Management Test is scored and interpreted by Associated Personnel Technicians, Inc. (APT). Moreover, APT prepares a profile for RAC, which summarizes the test taker's mental skills, personality, adjustment pattern, interests and suitability for advancement or hiring. The complaint

AMERICAN AIRLINES, FROM PAGE 4 -----

"This is a very important case because it once again sends a clear message that discrimination in any form, against any individual, must not be tolerated," said Bernard E. Anderson, Assistant Secretary for Employment Standards.

The settlement includes \$1,695,800 in back pay and interest that will be divided among the applicants who were denied employment in Nashville and Detroit. While admitting no wrongdoing, American Airlines has changed its pre-employment medical screening practices at both airport facilities to bring them into compliance with the Rehabilitation Act and the Americans with Disabilities Act. In addition, OFCCP will review, for one year, the cases of any applicant for jobs as fleet service clerks or ticket agents at the company's Nashville facility who are rejected because of medical concerns.

The federal contract compliance office enforces Section 503 of the Rehabilitation Act and other laws that prohibit government contractors from discriminating against employees and applicants on the basis of the individual's disability, race, color, religion, gender, national origin or veteran status. The laws also require pro-active affirmative action to ensure quality workplaces, free of discrimination.

PTC

MEMBER NEWS

Lia Meyer, PTC/MW Newsletter Editor, has recently joined the team at The Pittman McLenagan Group, LC, located in Bethesda, Maryland. The Pittman McLenagan Group specializes in providing a range of customized assessment solutions for both public and private sector clients. Lia can be reached at LiaM@PittmanLC.com or (301) 320-9500.

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Welcome New Members!

Regular Members

Jodi D. Callahan, PDI

Joe J. Yum, FBI

New Address for Newsletter Submissions:

Lia Meyer, PTC/MW Newsletter Editor
LiaM@PittmanLC.com; Tel (301) 320-9500

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INVASIVE QUESTIONS, FROM PAGE 5

also alleges that the profiles contain "gross and unfounded generalizations" about each test taker's personality and abilities, as well as "often absurd suggestions for ways to improve the employee's personality tendencies or projected performance." Examples of such suggestions cited in the complaint include:

"The Adjustment pattern is showing the primary tendency to be restless and impatient. We suggest he eliminate his intake of caffeine and nicotine materials, if appropriate, with an increase of water consumption up to 6-10 glasses per day, as well as being involved in a regular exercise program under his physician's supervision."

"He is resistant to rules and codes. We suggest he be thoroughly grounded in company policies and procedures and understand there will be no deviation from them. We suggest he work through the books Your Erroneous Zones by Dr. Wayne Dyer, Codependent No More and Beyond Codependency by Meloday Beattie, one chapter at a time, with a significant person in his life. After reading and discussing each chapter, he needs to write down what he has learned that is new to him and what he is actually doing differently, then submit these two sentences per chapter to his training supervisor for further discussion."

Based on the foregoing, as well as other allegations of fact, plaintiffs asserted the following claims against Rent-A-Center: (1) Violation of Article 1, Section 1 of the California Constitution (Invasion of Privacy); (2) Tortious Invasion of Privacy; (3) Violation of the California Confidentiality of Medical Information Act; (4) Violation of the Americans with Disabilities Act; (5) Violation of the California Fair Employment and Housing Act; (6) Violation of the California Labor Code; (7) Defamation; (8) Unfair Business Practices; (9) Tortious Wrongful Termination in Violation of Public Policy and (10) Unlawful Retaliation.

Simply as a result of this litigation, RAC discontinued administering the Management Test, and using its results, in California as of January 1, 2000. Subsequently, on July 7, 2000, federal district court Judge Maxine Chesney approved a settlement between the parties. Under the settlement, RAC has agreed to divide about \$2 million among approximately 1,200 test-takers in California.

Rent-A-Center also agreed not to resume use of the Management Test in California. In addition, even though this was only a statewide action (federal jurisdiction was based on diversity of citizenship), Rent-A-Center agreed to discontinue use of the Management Test (including the MMPI or Bernreuter Personality Test, in whole or in

part) nationwide. According to the parties' *Joint Petition for Final Approval of Class Action Settlement* (submitted to the court on July 7, 2000), "A new test has been developed, and it is currently in the validation stage. Training remains to be performed at Defendant's approximately 2,500 stores. Although every effort has been made to comply with the July 1, 2000 deadline [agreed upon date to discontinue the Management Test], the new test will not be ready to administer until August 31, 2000. Consequently, the parties have agreed to extend the deadline for Defendant to cease administering the Management Test in other parts of the United States until August 31, 2000."

..... PTC

Request for Feedback

Continuing Education Units from APA?

Shane Pittman

The Board is considering applying for continuing education units (CEUs) for the PTC workshops. Before we take this approach we want to find out if this is of interest to the membership. There is an application process that requires some changes to our current system, mostly related to data collection. However, the more important issue is the cost of the first year. The first year's cost is \$1,175.00. Subsequent years are approximately \$350.00 for each year. While PTC/MW has the money, there are certainly other things on which we could spend money if no one is in fact interested in obtaining CEUs for the workshops. Please let me or another Board member know your feelings on this issue.

ShaneP@PittmanLC.com

Please Respond By: September 30, 2000

Visit PTC On-line

Visit us at <http://www.ptcmw.org>. Find out about recent legal and other developments in our field – Check the calendar for upcoming professional events – Learn about PTC – Find out how to become a PTC member.

PTC/MW Workshop: Wednesday, October 11

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Innovations in Selection: Use of Conditional Reasoning to Identify Reliable Employees

Lawrence R. James
Michael D. McIntyre
The University of Tennessee, Knoxville &
Innovative Assessment Technology, LLC

This workshop will introduce a newly developed personality measurement system – Conditional Reasoning – that complements (i.e., increases the predictive validity of) traditional self-report systems. In contrast to direct, self-report tests of personality, Conditional Reasoning tests indirectly assess latent motives by engaging respondents in inductive problem solving exercises. Simply stated, respondents with different motives pick different solutions to the Conditional Reasoning problems. This session will briefly review the theory underlying item development and test construction, while the focus of the session will be on integrating Conditional Reasoning tests with traditional self-report systems. The practitioner will walk away with an understanding of how to use Conditional Reasoning tests to identify reliable employees.

Registration

We've changed the workshop registration procedure to make it easier for you! Now, the procedure for signing up and paying to attend a workshop is the same as that for attending a luncheon. Put your name on the list and bring your payment with you to the workshop. Also, we've reduced the price - pay the same low price, regardless of when you sign up.



**PLEASE NOTE NEW
TIME: 8 AM**

Date: Wednesday, October 11, 2000
Time: 8:00 a.m. to 11:30 a.m.
Place: Pier 7 Restaurant, 650 Water Street,
Washington, DC
Price (includes breakfast):
Students: \$25
Members: \$40
Non-members: \$50

Above amounts include breakfast. Breakfast includes: Fresh fruit plate, an omelet of your choice, hash brown potatoes, breakfast pastries, petite breakfast rolls, coffee/tea/decaf, and juice. Choices for the omelet include: Eggbeaters (no cholesterol) plain, Eggbeaters with vegetables, Eggbeaters with ham and cheese, regular egg plain, regular egg with vegetables, or regular egg with ham and cheese.

To Register: Please sign up via our website, www.ptcmw.org, or contact Kris Benson at Caliber Associates, Tel: (703) 385-3200, Fax: (703) 385-3206. If you leave a message, please include the following information in your message: name, membership status, whether you are a student, your choice of omelet, e-mail address, and telephone number. **The deadline for workshop reservations is 2:00 p.m., Monday, October 9th.** Cancel by 2:00 p.m. Tuesday to avoid having to pay the registration fee.

Job Announcements

Director, Research and Development (San Francisco, CA; Palo Alto, CA; Austin, TX; Cambridge, MA).

InMomentum Group uses an "outside-in" approach to align an organization's internal culture with its external market strategy. We help companies prosper when faced with new economy challenges such as rapid growth, mergers and acquisitions, strategic shifts, and talent magnetism. Our most valuable assets are the professionals who make up our growing team. We seek self-starters who work independently but also contribute to collaborative efforts and are enthusiastic about working in an Internet environment.

We are currently seeking a skilled research professional to continue programmatic research efforts supporting continual refinement of InMomentum's i-Culture model, the i-Culture Index, and our service offerings. Responsibilities include designing, managing, and delivering project work for internal and external clients, and developing research-based tools, approaches, products, and services.

In addition to meeting the requirements of skilled candidates, applicants should possess a very solid background in research, survey design, data analysis, and qualitative research approaches. Candidates should have an M.A. or Ph.D. in Organizational Behavior, Industrial/Organizational Psychology or related field and 4-7 years of experience in organizational research. Experience in the technology industry is a plus.

We offer a competitive salary and comprehensive benefits. For consideration, please visit our web site at <http://www.inmomentumgroup.com/careers/index.html> and submit your résumé and cover letter on line. Alternatively, you may send your résumé and cover letter to: InMomentum Group, Inc., 1510 Page Mill Road, Palo Alto, CA 94304.



Consultant/Associate. The Pittman McLenagan Group, L.C., a Bethesda-based consulting firm, has an immediate opening for a full time professional interested in growing with us. We have a diverse set of clients requiring services including test development (assessment centers, video-based, paper and pencil, etc.) and implementation, training development and delivery, survey design, strategic planning and statistical analysis.

Answer these questions to determine a match:

- Can you learn quickly and apply your skills in a high profile environment?
- Can you work effectively and efficiently?
- Do you want to have an impact?
- Do you have an unusually high level of attention to detail?
- Do others say you are highly interpersonal?
- Do you like looking at the same problem in different ways?

The ideal candidate must have excellent attention to detail, superior interpersonal and communication skills and a strong desire to learn new skills. You must have experience in job analysis, test development, and data management and analysis. Other relevant experiences may be a plus such as training, organizational development, and survey development and analysis. Direct client management is highly desirable.

Excellent benefits including bonuses available. We are looking for a unique person to complement our team. Our team environment puts an emphasis on rapid development and growth in a wide range of skills.

E-mail your résumé to HR@pittmanlc.com or fax to HR: (301) 320-9525.



Senior Research Associate. Prestigious social and behavioral sciences research and consulting firm has career opportunities for motivated individuals to direct personnel research projects. The position requires excellent skills in oral and written communication, client and staff management, and quantitative analysis. Ideal candidates will have a Ph.D. in a social science and a minimum of 10 years of experience in personnel research. Prior project management experience in a behavioral/social science environment is essential.

Excellent benefits (including flex time and a business casual dress code), competitive salaries, and growth opportunities in a family friendly environment. Send résumé and salary history to Caliber Associates, Attn: Recruiting Manager, 10530 Rosehaven Street, Suite 400, Fairfax, VA 22030, Fax: (703) 385-3206, E-mail: HR@calib.com

PROFESSIONAL CALENDAR

by Lance W. Seberhagen, Seberhagen & Associates, sebe@erols.com

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- Sep 11-13 Center for the Study of Work Teams. Conference. "Work Teams." Dallas, TX. Contact: CSWT, (940) 565-3096.
- Sep 11-13 Institute for Professional Education. Seminar. "Applied Statistics." Washington, DC. Contact: IPE, (703) 527-8700.
- SEP 13** **PTC/MW. LUNCHEON MEETING. Speaker to be announced. Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, Caliber Associates, Fairfax, VA, (703) 219-4448 or anderson@calib.com.**
- Sep 18-20 Institute for Professional Education. Seminar. "Applied Multivariate Methods Using Popular Statistical Computing Packages." Washington, DC. Contact: IPE, (703) 527-8700.
- Sep 20-22 Mid-Atlantic Personnel Assessment Consortium. Fall Meeting. Princeton, NJ. Contact: Dr. Elliot Lasson, (410) 767-4928 or elasson@dbm.state.md.us.
- Sep 21 Office of Personnel Management. Briefing. "Executive Core Qualifications for the Senior Executive Service." 9:00 am - Noon, Alan K. Campbell Auditorium, OPM. Washington, DC. No registration required.
- Sep 25-26 Council on Education in Management. Conference. "Personnel Law Update 2000." Falls Church, VA. Contact: CEM, (800) 942-4494 or counciloned.com.
- Sep 26-29 Institute for Professional Education. Seminar. "Designing Effective Surveys." Washington, DC. Contact: IPE, (703) 527-8700.
- Sep 27-29 Society for Human Resource Management. Conference. "The War for Talent: Winning Strategies." Washington, DC. Contact: SHRM, (800) 283-7476 or (703) 548-3440.
- Oct 2-4 Society for Human Resource Management. Workplace Diversity Conference. Washington, DC. Contact: SHRM, (703) 548-3440.
- Oct 2-4. Virginia Tech. Seminar. "Statistical Methods." Washington, DC. Contact: Beverly Turner, VT, (540) 231-2188 or conted.vt.edu/stat.htm.
- Oct 2-4. Virginia Tech. Seminar. "Modern Linear and Nonlinear Regression." Washington, DC. Contact: Beverly Turner, VT, (540) 231-2188 or conted.vt.edu/stat.htm.
- Oct 4-6. Virginia Tech. Seminar. "Multivariate Methods." Washington, DC. Contact: Beverly Turner, VT, (540) 231-2188 or conted.vt.edu/stat.htm.
- Oct 4-6. Virginia Tech. Seminar. "Advanced Regression." Washington, DC. Contact: Beverly Turner, VT, (540) 231-2188 or conted.vt.edu/stat.htm.
- Oct 5 Institute for Personality & Ability Testing. "16PF Introductory Workshop." Oak Brook, IL. Contact: IPAT, (800) 225-4728.
- Oct 6 Institute for Personality & Ability Testing. "16PF Advanced Workshop." Oak Brook, IL. Contact: IPAT, (800) 225-4728.
- Oct 10-13 Linkage Inc. Conference. "Emotional Intelligence" Chicago, IL. Contact: LI, (781) 862-3157 or linkageinc.com/ei2000.
- OCT 11** **PTC/MW. LUNCHEON MEETING. Speaker to be announced. Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, Caliber Associates, Fairfax, VA, (703) 219-4448 or anderson@calib.com.**
- Oct 11-13 Institute for Professional Education. Seminar. "Linear and Nonlinear Regression with Applications." Washington, DC. Contact: IPE, (703) 527-8700.
- Oct 15-19 International Personnel Management Association. Annual Conference. San Francisco, CA. Contact: IPMA, (703) 549-7100 or ipma.org.
- Oct 17-19 International Quality & Productivity Center. Conference. "e-Career Development: Leveraging Internet Technology to Attract, Develop, and Retain Top Talent." Chicago, IL. Contact: IQPC, (800) 882-8684 or iqpc.com.
- Oct 20 Society for Industrial and Organizational Psychology. Workshop. "Developing Organizations' Fitness to Compete" by Michael Beer, Harvard University. Cambridge, MA. Contact: Jack Kennedy, (212) 490-1600 or jackkennedy@bandm.com.
- NOV 8** **PTC/MW. LUNCHEON MEETING. Ms. Beth Holst, National Retail Federation and NSSB Voluntary Partnership on Sales and Service, Washington, DC. "Assessment Via the Internet." Pier 7 Restaurant, Washington, DC. Contact: Dr. Lance Anderson, Caliber Associates, Fairfax, VA, (703) 219-4448 or anderson@calib.com.**
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- Future SIOP: San Diego, 2001; Toronto, 2002; Orlando, 2003; Chicago, 2004; Los Angeles, 2005.

PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON

1300 Wilson Boulevard, Suite 1000, Arlington, VA 22209

<http://www.ptcmw.org>

PTC/MW Elected Officers, 2000				
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