



# Newsletter

A monthly publication of the Personnel Testing Council of Metropolitan Washington  
Volume XXV Number 7  
July 2001

## July PTC/MW Luncheon

- Date:** Wednesday, July 11, 2001
- 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:** \$17 members, \$20 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 sign up via our website, [www.ptcmw.org](http://www.ptcmw.org). If you do not have internet access, you can contact the receptionist at Caliber Associates, Tel: (703) 385-3200, Fax: (703) 385-3206. 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, July 9<sup>th</sup>.** Cancel by 2:00 p.m. Tuesday to avoid having to pay for the meal. Members are welcome to come for the program only without having lunch. (The program begins at approximately 12:30 p.m.)
- Topic:** **A Method for Understanding Some Consequences of Alternative Selection Batteries and Cut Scores**
- Speakers:** **Julia McElreath, Ph.D., Susan Reilly, Ph.D., Anthony Bayless, Ph.D., U.S. Immigration & Naturalization Service (INS)**

Traditional information used to determine selection batteries and cut scores typically includes validity, reliability, adverse impact ratios, and pass rates. An additional tool that can be used to evaluate potential selection batteries and cut scores is logistic regression analysis. Logistic regression uses predictor information (i.e., test scores) and a dichotomous outcome variable (e.g., pass or fail status in training) to estimate minimally acceptable performance levels in training or on the job. This approach can be used with a single predictor or with multiple predictors. The resulting regression equation can be used to assign probability of success or failure on a given criterion for each individual of an applicant population. These probabilities are useful in comparing potential selection batteries as well as various cut scores in terms of minimally acceptable performance, or remediation, on the job.

Julia McElreath is a Personnel Research Psychologist with INS. She specializes in the development and validation of entry-level tests for selection. Prior to her work at INS, Dr. McElreath was employed with the Federal Bureau of Investigation, focusing on selection research, and with Michigan Consolidated Gas Company, focusing on assessment and organizational research. Susan M. Reilly is a Senior Research Psychologist at INS. She specializes in the development and validation of tests for entry-level selection. Prior to her work at INS, Dr. Reilly had a 10-year career at the Office of Personnel Management in the Personnel Research and Development Division. Anthony Bayless is a Personnel Research Psychologist with the INS. He specializes in the development and validation of entry-level tests for selection. Prior to working at INS, Dr. Bayless worked as a consultant with Caliber Associates most recently and with Human Resources Research Organization prior to that. He worked on a variety of projects dealing with topics such as entry-level selection, promotional assessment, performance evaluation, training, and organizational development.

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## President's Message

**Ann Quigley**  
United States Postal Service

Much like the "Y2K bug" and the "changing world of work," much has been said, written, and anticipated about the changing demographics of the U.S. Two variables generating considerable interest are the increasing age and portion of Hispanics in the U.S. population. Thanks to the Internet, a phenomenal amount of information is available from the U.S. Census Bureau ([www.census.gov](http://www.census.gov)), and the agency is releasing data from the 2000 census as it is tabulated. The following are highlights from data released in the last thirty days.

- The median age of the U.S. population in 2000 was 35.3 years, the highest it has ever been. The increase in the median age reflects the aging of the baby boomers. However, the 65-and-over population actually increased at a slower rate than the overall population for the first time in the history of the census. The most rapid increase in size of any age group in the profile was the 49 percent jump in the population 45-to-54-years-old.
- The number of males (138.1 million) edged closer to the number of females (143.4 million), raising the sex ratio (males per 100 females) from 95.1 in 1990 to 96.3 in 2000. The number of nonfamily households rose at twice the rate of family households, 23 percent versus 11 percent.
- Families maintained by women with no husband present increased three times as fast as married-couple families (21 percent versus 7 percent). Married-couple families dropped from 55 percent to 52 percent of all households.
- A 53 percent increase in the number of people of Mexican origin fueled much of the nearly 13 million rise in the number of Hispanics between 1990 and 2000.
- The country's Mexican population numbered 20.6 million in 2000 and comprised 58 percent of the nation's 35.3 million Latinos. The number of Mexicans increased by 7.1 million during the decade, accounting for a majority of the 12.9 million increase in the total Hispanic population.
- Another 3.4 million Latinos were Puerto Rican, 1.2 million were Cuban and 10.0 million were of other

Hispanic origins. Among other Hispanics in 2000, 1.7 million were Central American, 1.4 million were South American, 0.8 million were Dominican and 6.1 million were of other Hispanic origins.

- Half of the nation's Hispanic population lived in California or Texas. About 3 in 4 Hispanics lived in California, Texas, New York, Florida, Illinois, Arizona and New Jersey combined.
- New York, Los Angeles, Chicago, Houston and San Antonio each were home to more than 500,000 Latinos. Mexicans represented the majority of Hispanics in each of these places except New York, where Puerto Ricans made up the largest share. Latinos in East Los Angeles, Calif., comprised the vast majority (97 percent) of the population, the highest proportion of any place with 100,000 or more residents.
- Hispanics also comprised the majority of the population in 18 other places this size. The largest Mexican populations lived in Los Angeles, Chicago, Houston, San Antonio and Phoenix. The largest Puerto Rican populations lived in New York, Chicago and Philadelphia. The largest Cuban populations lived in Hialeah, Fla.; Miami; New York; Tampa, Fla.; and Los Angeles.
- In 2000, Latinos in four counties (Los Angeles County, Calif.; Miami-Dade County, Fla.; Harris County, Texas; and Cook County, Ill.) accounted for 22 percent of the total Hispanic population. More than half (52 percent) of all Cubans lived in Miami-Dade County, Fla.

Needless to say, these data support what we have all experienced in one form or another, and they can be useful in addressing critical issues in the workplace, including the:

- so-called "brain drain" anticipated by the retirement eligibility of large numbers of executives and key personnel in the public and private sectors ("too little, too late" is being said in more than one succession planning program!);
- growing demand for "family friendly" policies – where "family" may be defined "nontraditionally";
- ongoing need to address large populations of applicants and employees for whom English may not be a primary language (including selection requirements like speaking English and reading – which will become increasingly hard to defend in many entry level jobs);
- challenge of addressing multiculturalism in policies and practices as well as in the day to day lives of employees.

## Court Upholds Another Employer's Cutoff Score

**Lance Seberhagen**

*Seberhagen & Associates*

In *Bew, et al. v. City of Chicago and Illinois Local Government Law Enforcement Officers Training Board*, the U.S. Court of Appeals for the 7th Circuit ruled on 5/15/01 that the defendants' cutoff score and limits on retesting (three attempts) did not violate Title VII. The test was the Illinois Law Enforcement Officers Certification Examination, which was developed by Justex Systems Inc. and administered by the City of Chicago for the Illinois Local Government Law Enforcement Board. Probationary police officers must pass the exam after they complete their police academy training to become certified police officers.

Justex conducted a job analysis for the job of entry-level Police Officer and then developed both the police academy training curriculum and the certification exam. To develop a content valid exam, Justex first created a pool of 800 multiple-choice items reflecting the content of the police academy curriculum. Justex then pre-tested the questions on graduating police recruits over a six-month period and revised or eliminated questions on the basis of these test results. As the last step, Justex created the 200-item certification exam, with subject areas weighted the same as they were in the police academy curriculum.

To set the cutoff score, Justex pre-tested the certification exam on a sample of certified officers who had been on the job for two to five years. These officers had a mean score of 145, with a standard deviation of 13. Justex set the cutoff score at one standard deviation below the mean or 66% correct (132/200), which would have failed about 20% of the certified officers in the pre-test. Justex felt that actual test-takers (i.e., probationary officers) would pass at a higher rate because they would be (1) recent graduates, (2) more familiar with the new police academy curriculum, and (3) be more highly motivated to give their best effort on the exam.

From 1990 to 1998, only 33 out of 5,181 (0.6%) probationary officers failed the certification exam, but 32 of the 33 who failed were black or Hispanic test-takers. Although the passing rate of blacks (98.24%) versus whites (99.96%) did not violate the 80% Rule under EEOC's *Uniform Guidelines*, the District Court ruled that there was a statistically significant difference in passing rates, which was sufficient to prove that the exam had an adverse impact. However, the District Court concluded that the exam was not discriminatory because defendants had successfully demonstrated that the exam was job-related and that the cutoff score was "reasonable,

justified, and consistent with professional standards." Plaintiffs appealed this decision to the 7th Circuit.

Plaintiffs did not challenge the job-relatedness and content validity of the exam, only the cutoff scores and the limits on retesting. With regard to cutoff scores, the Appeals Court relied on the *Uniform Guidelines*: "...[Cutoff scores] should normally be set so as to be reasonable and consistent with normal expectations of acceptable proficiency within the workforce." The Court further noted that cutoff scores would be acceptable if they were "based on a professional estimate of the requisite ability levels or . . . a logical break-point in the distribution of scores." The Court felt that the certification exam met those standards because (1) the exam mirrored the content and emphasis of the police academy curriculum, (2) exam questions were pre-tested on probationary officers to assess item quality, (3) the exam was pre-tested on certified officers to identify how incumbent officers performed, and (4) the City approved the cutoff score in accord with local needs.

The Court rejected plaintiffs' argument that the cutoff score was arbitrary, as shown by the fact that probationary officers were performing their probationary duties satisfactorily. The Court said that cutoff scores did not have to select all good performers and reject all bad performers because such a standard would be nearly impossible to meet. The exam had an overall passing rate of 99%, and it was not reasonable to lower the cutoff score any more.

The court further ruled that if the cutoff score were appropriate under Title VII, it would also be appropriate to require probationary police officers to pass the exam. Therefore, giving test-takers three chances to take the exam was a "generous policy" which did not violate Title VII.

The *Bew* decision was consistent with the 12/7/00 District Court decision in *Lanning v. SEPTA*, which upheld another employer's cutoff score (see PTC/MW Newsletter, April 2001).

PTC

### MEMBER NEWS

#### **Welcome New Members!**

Student Member

Ryan O'Leary, Auburn University

#### **PTC Executive Board Meeting**

The Executive Board holds regular meetings throughout the calendar year. Contact PTC/MW President Ann Quigley via telephone at (202) 268-3952 or e-mail at [aquigley@email.usps.gov](mailto:aquigley@email.usps.gov) for the date and location of the next meeting.

## Job Announcements

**Internship Position.** Personnel Decisions Research Institutes, Inc. (PDRI), a premier HR research and development firm, is currently accepting applications for an internship position in its Arlington, VA office. This position requires working as part of a team on projects involving job and occupational analysis, selection and promotion systems, and/or performance management and career development.

Qualified candidates for the internship position should be advanced Master's Degree or Ph.D. students in I/O psychology. **We are strongly interested in candidates with interests or experience in the area of information technology to assist with cutting-edge occupational analysis research.** Candidates should possess excellent research, analytical, interpersonal, and oral and written communication skills.

Internships are full or part-time positions. PDRI's office is located in Arlington, VA, one block from the Rosslyn Metro Station.

Interested candidates should submit their résumé and a cover letter to Elizabeth Marino, Personnel Decisions Research Institutes, Inc., 1300 Wilson Blvd., Suite 1000, Arlington, VA 22209, or via e-mail to Elizabeth.Marino@personneldecisions.com.

PTC

## SEE YOUR JOB ad HERE

PTC/MW publishes job announcements at no cost for positions in the Washington, D.C., metropolitan area that are related to testing and I/O Psychology. To publish a job announcement in the newsletter, send the announcement (150 words or less) to:

Lia Meyer  
PTC/MW Newsletter Editor  
The Pittman McLenagan Group, L.C.  
6626-A Wilson Lane, Bethesda, MD 20817  
E-mail: LiaM@PittmanLC.com  
Fax: (301) 320-9525

# JOIN PTC/MW

## Benefits

- 4 Membership directory
- 4 Monthly newsletter with hot topics and legal updates
- 4 Monthly luncheon meetings with invited speakers
- 4 Interactive workshops
- 4 Information clearinghouse
- 4 Networking
- 4 Employment opportunities
- 4 Internet web site
- 4 and more!

## Dues

Regular membership @ \$30/year  
Student membership @ \$15/year

## How to Join

Print the membership application off of our website and mail it, with dues, to PTC.

<<http://www.ptcmw.org>>

Questions? Contact Anthony Bayless, Membership Committee Chair, at (202) 616-3564 or [anthony.bayless@usdoj.gov](mailto:anthony.bayless@usdoj.gov).

## *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

# PROFESSIONAL CALENDAR

by Lance W. Seberhagen, Seberhagen & Associates, [sebe@erols.com](mailto:sebe@erols.com)

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- JUL 11** PTC/MW. LUNCHEON MEETING. Dr. Julia McElreath, Dr. Susan Reilly, & Dr. Anthony Bayless, U.S. Immigration and Naturalization Service. "A Method for Understanding Some Consequences of Alternative Selection Batteries and Cut Scores." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or [ptcmw.org](http://ptcmw.org).
- Aug 3-8 Bryn Mawr College. Conference. "Authority, Leadership, and Organizational Life in a Rapidly Changing World." Bryn Mawr, PA. Contact: Sally Brandel, 202-887-8955 or [brynmawrakriwbc@yahoo.com](mailto:brynmawrakriwbc@yahoo.com).
- Aug 5-8 Academy of Management. Annual Meeting. Washington, DC. Contact: AOM, (914) 923-2607.
- Aug 5-9 American Statistical Association. Annual Convention. Atlanta, GA. Contact: ASA, (703) 684-1221.
- Aug 5-10 International Conference on Engineering Psychology and Cognitive Ergonomics. New Orleans, LA. Contact: Gavriel Salvendy, Purdue University, (765) 494-5426.
- AUG 8** PTC/MW. LUNCHEON MEETING. Speaker to be announced. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or [ptcmw.org](http://ptcmw.org).
- Aug 8 James Madison University. Leadership Seminar. Stephen Covey, author of *The 7 Habits of Highly Effective People*. Full-day seminar on his book. Arlington, VA. Contact: Lessons in Leadership, (800) 689-9771 or [lessonsinleadership.com](http://lessonsinleadership.com).
- Aug 11-12 Foundation of the NY State Psychological Association. Dr. Alex Caldwell & Marc Janoson. "An Update on the MMPI and MMPI-2: Forensic Applications." New York, NY. Contact: Dr. Marc Janoson, (212) 685-2073 or [mjanoson@aol.com](mailto:mjanoson@aol.com).
- Aug 13-14 University of Maryland. Conference. "Assessment and Cognition: Theory to Practice." College Park, MD. Contact: Ricardo Morales, (301) 405-3629 or [rm256@umail.umd.edu](mailto:rm256@umail.umd.edu).
- Aug 24-28 American Psychological Association. Annual Convention. San Francisco, CA. Contact: APA, (202) 336-6020 or [apa.org](http://apa.org).
- Aug 27-29 Institute for Professional Education. Seminar. "Analysis and Modeling of Binary and Ordinal Response Data." Washington, DC. Contact: IPE, (703) 527-8700 or [info@ipeseminars.org](mailto:info@ipeseminars.org).
- Aug 28-29 U.S. Office of Personnel Management. Conference. "Strategic Compensation." Alexandria, VA. Contact: Joy Hall, (202) 606-8486 or [jnhall@opm.gov](mailto:jnhall@opm.gov).
- Sep 10-12 Center for the Study of Work Teams. Annual Conference. "Work Teams." Dallas, TX. Contact: CSWT, (940) 565-3096.
- Sep 11-12 Padgett Thompson. Seminar. "Human Resources and the Law." Washington, DC. Contact: (800) 255-4141 or [ptseminars.com](http://ptseminars.com).
- Sep 14-15 Hofstra University. Conference. "Knowledge Management and Organizational Learning." Hempstead, NY. Contact: Dr. Ira Kaplan, (516) 463-6298 or [ira.kaplan@hofstra.edu](mailto:ira.kaplan@hofstra.edu).
- Sep 17-19 Institute for Professional Education. Seminar. "Applied Multivariate Methods Using Popular Statistical Computing Packages." Washington, DC. Contact: IPE, (703) 527-8700 or [info@ipeseminars.org](mailto:info@ipeseminars.org).
- Sep 30-Oct 2 Development Dimensions International. International Congress on Assessment Center Methods. Frankfurt, Germany. Contact: Cathy Nelson, DDI, (412) 257-3952 or [ddiworld.com](http://ddiworld.com).
- Oct 3-5 Society for Human Resource Management. Conference. "New Horizons in HR." Honolulu, HI. Contact: SHRM, (703) 548-3440.
- Oct 8-12 Human Factors and Ergonomics Society. Annual Conference. Minneapolis, MN. Contact: HFES, (310) 394-1811.
- Oct 10-12 Mid-Atlantic Personnel Assessment Consortium. Fall Meeting. Harrisburg, PA. Contact: Elliott Lasson, (410) 767-4928 or [elasson@dbm.state.md.us](mailto:elasson@dbm.state.md.us).
- Oct 14-18 International Personnel Management Association. Annual Conference. Nashville, TN. Contact: IPMA, (703) 549-7100 or [ipma.org](http://ipma.org).
- Oct 27-31 International Association of Chiefs of Police. Annual Conference. Toronto, CA. Contact: IACP, (800) 843-4227.
- Nov 14-16 Federal Committee on Statistical Methodology. Research Conference. Arlington, VA. Contact: Stephen Cohen, BLS, (202) 691-7400 or [www.fcsfm.gov](http://www.fcsfm.gov).
- Dec 3-5 Society for Human Resource Management. Conference. "Workplace Diversity: New Challenges, New Opportunities." San Diego, CA. Contact: SHRM, (703) 548-3440.
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- Future SIOP: Toronto, 2002; Orlando, 2003; Chicago, 2004; Los Angeles, 2005.

**PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON**

**4608 Willard Avenue, Chevy Chase, MD 20815**

**<http://www.ptcmw.org>**

<b><i>PTC/MW Elected Officers, 2001</i></b>				
<b>Office</b>	<b>Name</b>	<b>Affiliation</b>	<b>Work Phone</b>	<b>E-Mail</b>
President	Ann Quigley, M.A.	U.S. Postal Service	(202) 268-3952	aquigley@email.usps.gov
Past President	Shane Pittman, Ph.D.	Pittman McLenagan Group	(301) 320-9500	shanep@pittmanlc.com
President-Elect	Suzanne Tsacoumis, Ph.D.	HumRRO	(703) 706-5660	stsacoumis@humrro.org
Vice President	Chris Sager, Ph.D.	HumRRO	(703) 706-5671	csager@humrro.org
Secretary	Rob Michel, Ph.D.	GEICO Direct	(301) 986-3658	rmichel@geico.com
Treasurer	Tina Strickland, M.A.	OPM	(202) 606-1428	tsstrick@opm.gov
Recorder	Elaine Engle, Ph.D.	Marriott International	(301) 380-8838	elaine.engle@marriott.com

<b><i>PTC/MW Committee Chairs, 2001</i></b>				
<b>Committee</b>	<b>Name</b>	<b>Affiliation</b>	<b>Work Phone</b>	<b>E-Mail</b>
Nom/Elections	Shane Pittman, Ph.D.	Pittman McLenagan Group	(301) 320-9500	shanep@pittmanlc.com
Membership	Anthony Bayless, Ph.D.	Dept of Justice, INS	(202) 616-3564	anthony.bayless@usdoj.gov
Legal	Lance Seberhagen, Ph.D.	Seberhagen & Associates	(703) 790-0796	sebe@erols.com
Newsletter	Lia Meyer, M.A.	Pittman McLenagan Group	(301) 320-9500	liam@pittmanlc.com
Website	Lance Anderson, Ph.D.	Caliber Associates	(703) 219-4448	anderson@calib.com
Training	Daniel P. Russell, M.S.	Aon Consulting	(703) 208-6803	daniel_p_russell@aoncons.com
Calendar	Lance Seberhagen, Ph.D.	Seberhagen & Associates	(703) 790-0796	sebe@erols.com

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