



Newsletter

A monthly publication of the Personnel Testing Council of Metropolitan Washington
Volume XXV Number 10
October 2001

NOTE: This Workshop Rescheduled – Wednesday, October 24

October PTC/MW Breakfast Workshop

PLEASE NOTE
LATER DAY

- Date:** Wednesday, October 24, 2001
- Time:** 8:00 a.m. to 11:30 a.m. Breakfast 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:** Students \$25, Members \$40, Non-members \$50. Free parking up to 3 hours.
- Menu:** Fresh fruit plate, an omelet of your choice, hash brown potatoes, breakfast pastries, petite breakfast rolls, coffee/tea/decaf, and juice. Omelets: 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.
- Reservations:** Please sign up via our website, 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, October 22nd.** 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:** **The Dark Side of Personality: Assessment of Individuals' Destructiveness Potential**
- Speakers:** **Paul Babiak**, *HRBackOffice* and **Sigrid Gustafson**, *American Institutes for Research*

The majority of research in the area of assessing dishonest personality has focused on "integrity testing" and on candidates' ability to fake tests that are intended to screen out undesirable applicants. Drs. Babiak and Gustafson take a novel approach to assessing workplace deviance and destructive personality in organizational contexts. Beginning with a brief review of psychopathy research, the session will focus on the problems faced by organizations that must predict and evaluate individuals' responsible use of power. In addition, the presenters will review the findings of their research on *measuring* destructive personality, both among incumbents and among applicants.

Paul Babiak, Ph.D. is principal of HRBackOffice, a New-York-based consulting firm specializing in assessment, strategic Human Resources design and executive coaching. Dr. Babiak's research on the organizational impact of employees with dysfunctional personalities has been published in the *International Journal of Applied Psychology* and has been featured in *HR Executive Magazine*. Dr. Babiak received his Ph.D. in Industrial/Organizational Psychology from Stevens Institute of Technology.

Sigrid B. Gustafson, Ph.D. is currently a Principle Research Scientist at the American Institutes of Research (AIR) in Washington, DC. Her area of technical expertise is measurement, including development of new assessment strategies for identifying individuals who exhibit a narcissistic and antisocial behavior pattern that is destructive in organizations. Dr. Gustafson received a Ph.D. in Industrial/Organizational Psychology from Georgia Institute of Technology.

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President's Message

Ann Quigley
United States Postal Service

September 13, 2001 – This is one of the more difficult things I've had to write, for a number of reasons. In light of the events of two days ago – the terrorist attacks in NY and DC – many things, including this column and the vicissitudes of daily living, seem trivial. Needless to say, people throughout the world are having a wide range of thoughts and feelings provoked by the events of that day. So this column includes some of my thoughts in the wake of Tuesday's events, however disjointed they may be at the moment. (These are not all of them of course, but the ones most salient to PTC.)

Odd as it may seem, I found myself thinking at various points in the last 48 hours about job analysis, selection testing, background checks, and OCBs (organizational citizenship behaviors). Like many, I speculated about how it would be possible for such a coordinated hijacking to occur. We may all be filling in the blanks for quite a while.

I assumed (incorrectly it seems now) that a major contributing factor was inadequate security screening at the airports that permitted weapons to go through undetected. Tuesday is about as extreme a case as you can get, but I would be surprised if anyone in the selection business didn't "go there" as well. As of today, the information is that firearms were not used and that the weapons were knives and sharp edges that would pass through that screening. Even so, the feds are currently considering appropriating that process from the airlines. That job turns over 100% annually, and with the poor performance of many airports in recent "mystery traveler" tests, someone will have a challenge on their hands – perhaps one of us.

Then there is that spiel that most of us probably tune out when we are preparing for take-off. You know – the one about how the flight attendants' concern first and foremost is for our safety? I regret to say that I had occasionally perceived them as high altitude waiters. No more. The limited evidence available thus far indicates that crew on one or more of the flights tried to intervene.

Which bring us to job analysis – if the foregoing is not a case of low frequency/high importance critical behaviors, I don't know what is. (And also on the subject of j.a. – how many of you working with fire departments have implemented physical ability tests that appropriately

assess muscular and cardiovascular endurance such as that displayed by firefighters and rescue workers in Tuesday's aftermath?)

In a similar vein, I've heard government officials discuss how undercover efforts are constrained by selection standards that prohibit them from hiring "best fits" for the important but unseemly business of penetrating terrorist groups. It may be a risky investment, but someone who has engaged in some violence would likely be more effective (and probably live to tell about it) in those circumstances than someone who has a clean record. Now there's a selection challenge – hiring a psychopath you can trust. (Perhaps that's what former president RMN thought he was doing when he hired a certain Watergate figure turned radio talk show host.)

Last but not least, Organizational Citizenship Behaviors. (I have struggled with this in terms of selection for quite a while. That is, if you use the operational definition of "going above and beyond the call of duty," how can you then use it as a requirement?) In any event, we may never again see such a massive display of OCBs as we are seeing at this unique time. The hundreds of police and firefighters who lost their lives did so doing and going beyond their duty – but many others, nameless civilians without regard for themselves, performed innumerable acts of heroism, small and large. From those who contacted the authorities via cell phone from those doomed flights to those who attempted to save others at their own peril....we may not be able to lawfully select on those kinds of criteria (yet) – but those are the folks I want on my team.

Last but not least, as all the federal buildings in Washington were evacuated, I overheard one person say to another (as they ran) "who cares about [that paperwork] – it's just a job!" And so it is.

PTC

Sept. Luncheon Rescheduled

Due to recent events, the September speaker, **Dr. David Kravitz**, George Mason University, has been rescheduled for November 14th. He will be speaking on "Attitudes Toward Affirmative Action: Predictors and Potential Implications for Organizations."

AUGUST LUNCHEON SUMMARY

Identifying IT Talent: Employing a Web-based Assessment to Obtain the Best IT Professionals for the Federal Government

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

OPM contracted with a vendor to customize a Web-based assessment system that provides valid, efficient assessments of the critical competencies for Federal Information Technology (IT) occupations. The Web-based system includes three components:

1. Online application – an application form that collects applicant demographic data.
2. Online interview – open-ended interview questions collected via the Internet and scored manually using competency benchmarks.
3. Online test – approximately 350 competency-based computer adaptive tests that assess technical competencies, such as C++ programming, Internet security, and database management. The tests are available in short (16 items) and long (40 items) forms.

Several issues were considered when implementing the assessment system:

- Administration: All agencies using the Web-based system have administered the online interview questions and tests in an open environment, i.e., applicants can respond to the questions and take the tests at any place where there is access to the Internet. Three concerns with this approach are: 1) using outside sources of information, such as reference books and the Internet, to answer the questions, 2) someone other than the applicant taking the test, such as a friend, relative, or co-worker, and 3) applicants retaking the test multiple times. OPM determined that the first concern was not critical, mainly because the testing environment simulated the work setting - most IT professionals use outside materials to respond to technical issues and questions. In addition, because the tests are computer adaptive and have a time limit per question, applicants have a limited opportunity to research the questions. The second issue is addressed through the overall assessment strategy – each competency is assessed at least twice in the hiring process. For example, if an agency administers a test on “Java Programming” in an open administration environment, that competency is assessed again in the hiring process through the use of a structured interview, or administration of an alternate form of the test in a secure environment. The third issue, retaking a test

multiple times, is addressed through a policy decision. Most agencies have adopted a policy that, in the case of multiple applications, only the first application and test score will be considered.

- Reasonable accommodation/“digital divide”: All Web-based systems used by Federal agencies must meet the requirements of section 508 of the Rehabilitation Act of 1973, as amended (29 U.S.C. 794d). Section 508 requires that persons with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency. To meet these requirements, the online application and interview can be replicated in paper-based form. The adaptive tests, however, can only be administered through the Internet. Agencies using the system are required to identify and provide several access points to the Internet, such as local libraries, career centers, and kiosk locations. There has not been a major concern about a “digital divide” because this application of a Web-based system targets IT professionals. This is a valid issue, however, especially when considering applying this approach to hiring for non-IT jobs.

There are strong indications that testing IT professionals through the Internet works well. Initial evaluation data suggest that agencies are very satisfied with the assessment process and the quality of the applicants who perform well in the assessments. Most IT applicants understand the process, adapt to technical difficulties, if they occur, and view the online process as a favorable approach to applying for an IT job.

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MEMBER NEWS

Welcome New Members!

Regular Members

Chad Van Iddekinge, HumRRO

Mark Your Calendar

PTC's President, **Ann Quigley**, *United States Postal Service*, will be giving her President's Address at the December luncheon, scheduled for Wednesday, December 12.

APA's Task Force on Psychological Testing on the Internet to Convene in December

Marianne Ernesto, *Director, Testing and Assessment, APA*

The first meeting of APA's Task Force on Psychological Testing on the Internet will take place December 8-9, 2001 in Washington DC. This task force was formed in response to increasing interest by APA members in the proliferation of psychological assessment services offered via the Internet.

The seven-member task force is a joint effort sponsored by APA's Science and Practice Directorates and will be co-chaired by Fritz Drasgow (University of Illinois) and Jack Naglieri (George Mason University). Members were selected from nominations solicited broadly across APA constituencies. They represent expertise in a broad range of testing areas including educational, school, employment, forensic, career/vocational, clinical, and neuropsychological.

The task force's charge (shown below) was drafted by members of the Committee on Psychological Tests and Assessment (CPTA) and approved by APA's Board of Scientific Affairs (BSA) and Board of Professional Affairs (BPA):

"The Task Force on Internet Testing will be formed to address broad issues concerning Internet testing. The task force will assess the extent and range of testing on the Internet and will review current practices. It will define and outline the issues raised by Internet testing, including test validity, administration, confidentiality of test taker and test results, test taker authenticity, ethical interpretations of test results (e.g., feedback), psychological dynamics of Internet testing (proclivity of being more revealing when taking Internet-based tests), copyright infringement, psychometric equivalence (e.g., comparability of tests results), license issue of the psychologist (e.g., crossing state lines), making interpretations on limited assessment information, and others."

The goal of the task force will be to develop a report containing recommendations for APA input and involvement in issues related to Internet-based psychological testing. Additional information concerning future activities of the task force will appear in upcoming issues of the *PTC/MW Newsletter*.

PTC

PTC/MW 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 for the date and location of the next meeting.

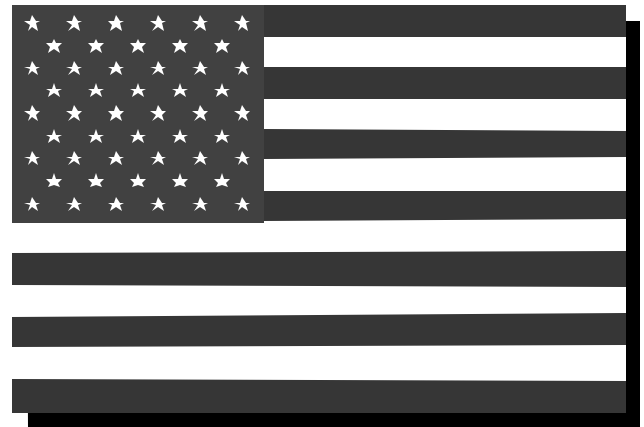
MEMBER NEWS

PTC Member Killed in Pentagon Attack

Long-time PTC member and Booz, Allen & Hamilton consultant Gerald P. "Geep" Fisher, age 57, was killed in September's attack on the Pentagon.

Dr. Fisher received his Ph.D. in social welfare from the University of Pennsylvania. He has worked variously in government, academia, and private-industry positions during the past 30 years. He will be missed by many PTC members.

Deepest sympathies to his family and all who lost friends and loved ones in this horrendous tragedy.



JOIN PTC/MW

Benefits

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

Dues

Regular \$30/year – Student \$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.

Job Announcements

Educational Psychologist. The United States Postal Service has the following employment opportunity in our Employee Development office in the U. S. Postal Service Headquarters in Washington, D.C. Successful candidates must demonstrate the following requirements. **REQUIREMENTS:** (1) Knowledge of Educational Psychology and/or Industrial/Organizational Psychology principles, theories and techniques, including research design, implementation and documentation. (2) Ability to use standard social science statistical analysis packages (e.g., SPSS). (3) Knowledge of instructional systems design. (4) Knowledge of all aspects of training assessment and evaluation practices. (5) Ability to conduct large scale surveys. (6) Knowledge of professional and legal standards, principles and guidelines related to applied Industrial/Organizational Psychology. (7) Ability to write instructional or informational materials, technical and non-technical reports, and briefing papers. (8) Ability to communicate orally to make presentations, conduct group and individual interviews, and provide technical advice and information on programs, projects, policies and procedures. (9) Ability to manage organization-wide research projects, including providing leadership and direction to project team members in the planning, organizing and coordination of the activities of customers, clients, and research participants. (10) A graduate degree in Educational or I/O Psychology (or related area of study).

The salary range is \$53,937 to \$76,084. We offer excellent benefits including health and life insurance, retirement plan, savings/investment plan with employer contribution, flexible spending account, flextime scheduling of core work hours, annual and sick leave. To apply, submit a separate sheet addressing **each knowledge and ability requirement**, along with a résumé or Postal Service Form 2591. Failure to address **each** requirement will result in non-consideration of your application. MAIL TO: U. S. Postal Service, Attention Vacancy Number: 06790, Corporate Personnel Management, 475 L'Enfant Plaza SW Room 1831, Washington DD 20260-4261. For more information, visit www.usps.com/hrisp/pub_announce.htm.

EQUAL OPPORTUNITY EMPLOYER. IF YOU NEED A REASONABLE ACCOMMODATION, PLEASE CONTACT THE OFFICE IDENTIFIED ABOVE.



Senior Associate. Caliber Associates, a dynamic behavioral and social sciences research firm in Fairfax, Virginia is actively recruiting Senior Associates to support its growing practice in I/O psychology and human

resources research. Persons in this position would serve as a senior technical expert or project manager, and they would develop or contribute to competitive proposals.

The position requires a Ph.D. in I/O Psychology plus five or more years of experience conducting research, preferably in a consulting environment. Particular experiences should include research design, instrument development, data collection, quantitative or qualitative data analysis, and report writing. Team or task management experience is desirable. Must have excellent oral and written communication skills, and qualitative or quantitative analysis skills.

Interested persons should send an e-mail message to hr@calib.com referencing the position and including an attachment of their résumé.

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
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PROFESSIONAL CALENDAR

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

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- 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.
- Oct 1-4 Linkage Inc. Conference. "Organizational Development Summit: Proven Tools, Interventions, and Business Solutions for the OD Practitioner." Naples, FL. Contact: LI, (781) 862-3157.
- Oct 3-5 Society for Human Resource Management. Conference. "New Horizons in HR." Honolulu, HI. Contact: SHRM, (703) 548-3440.
- Oct 4 Institute for Personality & Ability Testing. "16PF Introductory Workshop." Atlanta, GA. Contact: IPAT, (800) 225-4728 or ipat.com.
- Oct 5 Institute for Personality & Ability Testing. "16PF Advanced Workshop." Atlanta, GA. Contact: IPAT, (800) 225-4728 or ipat.com.
- Oct 8-12 Human Factors and Ergonomics Society. Annual Conference. Minneapolis, MN. Contact: HFES, (310) 394-1811.
- OCT 24** **PTC/MW. WORKSHOP. Dr. Paul Babiak, HRBackOffice, and Dr. Sigrid Gustafson, American Institutes for Research. "The Dark Side of Personality: Assessment of Individuals' Destructiveness Potential." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or ptcmw.org.**
- Oct 10-12 Mid-Atlantic Personnel Assessment Consortium. Fall Meeting. Harrisburg, PA. Contact: Elliott Lasson, (410) 767-4928 or elasson@dbm.state.md.us.
- Oct 14-18 International Personnel Management Association. Annual Conference. Nashville, TN. Contact: IPMA, (703) 549-7100 or ipma.org.
- Oct 17-18 University of Chicago. Workshop. "Introduction to Rasch Measurement: Theory and Applications." Chicago, IL. Contact: Dr. Everett Smith, University of Chicago, (312) 996-5630 or <http://home.att.net/~rsmith.arm/>.
- Oct 19-20 Institute for Objective Measurement. Conference. "Objective Measurement: Focus on Health Care." Chicago, IL. Contact: Dr. Valerie Lober, IOM, (312) 616-6705 or InstObjMeas@worldnet.att.net
- Oct 27-31 International Association of Chiefs of Police. Annual Conference. Toronto, CA. Contact: IACP, (800) 843-4227.
- Oct 30 Edward Tufte. Seminar. "Presenting Data and Information." Arlington, VA. Contact: Edward Tufte, (800) 822-2454.
- Nov 13-16 Institute for Professional Education. Seminar. "Designing Effective Surveys." Washington, DC. Contact: IPE, (703) 527-8700 or info@ipeseminars.org.
- NOV 14** **PTC/MW. LUNCHEON MEETING. Dr. David Kravitz, George Mason University. "Attitudes Towards Affirmative Action: Determinants and Potential Implications for Organizations." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or ptcmw.org.**
- Nov 14-16 Federal Committee on Statistical Methodology. Research Conference. Arlington, VA. Contact: Stephen Cohen, BLS, (202) 691-7400 or www.fcs.m.gov.
- Nov 14-16 Institute for Professional Education. Seminar. "Advanced Regression: Data Analysis under Nonstandard Conditions." Washington, DC. Contact: IPE, (703) 527-8700 or info@ipeseminars.org.
- Dec 3-5 Society for Human Resource Management. Conference. "Workplace Diversity: New Challenges, New Opportunities." San Diego, CA. Contact: SHRM, (703) 548-3440.
- Dec 5-6 Padgett Thompson. Seminar. "The Essentials of Human Resources." Arlington, VA. Contact: PT, (800) 255-4141.
- Dec 10-12 Institute for Professional Education. Seminar. "Resampling and Exact Statistical Methods." Washington, DC. Contact: IPE, (703) 527-8700 or info@ipeseminars.org.
- DEC 12** **PTC/MW. LUNCHEON MEETING. Dr. David Kravitz, George Mason University. "Attitudes Towards Affirmative Action: Determinants and Potential Implications for Organizations." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, Tel. (703) 385-3200, or ptcmw.org.**
- Dec 12-14 Institute for Professional Education. Seminar. "Linear and Nonlinear Regression with Applications." Washington, DC. Contact: IPE, (703) 527-8700 or info@ipeseminars.org.
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- Future SIOP: Toronto, 2002; Orlando, 2003; Chicago, 2004; Los Angeles, 2005.

PROFESSIONAL CALENDAR (cont.)

* * * * * **2002** * * * * *

- Feb 4-6 Association of Test Publishers. Conference. "Computer-Based Testing." Carlsbad, CA. Contact: ATP, (410) 751-7171 or testpublishers.com.
- Mar 1-3 I/O & OB Graduate Student Conference. University of South Florida, Tampa, FL. Contact: Tom King, tking@cs.com.
- Mar 11-13 Society for HR Management. Employment Law & Legislative Conference. Washington, DC. Contact: SHRM, (703) 548-3440 or shrm.org.
- Mar 24-27 Human Resource Planning Society. Annual Conference. Miami Beach, FL. Contact: HRPS, (212) 490-6387 or hrps.org.
- Apr 1-5 American Educational Research Association. Annual Convention. New Orleans, LA. Contact: AERA, (202) 223-9485 or aera.net.
- Apr 2-4 National Council on Measurement in Education. Annual Convention. New Orleans, LA. Contact: NCME, (202) 223-9318 or ncme.org.
- Apr 11-14 Society for Industrial & Organizational Psych. Annual Conference & Workshops. Toronto, Canada. Contact: SIOP, (419) 353-0032 or siop.org.
- Apr 15-17 Society for HR Management. Global Forum. New York, NY. Contact: SHRM, (703) 548-3440 or shrm.org.
- Apr 17-19 Employment Management Association. Conference. San Francisco, CA. Contact: SHRM, (703) 548-3440 or shrm.org.
- Jun 6-9 American Psychological Society. Annual Conference. New Orleans, LA. Contact: APS, (202) 783-2077 or psychologicalscience.org.
- Jun 23-26 Society for Human Resource Management. Annual Conference. Philadelphia, PA. Contact: SHRM, (703) 548-3440 or shrm.org.
- Aug 4-7 American Statistical Association. Conference on Multiple Comparison Procedures. Bethesda, MD. Contact: Peter Westfall, westfall@ba.ttu.edu or www.ba.ttu.edu/isqs/westfall/mcp2002.htm.
- Aug 4-7 International Conference on Multiple Comparison Procedures. Bethesda, MD. Contact: Peter Westfall, Texas Tech University, (806) 742-2174 or ba.ttu.edu/isqs/westfall/mcp2002.htm.
- Aug 11-15 American Statistical Association. Annual Convention. New York, NY. Contact: ASA, (703) 684-1221.
- Aug 22-25 American Psychological Association. Annual Convention. Chicago, IL. Contact: APA, (202) 336-6020 or apa.org.
- Nov 14-17 American Statistical Association. Conference. "Questionnaire Development, Evaluation, and Testing Methods." Charleston, SC. Contact: Jennifer Rothgeb, jennifer.m.rothgeb@census.gov.
- Future SIOP: Orlando, 2003; Chicago, 2004; Los Angeles, 2005.

AUGUST LUNCHEON, FROM PAGE 3

The biggest impact on agencies has been the screening out of unqualified applicants. The use of job knowledge tests has quickly identified applicants that are clearly not qualified for the positions. Across all hiring actions using the computer adaptive tests, between 50-60% of applicants have scored at or near the lowest possible score. These applicants are no longer considered for the job. This screening has resulted in a significant reduction in the processing of unqualified applicants.

There are several "lessons learned" from the experience of implementing a Web-based assessment system. First, systems integration needs to be a major consideration when implementing an automated assessment system. The lack of standardization across various systems makes integration with existing HR systems, such as PeopleSoft, Resumix, and USA Staffing, a challenge. Second, OPM experienced no reduction in the amount of staff resources needed to support the system when

compared to a traditional hiring process. Because of technical "glitches," the need to assist HR staff with implementing the system, and applicant inquiries, a strong support staff is needed to maintain the system. Third, technical problems and varying interpretation of instructions for using the system can be anticipated, but the specific problems are very difficult to predict. Creative, flexible, and fast approaches to address these inevitable system implementation problems are critical.

PTC

Get Involved in PTC/MW

Opportunities to get involved in PTC/MW activities abound! If you are interested in getting actively involved in this organization, contact PTC/MW President Ann Quigley via telephone at (202) 268-3952 or e-mail at aquigley@email.usps.gov.

PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON

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<i>PTC/MW Elected Officers, 2001</i>				
Office	Name	Affiliation	Work Phone	E-Mail
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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
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Recorder	Elaine Engle, Ph.D.	Marriott International	(301) 380-8838	elaine.engle@marriott.com

<i>PTC/MW Committee Chairs, 2001</i>				
Committee	Name	Affiliation	Work Phone	E-Mail
Nom/Elections	Shane Pittman, Ph.D.	Pittman McLenagan Group	(301) 320-9500	shanep@pittmanlc.com
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Calendar	Lance Seberhagen, Ph.D.	Seberhagen & Associates	(703) 790-0796	sebe@erols.com

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