



Newsletter

A monthly publication of the Personnel Testing Council of Metropolitan Washington
Volume XXVI Number 7
July 2004

July PTC/MW Luncheon

- Date:** Wednesday, July 14, 2004
- 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:** **\$19.00 members, \$22.00 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 sign up via our website, <http://www.ptcmw.org>. If you do not have internet access, you may 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 12th.** Cancel by 2:00 p.m. Tuesday to avoid having to pay for the meal.
- Topic:** **An Industry Insider's Perspective on Internet Testing: Where We've Been, Where We Are, and Where We're Headed**
- Speaker:** **Mike Russiello, Brainbench**

As with many other business practices, the Internet has caused a significant transformation in psychological testing. This talk will provide an industry insider's view of these changes, including some history, the current state of the art, and a look to where things are heading. Additionally, the talk will cover advantages, applications, security considerations, test algorithms, test user knowledge levels, integration with other applications, user interface issues, the business aspects of Internet testing, and new realities in data collection and analysis. Several datasets from Brainbench's testing will be presented.

Mike Russiello is the CEO and co-founder of Brainbench, a skills assessment consulting firm headquartered in Chantilly, VA. Mike followed an interesting, unique and rather non-traditional career path to his current role. Early in his career, he served as a naval officer stationed aboard a nuclear-powered attack submarine. He spent the next several years working as a research scientist at Johns Hopkins Applied Physics Laboratory (APL), specializing in sonar signal processing. Mike then shifted his career focus. At EDS corporation, he worked in sales for 6 years and was runner-up salesperson of the year for the company in 1996. He later turned to project management, managing one of the larger contracts he sold with the U.S. Department of Education's Direct Student Loan Program. Mike co-founded Brainbench in 1998 after experiencing the need for clear measurement of skills and training needs for a large team of IT workers while leading a project at EDS.

Mike graduated from the U.S. Naval Academy with a B.S. in Systems Engineering. Mike also holds an M.S. in Electrical Engineering from the University of California, San Diego, and an MBA in Finance from the University of Maryland.

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President's Message

Ellen Kollar

U.S. Dept of Veterans Affairs

Recently, the General Accounting Office has conducted a study of employees who have obtained degrees from unaccredited schools or "diploma mills." Although this problem has been identified in the federal sector, it is probably widespread. Since credentials are frequently required as a minimum requirement for many positions, this is an area of great concern for testing professionals. In my own Department, Veterans Affairs, screening of health care practitioners is crucial to reducing the risk to veteran patients.

As a result of these revelations, agencies are increasing their vigilance and will be requiring that applicants provide copies of their degrees, licenses, etc. Human resources offices will be responsible for researching whether the diplomas are from schools that were accredited when the applicant graduated, contacting state licensing boards to ensure there are no restrictions on the licenses, checking practitioner data banks for disciplinary actions, and contacting national certifying organizations. Some of the national certifying organizations are now charging for verification due to the increased volume of inquiries. This increases the workload on already overworked and understaffed human resources offices and makes the application process more onerous for applicants. It is particularly galling that some of these "diploma mill" degrees were paid for by the Federal government under a tuition reimbursement program to make Federal employment more attractive. It is also unfortunate that all experiential and distance learning programs will become suspect, even those that rigorously provide technical training.

For testing professionals, besides lamenting the decline in professional qualifications and personal ethics, there are several implications of this problem. First, we must carefully define necessary skills and competencies needed for minimum qualifications and how they should be obtained. Second, we should help to ensure that adequate background screening procedures are in place to detect fake credentials.

Diploma Mills: Federal Employees Have Obtained Degrees from Diploma Mills and Other Unaccredited Schools, Some at Government Expense GAO-04-771T, May 11 <http://www.gao.gov/new.items/d04771t.pdf>.

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MEMBER NEWS

Congratulations to Mary Anne Nester for winning the Stephen E. Bemis Memorial Award. Dr. Nester was PTC/MW's nominee for the award. See article in this issue.

Dave Dye, a PTC/MW member, was also nominated for the Stephen E. Bemis Memorial Award.

HumRRO, an organization with a number of PTC/MW members, was nominated for IPMAAC's Innovations in Assessment Award.

Matt Dreyer, PTC/MW's Training Committee Chair, recently got married.



Welcome New Members!

Regular Members

Rebecca Harris Mulvaney, Caliber Associates
Dalit Margalit, Edison Electric Institute

Student Member

Tiffany Bludau, George Mason University

PTC/MW Executive Board Meeting

The next Executive Board meeting is on July 7, 2004 at 6 p.m. at 800 K Street. Everyone is welcome to attend. Contact PTC/MW President Ellen Kollar at (202) 273-9748 or ellen.kollar@mail.va.gov for directions or more information.

VISIT PTC ON-LINE

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MAY LUNCHEON SUMMARY

Review of Recent Revision of SIOP's Principles for the Validation and Use of Personnel Selection Procedures

Wanda J. Campbell, *Edison Electric Institute*

The most recent revision of the SIOP *Principles for the Validation and Use of Personnel Selection Procedures (Principles)* was published in 2003. Major goals in the revision were to align the SIOP *Principles* with the 1999 *Standards for Educational and Psychological Testing* (American Educational Research Association, American Psychological Association, and the National Council on Measurement in Education) and to update the provisions to reflect current scientific knowledge.

The *Principles*, like previous versions, is intended to be aspirational and is not intended to be used as a weapon. A primary purpose of this presentation was to describe some of the changes to the *Principles* that particularly impact practitioners.

Provisions of the *Principles* covered in the presentation included:

- Recognition of the Role of Professional Judgment
- Validity as a Unitary Concept
- Generalizing Validity Evidence
- Fairness
- Expansion of Operational Considerations

Role of Professional Judgment

The *Principles* recognizes that each situation provides unique opportunities and challenges. Professional judgment is required to determine appropriate courses of action throughout the validation process. The need for professional judgment continues throughout implementation and subsequent use of the selection procedure.

Validity as a Unitary Concept

The *Principles'* view of validity as a unitary concept simply means that all of the evidence that we gather to support the use of a selection procedure serves a unified goal—to demonstrate that the test is job related. Five sources of validity evidence are identified:

- Relationships between predictor scores and other variables, such as test-criterion relationships,
- Content
- Internal structure of the test
- Response processes
- Consequences of testing

Evidence based on relationships with predictors include convergent and discriminant evidence as well as criterion-

related evidence. It is important to note that convergent and discriminant evidence does not in and of itself establish job relatedness, which requires evidence linking the selection procedure scores to work-relevant behavior.

Evidence based on response processes may be used in instances where a particular response is called for, such as when specific safety precautions are taken when performing work. In many employment contexts such evidence is irrelevant, as in cases where the only claim made is that the test scores are predictive of a particular work outcome.

Evidence based on consequences "is relevant to inferences about validity only if the negative consequences can be attributed to the measurement properties of the selection procedure itself" (p. 7). Group differences in predictor scores and selection rates do not in and of themselves detract from the validity of intended test interpretations. If the group difference can be traced to a source of bias or contamination in the test, then the negative consequences do threaten the validity of the interpretations" (p. 7).

Generalizing Validity Evidence

The validity generalization section includes transportability, synthetic validity/job component validity, and meta-analytic validity generalization. Job comparability in terms of content and requirements is a key point when transporting validity. Other considerations in transportability studies are similarity of job context and candidate group. Evidence of synthetic validity/job component validity involves documentation of the relationship between the selection procedure and one or more job components or work domains within a single job or across jobs. Unlike transportability and synthetic validity evidence, meta-analytic evidence requires the original research to have been criterion-related.

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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 Ellen Kollar via telephone at (202) 273-9748 or e-mail at ellen.kollar@mail.va.gov.

Legal/Professional Update

Lance Seberhagen, *Seberhagen & Associates*

Federal Hiring Procedures. The Homeland Security Act of 2002 is best known for creating the Department of Homeland Security. (See http://www.dhs.gov/interweb/assetlibrary/hr_5005_enr.pdf for a copy of the Act.) However, tucked away in Title XIII (p. 153) of the Homeland Security Act is the Chief Human Capital Officers Act of 2002 (effective May 23, 2003), which not only established the role of Chief Human Capital Officer in the Federal Government but also created a number of reforms to the Federal HR system. Of particular interest are two reforms that were intended to give agencies more speed and flexibility in hiring employees to the Competitive Service:

- Direct hire authority (5 USC 3304; 5 CFR 337.201) allows agencies to make on-the-spot hiring decisions (e.g., job fairs, campus recruiting) when there is a severe shortage of candidates or critical hiring need in certain occupations, as determined by the U.S. Office of Personnel Management (OPM). So far, OPM has approved on-the-spot hiring for government-wide jobs in medicine and information technology, as well as accountants, economists, and securities compliance examiners in the Securities and Exchange Commission.
- Category ranking (5 USC 3319; 5 CFR 337.303) allows agencies to rank applicants in broad bands or categories and then select any applicant in the best-qualified category, as opposed to the traditional method of detailed, point-ranking of applicants and then selecting from among the top three applicants.

OPM issued a News Release on 6/4/04 (reprinted in this issue of the PTC/MW Newsletter) to describe the results of its survey of Chief Human Capital Officers in 45 federal agencies, regarding the extent to which agencies were using various new hiring flexibilities, including direct-hire, category ranking, and other programs. (OPM's report, "Working for America: Agency Survey on Improving Federal Hiring," May 2004, is not available on the Internet.) OPM concluded that federal agencies were not making full use of the hiring flexibilities that OPM had made available to them over the past three years.

A debate may be brewing between OPM and GAO because the U.S. General Accounting Office (GAO) came to somewhat different conclusions in its own recent survey of the Chief Human Capital Officers, entitled "Human Capital: Additional Collaboration between OPM and Agencies Is Key to Improved Federal Hiring," dated June 2004. (See <http://www.gao.gov/>

MAY LUNCHEON SUMMARY, FROM PAGE 3-----

Fairness

The Fairness section addresses both predictive bias and measurement bias. Predictive bias refers to consistent errors of prediction made for members of a subgroup. Measurement bias refers to "sources of irrelevant variance that result in systematically higher or lower scores for members of particular groups" (p. 33). Determinations regarding the existence of measurement bias are problematic, especially in areas such as performance appraisal, because they involve a comparison between an observed score and a true score.

Operational Considerations

The section on Operational Considerations was greatly expanded. This section provides realistic constraints and dilemmas faced by practitioners. A new addition is the treatment of accommodations under the Americans with Disabilities Act. The small sample sizes typically available to organizations generally make it impossible to determine the reliability of the scores, the validity of the inferences made from these scores, and the effects of given accommodations for candidates with different disabilities as well as for those with varying magnitudes of the same disability.

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new.items/d04797.pdf.) GAO has also issued a related report, entitled "Observations on Agencies' Implementation of the Chief Human Capital Officers Act," dated 5/18/04. (See <http://www.gao.gov/new.items/d04800t.pdf>.) GAO found that despite OPM's encouragement, federal agencies were not using the new hiring flexibilities to any great extent because OPM has not provided sufficient guidance on how to do it properly. The House Subcommittee on Government Reform will soon hold hearings to get to the bottom of the problem. Stay tuned! This debate could get interesting.

More "Applicant" Controversy. On 3/4/04, the Equal Employment Opportunity Commission (EEOC), Department of Labor (DOL), Department of Justice (DOJ), and Office of Personnel Management (OPM) published a joint notice in the *Federal Register* to revise the "Questions and Answers to Clarify and Provide a Common Interpretation of the Uniform Guidelines on Employee Selection Procedures" regarding the definition of "applicant" in the context of the Internet and related electronic technology. Comments were due back by 5/3/04. (See <http://www.eeoc.gov/>.) The four UGESP agencies have not yet commented publicly on the response to their announcement or their final definition of "applicant."

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OPM Survey Confirms the Promise of Hiring Flexibilities Remain Unfulfilled

News Release, U.S. Office of Personnel Management

Director Kay Coles James calls for agency commitment to find and hire the best candidates

Washington, D.C. (June 4, 2004) – A governmentwide survey on “what ails” the federal hiring process finds human resources flexibilities and tools granted by the U.S. Office of Personnel Management to expedite quality hires are not being used effectively by agencies, nor to the fullest extent possible.

The “Working for America: Agency Survey on Improving Federal Hiring” also concludes that OPM must “launch an agency by agency effort to highlight and remedy the gaps that keep the federal government from realizing its human capital potential.”

"Under President Bush's leadership, it is clear we have made significant progress in improving the hiring process, and making federal job information and jobs accessible and available to all qualified Americans," said U.S. Office of Personnel Management Director Kay Coles James. "Americans who have heard the call to public service and wish to serve their nation deserve hiring processes that will answer their interest in a more-timely manner."

Toward this end, OPM has revamped its popular USAJOBS web site (www.usajobs.opm.gov) and recently launched a redesigned, online vacancy announcement format that will help agencies more fully communicate the job responsibilities to prospective applicants.

"We must be committed to finding, interviewing and hiring the best-qualified people," said James. "As agencies make better use of USAJOBS to promote themselves and the incredible array of job opportunities, government and taxpayers will benefit with a stronger applicant pool and highly qualified hires."

The survey's appendices include James' February 10, 2004, memorandum to Chief Human Capital Officers on 10 actions agencies can take immediately to improve federal hiring, as well as a list of a dozen hiring flexibilities and resources, such as the Outstanding Scholar Program, recruitment bonuses and veterans appointment authorities.

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Stephen E. Bemis Memorial Award

News Release, IPMAAC

The 2004 Bemis Award for outstanding contribution to the profession and its Practitioners was awarded to Mary Anne Nester, a member of PTC. Mary Anne has had a long and distinguished career in personnel assessment that has largely been devoted to supporting merit-based selection within public sector organizations. Her accomplishments include being one of the architects of the groundbreaking Logic-Based Measurement (LBM) system, research and policy development on testing persons with disabilities, and management of entry-level assessment section for the Immigration and Naturalization Service (now the Department of Homeland Security).

With co-researcher Magda Colberg, she developed a test construction system that is based on an extensive taxonomy of correct and incorrect inferential forms. These forms can be explicitly sampled in constructing test questions. The LBM system removes subjectivity of keyed answers from the process of determining keyed answers, provides superior control of item difficulty, and ensures the development of highly reliable and valid assessments. Initially, LBM had dealt only with reasoning in situations in which certainty of outcomes is known (deductive reasoning). Mary Anne extended LBM to include reasoning with uncertainty (inductive reasoning), which is an essential component of job-related decision-making. This work enabled the development of a measure of the complex critical thinking skills required by managers, supervisors, and executives.

Mary Anne literally “wrote the book” on testing individuals with disabilities. She creatively synthesized work from rehabilitation and educational testing with the demands for job-related and nondiscriminatory employment. Much of her seminal work influenced the procedures that were adopted more widely once the Americans with Disabilities Act was passed five years later.

She has frequently shared the results of her research and practice with other assessment professionals through PTC. Congratulations to Mary Anne for her selection for the Bemis award. Congratulations as well to the other PTC member who was nominated, David Dye.

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LEGAL/PROFESSIONAL UPDATE, FROM PAGE 4-----

The definition of “applicant” is important because applicant data provide the most common basis for estimating the adverse impact of employee selection procedures. (Census data and workforce data are also used to estimate adverse impact). An employee selection procedure is considered to be discriminatory if it has an adverse impact and cannot be shown to be job-related and consistent with business necessity.

Old Q&A #15 (1979) said, *“The precise definition of the term ‘applicant’ depends upon the user’s recruitment and selection procedures. The concept of an applicant is that of a person who has indicated an interest in being considered for hiring, promotion, or other employment opportunities. This interest might be expressed by completing an application form, or might be expressed orally, depending upon the employer’s practice.”* Nothing has changed for employers who use traditional recruitment and selection procedures. However, for employers who use the Internet and related electronic technology for recruitment and selection, as explained in the proposed new Q&As #94-98, an individual becomes an applicant only if (1) the employer has acted to fill a particular position, (2) the person has followed the employer’s standard procedures for submitting an application, and (3) the individual has indicated an interest in the particular position.

The UGESP agencies rejected the idea proposed by employers that an individual is not an “applicant” unless they are qualified to perform the job in question. Proposed new Q&A #97 notes that all search criteria used by employers to identify potential applicants in electronic databases are subject to adverse impact analysis, using Census data or workforce data. However, no guidance was provided on how such analyses might be done. As a final point, proposed new Q&A #98 notes that online testing is subject to the same validation requirements as traditional testing under the *Uniform Guidelines*.

So far so good. But the four UGESP agencies said that “each agency may provide further information, as appropriate, through the issuance of additional guidance or regulations that will allow each agency to carry out its specific enforcement responsibilities.” On 3/29/04, DOL’s Office of Federal Contract Compliance Programs (OFCCP) became the only agency to publish additional regulations regarding the definition of “applicant.” (See <http://www.dol.gov/esa/regs/fedreg/proposed/2004006972.pdf>.) Unfortunately, OFCCP’s definition of “applicant” appears to have a number of major differences from the definition published by the four UGESP agencies.

Under Executive Order 11246, OFCCP requires federal contractors to collect and maintain race, sex, and ethnic data on applicants and employees for affirmative action

purposes as well as for monitoring adverse impact. OFCCP uses applicant data as one factor in selecting contractors for contract compliance audits. Therefore, OFCCP said that it was necessary to define “applicant” more precisely for its purposes.

Under the proposed OFCCP regulation, contractors are required to collect data on “Internet applicants,” separate from non-Internet applicants. An “Internet applicant” is any individual who (1) submits an expression of interest in employment through the Internet or related electronic data technologies, (2) is considered by the employer for a particular open position, (3) possesses the “advertised, basic qualifications” for the position, as shown by the individual’s expression of interest, and (4) has not withdrawn his/her application from consideration. OFCCP further specified that the “advertised, basic qualifications” for the position must be (1) noncomparative (i.e., absolute, not relative), (2) objective (i.e., requires no judgment to score), and (3) job-related (i.e., relevant to performance of the job and accomplishing business-related goals).

OFCCP’s definition of “Internet applicant” is different from the definition of “applicant” published by EEOC and the other UGESP agencies in at least three respects. First of all, OFCCP does not require individuals to follow the employer’s standard procedures for submitting an application, as long as the employer “considers” the individual for the position. Second, OFCCP requires the individual to meet the employer’s “advertised, basic qualifications.” Third, OFCCP specifies that the “advertised, basic qualifications” used by employers must be job-related and helpful to achieving business-related goals, regardless of adverse impact.

OFCCP claims that its proposed regulation would have no effect on the recordkeeping burdens of federal contractors and require less than \$100 million per year in increased expenditures by state and local governments and private sector contractors. However, double recordkeeping will be required if there are two different definitions of “applicant” under Title VII and Executive Order 11246, not to mention the additional work required to validate minimum qualifications that do not have an adverse impact. Moreover, OFCCP has not made a convincing argument that its proposed regulations are even needed. Let’s hope that OFCCP decides to drop the whole thing and accept the definition of “applicant” proposed by EEOC and the other UGESP agencies, including DOL.

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OPM SURVEY, FROM PAGE 5 -----

To the survey question that asks for the identification of internal barriers and outmoded practices that interfere with hiring the best candidates in a timely fashion, the most frequent response offered is that hiring officials and program managers too often act as competitors, rather than as teammates with common interests and goals.

The survey also found that factions within agencies often compete against each other, rather than come together in a common interest and single goal.

"With all we have accomplished over the past three years," said James, "the survey confirms that additional work must be driven internally with the agencies if we are to encourage the talented college graduate, the dedicated military veteran and the mid-career, experienced worker to commit and contribute to federal public service."

The survey was completed in May by the Chief Human Capital Officers or their designees of 45 federal agencies.

James chairs the Chief Human Capital Officers (CHCO) Council, which endorsed the survey as a means to establish baseline information on agency use of hiring flexibilities.

In setting the pace, OPM has devised and used a 45-day hiring model to employ outstanding senior executives and rank-and-file employees. The hiring model is available for agency use.

While OPM acts as a facilitator in getting flexibilities and tools into the hands of agencies, the report accompanying the survey notes that "it is up to the agency to determine whether and when to use" them, adding that organizations that ignore the authorities "will not realize the full benefit" of measures that can bring about improvement.

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YOUR JOB ad dot COM

PTC/MW publishes job announcements in its newsletter **and now on its website** at no cost for positions in the Washington, D.C., metropolitan area that are related to testing and Industrial/Organizational Psychology. To publish a job announcement in the newsletter and online, send the announcement (200 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@PMGLC.com
Phone: (301) 320-9500
Fax: (301) 320-9525

Job Announcements

I/O Consultant. Booz Allen Hamilton has an immediate hiring need for an I/O consultant with a background working with competencies (competency modeling and building HR solutions off of a competency platform). The position will be in the Tyson's Corner area. Interested applicants should contact Rich Cober at cober_rich@bah.com or (703) 902-7185.

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Personnel Psychologist. The U.S Department of Labor's Office of Federal Contract Compliance Programs is looking to enhance its capability to provide in-house expertise in conducting analyses regarding the validity of tests and other scored selection methods used in employment processes. The employee provides such expert analysis during the course of compliance evaluations and provides prelitigation advice to the Office of the Solicitor. Candidates should have a Masters Degree or PH.D in Industrial and Organizational Psychology or related field and experience in applying the Uniform Guidelines on Employee Selection Procedures, in test instrument development and implementation, and in the use of applied statistics methods to determine the reliability and validity of measures.

The position is located in Washington DC and has a salary range of \$85,210 - \$110,775 per annum subject to experience. To view complete vacancy announcement go to www.USAJobs.opm.gov. All interested candidates should mail or e-mail applications to the following: williams.leslie@dol.gov.

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Consultant Position. Human Performance Systems, Inc. is currently accepting applications for a research position. This position involves job analysis, test development and validation for selection and promotion, survey design, test administration, and ergonomic evaluation. Also included are meetings with clients and incumbents in a variety of settings. Qualified candidates for the position should hold a Master's Degree or Ph.D. in I/O psychology or a related field. The candidate should possess strong interpersonal abilities, experience in job analysis, and proficiency in research and statistical methods including use of statistical analysis software. An ability to learn new procedures, work as a team and individually, and meet deadlines are needed for the position. Proficiency in Word and Excel are desirable. A government security clearance may be required.

Send résumé to Human Performance Systems, Inc., Atten: HR 5000 Sunnyside Ave., Suite 203, Beltsville, MD 20705 or e-mail to hpsnhayles@erols.com.

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PROFESSIONAL CALENDAR

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

- JUL 14** **PTC/MW. LUNCHEON MEETING.** Mr. Mike Russiello, President & CEO, Brainbench, Inc., Chantilly, VA. "Internet Testing." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.
- Jul 27-29 Government Executive Magazine. Conference. "Excellence in Government 2004: Leading When in Matters Most." Washington, DC. Contact: www2.govexec.com/excelgoeast/.
- Jul 28-Aug 1 American Psychological Association. . Annual Convention. Honolulu, Hawaii. Contact: APA, 202-336-6020 or www.apa.org.
- Aug 1-3 American Psychological Association. Advanced Training Institute. "Structural Equation Modeling in Longitudinal Research." Honolulu, HI. Contact: APA Science Directorate, 202-336-6000 or www.apa.org/science.
- Aug 6-11 Academy of Management. Annual Meeting. New Orleans, LA. Contact: AOM, 914-923-2607 or www.aomonline.org.
- Aug 8-12 American Statistical Association. Annual Convention. Toronto, Canada. Contact: ASA, 703-684-1221 or www.amstat.org.
- AUG 11** **PTC/MW. LUNCHEON MEETING. Speaker to be announced. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.**
- Aug 12-13 University of Maryland. Short Course. "Analyzing Unfolding Item Response Theory Models with GGUM2004 Software." College Park, MD. Contact: RM256@UMAIL.UMD.EDU or www.education.umd.edu/EDMS/tutorials/scourse/unfold.pdf.
- SEP 8** **PTC/MW. LUNCHEON MEETING. Speaker to be announced. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.**
- Sep 8-10 U.S. Office of Personnel Management. OPM Federal Workforce Conference. Baltimore, MD. Contact: OPM, 304-870-8070 or <http://apps.opm.gov/conference/index.cfm>.
- Sep 20-24 Human Factors and Ergonomics Society. Annual Meeting. New Orleans, LA. Contact: HFES, 310-394-1811 or <http://hfes.org>.
- Sep 27-29 University of North Texas, Center for Collaborative Organizations. Annual Conference. Fort Worth, TX. Contact: Kathy Belcher, University of North Texas, Center for Collaborative Organizations, 940-565-2177 or www.workteams.unt.edu.
- Oct 3-6 Organization Development Network. Annual Conference. San Juan, PR. Contact: ODN, 973-763-7337 or www.odnetwork.org.
- Oct 5-8 Development Dimensions International. International Congress on Assessment Center Methods. Las Vegas, NV. Contact: Cathy Nelson, DDI, 412-257-3952 or www.assessmentcenters.org.
- Oct 7-10 International Test Commission. Annual Conference. "Equitable Assessment Practices: Building Guidelines for Best Practices." Williamsburg, VA. Contact: Dr. Bruce Bracken, William & Mary University, 757-221-1712 or www.intestcom.org.
- Oct 12-15 Society for Human Resource Management. Conference. "Strategic HR: Aligning with the Business to Drive Results." Los Angeles, CA. Contact: SHRM, 703-548-3440 or www.shrm.org/conferences/strategy/info.asp.
- OCT 13** **PTC/MW. SPECIAL EVENT! BREAKFAST WORKSHOP (8:00 am – 11:30 am). Dr. Wanda Campbell, Edison Electric Institute, and Dr. Hilary Weiner, U.S. Equal Employment Opportunity Commission. "Legal and Professional Standards for Employment Testing." Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.**
- Oct 17-20 International Public Management Association for Human Resources. Annual Conference. Phoenix, AZ. Contact: IPMA-HR, 703-549-7100 or www.ipma-hr.org.
- Oct 23-24 NCS Pearson. Workshop. "Effective and Responsible Use of Psychological Tests (e.g., MMPI-2) in Pre-Employment Selection." Houston, TX. Contact: Pearson Assessments, 800-627-7271 x3225 or www.pearsonassessments.com/top/psafetyws.htm.
- Oct 25-27 Society for Human Resource Management. Conference. "Workplace Diversity: New Challenges, New Opportunities." Chicago, IL. Contact: SHRM, 703-548-3440 or www.shrm.org/conferences/diversity/info.asp.

Future SIOP: Los Angeles, 2005. Dallas, 2006. New York, 2007. San Francisco, 2008.

PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON

7203 Shub Farm Road, Marriottsville, MD 21104

<http://www.ptcmw.org>

PTC/MW Elected Officers, 2004				
Office	Name	Affiliation	Work Phone	E-Mail
President	Ellen Kollar, Ph.D.	U.S. Dept of Veterans Affairs	(202) 273-9748	ellen.kollar@mail.va.gov
Past President	Lance Anderson, Ph.D.	Caliber Associates	(703) 219-4448	landerson@caliber.com
President-Elect	Julia McElreath, Ph.D.	U.S. Dept of Homeland Security	(202) 305-0596	julia.mcelreath@dhs.gov
Vice President	Jennifer Fisher, Ph.D.	BearingPoint	(703) 253-6834	jennifer.fisher@bearingpoint.com
Secretary	David Hamill, M.S.	U.S. Dept of Homeland Security	(202) 305-1746	david.hamill@dhs.gov
Treasurer	Ted Hayes, Ph.D.	The Gallup Organization	(202) 715-3154	ted_hayes@gallup.com
Recorder	Martha Hennen, Ph.D.	United States Postal Service	(202) 268-6831	mehennen@juno.com

PTC/MW Committee Chairs, 2004				
Committee	Name	Affiliation	Work Phone	E-Mail
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