



Newsletter

A monthly publication of the Personnel Testing Council of Metropolitan Washington
Volume XXVI Number 10
October 2004

October PTC/MW Breakfast Workshop

- Date:** Wednesday, October 13, 2004
- Time:** 8:00 a.m. to 11:30 a.m.
- 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:** **\$25 students, \$40 members, \$50 non-members.** Breakfast is included in the registration fee. 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. 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.
- Reservations:** Please sign up via our website, <http://www.ptcmw.org>. If you do not have internet access, you may contact Dinell Mitchell 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 workshop reservations is 2:00 p.m., Monday, October 11th.** Cancel by 2:00 p.m. Tuesday to avoid having to pay.
- Topic:** Legal and Professional Standards for Employment Testing
- Speakers:** **Wanda J. Campbell, Ph.D.,** *Edison Electric Institute*, and **Hilary R. Weiner, Ph.D.,** *U.S. Equal Employment Opportunity Commission*

The purpose of this workshop is to demystify the various federal laws and regulatory and professional standards that apply to the use of selection procedures in employment contexts. In addition to providing an overview of the controlling laws and regulations, the speakers will address their practical application in organizational settings. Dr. Campbell will focus on the use of psychological tests under the Americans with Disabilities Act (ADA). Among the topics to be addressed are limitations placed on pre-selection inquiries by the ADA and reasonable accommodation of job applicants during the selection process. Dr. Weiner will focus upon the interface between the technical requirements for selection devices under Uniform Guidelines on Employee Selection Procedures (UGESP) and current interpretations in the face of litigation decisions and advances in our profession since 1978.

Wanda J. Campbell is the Director of Employment Testing at Edison Electric Institute, where she directs a nationwide testing program for shareholder-owned electric utility companies. Dr. Campbell served on the most recent Ad Hoc Committee on the Revision of the Principles.

Hilary R. Weiner is a Senior Research Psychologist for the U.S. Equal Employment Opportunity Commission since 1994. She serves as both a testifying and consulting expert on matters involving employment discrimination being litigated by EEOC in the federal courts. In addition, she is responsible for reviewing test validation reports submitted by companies to determine whether such studies meet the technical requirements under the UGESP.

Inside this month's issue...

President's Message	p. 2
August Luncheon Summary: <i>Developing Measures of Work-Related Interests and Values for Personnel Selection</i>	pp. 3-5
Court Rejects Race Norming to Avoid Adverse Impact.....	p. 5
Job Announcements	pp. 6, 7
Professional Calendar	pp. 8, 9

President's Message

Ellen Kollar

U.S. Dept of Veterans Affairs

At my graduate school, the psychology department office was on the top floor of a three-story building. The first floor housed the education department and the second floor held the sociology department. As researchers, we felt that the building was a metaphor for the role of psychology research methods. Psychology represented the "top floor" of thinking and the most rigorous methods of research. After graduate school, I have come to a much greater appreciation of the methods of the other disciplines within the social sciences. I have worked with survey methodologists with backgrounds in sociology and testing professionals whose background was in educational testing. As a result, I have a much greater appreciation of the perspectives and methods that they bring to solving complex problems.

In a similar vein, I felt that research using the 2x2 matrix was simplistic and the province of business school research. However, a recent book by Alex Lowy and Phil Hood titled, "The Power of the 2x2 Matrix: Using 2x2 Thinking to Solve Business Problems and Make Better Decisions," has caused me to re-evaluate my pre-conceived notions about this technique. As the authors note, 2x2 modeling "has been greatly misunderstood, misused, and mistrusted," despite its value as an analytical tool. In this book, the authors demonstrate the value of this tool as a powerful weapon "in the knowledge worker's arsenal" rather than mere representation in a histogram or clustering information into four categories. As an alternative to searching for a single, correct solution, the 2x2 process searches for insight into a complex situation with a set of conflicting interests.

The 2x2 structure is a great problem-solving tool because it allows groups and organizations to see both sides of an issue and explore the tension between them. The authors use the matrix to expound on their thinking in dialectic philosophy. Rooted in the philosophy of G. W. Hegel, the dialectical process seeks to pursue the thesis and antithesis in order to reach a synthesis that presents new possibilities that draw on both points of view. Rather than "either-or" choices, dialectical thinkers can see "both-and."

Lowy and Hood describe archetypal dilemmas, which are deep polarities such as Head versus Heart, Cost versus Benefit, Know versus Don't Know. They provide an eight-step method to apply 2x2 thinking to a specific problem. The key to their presentation is that rather than just a grid, constructing a 2x2 matrix should be the beginning of a dialogue through careful selection of variables. Dialogue is important because most issues are complex,

containing paradoxical elements. The authors provide an extensive inventory of applications of the method.

After reading the book, I came away with a much greater appreciation of the 2x2 matrix and how the approach can be used effectively in problem solving. In addition, it made me wonder about what other "research prejudices" we have that if re-examined might offer new insights into the theory and problems our profession attempts to solve. I would invite readers to comment and offer suggestions for the newsletter.

We hope that the PTC/MW luncheon programs and workshops during the past year have given members new insights into theory and problem solving. Dr. Paul J. Hanges spoke last month about recent developments in item response theory (i.e., the many-facet IRT model) that have increased the applicability of this psychometric technique to practical testing scenarios. In the spring, we will be having a workshop with some other new developments in methodology. Please contact the luncheon and training committee chairs if you have other suggestions.

----- PTC

Member Projects

What are your fellow PTC/MW members doing? . . .

David Morris's firm Morris & McDaniel, Inc., was recently awarded a contract by the U.S. Department of Defense to develop and implement a screening test for potential candidates for the Iraqi Police Service. Present plans call for the test to be administered to a first wave of Police Academy applicants in early October with the candidates slated to enter the Academy by mid-October. As part of this process, Morris & McDaniel is translating the American version of its tests into Arabic and submitting the translated version to a panel of experts to verify translation accuracy and to probe the tests for cultural or social concerns that must be addressed before the test is administered. For more information, call (703) 836-3600.



The Member Projects column is a forum to facilitate information exchange among PTC/MW members. If you are currently working on a testing/assessment project that you think others would be interested in learning about, please contact the PTC/MW Newsletter Editor, Lia Meyer, at liam@pmglc.com or (301) 320-9500.

AUGUST LUNCHEON SUMMARY

Developing Measures of Work-Related Interests and Values for Personnel Selection¹

Dan J. Putka, *HumRRO*

Historically, personnel selection has involved the development of predictor measures that assess knowledges, skills, abilities, and other characteristics (KSAOs) deemed critical to successful job performance (e.g., Schmitt & Chan, 1998). While this process works well for developing predictors of job performance, what happens when an organization also desires to affect other criteria through selection (e.g., turnover)? Arguably, our focus on developing measures that solely target KSAOs critical to job performance attenuates our ability to predict other criteria. Fortunately, the literature informs other strategies for developing selection measures that are grounded in theory and relevant for the prediction of alternative criteria. For example, Fishbein and Ajzen's (1975) Theory of Reasoned Action suggests that behavior-relevant attitudes (e.g., attitudes toward quitting) and normative beliefs (e.g., whether the actor believes valued others think he/she should quit) play key roles in predicting behavior. Although assessing such constructs before entry could be problematic, theory suggests that there are individual difference variables (e.g., values, interests, and temperament) that underlie such on-the-job attitudes. Thus, an alternative approach to developing selection measures would be to determine which attitudes are most relevant for predicting a behavior of interest, and in turn identify individual difference variables that play a key role in determining those attitudes.

Select21 and Army Attrition

At last month's PTC/MW luncheon, I provided an example of how my colleagues and I followed such logic to develop work-related value and interest measures for selection and the issues we faced in doing so.² These measures arose out of work HumRRO is conducting as part of the U.S. Army Research Institute for the Behavioral and Social Sciences' Select21 project. The goal of Select21 is to develop and validate measures that will help the Army

¹ The views, opinions, and/or findings contained in this paper are those of the author and should not be construed as an official U.S. Department of the Army position, policy, or decision.

² Development of ideas in this presentation resulted from collaboration among several HumRRO staff members, notably Drs. Chad Van Iddekinge, Christopher Sager, and Rodney McCloy.

select and retain Soldiers with the characteristics needed to succeed in the future Army. In light of this goal, we focused on developing selection measures that would be predictive of two criteria: job performance behavior and first-term attrition (i.e., a Soldier's failure to complete his/her initial enlistment obligation).³ While efforts to develop predictors of job performance followed a traditional KSAO-driven approach, the approach to developing predictors of attrition followed the alternative approach discussed above.

The first step in our development process was to review the literature relevant to the prediction of attrition, civilian turnover, and attitudinal antecedents of them (e.g., Hom & Griffeth, 1995; Van Iddekinge & Strickland, 2003). The decision to examine work values and interests was primarily driven by two theories that have linked values/interests to turnover and its attitudinal antecedents, namely Dawis and Lofquist's (1984) Theory of Work Adjustment (TWA) and Holland's (1985) congruence theory. An important connection between these theories is that they both invoke the importance of person-environment (P-E) fit for predicting on-the-job attitudes and behavior (Edwards, 1991). Specifically, both theories describe needs-supplies fit, that is the fit between a person's values and interests, and those supported by the work environment. Although these theories do not address it, work values and interests can also be viewed through the lens of applicant expectations. For example, theory surrounding realistic job previews suggests that the accuracy of applicants' expectations may also have implications for predicting criteria such as attrition, turnover, and their attitudinal antecedents (Wanous, 1992). In light of this possibility, we are also exploring how expectations-reality (E-R) fit (e.g., fit between the values and interests a person expects the Army to support, and those the Army actually supports) may affect attrition.

----- **CONTINUED ON PAGE 4**

PTC/MW Executive Board Meeting

The PTC/MW Executive Board holds meetings regularly throughout the year. Everyone is welcome to attend.

Contact PTC/MW President Ellen Kollar at (202) 273-9748 or ellen.kollar@mail.va.gov for the date, time and location of the next meeting.

³ When Soldiers enlist in the Army they sign a contract that obligates them to remain in service for between 2 and 6 years.

LUNCHEON SUMMARY, FROM PAGE 3-----General Development Considerations

During the remainder of last month's luncheon, I discussed some general issues that warrant consideration when developing measures of values and interests for use in personnel selection.

What to Assess?

In addition to assessing those values and interests that the work environment supports, it is also important to assess those values/interests that applicants may need or expect, yet the environment fails to support. Applicant preference or expectations for such unsupported values may lead to later dissatisfaction and turnover. As such, breadth of coverage is crucial to ensure adequate coverage of the values and interests that the applicant population might possess or expect the work environment to support.

How to Assess It?

As with other measures of personality-related constructs, measures of work values and interests may be susceptible to response distortion (Hough, 1998). Depending on the lens through which values and interests are examined (e.g., in terms of needs vs. expectations) and the general desirability of the items used to assess them, methods for managing response distortion may vary. For example, if assessing needs with items that are all generally viewed as desirable, use of a forced-choice measure may result in more meaningful variation with regard to applicant preferences compared to use of simple Likert-type scales (i.e., to avoid inflated ratings of all items). If assessing needs with items that are heterogeneous in terms of their desirability (e.g., some items will naturally appear more desirable than other items to respondents with different interests), then a forced-choice format may not be needed. In either case, steps should be taken to ensure that items used to tap each interest or value remain balanced with respect to the degree to which they are perceived by applicants to be supported within the target environment (e.g., the degree to which items "sound like" the Army). If assessing accuracy of expectations, then response distortion is arguably a non-issue, as one would simply be assessing applicants' knowledge of the work environment (e.g., job or organization).

How to Score It?

Actual P-E fit measures often consist of two parts: a person-side measure (e.g., an assessment of needs/expectations) and environment-side measures (e.g., an assessment of supplies, often provided by job/organizational subject matter experts). With two sources of data to lend to the prediction problem, one has a number of scoring options (see Edwards, 1991 for a

review). During my presentation, I reviewed the pros and cons of several scoring options, including profile similarity indices, simple difference scores at the level of individual value or interest constructs, regression-based approaches. Unfortunately, there is little consensus in the literature as to the "best practice" for scoring P-E fit measures. Results of work on Select21 should inform future work regarding the psychometric quality of several scoring options.

Reconciling Different Types of Fit

Finally, I discussed the need to reconcile many different types of fit. For example, when assessing fit between a person's needs and those supported by the work environment, one may define the environment in different ways (e.g., job vs. organization). Examination of the interaction between person-organization fit and person-job fit for predicting various criteria has only begun to appear in the literature (e.g., Kristof-Brown, Jansen, & Colbert, 2002). Thus, it is not clear how these two types of fit may interact to affect attrition. Another under-researched area is the interaction between N-S and E-R fit. We know of no published study that has examined interactions between applicants' needs and their expectations when predicting work outcomes. In Select21, we are gathering data on all of these types of fit and carefully considering how they interact to predict attrition and its attitudinal antecedents.

Summary

Although many issues must be addressed, the potential benefit of including measures of work values and interests in selection batteries may be substantial, particularly if an organization wishes to make selection decisions that help to reduce employee turnover. If you have questions regarding this presentation, or you would like to obtain a copy of the slides I presented, please feel free to contact me at dputka@humrro.org.

----- **CONTINUED ON PAGE 5**

Member Directory

PTC/MW 2004 Member Directory, 2nd Edition, to be distributed in late October.

One of the many benefits of converting to an electronic membership directory is the ability to provide updated versions that include members who joined PTC/MW (or renewed their membership) later in the year. With this 2nd Edition, we can also update or correct any contact information.

If your contact information is outdated or incorrect, please contact David Hamill at david.hamill@dhs.gov or (202) 305-1746 with your corrections by **October 8th**.

Court Rejects Race Norming to Avoid Adverse Impact

Lance Seberhagen, *Seberhagen & Associates*

In *Biondi v. City of Chicago* (7th Circuit, 8/27/04), the U.S. Court of Appeals rejected the City's argument that race norming was justified by a compelling governmental interest to avoid adverse impact. The case involved the 1986 promotional exam for Fire Lieutenant. Although 29% of the test-takers were black or Hispanic, only 12% of the top 300 scores were black or Hispanic. The City concluded that its content valid exam was not valid for rank-order selections under the *Uniform Guidelines on Employee Selection Procedures* (EEOC, 1978) because the exam had a standard error of measurement of 3.5 on a scale of 0-100. The City said that the standard error would have to be zero before rank-order selections would be permitted. Therefore, the City established two separate eligibility lists: one for whites and the other for blacks and Hispanics. Then the City promoted 209 Fire Lieutenants from these lists from 1986 to 1991, intentionally making 29% of all promotions from the minorities-only list.

As a result of the City's procedure, some minority candidates with lower test scores were promoted ahead of, or instead of, white candidates with higher test scores. Some of the white candidates filed a discrimination lawsuit under the Civil Rights Act of 1871 (42 USC 1983) and Title VII of the Civil Rights Act of 1964, as amended. The City did not argue that its minority preference procedure was designed to correct past discrimination or to achieve diversity in the Fire Department. Instead, the City argued that it had a compelling need to comply with the *Uniform Guidelines*. The Appeals Court agreed with the District Court that the City's use of segregated eligibility lists was discriminatory, in violation of both Section 1983 and Title VII, but sent the case back to the District Court to correct the way that damages were calculated.

The Appeals Court noted that it had previously approved the use of content valid exams for making rank-order selections in *Bryant v. Chicago* (7th Circuit, 2000) and that no exam has a standard error of zero. The Court said that the City did not have to resort to preferential treatment in *Biondi* and could have corrected the measurement error by creating test score bands reflecting the standard error of measurement (e.g., 96-100, 91-95) and then making promotions by random selection within each band. The Court concluded that government agencies have no compelling interest to eliminate adverse impact under the Supreme Court's ruling in *Washington v. Davis* (1976) and that the Civil Rights Act of 1991 explicitly forbids the use of separate lists to avoid adverse impact.

New Training Chairperson

Jennifer Hurd is our new PTC/MW Training Chairperson. She replaces Matt Dreyer, who has accepted a position with Verizon in New York. Thank you, Matt, for all of your hard work and the quality PTC/MW workshops you put together. Welcome aboard Jennifer!

LUNCHEON SUMMARY, FROM PAGE 4 -----

References

- Dawis, R. V., & Lofquist, L. H. (1984). *A psychological theory of work adjustment*. Minneapolis: University of Minnesota Press.
- Edwards, J. R. (1991). Person-job fit: A conceptual integration, literature review and methodological critique. *International review of industrial/organizational psychology* (Vol. 6, pp. 283-357). London: Wiley.
- Fishbein, M. & Ajzen, I. (1975). *Belief, attitude, intention and behavior: An introduction to theory and research*. Reading, MA : Addison-Wesley.
- Holland, J. L. (1985). *Manual for self-directed search*. Odessa, FL: Psychological Assessment Resources.
- Hom, P. W., & Griffeth, R. W. (1995). *Employee turnover*. Cincinnati, OH: South-Western.
- Hough, L. M. (1998). Effects of intentional distortion in personality measurement and evaluation of suggested palliatives. *Human Performance*, 11, 209-244.
- Kristof-Brown, A.L., Jansen, K.J., & Colbert, A. (2002). A policy-capturing study of the simultaneous effects of fit with jobs, groups, and organizations. *Journal of Applied Psychology*, 87(5), 985-993.
- Schmitt, N., & Chan, D. (1998). *Personnel selection: A theoretical approach*. Thousand Oaks, CA: Sage Publications.
- Van Iddekinge, C. H., & Strickland, W. J., (2003). *Workforce attrition and retention in the military* (FR 03-100). Alexandria, VA: Human Resources Research Organization.
- Wanous, J. P. (1992). *Organizational entry* (2nd Ed.), Reading, MA: Addison-Wesley.

PTC

For more details, see *Biondi v. City of Chicago* (7th Circuit, 2004):
<http://caselaw.lp.findlaw.com/data2/circs/7th/022707p.pdf>.

PTC

Job Announcements

Assistant Professor. The Department of Psychology, University of North Carolina Charlotte, invites applications for a tenure-track position at the Assistant Professor level to begin August 2005. Applicants should have a Ph.D. (or ABD) in Industrial/Organizational Psychology, a strong record of research or the potential for developing and maintaining an active research program, and evidence of teaching excellence.

The Department is playing a key role in developing a Ph.D. program in Organizational Science, and applicants must be able to contribute directly to this effort. Organizational Science is an interdisciplinary program primarily composed of faculty from I/O Psychology (Anita Blanchard, Kim Buch, David Gilmore, Jo Ann Lee, Charlie Reeve, Steven Rogelberg, Bill Siegfried), Management (Chris Henle, Doug Pugh, Beth Rubin, Ben Tepper, Kelly Zellars), Organizational Communication (Rich Leeman, Shawn Long), and Organizational Sociology (Yang Cao, Teresa Scheid, Wei Zhao).

Applications—consisting of a letter of interest, curriculum vitae, statements of research and teaching interests, representative research manuscripts, and three letters of recommendation—should be sent to: Dr. Steven Rogelberg, Chair, Search Committee, Psychology Department, UNC Charlotte, 9201 University City Blvd., Charlotte, NC 28223-0001. Review of applications will begin October 15 and continue until the position is filled. UNC Charlotte is an affirmative action, equal opportunity employer. Women, members of minority groups, and persons with disabilities are encouraged to apply. Additional information about the department is available at <http://www.psych.uncc.edu/> and http://www.uncc.edu/humanres_is/DualCareer/DualCareerHome1.htm.

☞

Assistant Professor. The Psychology Department at The University of Tulsa (TU) seeks to fill a tenure-track assistant professor's position in Industrial/Organizational Psychology beginning Fall 2005. The successful applicant will teach graduate and undergraduate courses in I/O psychology and other areas of interest and show strong potential for independent research. Our research-oriented department of 14 full-time faculty offers Ph.D. and MA degrees in I/O and clinical psychology (APA accredited). The I/O program has a collegial, productive young faculty with strong departmental support. TU, a small private university, is located in a highly livable cosmopolitan city boasting a relatively inexpensive cost of living, a diverse economy, and nationally recognized

museums and performing arts in northeast Oklahoma's "Green Country."

Send letter of application, three letters of recommendation, evidence of teaching effectiveness, and pre/reprints to Dr. Robert Tett, Department of Psychology, The University of Tulsa, 600 S. College Avenue, Tulsa, OK 74104-3189. Information on the City of Tulsa and TU Psychology Department is available at www.tulsaweb.com and www.cas.utulsa.edu/psych, respectively. Direct further inquiries to robert-tett@utulsa.edu. Review of applications will begin November 1, 2004, and continue until the position is filled. The University of Tulsa is an EEO/AA employer; minorities and women are encouraged to apply.

☞

Professor. Organizational Psychology position at the University Of Maryland, College Park. Pending budgetary approval, the Department of Psychology at the University of Maryland, College Park seeks to hire an individual to join the Organizational Psychology program. The position is open rank; individuals at the assistant, associate, and full professor level are encouraged to apply. Candidates are expected to have a strong interest in mentoring Ph.D. students and a record of research productivity in top tier journals with either a history of or potential for obtaining external funding. Area of research interest is open, however, we are also interested in individuals whose research interests bridge I/O and other areas of psychology (e.g., social, cognitive, quantitative). For further information contact Paul Hanges (Chair of the search committee) at e mail: hanges@psyc.umd.edu, or phone: 301 405 5930. For general information about the I/O program see the web: <http://www.bsos.umd.edu/psyc/io-psyc>. If interested, send a CV, a letter of interest, sample publications, and have at least three letters of recommendation sent to Paul Hanges, Chair of the Organizational Search Committee, Department of Psychology, University of Maryland, College Park, MD. 20742. Women and minorities are encouraged to apply. The University of Maryland actively subscribes to both a policy of Affirmative Action and Equal Educational and Employment Opportunities. For best consideration, materials should be received by November 15, 2004.

..... CONTINUED ON PAGE 7

Your Job Ad dot Com

PTC/MW publishes job announcements in its newsletter **and now on its website** at no cost. For more information, contact Lia Meyer, Newsletter Editor, at LiaM@PMGLC.com or (301) 320-9500.

JOB ANNOUNCEMENTS, FROM PAGE 6-----

Personnel Officer II Recruitment and Testing. This vacancy is located at the Motor Vehicle Administration in Glen Burnie, MD. However, this list may be used to fill other vacancies. Employees are responsible for designing recruitment strategies and for constructing, validating and administering a variety of employment examinations in compliance with legal and technical guidelines and requirements.

Examples of work include but are not limited to: Write job bulletins, newspaper advertisements and Internet advertisements to recruit applicants. Review employment applications. Conduct job analysis studies. Develop, administer and score a wide variety of selection instruments. Analyze job information to support test validation and write technical reports. Obtain and analyze statistics for setting passing point; determining curving criteria; maintaining pass/fail statistics and determining adverse impact for each testing project.

Minimum And Selective Qualifications: Bachelor's degree from an accredited four-year college or university. Two and one-half years of professional personnel work in the areas of job analysis and evaluation, salary administration, employee recruitment and selection, employer-employee relations, personnel program evaluation, or personnel policy formulation. One of the required years of experience must have been in the construction and validation of employment examinations (education cannot be substituted for this). Other experience/education may substitute for the education/experience listed above. See website for more information.

Salary: \$35,660 - \$54,899. Open Until Filled. To Apply: For a DTS-1 application, call 410-865-1073 or visit www.marylandtransportation.com to apply on-line. Mail to: Recruitment And Examination Unit, 7201 Corporate Center Drive, P.O. Box 548, Mail Stop 140, Hanover, MD 21076. Please notify in advance to request appropriate auxiliary aids and services for qualified individuals with disability. Call 711 for MD Relay Service. Equal Opportunity Employer.

CS

Project Manager. Aon Consulting is actively recruiting for mid-level consulting positions for our Washington DC and Bethesda, MD offices. A career with Aon Consulting offers high potential candidates:

Professional Excellence. You will be part of an organization that is a thought leader in the field. You will be encouraged to remain active in our profession with many opportunities to publish and present your work. For example, a recent survey found Aon Consulting was responsible for more SIOP contributions in recent years

than any other private sector organization (and ahead of the vast majority of universities).

Opportunity to Innovate. Aon Consulting is unique in our ability to offer flexible, highly tailored solutions that fit client needs while simultaneously delivering high profile, large scale systems. This is achieved by hiring people who know how to innovate with a sharp eye towards practical business realities. We make significant investment in leading edge technologies in a culture that is never satisfied with the status quo. Perhaps best of all, our clients come to us with unique needs requiring a fresh eye towards what's truly possible with a little creativity and hard work.

Aon Minimum Education: PhD in I-O Psychology.
Aon Required Experience: 3 - 5 years of applied experience. Government Sector experience a plus.
Position Type: Full Time Employee. Ref Code: HROBMPM91704.

Contact: Bridgette McAlphin, jobs@aoncons.com Aon Consulting Worldwide, 320 South Service Road, Melville, NY 11747. Fax: 631-753-4038.

Aon (or an Aon company name) is an Equal Opportunity Employer committed to diversity, M/F/D/V.

----- PTC

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 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/MW.

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

Questions? Contact Tim McGonigle, Membership Committee Chair, at tmcgonigle@caliber.com or (703) 279-6298.

PROFESSIONAL CALENDAR

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

- Sep 30–Oct 3** The Gallup Organization. International Positive Psychology Summit. Washington, DC. Contact: Ted Hayes, Gallup, 202-715-3154.
- Oct 1** HR Leadership Forum. Meeting (8:30-11:30 am). "Connecting Generations: The Board Game." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- 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 11-12** SHL, Inc. SHL Partners' User Conference. Chicago, IL. Contact: Larry Romero, 800-899-7451 x379 or www.shl.com/chicago.
- 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. "Practical and Legal Considerations in Using Selection Procedures." 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 18-20** Penn State Center for Personnel Assessment and Selection. Seminar. "Ratings of Training and Experience." Lakeland, FL. Contact Penn State CPAS, 814-863-0079 or http://app.outreach.psu.edu/CPAS/.
- Oct 20-22** Mid-Atlantic Personnel Assessment Consortium. Fall Meeting. New York, NY. Contact: Will Martin, 518-457-4487 or www.ipmaac.org/mapac.
- Oct 21** University of Maryland. Conference. "Value-Added Modeling: Issues with Theory and Application." College Park, MD. Contact: Ricardo Morales, RM256@UMAIL.UMD.EDU or www.education.umd.edu/EDMS/courses/conference.html.
- 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.
- Oct 26-28** National Institute for Occupational Safety and Health. Conference. "Steps to A Healthier U.S. Workforce." Washington, DC. Contact: Tanya Headley, 304-285-6278 or www.cdc.gov/niosh/exhibits.html.
- Oct 28-29** PAQ Services. Seminar. "PAQ Job Analysis Training." Redmond, WA. Contact: PAQ Services, 800-292-2198 or www.paq.com.
- Nov 5** HR Leadership Forum. Meeting (8:30-11:30 am). "Confessions of a Chief Learning Officer." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- Nov 6-7** JAM Press. Workshop. "An Introduction to Rasch Measurement: Theory and Applications." Chicago, IL.. Contact: Everett Smith at 312-996-5630 or evsmith@uic.edu or see www.jampress.org.
- Nov 9** Metropolitan New York Association of Applied Psychology. Dinner Meeting. Dr. Richard Boyatzis, Case Western Reserve University. Topic to be announced. Contact: Metro NY, 212-539-7593 or www.metroapppsych.com.
- NOV 10** ***PTC/MW. LUNCHEON MEETING. Dr. David Morris, Morris & McDaniel, Washington, DC. Topic to be announced. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.***

PROFESSIONAL CALENDAR

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

- Nov 18-19** International Public Management Association for Human Resources. Federal Section Annual Conference. Washington, DC. Contact: IPMA-HR, 703-549-7100 or www.ipma-hr.org.
- Dec 1-2** PAQ Services. Seminar. "PAQ Job Analysis Training." Redmond, WA. Contact: PAQ Services, 800-292-2198 or www.paq.com.
- Dec 3** HR Leadership Forum. Meeting (8:30-11:30 am). "What Does It Take to Be One of the 100 Best Places to Work?." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- DEC 8** ***PTC/MW. LUNCHEON MEETING. Dr. Ellen Kollar, Veterans Administration & PTC/MW President. Presidential Address. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.***
- 2005** **2005**
- Jan 7** HR Leadership Forum. Meeting (8:30-11:30 am). "Deception Detection: Lessons from the CIA." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- Feb 14** HR Leadership Forum. Meeting (8:30-11:30 am). "Leading the Way: Three Truths from the Top Companies for Leaders." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- Feb 25-27** IO/OB Graduate Students. Annual Conference. Melbourne Beach, FL. Contact: lizmchrysal@hotmail.com.
- Feb 28-Mar 2** Association of Test Publishers. Annual Conference. "Innovations in Testing." Scottsdale, AZ. Contact: Designing Events, 410-654-5525 or ATP@DesigningEvents.com.
- Mar 3-5** Society of Psychologists in Management. Annual Conference. Dallas, TX. Contact: Lorraine Rieff, www.spim.org.
- Mar 4** HR Leadership Forum. Meeting (8:30-11:30 am). "Selecting HR Vendors: Developing Best Practices." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- MAR 9** ***PTC/MW. SPECIAL EVENT! BREAKFAST WORKSHOP (8:00 am – 11:30 am). Dr. Herman Aguinis. University of Colorado at Denver. Topic to be announced. Pier 7 Restaurant, Washington, DC. Contact: Receptionist, Caliber Associates, 703-385-3200 or www.ptcmw.org.***
- Apr 1** HR Leadership Forum. Meeting (8:30-11:30 am). "HR's Contribution to the Balanced Scorecard." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- Apr 2-5** American Society for Public Administration. Portland, OR. Contact: ASPA, 202-393-7878 or www.aspanet.org.
- Apr 11-15** American Educational Research Association. Annual Meeting. Montreal, Canada. Contact: AERA, 202-223-9485 or www.aera.net.
- Apr 12-14** National Council on Measurement in Education. Annual Meeting. Montreal, Canada. Contact: NCME, 202-223-9318 or www.ncme.org.
- Apr 15-17** Society for Industrial and Organizational Psychology. Annual Conference. Los Angeles, CA. Contact: SIOP, 419-353-0032 or www.siop.org.
- May 6** HR Leadership Forum. Meeting (8:30-11:30 am). "What the Campaigns of Stonewall Jackson Tell Us about Leadership." Arlington, VA. Contact: Martha Heisel, 703-532-9473 or mheisel@earthlink.net.
- May 26-29** American Psychological Society. Annual Convention. Los Angeles, CA. Contact: APS, 202-783-2077 or www.psychologicalscience.org.
- Jun 4-9** American Society for Training and Development. Annual Conference. Orlando, FL. Contact: ASTD, 703-683-8100 or www.astd.org.
- Jun 19-22** IPMA Assessment Council. Annual Conference. Orlando, FL. Contact: IPMA-HR, 703-549-7100 or www.ipmaac.org.
- Jun 19-22** Society for Human Resource Management. Annual Conference. San Diego, CA. Contact: SHRM, 703-548-3440 or www.shrm.org.

PROFESSIONAL CALENDAR

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

- Jul 22-27** Human-Computer Interaction International. Conference. Las Vegas. Contact: HCII, 765-494-5426 or www.hci-international.org
- Aug 5-10** Academy of Management. Annual Meeting. Honolulu, HI. Contact: AOM, 914-923-2607 or www.aomonline.org.
- Aug 7-11** American Statistical Association. Annual Convention. Minneapolis, MN. Contact: ASA, 703-684-1221 or www.amstat.org.
- Aug 18-21** American Psychological Association. Annual Convention. Washington, DC. Contact: APA, 202-336-6020 or www.apa.org.
- Sep 18-22** National Safety Council. World Congress on Safety and Health at Work. Orlando, FL. Contact: NSC, 800-621-7619 or www.nsc.org.

Future SIOP: Los Angeles, 2005. Dallas, 2006. New York, 2007. San Francisco, 2008. New Orleans, 2009.

PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON

<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
Nom/Elections	Lance Anderson, Ph.D.	Caliber Associates	(703) 219-4448	landerson@caliber.com
Membership	Tim McGonigle, Ph.D.	Caliber Associates	(703) 279-6298	tmcgonigle@caliber.com
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@pmglc.com
Website	W. Benjamin Porr, M.A.	George Mason University	(703) 617-0331	wporr@gmu.edu
Training	Jennifer Hurd	FBI		
Calendar	Lance Seberhagen, Ph.D.	Seberhagen & Associates	(703) 790-0796	sebe@erols.com

Copyright © 2004, Personnel Testing Council of Metropolitan Washington. PTC/MW encourages other groups to reprint articles from the PTC/MW Newsletter, provided that credit is given to the author(s) and to the PTC/MW Newsletter. All statements expressed in this newsletter are those of the authors and do not necessarily reflect the official opinions or policies of the Personnel Testing Council of Metropolitan Washington. **The deadline for submissions for the November newsletter is Wednesday, October 13, 2004.**