

# PTCMW: The First 40 Years

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*PTCMW was established in March 1977. Only one person has been a continuous member of PTCMW since Day One. That member is Dr. Lance Seberhagen, Director of Seberhagen & Associates, Vienna, VA. He is a Founding Member of PTCMW and has held various positions in PTCMW over the years, including Recorder (1977), President (1989-90), and Calendar Chair (1982-2017). In 2014, he received the PTCMW Service Award for his service to PTCMW.*

*PTCMW celebrated its 40<sup>th</sup> anniversary in 2017. As part of that celebration, Dr. Nikki Blacksmith, PTCMW's past Newsletter Editor, interviewed Dr. Seberhagen to recall some highlights from PTCMW's first 40 years.*

## **1. To begin, tell me a little about yourself and your background.**

I was born in New York City and grew up in Scarsdale, NY (about 20 miles north of NYC). My dad worked for an advertising agency on Madison Avenue, just like *Mad Men* on TV. In 1958, we moved to Minnesota when my dad joined an advertising agency in Minneapolis, and I attended high school there. My dad's work got me interested in consumer psychology, but he warned me not to go into advertising because it was too cutthroat (like *Mad Men*). Eventually, I found my way to industrial and organizational (I-O) psychology.

I earned degrees at Brown University (BA, psych), Southern Methodist University (MA, I-O psych), and University of Minnesota (PhD, I-O psych). While at SMU, I worked as a Personnel Analyst for the Dallas Civil Service Department – in the same building where Ruby shot Oswald. While at the University of Minnesota, I worked as the Test R&D manager for the Minnesota State Personnel Department. I hired several other Minnesota graduate students to work in my unit, including Norm Peterson (later a PTCMW President), Ron Page, Gail Drauden, and Jean Barsaloux, all of whom became PhDs in I-O, plus Bob Etzioni (MS in I-O, George Washington University).

As part of my duties for the State of Minnesota, I got a grant from the U.S. Civil Service Commission (USCSC) to write a book on *Legal Aspects of Personnel Selection in the Public Service*, which IPMA published in 1973. As part of my work on the book, I made several trips to Washington, DC, to meet with Steve Bemis, Chief Psychologist at OFCC (later OFCCP); Jim Sharf, Chief Psychologist at EEOC; and various I-Os at USCSC (now OPM). I liked DC so much that I moved to DC in October 1973 to work as an I-O consultant for Planning Research Corporation in McLean, VA. From December 1976 to present, I have had my own I-O consulting and expert witness practice as Seberhagen & Associates in Vienna, VA.

## **2. As a Founding Member, can you tell me about the impetus for starting PTCMW?**

When I moved to DC in 1973, I knew Steve Bemis, Jim Sharf, and a few other I-Os, but I suspected that there were many more I-Os in the DC area. The problem was how to meet them. I gradually met more local I-Os through my consulting work and attending professional conferences (e.g., APA, IPMAAC, and BNA). This helped, but there was still much room for improvement.

Steve Bemis came to the rescue in March 1977, when he called me and a few other DC I-Os to explore the possibility of starting a local I-O professional association for DC, MD, and VA. This small group of I-Os became the Founding Members of PTC/MW. (PTC/MW later changed its abbreviation to PTCMW, as described below.)

Steve was the perfect person to lead the creation of PTC/MW. He was a friendly and helpful I-O who already knew most of the I-Os in DC (and across USA) from his work for the federal government (Labor/OFCCP) and various DC consulting firms. He was also committed to the development of employee selection procedures that identified the best candidates, while maintaining equal employment opportunity. Steve felt this goal could be achieved if there were greater sharing of ideas among I-Os, lawyers, and other interested parties.

Thus, Steve proposed the creation of the “Personnel Testing Council of Metropolitan Washington” (PTC/MW), similar to the Personnel Testing Council of Southern California (PTC/SC). PTCMW would be independent of PTC/SC but follow PTC/SC’s general approach. Steve met with PTC/SC (Anita Ford, Pat Pfeiffer, Ed Hane, and others) on 3/9/77 to get their approval and technical support (e.g., bylaws, newsletters). PTC/SC also generously volunteered some financial support. PTC/SC was established in 1953, and their practical advice was invaluable to the creation of PTC/MW in 1977.

Steve was working for the Edgar D. Mitchell Corporation (consulting firm) at the time. The Founding Members had organizational meetings at Steve’s office on 3/17/77 and 3/22/77. We all loved Steve’s idea and worked under his leadership to put the pieces together. Steve explained his vision and assigned tasks at the first meeting. A few more people joined the group by the second meeting, and we discussed Steve’s vision, approved draft documents, and prepared the first newsletter for mailing.

The Founding Members voted on everything. We agreed on the name of the organization. We defined goals and objectives. We decided to provide monthly meetings with a featured speaker, an annual special event, a membership directory, and monthly newsletters. We all put \$20.00 in the pot to pay for expenses and

assembled a mailing list of everyone we thought might be interested in joining PTC/MW.

The Founding Members appointed temporary officers to serve from March through August 1977, after which officers elected by the general membership would serve one-year terms, starting in September 1977. Steve Bemis served as the *appointed* President (1977) and first *elected* President (1977-78). I was appointed Recorder (1977) to take notes and draft the first PTC/MW Bylaws.

PTC/MW was designed as a local professional association for DC, MD, and VA, but membership has always been based on interest in the objectives of the organization, rather than education, location, occupation, or other such factors. PTC/MW hoped this approach would provide a free exchange of ideas and information among lawyers, psychologists, EEO specialists, HR specialists, and others who were working on complex issues related to testing and EEO. Over the years, about 75% of PTC/MW's members have been local (DC, MD, VA), and about 25% of members have been from across the USA, which reflects PTC/MW's strong reputation and influence.

Steve Bemis wrote the first monthly newsletter, inviting potential members to attend the first official meeting of PTC/MW for dinner at the Hotel Washington on 4/26/77. Steve asked me to be the first speaker. I sincerely apologize for speaking too long that night, but PTC/MW got off to an otherwise good start. More than 100 new members joined PTC/MW as a result of the dinner meeting and first newsletter. A copy of the first newsletter is available on the PTCMW website. Below are the original objectives of PTC/MW and the current objectives of PTCMW.

**Bylaws.** PTCMW members approve PTCMW's Bylaws, which serve as the "Constitution" of the organization. Under the original Bylaws (1977), the objectives of PTC/MW were to:

- Improve the quality and fairness of personnel measurement and selection.
- Influence public policy related to personnel measurement and selection.
- Promote an open exchange of ideas and information about personnel measurement and selection.
- Encourage and provide education and training in personnel measurement and selection.

Under current PTCMW Bylaws (2013), the objectives of PTCMW are to:

- Improve the quality and fairness of personnel measurement and selection.
- Provide members with professional growth and networking opportunities in I-O psychology and related fields.
- Encourage and provide education and training in the latest research and applied practices in I-O psychology and related fields.
- Advance the science and practice of I-O psychology and related fields.

The current Bylaws make clear that PTCMW is interested in I-O psychology and related fields, not just testing and selection. This has always been true, but the Board wanted to spell it out. PTCMW focused on testing, selection, and EEO compliance in the 1970s and 1980s because those were hot topics at that time. Now PTCMW focuses on a wider range of topics. Testing, selection, and EEO compliance continue to be of interest, along with employee engagement, HR metrics, Big Data, performance management, and other I-O topics.

The current Bylaws eliminated the objective of influencing public policy. Submitting comments on federal testing guidelines was a big deal in the 1970s but not so much today. PTCMW also decided that it was better for the organization to keep members informed about important public policy matters and then let individual members submit comments on public policy, if they wished.

The current Bylaws also highlight member-networking opportunities, but of course, this has always been an implicit objective of PTCMW. Thus, the Bylaws have been tweaked a bit over the last 40 years, but PTCMW's objectives have remained essentially the same.

### **3. Can you describe some of the landmark events or experiences that shaped and developed PTCMW?**

**Monthly meetings.** PTCMW's has faced many challenges over the last 40 years. One challenge was where to hold regular monthly meetings. PTCMW surveys the membership periodically to assess member preferences. Members generally prefer luncheon or late afternoon meetings at restaurants that have a good meeting room, good food, reasonable prices, parking nearby, Metro nearby, and a location not too far from downtown DC. It is hard to find restaurants that meet all of these criteria. PTCMW improves the odds by subsidizing the cost of each meal. Nevertheless, PTCMW has been forced to switch locations periodically when restaurants close, prices increase, adequate space cannot be provided, or service is poor.

Breakfast meetings (8:30-11:30am) have traditionally been reserved for workshops. Luncheon meetings normally ran from 11:30am-1:30pm. In March 2015, the Board switched to “happy hour” meetings from 4:00-6:00pm. Here are all of the places where PTCMW has held regular monthly meetings from 1977 to present:

- Hogates Restaurant, DC waterfront, 5/77-3/87.
- Blackie’s House of Beef, downtown DC, 4/87-12/88.
- Pier 7 Restaurant, DC waterfront, 1/89-4/08.
- George Mason University, Arlington, 4/08-2/15.
- McCormick & Schmick’s Restaurant, Crystal City, 3/15-present.

**Technology.** PTCMW’s technology has also evolved over the past 40 years. The Board used to conduct meetings face-to-face. Now the Board “meets” by conference call. Email has replaced fax communications. PTCMW used to print address labels and then have “fold & staple parties” to collate, fold, staple, address, and stamp the monthly newsletter and/or member directory before sending them out by US mail.

PTCMW made a great leap forward in February 2000, when PTCMW’s website went online. The website provided general information about PTCMW, upcoming events, professional calendar, member directory, and other information. Before then, members would have to call a phone number or send an email to make a reservation for monthly meeting. Now members can make reservations online. Members can also download an electronic copy of newsletters, speaker presentations, Bylaws, and other documents.

PTCMW switched from monthly to quarterly newsletters in 2005 but continued sending printed copies of the newsletter to members by U.S. mail until March 2007, after which newsletters were available only by downloading them from the website. In September 2007, the website was further improved to permit online registration and payments for meetings and membership.

As a final note, PTCMW changed its abbreviation from “PTC/MW” to “PTCMW” in 2007 because the slash (/) is a forbidden symbol in email and website addresses. However, one can occasionally find both versions of the abbreviation still in use.

#### **4. What are some of PTCMW's biggest accomplishments in its 40 years?**

**Overall.** PTCMW's biggest accomplishment is that it has thrived for 40 years to become one of the most successful and respected local I-O professional associations in the United States. It helps that the DC area is the center of the I-O universe, but PTCMW has worked hard to achieve the following accomplishments:

- About 300 members (55% PhD, 35% MA/MS, & 10% BA/BS. 75% DC/MD/VA, 25% other states nationwide. 45% consulting, 25% government, 25% academia, 5% association).
- Monthly meetings, with featured speaker (1 hr presentation).
- Webcasts of monthly meetings.
- Periodic workshops for in-depth presentations (3 hr presentation).
- Annual special event (e.g., speakers, exhibitors/employers).
- Annual social event (e.g., happy hour at restaurant, boat cruise on Potomac).
- Graduate Student Consulting Challenge Competition.
- Monthly/Quarterly newsletters.
- Member directory.
- Stephen E. Bemis Award, sponsored jointly by PTCMW, IPAC, PTC/SC, PTC/NC, and WRIPAC, to recognize I-Os who reflect the professional values and friendly, caring attitude of Stephen Bemis.
- PTCMW Lifetime Achievement Award for outstanding contribution to I-O psychology.
- PTCMW Service Award for outstanding service to PTCMW.
- PTCMW website (ptcmw.org), with organizational information, announcements, publications, member directory, online registration, and online payments.
- PTCMW Twitter account (@PTCMW) – since April 2012, 203 tweets, 271 following, 228 followers.
- PTCMW bank account – over \$54K at start of 2017.

**Other accomplishments.** I cannot name all of PTCMW's accomplishments over the last 40 years, but here are a few more highlights:

- **SIOP Presidents.** PTCMW members who were also elected SIOP President include Edward Fleishman, Irwin Goldstein, Leaetta Hough, Richard Klimoski, Jeffery McHenry, Elaine Pulakos, Benjamin Schneider, and Nancy Tippins.
- **IPAC/IPMAAC Presidents.** PTCMW members who were also elected IPAC/IPMAAC President include Julia McElreath Bayless, Michael Blair, Ted Darany, Bruce Davey, David Dye, Ilene Gast, David Hamill, Martha Hennen, Dennis Joiner, Barbara Showers, Charles Sproule, Deborah Whetzel, and Joel Wiesen.
- **Largest luncheon meeting.** The highest turnout for a regular monthly meeting was for Ms. Alexandra Wigdor, National Research Council, National Academy of Sciences. (2/10/88). Interim Report of the NAS/NRC GATB Committee: Separate Ranking of Test Scores by Race to Eliminate Adverse Impact. N=104 attendees.
- **Attorney speakers.** Employment attorneys from DOL, DOJ, EEOC, OPM, and private law firms have been popular speakers at PTCMW. These attorneys include Lawrence Ashe, Barbara Brown, David Copus, Aaron Dettling, David Fram, E. Diane Graham, Theresa Holland, Daniel Leach, Lawrence Lorber, Edward Potter, Keith Pyburn, Peter Robertson, David Rose, Richard Sampson, Joseph Scott, and Richard Seymour. Each of their talks could be summarized as, "EEO Update: Federal Laws, Guidelines, and Court Decisions," and they were all great.
- **I-O speakers.** I have probably attended more than 50% of PTCMW's meetings over PTCMW's first 40 years and thoroughly enjoyed every speaker. My list most memorable I-O presentations during PTCMW's first 40 years were (limiting each speaker to one event):
  - Aamodt, Michael, DCI Consulting. (3/11/15). Background Checks: Are There Pros to Screening Out Cons?
  - Alexander, Ralph, Akron University. (6/8/90). Methodologies for Setting Cut-Scores.
  - Barrett, Richard, Barrett Associates. (3/12/80). The Psychologist in Court.
  - Bartlett, Jack, University of Maryland. (6/8/77). The Great Job Lottery: A Discussion of the Use of Random Selection When Other Procedures Are Not Valid.
  - Bemis, Steven, PSI. (1/9/85). Recent Advances in Job Analysis.

- Bobko, Philip, Gettysburg College. (3/14/07). What Is Known and What Is Thought to be Known in Personnel Selection: Levels of Validity and Adverse Impact Potential for Various Selection Devices.
- Boyce, Anthony, Aon Hewitt. (8/12/15). Development of a Multi-Dimensional Personality Test.
- Camara, Wayne, APA. (5/8/91). Integrity Testing: APA Findings on the Risks and Rewards.
- Campbell, John, University of Minnesota. (5/13/92). Performance Measurement and the New World Order.
- Cascio, Wayne, University of Colorado. (8/23/13). Using HR Metrics to Improve Strategic Organizational Decisions.
- Cleary, T. Anne, University of Iowa. (2/12/81). Fair Selection: Theory and Practice.
- Cober, Richard, Marriott International. (4/9/14). Leaving an I-O Footprint on Business: Strategies for Leveraging I-O Competencies to Make Profound Impacts on Organizations.
- Dunleavy, Eric, DCI Consulting. (12/8/10). Results of Technical Advisory Committee on Adverse Impact.
- Erwin, Frank, RBH. (3/11/87). Biodata as an Alternative Selection Procedure.
- Gebhardt, Deborah, Human Performance Systems. (4/12/95). Medical Guidelines for Selection and Retention.
- Goldstein, Irwin, University of Maryland. (10/14/87). Content Validity: How Do You Know When You Have It?
- Gorham, William, OPM. (8/15/79). Politics and Psychometrics.
- Gottfredson, Linda, University of Delaware. (6/7/94). Social & Political Issues Associated with Adverse Impact: Implications for I-O Psychologists.
- Harvey, R.J., Virginia Tech University. (5/10/06). Moving Beyond DOT and O\*NET: How Do We Solve the Challenge of Linking Work Activities and Worker-Trait Requirements?
- Hogan, Robert, & Hogan, Joyce, University of Tulsa. (12/11/96). Personality Assessment for Employment.

- Howard, Ann & Bray, Douglas, AT&T. (3/13/91). When Assessment Centers Don't Predict.
- Jeanneret, Richard, Jeanneret & Associates. (6/6/91). PAQ: Research and Practice.
- Knapp, Deirdre, HumRRO. (12/8/99). Assessments of Future Jobs: Job Analysis and Validation Challenges.
- Kolmstetter, Elizabeth, TSA. (1/8/03). The Selection Procedure for TSA Airport Security Screeners: Making History.
- Landy, Frank, Landy, Jacobs & Associates. (12/11/85). Hands-on Performance Measures.
- Lawshe, Charles, Purdue University. (12/13/80). Personnel Assessment: Then and Now.
- LeBreton, James, Penn State University. (10/14/15). Estimation and Use of Interrater Reliability and Interrater Agreement Indices in Organizational Research and Practice.
- Lundquist, Kathleen, APT, & Ashe, Lawrence, Esq. (6/20/06). Current Legal Challenges in Employment Testing.
- McDaniel, Michael, Virginia Commonwealth University. (6/13/07). Meta-Analysis.
- McFarland, Lynn, George Mason University. (3/13/02). Applicant Faking on Personality Tests: Causes, Measurement, and Consequences.
- Murphy, Kevin, Penn State University. (3/5/08). Content Validity and the Easter Bunny.
- Nester, Mary Anne, & Colberg, Magda, OPM. (4/13/83). Uses and Abuses of Logic in Psychometrics.
- Outtz, James, Outtz & Assoc. (8/12/09). The Supreme Court's Decision in *Ricci v. DeStefano*.
- Owens, William, University of Georgia. (7/9/80). SIOP Principles for the Validation and Use of Personnel Selection Procedures.
- Ployhart, Robert, University of Maryland, & Suzanne Tsacoumis, HumRRO. (2/14/01). Adverse Impact: Review of Research and Practical Recommendations for Practice.
- Pulakos, Elaine, PDRI, (10/9/02). Selecting an Adaptive Workforce.

- Putka, Daniel, HumRRO. (7/13/12). Modern Missing Data Methods: What You Need to Know.
- Roskind, William, Detroit Edison. (12/14/77). Practical Considerations Regarding Test Information Disclosure.
- Ruch, William, PSI. (12/9/81). Ranking Candidates on the Basis of Written Tests: Some Legal and Technical Perspectives.
- Ryan, Ann Marie, Michigan State University. (10/9/02). Trends in Recruitment, Personality, and Fit Research: Implications for Selection Testing.
- Sackett, Paul, University of Minnesota. (11/12/97). Revision of the AERA/APA/NCME Test Standards.
- Schmidt, Frank, OPM. (8/9/78). Implications of Selection for National Productivity.
- Schmitt, Neal, Michigan State University. (6/12/13). Validation, Meta-Analysis, and the Scientific Status of Selection.
- Schwartz, Donald, EEOC. (3/14/84). UGESP Revisited: Review of the Documentation Requirements.
- Sharf, James, Sharf & Associates, & Copus, David, Esq. (2/13/08). Enforcement Agencies' Response to Validity Generalization.
- Tenopyr, Mary, AT&T. (19/79). Validity: Conceptualization and Generalization.
- Tenowski, Richard, EEOC. (4/15/09). An Update on EEOC Enforcement: Perspectives from the Front Line.
- Wiesen, Joel, Applied Personnel Research. (5/21/14). NYC's Firefighter Exams in Federal Court, as Seen by One of the Plaintiffs' Experts.
- Wigdor, Alexandra, National Academy of Sciences. (2/10/88). Interim Report of the NAS/NRC GATB Committee: Separate Ranking of Test Scores by Race to Eliminate Adverse Impact.
- Yost, Allison, CEB. (7/20/16). Employee Engagement: Developing an Algorithm for Engageability.

**5. You served as PTCMW President in 1989-90. What were some of the major goals of your administration, and how did you set forth to accomplish them?**

**Job of President.** Let me start by saying that I tip my hat to all of the other PTCMW Presidents. The job of President is not an easy one. You get much help from the other officers and committee chairs, but for one year, you are the face of PTCMW and are ultimately responsible for everything PTCMW does. You make sure PTCMW complies with the Bylaws. You promote PTCMW objectives. You draft a budget and monitor PTCMW finances to ensure that the organization is self-sustaining. You lead the Board to vote on PTCMW policies, procedures, and expenditures. You keep members fully informed about PTCMW to ensure confidence and transparency. You open every PTCMW meeting. You personally thank each PTCMW speaker. You are the official voice of PTCMW in communications with other organizations. You make sure that PTCMW adapts to changes in I-O science and practice, as well as the changing needs and demands of the membership. You make sure that PTCMW is the kind of I-O professional association that I-Os are proud to join.

I admit that I loved being President of PTCMW in 1989-90. By 1989, sufficient time had lapsed for most people to forget about my too-long speech at PTCMW's first dinner meeting in 1977, and this was my chance to make up for my poor performance. I was also deeply saddened by the loss of my good friend Steve Bemis, PTCMW's original founder and leader, due to a fatal auto accident in 1985. Thus, I felt a personal obligation to promote Steve's vision for PTCMW during my presidency, and beyond.

**Biggest crisis.** My one-year term as President officially began on September 1, 1989. However, the biggest crisis of my presidency happened about a week earlier. That is when I received the software for PTCMW's member database and discovered, to my horror, that it did not work on my computer. At least, I could not make it work. (In those days, it was common practice for the President to maintain PTCMW's database.) The Newsletter Editor needed address labels for newsletter by September 1. I had to drop everything, buy new software, and re-enter all of the member data. The effort was worth it. As time went on, I came to appreciate the full value of having the PTCMW database on my computer.

**Financial matters.** The first order of business for every President is to plan the activities and budget for the coming year. When I took office, the Treasurer reported that PTCMW lost over \$3,100.00 and had a 20% drop in membership in the year before. PTCMW's bank account had dropped to under \$9,400.00, and I thought to myself, "Wow, if we have three more years like that, PTCMW could go out of business." Thus, my two main goals for PTCMW were to replenish the bank account and increase membership at least back to their former levels.

During my year as President, PTCMW made a profit of about \$4,600.00 and increased PTCMW's bank account to almost \$14,000.00. We did it without a dues increase, and in those days, there were no corporate sponsorships. Instead, we

reduced expenses by replacing paid contractors with unpaid volunteers, eliminating donations to other professional associations (who contributed nothing to PTCMW), and cutting other unnecessary costs. At the same time, we increased revenues by having four half-day workshops over two days, rather than a less profitable one-day conference.

**Members.** When I took over PTCMW's member database, I added a field to the database for "member" vs. "recruit," so I could print address labels for each group, as needed. "Members" were current paid members. "Recruits" were people who might be interested in joining PTCMW. Recruits included everyone who had ever been a member of PTCMW from 1977-1989 but somehow did not renew. Then I added members of SIOP and IPMAAC who lived in DC, MD, or VA, plus anyone else who I thought might be interested.

PTCMW members paid dues on a calendar year basis, so when we sent out member renewal notices in November 1989, we sent appropriate notices to both members and recruits. We also sent flyers to both groups about PTCMW special events. By the end of my term as President, PTCMW increased its membership by 40% from 154 to 216.

**Directory.** The member directory is one of the major benefits of PTCMW because it promotes networking and provides a Who's Who of I-O in DC. Before my term as President, the membership directory was just a list of names, addresses, and phone numbers. As President for 1989-90, I had the PTCMW database on my computer, so it became my responsibility to print the annual membership directory in 1990 (and for several years after that). I started collecting employment and education data on the membership application form, so the directory could provide more detailed information about each member. I also expanded the directory to provide more information about PTCMW, including current officers and committee chairs, Founding Members, past Presidents, luncheon speakers since 1977, member summary statistics, Board policies, and Bylaws. In short, I tried to provide everything a PTCMW member needed to know in one place.

**Newsletter.** The newsletter is another major benefit of PTCMW. Before PTCMW created its website, the monthly newsletter was PTCMW's primary method of communicating to members about monthly meetings, PTCMW news, I-O news, member news, job opportunities, and the professional calendar. I particularly enjoyed writing articles for the newsletter (about PTCMW and I-O topics), as well as publishing member news and I-O documents that were not widely available. Letters from SIOP to Congress about employment testing. Letters from APA to EEOC about employment testing. The rating form used as the criterion measure for most of the GATB validation studies. DOL's news release regarding the suspension of the GATB. ASA's ethical guidelines for statistical practice. DDI's technical and ethical guidelines for assessment centers. PSI guidelines for testing people with disabilities. SIOP's cluster analysis of specialty areas in I-O psychology. Fun reading!

**6. What are some of the major take-ways or lessons you have gained from your experiences in PTCMW?**

**Lesson 1.** I learned that the DC area is, in fact, the center of the I-O universe. There are more I-Os in the DC area than anywhere else on the planet thanks to the federal government, and most of the top I-Os from around the country also come to DC on business. PTCMW seeks to provide a helpful and welcoming community for all of these I-Os.

**Lesson 2.** PTCMW has evolved over the years in response to new developments in I-O psychology, changing legal requirements, new technology, social change, and the changing needs and interests of the membership. Adapting to change is necessary for PTCMW's success.

**Lesson 3.** It has been an honor for me to be a Founding Member and to work with all of the PTCMW Presidents and other members during the organization's first 40 years. It has also been very satisfying to see PTCMW grow and prosper. The time has passed quickly, and my involvement with PTCMW is ending soon, but I feel confident that PTCMW will continue to grow and prosper for another 40 years.

**7. As a Founding Member, past President, former Board member, and long time committee chair of PTCMW, what is your vision and what are your hopes for the future of PTCMW?**

**Vision.** My vision for PTCMW is the same as Steve Bemis' original vision for PTCMW – to create a helpful and welcoming community for I-Os in the DC area and to promote best practice in I-O. PTCMW is in great shape, but I have a couple of hopes for the future.

**Directory.** My first hope is that PTCMW publishes a PDF version of the member directory every year. PTCMW published the last PDF member directory in 2005. After that year, the website became the only source of member listings and other PTCMW information. The website is good, as far as it goes, but information on the website is subject to change every day, so there is no permanent record. Thus, PTCMW should also publish a PDF member directory at the end of each year. Members can print a hardcopy or keep the PDF file on their computer.

The PDF directory captures PTCMW data for historical purposes and provides a reliable backup to the website. Sometimes the website is down. Sometimes parts of the website are missing. Sometimes the website contains errors. For example, one time the Board found that the Bylaws published on the website contained unauthorized changes from the official Bylaws, for the same date, as shown in the last PDF member directory. The Board confirmed that the PDF member directory had the correct version and updated the website accordingly.

**Finances.** My second hope concerns PTCMW finances. PTCMW's bank account has grown to over \$54K, as of the start of 2017. This is a significant amount, and the Board should use these funds wisely to promote PTCMW objectives. Under the Bylaws, PTCMW funds may not be used for the personal benefit any officer, member, or other individual, unless the Board feels such expenses are in the best interest of PTCMW. Normal expenditures include PTCMW operating expenses, meetings, awards, and speaker travel, within reason. For example, I would avoid using PTCMW funds for cash awards over \$1,000. PTCMW might also use its funds to support top I-O programs at universities in the DC area and elsewhere, particularly if those universities have provided speakers for PTCMW. Of course, PTCMW should also keep a certain amount of funds in reserve to ensure the stability of the organization over time. In any event, I hope that the Board will continue to keep members fully informed about PTCMW finances and use PTCMW's funds wisely to promote PTCMW objectives.

**Conclusion.** PTCMW has had a great first 40 years! PTCMW has created a helpful and welcoming community of I-Os in the DC area and has done much to promote best practice in I-O. Steve Bemis would be very proud of all that PTCMW has accomplished. As we have seen, PTCMW has evolved over the years to become what it is today. Adapting to change is essential to the health of any organization. Thus, PTCMW must continue to evolve as it faces the challenges and demands of the next 40 years. Robots and algorithms await!