PTC Quarterly
A publication of the Personnel Testing Council of Metropolitan Washington
Volume IV Number 1
March 2008

Quarterly Topic: Test Development and Validation

President's Message

Recent Debate on Personality Measurement in Personnel Selection

Martha Hennen
United States Postal Service (USPS)

You have probably been reading lately about the debate on the usefulness or lack thereof of personality measurement in personnel selection. The recent exchanges in the pages of *Personnel Psychology* and debates in various venues have presented a lot of information, pro and con, regarding the use of personality measurement for selection decisions. If you have not, the Winter 2007 issue of *Personnel Psychology* should be required reading. The issues related to personality testing are many and varied. The main criticism seems to be the poor predictive efficacy of personality measures, as reflected in the uncorrected correlations typically observed between personality measures and job performance. Morgeson, Campion, Dipboye, Murphy, and Schmitt (2007) note that the uncorrected correlations between measures of the Big Five (i.e., Conscientiousness, Extraversion, Agreeableness, Emotional Stability and Openness to Experience) and job performance generally range from -.02 to .15. The authors suggest that these predictive validity estimates are disappointingly low and call into question the value of using personality measures in selection contexts.

I think we can all agree that an uncorrected correlation of zero is pretty disappointing. However, the flip side of that coin is that an uncorrected correlation of .15 is nothing to sneeze at, especially given the accepted statistical artifacts that attenuate these estimates and the susceptibility of personality measurement or non-cognitive assessments in general to these artifacts and other contaminants. Working for the large organization that I do makes the following statement somewhat less generalizable, but I would be quite pleased to explain an additional two to three percent of the criterion space (uncorrected). Particularly if the variance explained could

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Upcoming PTC/MW Luncheons and Workshops

March Workshop:

Content Validity and the Easter Bunny

Kevin Murphy
Pennsylvania State University

Wed., Mar. 5, 2008

April Luncheon:

State of the Art and Science of Logic-Based Measurement

Mary Anne Nester and Robert Simpson
U.S. Customs and Border Protection

Wed., Apr. 23, 2008

May Luncheon:

Wed., May 14, 2008

June Workshop:

Wed., Jun. 11, 2008

July Luncheon:

Wed., Jul. 9, 2008

August Luncheon:

Wed., Aug. 13, 2008

September Luncheon:

Wed., Sep. 10, 2008

October Workshop:

Wed., Oct. 8, 2008

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FOR MORE INFORMATION SEE PAGE 2

Inside this issue…

March Breakfast Workshop

Content Validity and the Easter Bunny

Kevin Murphy, Ph.D.
Pennsylvania State University

Featured Exhibitor:

Previsor
www.Previsor.com

Wednesday, March 5, 2008

8:30 – 11:30 a.m.

Pier 7 Restaurant, 650 Water Street, SW, Washington, DC

$25 for students, $40 members, $50 non-members

Workshop Registration Information

Sign up via our web site, www.PTCMW.org. **The deadline for Workshop reservations is 2:00 p.m., Monday, March 3.** Cancel by 2:00 p.m. Monday to avoid having to pay for the Workshop.

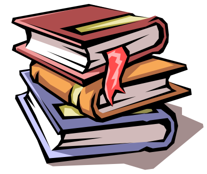
If you do not have Internet access, you may contact PTC/MW Treasurer **Sandra Nelson**, Tel: (202) 268-3942; E-mail: Sandra.G.Nelson@USPS.gov. Please include the following information in your message: name, membership status, menu selection, e-mail address, and telephone number.

Pier 7 Restaurant is located approximately one block south of the intersection of Maine Avenue and 7th Street SW. 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.

Opportunities for Students to Present Research

PTC/MW invites students to submit research for presentation during our July Luncheon meeting (Wed., July 9th). Student(s) will have up to 15 minutes to present the background and results of a study, or preliminary results of a study in-progress. Submissions are due by April 18th. Decisions and an announcement of our PTC/MW luncheon speakers will be made by May 15th. For additional information visit the PTC/MW web site (www.PTCMW.org).



LEGAL WATCH

A Review of the EEOC 'Fact Sheet' on Employment Testing

Eric M. Dunleavy
DCI Consulting Group

Recently, this column summarized enforcement agency initiatives related to employment testing. However, we have not seen any 'formal' policy related to these initiatives, and instead information has been disseminated informally through various meetings, conference presentations, and the like. That changed on December 3rd, 2007, when the EEOC published a 'fact sheet on employment tests and selection procedures.'[1] This fact sheet provides information on 'common issues related to the federal anti-discrimination laws and the use of tests and other selection procedures in the employment process.' Not surprisingly, the fact sheet addresses some of the issues discussed in the May 2007 EEOC meeting on employment testing, where various experts discussed issues related to employment tests/selection procedures in the current day and age.[2]

Although the fact sheet is neither actual law nor technical authority, the format certainly implies a more formal tone than a typical EEOC press release. In fact, the language and tone of the fact sheet may mirror the EEOC compliance manual more than anything else. The fact sheet provides general guidance to the public and to EEOC investigators directly from the Office of Legal Counsel. As such, it is not intended to break new ground or to update existing technical guidelines. In fact, this release reinforces the notion that the *Uniform Guidelines for Employee Selection Procedures (UGESP)* are still the technical authority for 'determining if selection procedures are lawful for purposes of Title VII disparate impact theory', and will not be revised anytime soon.

The fact sheet:

- Reiterates a broad (and well accepted) definition of employment test/selection procedure;
- Reviews the statutes that the EEOC enforces;
- Describes different theories of discrimination that may involve testing;
- Summarizes some key EEOC settlements and litigation;
- Provides some examples of 'employer best practices' for testing and selection.

Although there is not anything necessarily ground breaking in the above list, the fact sheet is useful to employers because a wide range of important topics related to the legal context of testing and selection are presented together all in one place. For example, the fact sheet summarizes information from (1) *Title VII of the Civil Rights Act of 1964* (CRA 1964), (2) the *Americans with Disabilities Act* (ADA, 1990), (3) the *Age Discrimination in Employment Act* (ADEA, 1967), (4) the *UGESP*, (5) *CRA 1991*, and (6) recent case law. Taken together, the fact sheet connects topics that have not been presented together outside of employment law textbooks. The following section of this article summarizes topics covered in the fact sheet.

Topic #1: The EEOC uses a broad definition of employment test/selection procedure.

This point was made clear at the commission meeting back in May – any procedure used to make an employment decision (i.e., that affects terms, conditions, and/or privileges of employment) are covered under all EEOC enforced statutes. Thus, background checks, literacy assessments, performance ratings, and so on can be challenged if they are used to make employment decisions. The fact sheet also summarizes litigation involving a number of specific selection procedures, including cognitive (*EEOC v. Ford Motor*) and physical ability tests (*EEOC v. Dial Corp*).

Topic #2: Employment tests may be involved in both disparate treatment and impact claims.

The fact sheet differentiates intentional discrimination from unintentional discrimination, and points out that employment tests may be involved in both. This is important, because in our world it is easy to focus on potential adverse impact and to simply assume that intentional discrimination will not occur. This, of course, may be an assumption that is violated in practice by employers. For example, administering a language proficiency test to minority applicants and not to white applicants is likely to be considered intentionally discriminating. The fact sheet also mentions CRA 1991, reiterating that it is illegal to adjust, alter, or use separate cut scores for members of protected classes.

Topic #3: Testing can be involved in charges filed under the *Americans with Disabilities Act* (ADA, 1990) and the *Age Discrimination in Employment Act* (ADEA, 1967).

The fact sheet also includes specific sections on the role of testing under the ADA and ADEA. This is an

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[1] A copy of the fact sheet can be found on the EEOC's web site (http://www.eeoc.gov/policy/docs/factemployment_procedures.html).

[2] See the "Legal Watch" column in the September 2007 PTC/MW Quarterly for a summary of that meeting (www.PTCMW.org).

LEGAL WATCH, FROM PAGE 3----------

important reminder that discrimination in testing is broader than Title VII, and as such employers should be familiar with other statutes/legal scenarios in addition to Title VII. This is particularly important because the legal burdens of evidence for an adverse impact case under the ADEA were recently updated in *Smith v. City of Jackson*. Additionally, the fact sheet reviews the importance of testing under ADA, and specifically mentions a highly publicized ADA case that involved test accommodation for disabled applicants (*EEOC v. Daimler Chrysler*).

Topic #4: The EEOC has identified some modern 'best practices' in selection.

For example, the fact sheet points out that, 'While a test vendor's documentation supporting the validity of a test may be helpful, the employer is still responsible for ensuring that its tests are valid under *UGESP*.'

Additionally, the less adverse alternatives burden in the adverse impact scenario is considered: 'If a selection procedure screens out a protected group, the employer should determine whether there is an equally effective alternative selection procedure that has less adverse impact and, if so, adopt the alternative procedure.'

The recency of validity evidence is also mentioned: 'To ensure that a test or selection procedure remains predictive of success in a job, employers should keep abreast of changes in job requirements and should update the test specifications or selection procedures accordingly.'

In addition, the EEOC also highlighted the fact employment tests should not be developed haphazardly by those who make selection decisions yet have little expertise in employment selection: 'Employers should ensure that tests and selection procedures are not adopted casually by managers who know little about these processes.'

Conclusions and Looking Toward the Future

The fact sheet is certainly useful in the sense that important information from multiple sources can be found in a single source. It is also instructive to see current best practice recommendations from an enforcement agency in writing. However, those PTC/MW members expecting to see updated technical guidance for the current day and age will be disappointed. Thus, PTC/MW members will continue to mull over issues such as the magnitude of reliability and validity coefficients necessary to meet legal defensibility requirements, what is a reasonable and less adverse testing alternative, and how meta-analytic evidence is interpreted by enforcement agencies, all without 'official' guidance.

Perhaps related to recent enforcement initiatives, the U.S. Supreme Court will likely hear a number of selection procedure discrimination cases on their docket early in 2008. One case, *Meacham v. Knolls Atomic Power Laboratory (KAPL)*, has implications for adverse impact under ADEA, and is scheduled for oral argument in front of the Supreme Court sometime in the spring. The case centers on the Reasonable Factors Other than Age (RFOA) statutory defense recently supported by the Supreme Court in *Smith v. City of Jackson*. Specifically, this case will force the Court to consider the plaintiff and employer burdens of proof around a RFOA.

Another case, *Gulino v. New York State Education Department*, may have consequences for adverse impact under Title VII. Although not officially on the docket at the time this article was written, the Court has invited the Solicitor General to submit a brief expressing the views of the Bush Administration on the case. This request suggests that the case will eventually be added to the docket. The *Gulino* case is of particular interest because the adequacy of content validity evidence used for teacher certification tests is at the core of the claim. Additionally, the question of who is liable when one organization develops a test and another uses it is also of interest. The Supreme Court has not ruled on an adverse impact case under Title VII in almost two decades, so it would be very interesting to see a ruling from the current Court on a case like this.

Cases Cited

EEOC v. Daimler Chrysler Corp. (E.D. Mich. Feb. 18, 2005).

EEOC v. The Dial Corporation (# 3-02-CV-10109).

Gulino v. New York State Education Department (03-9062-cv).

Meacham v. Knolls Atomic Power Lab., 461 F.3d 134 (2d Cir. 2006).

Robinson v. Ford Motor Company (N.D. Ohio 2005).

Smith v. City of Jackson, 544 U.S. 228 (2005).

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Alternative Validation Strategies

S. Morton McPhail
Valtera Corporation

It is not uncommon for practitioners in the "real world" to find that developing validity evidence for a selection procedure by conducting a local, criterion-related validation study is just plain impractical. Limitations on resources, time, sample, appropriate data, the nature of the selection procedure, and other elements required for such research are all too often insurmountable. That does not mean, however, that in such situations the tests we might like to use are neither valid nor useful – indeed, they are more likely than not to be both. The good news is that the research base has continued to offer general evidence for the validity, utility, and fairness of many selection procedures. The bad news is that we still live in a litigious world where the broad research base must be applied in specific instances and circumstances.

In 2007 a new volume was published in the Society for Industrial and Organizational Psychology's (SIOP) ongoing Professional Practice Series titled, "Alternative Validation Strategies: Developing New and Leveraging Existing Validation Evidence" (McPhail, 2007). Its explicit purpose is to address the state of the science for developing and using validation evidence beyond traditional, local, criterion-related research.

The plan for the book called for eight of the chapters each to review a different strategy and to include the following topics for each:

- ✓ *Theoretical Development*. What is the basis for the approach? How does it relate to the nomological network of validity theory?
- ✓ *Research Base*. Reviewing the literature, what is the empirical support for the strategy?
- ✓ *Review of Legal Implications*. Reviewing the relevant case law and legal literature how has the approach fared in providing acceptable validity evidence from the perspective of the courts, the *Uniform Guidelines*, and the enforcement agencies?
- ✓ *Review of Professional Implications*. How is the approach treated in the revised *SIOP Principles* (2003) and in the *Standards for Educational and Psychological Testing* (1999)?
- ✓ *Practical Development*. How can the approach be applied to develop acceptable evidence for validity?
- ✓ *Constraints and Risks*. What are the limitations on use of the approach, including appropriate and inappropriate applications and risks to effective selection?

Other chapters address implementation issues, set the stage for a broader look at validation, and extrapolate the validation process into a wider context. At a Panel Discussion at the SIOP Conference in 2007 (New York), authors of each of the chapters summarized and discussed their contributions to the volume. They tied their work to the topics described above and to the question of how the strategy discussed in the chapter fit into a larger picture of validation research. Many also highlighted the ways in which particular strategies contribute to addressing some of the difficulties associated with such research and to dealing with particular problems.

Approaches and Strategies for Leveraging Validation Evidence

Viewing validity from the unitary concept, the central theme of the book and the panel was that the evidence necessary to support test inferences may reasonably come from a variety of sources and is not limited to criterion based models. However, one implication of this theme is that the same scientific rigor expected of traditional approaches must be brought to bear in the implementation of any of the strategies considered in the book. Applied practice in I/O faces some hard realities. Employers seldom ask us to falsify our theories or to test the null hypothesis. On the contrary, we are asked to "validate" or even to "prove" the validity of our measures. This puts scientist-practitioners squarely in a dilemma: Are we doing science? Or are we using the trappings of science? The answer depends on the operational and intellectual rigor we bring to the process. That being said, the discussion offered an array of methodological and rational responses to the limitations that we often face in trying to conduct applied validation research.

The panelists addressed a variety of means to leverage existing validation evidence to new or different situations. Part of the underlying rationale for this book and the Panel lies in the knowledge that much validation research is more broadly applicable than to the specific situation or circumstances in which the research was originally conducted. For example, the *Uniform Guidelines* recognize that validity evidence for a job in one location may often be relevant for that same job in other locations and that "borrowing" such evidence provides a viable means to avoid replicating costly and difficult criterion-related studies. Wade Gibson and Julie Caplinger examined the application of this rationale with emphasis on the central, and often vexing, difficulties of defining and measuring "job similarity."

Cal Hoffman, Boris Rashkovksy, Erika D'Egidio, and Jeff Johnson, focused on related approaches that allow the use of existing information, including job analysis data, judgmental evaluations, and known empirical relationships to predict or "synthesize" validation evidence. These methods have quantitative bases;

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ALTERNATIVE VALIDATION STRATEGIES, FROM PAGE 5-----

however, the logic and data sources for them differ in particulars. Cal pointed out that one model, Job Component Validation (JCV), was operationalized 35 years ago with the Position Analysis Questionnaire (PAQ). Jeff noted that the mathematics for synthetic validation are from classical psychometrics and have also been around a long time. These authors also discussed the continued viability of and research on such strategies in the form of the O*NET and current applications and their linkages to other methodological approaches. Again, though, the central theme was to be able to make efficient use of existing information and knowledge in meaningful and systematic ways to provide evidence to test our hypotheses about the veracity of inferences that we draw from selection procedures.

Perhaps the epitome for leveraging data appears in the powerful mathematical methods of meta-analysis, which have revolutionized the development of broad knowledge in the field of I/O psychology. Bringing large amounts of existing information into a quantitative framework has allowed more general statements about performance prediction. However, Mike McDaniel pointed out that there remains a gap between our scientific knowledge and the limitations imposed by time-bound regulatory requirements. Addressing both the literature and the method's litigation history, he provided practical means to use validity generalization (VG) and the informed state of our knowledge to develop and document evidence supporting selection procedures. Along these same lines, Joyce Hogan, Scott Davies, and Robert Hogan used elements of transportability, synthetic, and meta-analytic approaches to extend the scope of VG methods to the domain of personality characteristics for selection. The approach they reported may be seen as a multi-faceted construct validation strategy. They illustrated that multiple sources of existing evidence can be assembled to support selection inferences in the personality domain.

Other authors addressed the issue of what strategies are available to us when there are no data already available or when the existing data are insufficient, but constraints still preclude conducting traditional criterion related research. Some of the authors addressed the constraints themselves directly. For example, Nancy Tippins and Bill Macey discussed participation in consortium studies to increase the viability of empirical research, especially when sample sizes are limited within a single organization. Cooperative studies may reduce the costs and the personnel burdens for individual employers, but they impose a number of unique problems of their own, such as coordinating data collection, ensuring commonality of jobs, and introducing

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2008 PTC/MW Budget

Sandra Nelson
United States Postal Service (USPS)

The PTC/MW 2008 budget is here! The month of March is upon us, and spring fast approaching. The anticipation of the SIOP conference in San Francisco and many exciting PTC/MW topics for discussion await us! The budget numbers shown in the accompanying table were determined primarily by the income and expenditures from the 2007 calendar year, along with a consideration of cost increases for the 2008 calendar year.

Upon review you will notice that the 2008 budget shows our projected expenses exceeding our projected income by approximately $1,500.00. This difference is due to the anticipated purchase for a standing supply (~ 3 years) of the traditional PTC/MW speaker gift and audiovisual equipment (LCD and projection screen) to support PTC/MW technology needs. The speaker gift has been an established fixture of PTC/MW when hosting our luncheon and workshops. In past years, PTC/MW has relied on their members' access to AV equipment to meet our audiovisual and computing needs for guest speaker presentations. Unfortunately, this is not always an available option. PTC/MW must now consider acquiring a more permanent solution moving forward.

In terms of income, the budgeted amounts for dues and luncheons remain unchanged from 2007. The amounts budgeted for luncheons, workshops and featured exhibitors are based on previous 2006 and 2007 numbers. In an effort to make registration easy, we encourage people to use our PayPal system when signing up to attend our luncheons or workshops.

As for expenditures, as mentioned earlier, we have budgeted for the purchase of audiovisual equipment and a bulk order of small yet stylish, speaker gift as a show of appreciation to our guests. Additionally, we plan to support the Bemis Award, which is budgeted at $150.00. These estimates were based on realistic expectations of the current costs associated with this type of purchase and support. As we move forward with planning, we will continue to do everything possible to minimize the cost associated with our equipment purchase. Don't forget to visit our new website to see how PTC/MW is on the move!

If you have any questions concerning the budget, please do not hesitate to contact me at Sandra.G. Nelson@USPS.gov.

PTC/MW Budget 2008

	2008 Budgeted	2007 Actual	2006 Actual
Income			
Regular Member Dues (190 members @ $30)	5,700.00	5,130.00	5,460.00
Student Dues (20 students @ $15)	300.00	240.00	240.00
Luncheons (25 @ $20; 9 luncheons)	4,500.00	2,630.00	4,333.00
Workshops (25 @ $40, 5 @ $25; 3 wksps)	3,375.00	1,860.00*	3,662.94
Workshop Sponsors (3 @ $350 each)	1,050.00	1,050.00	700.00
30th Gala Event 2007(15 members late register @ $60; 65 members early register@ $50; 5 non-members early register @ $70; 5 non-members late register @ $60; 5 students @ $30)	--	5,541.93	--
30th Gala Event Sponsors 2007 (11 @ $400 each)	--	4,300.00	--
Interest/Dividends	190.45	181.38	71.25
Total Income	**15,115.45**	**19,073.31**	**14,467.19**
Expenditures			
Luncheons	4,500.00	3,226.44	4,394.65
Workshops	1,280.00	988.09	1,910.42
Miscellaneous - PayPal fees (285 attendees @ .88 in 2008)	250.80	0.00	--
30th Gala Event			
Room Rental	--	0.00	--
Food and Drink	--	10,748.51	--
Speaker Expenses	--	998.64	--
Attendee Gifts	--	417.90	--
A/V	--	822.30	--
Miscellaneous - PayPal fees	--	193.07	--
Speaker Travel	2,000.00	1,764.34	601.58
Quarterly Newsletter (4)	4,764.95	4,538.05	4,218.49
Nominations/Elections	84.00	80.00	79.80
Speaker Gifts	1,000.00	0.00	0.00
Bemis Award Contribution/Professional Outreach	150.00	--	0.00
Outreach	268.80	256.00	0.00
Internet Server	441.00	420.00	0.00
General			
Labels	0.00	0.00	13.93
Postage	0.00	0.00	7.41
DC Tax Report Filing	0.00	0.00	0.00
Website Name Renewal	0.00	99.95	--
Web Page Maintenance	400.00	0.00	385.00
Web Page Overhaul	0.00	1,000.00	--
Brochure	0.00	0.00	0.00
Miscellaneous	384.08	365.79	263.74
Graduate Outreach	262.50	250.00	0.00
IPMAAC	--	--	200.00
AV Equipment (LCD and projection screen)	900.00	--	--
Technology Enhancements	--	--	0.00
Total Expenditures	**16,686.13**	**26,169.08**	**12,075.02**
Income Less Expenditures	***-1,570.68***	***-7,095.77***	***2,392.17***
Checking Account Balance	***5,112.37***	***5,112.37***	
Reserves (Money Account and CD)	***12,032.44***	***12,032.44***	***11,827.72***
Total Assets	***17,144.81***	***17,144.81***	***11,827.72***

* *Note*: PTC/MW only hosted 2 Workshops in 2007. The Gala replaced the 3rd Workshop.

***Alternative Validation Strategies, from Page 6*-----**

organizational variables as uncontrolled error variance.

There has been substantial controversy about development of validation evidence based on test content. The *Uniform Guidelines* have been interpreted as limiting use of such validity evidence to observable work behaviors, perhaps even to work samples or simulations. On the other hand, as Damian Stelly and Harold Goldstein pointed out, a broader understanding of content validation tends in some cases to verge on a deeper, almost construct, interpretation. Certainly, the limits of content validation have been expanded and tested by researchers and practitioners alike. They discussed the limits and practical use of content validation strategies for a variety of constructs and applications, including issues such as operationalizing work behaviors, sampling from job domains, and low fidelity simulations.

Construct validation may be viewed as the essence of validity to which other strategies contribute evidence, but doing so greatly complicates the scientific process of test validation. Seldom has any method describing itself as "construct validation" been used to document or defend a selection procedure in actual practice. Tim Landon and Rich Arvey addressed the various sources and research strategies that can be meaningfully integrated to form an epistemological whole on which a selection procedure or even an entire selection strategy might be based and supported. They pointed to advances in research and analytical methodologies that support this integration and offered examples of their use in applied settings.

Turning from developing validation evidence to implementation, in many cases alternate strategies will not yield empirical data to inform the selection of cut scores. Although the *SIOP Principles* (2003) indicate that linearity is a reasonable assumption for most selection procedure predictions, there are many situations in which approaches to implementation other than rank order selection may have substantial practical value. Lorin Mueller, Dwayne Norris, and Scott Oppler provided practitioners with guidance regarding the use of judgmental and other procedures for implementing selection procedures for which validity evidence is based on alternate strategies.

In tying these themes together, Frank Landy identified a number of trends changing work as we have known it. He pointed to issues affecting the stability of job-task clusters such as contingent work, job rotation, shared jobs, and task responsive jobs as becoming more prevalent in the workplace. Team based work, matrix organizations, and virtual work groups also are changing the nature of what we have traditionally labeled "jobs." Globalization has changed the specific competency requirements of some jobs and broadened job performance to include cultural issues. These changes have implications for how validation research can and is accomplished, and some of them may make traditional empirical analyses impractical. Frank developed what he called the "validation continuum" on which validation evidence moves from more concrete (criterion evidence) to more abstract (VG); as the nature of work changes, he noted, we will be required to seek more evidence from the abstract end of the continuum.

Conclusions

This volume and the panel addressed three problems often confronted by practitioners. First, failure to consider alternatives may result in poor, minimalist, criterion research or reliance on unsupported claims of validity. Second, although alternative strategies exist, they may not be widely known or may be misapplied. Finally, it provides ways to help I-O scientist-practitioners to avoid responding to organizations' selection needs with, "No, you can't do that" by moving to "Here is what we can do in this situation."

References

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Equal Employment Opportunity Commission, Civil Service Commission, Department of Labor, & Department of Justice. (1978). Uniform guidelines on employee selection procedures. *Federal Register*, *43*(166), 38295-38309.

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Call for Nominations: 2008 Stephen E. Bemis Award

Nomination Deadline: March 14, 2008

Each year, the PTC/MW board nominates an individual for the Stephen E. Bemis Memorial Award. This award is intended to reflect on both the tangible contributions that Steve Bemis provided to our profession AND on the open, caring attitude that characterized his personality. It was designed to serve as a perpetual reminder of the qualities that caused his colleagues to admire him.

We need you to participate in the nomination process by suggesting a PTC/MW member whom the Board could then nominate.

Individuals nominated for this award should be current or retired professionals who most nearly mirror the three primary qualities for which Steve Bemis is remembered:

- Accomplished personnel measurement practitioners who are recognized for their on-going commitment to the principles of merit and fairness;
- Professionals who have made an impact in the field by their practical contribution(s) that have either resulted in an improved or new procedure; and
- Concerned individuals who are recognized for their commitment to assisting fellow practitioners, being available to them, and freely calling on them.

The following information is needed for the nomination: (a) contact information for the nominee and at least two people familiar with his/her contributions and personal qualities; (b) a description demonstrating the nominee's ongoing commitment to the principles of merit and fairness in personnel assessment; (c) examples of practical contributions to the field of personnel measurement; and (d) a description of how the nominee personally assisted fellow practitioners.

You can find a template for nomination available on the PTC/MW website at www.PTCMW.org/2008BemisAward.htm.

Contact PTC/MW President-Elect **Rich Cober** (Rich.Cober@Marriott.com) by Friday **March 14, 2008**, to submit a nominee or if you have questions about the award.

The Board will then put forward our official nomination to the Bemis Award committee by April 4, 2008.

Many of our members and colleagues are deserving of such recognition. Please help us to identify such an individual.

PRESIDENT'S MESSAGE, FROM COVER----------

not be captured by other available predictor measures, including cognitive measures.

Supporting Personality Measures

Advocates for personality measurement, however, make recommendations that also raise concerns. For example, Tett and Christiansen (2007) argue for "situational specificity" and the potential improvement in the predictive validity of personality measures through the use of narrow versus broad measures, multivariate prediction, and theory attuned to the complexities of personality-performance relationships. Situational specificity, as an hypothesis, has long been abandoned with regard to other measures, particularly cognitive ability measures. Is the pendulum swinging the other way for personality measures?

The widespread application of meta-analysis and validity generalization have led to the recognition that most, if not all, of the variability in criterion-related validity estimates across settings (for the same predictor-criterion combination) can be attributed to a host of statistical artifacts (e.g., sampling error; range restriction; predictor and criterion unreliability). If taken to the extreme, the proposition that each organization or each job would exhibit a different pattern of relationships between personality and performance is a cause for concern. What happens with jobs where a "local" validation study would not be possible or feasible? As a practitioner, a movement toward requiring greater consideration of situational specificity could make including personality measures in pre-employment selection batteries less attractive or perhaps impossible. The theory driven programmatic research called for by Tett and Christiansen may not be practical.

Whole Person?

Although informative, this debate seems silent (at least so far) about the practical implications not using personality measures would have for many organizations, particularly those in the public sector. In the public sector, the Department of Labor and other entities have embraced a concept of "whole person measurement." The hypothesis underlying the idea of "whole person measurement" is that assessment should seek to measure an applicant's full range of knowledge, skills, abilities and other characteristics (KSAOs). For an organization to only use certain types of measures may fail to assess particular job-related KSAOs that are not captured by traditional cognitive and/or knowledge-based measures. Further, the inclusion of measures relating to noncognitive KSAOs theoretically serves to explain a greater proportion of the criterion space. In an organizational setting, concerns over a diverse workforce

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***PRESIDENT'S MESSAGE, FROM PAGE 9*-----**

are growing along with the increased diversity of the American population. If personality measures are not to be used when making personnel selection decisions, what are the recommended alternatives? Although other assessment methods exist for measuring noncognitive KSAOs, the added complexity and expense to the hiring process associated with these methods (e.g., the cost of development and ongoing administration of an assessment center) render them impractical for many organizations.

Faking

Most of the recent discourse on personality measurement includes consideration of applicant faking and its effect on predictive validity. Both sides of the debate seem to acknowledge that faking occurs but that faking does not significantly influence the predictive validity of personality measures. Cheryl Paullin and I are presenting a paper at this year's SIOP conference on research related to applicant faking (Paullin & Hennen, 2008). The following provides a summary of that research.

Asking Applicants About Faking

In this study, we administered a research survey asking about perceptions of faking to 694 job incumbents who had just taken an experimental predictor battery as part of a concurrent criterion-related validation study. This research situation was "low stakes" for the study's participants, as they had been promised that there would be no consequences associated with their performance on the predictor test battery. The test battery included three self-report measures of noncognitive characteristics such as dependability and working with others. The research survey asked incumbents about (a) the perceived extent to which job applicants would distort their responses on the noncognitive inventories, (b) the perceived ease with which applicants could answer the items in a way that would guarantee a high score, and (c) whether or not they had attempted to present themselves in an overly positive manner when completing the inventories.

Most incumbents indicated that a large proportion of job applicants would attempt to distort their responses. Further, most incumbents believed that it would be relatively easy for applicants to do so. Only a small percentage of incumbents admitted to portraying themselves in an overly positive manner when completing the noncognitive inventories. This study provides some insight into perceptions about the extent to which job applicants will fake from the perspective of persons who have firsthand knowledge of the type of inventories that would be included in a pre-employment selection battery. It also sheds some light on the extent to which persons with real-life job experience perceive they or others could earn a high score on a noncognitive inventory, whether or not such a score is accurate or deserved. Finally, the study provides an estimate of how many people will admit to claiming qualities they do not possess when asked directly, albeit in a low stakes setting (about 10%).

The debate about personality and noncognitive measurement will undoubtedly continue. Perhaps the continued debate will spark further research to improve measurement and selection practice.

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Refer a Friend to PTC/MW

You will receive *one FREE pass to an upcoming Luncheon* when you refer a *NEW* member to PTC/MW. To participate, simply have the new member write your name on their Membership Form to indicate you referred them.

This program is open to all PTC/MW members, including students. For a copy of the PTC/MW Membership Form visit the web site at **www.PTCMW.org**.

As you know, PTC/MW is a great venue for professional development and networking. The value of your membership will only increase with more people becoming involved. Join us as we continue to make PTC/MW a leader in the personnel testing community!

RESEARCH BRIEF

The Usefulness of Unit Weights in Creating Composite Scores *

Personnel assessment frequently involves combining scores for an individual collected from multiple instruments and/or sources (e.g., from multiple predictor measures) into a single composite score, which can then be used to make a wide range of employee decisions. There are many ways to differentially combine (or weight) scores, including empirically-based regression weights, weights directly based on subject matter expert judgments, and weights based on archival information (e.g., job analysis information or other related ratings). An alternative strategy is to use unit-weights (equal weighting of standardized scores or components). A recent article by Philip Bobko (Building Personnel Systems, LLC and Gettysburg College), Philip L. Roth (Roth and Associates, Ltd. and Clemson University), and Maury A. Buster (Alabama State Personnel Department) reviews and evaluates the usefulness of unit weights relative to other weighting approaches, specifically as it applies to personnel selection.

The Bobko, Roth, and Buster (2007) article begins by reviewing some of the literature on the use of unit-weights when choosing how to weight predictors in selection, weight multiple performance indicators, and so forth. Overall, it is noted that the published literature indicates that unit-weights have a solid record of predictive validity (e.g., Schmidt, 1971) when compared to regression weights. The Bobko et al. review focuses on theoretical and mathematical issues, simulations, and statistical logic (e.g., sampling error in regression weights). The authors note that unit-weights are particularly useful in instances where sample sizes are not large. However, there is a lack of empirical studies regarding how other differential weighting strategies (e.g., weights generated by subject matter experts in content validity settings) fare in relation to unit-weights.

The article then applies some of this thinking to issues related to the content validity of personnel selection systems. Within such validation literature, the authors comment on a small number of recent articles that have been somewhat critical of the potential use of unit-weights. Those articles are used as a backdrop to demonstrate why, in fact, unit-weights are quite useful (again, based on the more general literature review on weighting strategies). For example, in contrast to some prior comments, unit-weights have a good record of predictive validity, they are logical and not "arbitrary," they are compatible with content validity, and they are robust to outliers. Further, although others have expressed concern about unit-weights in regard to levels of adverse impact, the article's authors suggest that it is generally unwise to expect most a priori weighting systems, in and of themselves, to be vehicles for adverse impact reduction.

The authors also present new data that demonstrate very high inter-correlations of composite scores when determined by different types of weighting approaches (including unit-weighting). The authors then conduct a meta-analysis by adding these new databases to the available data from the literature in content validity. Their research propositions (subsequently confirmed) were that, "Unless the underlying, latent weights are quite different, there will be very little difference in the overall rank ordering of job candidates when unit-weights and differential weights are used" and "Unless the underlying, latent weights are quite different, there will be very little difference in values of *d* [standardized mean subgroup difference] when different weighting systems are invoked."

More specifically, they found that, in the existing empirical literature, correlations between job analysis scores and unit-weight scores ranged from .93 to .96, and correlations between subject matter expert (SME) generated weight scores and unit-weight scores ranged from .90 to .99. It was also noted that correlations between weighting schemes only appeared to diverge from values of .98 to .99 (though they do not diverge far) when the ratio of the highest to lowest weight exceeded 4 to 1. Regarding adverse impact potential, the standardized mean difference values (*d*s) for unit-weights were sometimes lower than corresponding values for job analysis weights and somewhat higher than corresponding values for SME generated weights.

The new, additional data confirmed their findings (e.g., correlations between scores from job analysis weights and unit-weights ranged from .982 to .996, and correlations between scores from SME weights and unit-weights ranged from .969 to .999 with 6 out of 7 correlations rounding to .99). Regarding adverse impact potential, the average difference in d between unit weights and job analysis (differential) weights was .001; the average difference in *d* between unit weights and SME-generated differential weights was -.0007.

As noted, all available data (existing and new additional data) were also used in a "bare-bones" meta-analysis – which once again (not unexpectedly) confirmed their hypotheses. In turn, the authors suggest that unit-weights can be a highly appropriate approach for weighting and aggregating scores into a composite, or overall, score

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* Research Brief submitted by Philip Bobko, *Building Personnel Systems, LLC and Gettysburg College*; Philip L. Roth, R*oth and Associates, Ltd. and Clemson University*; and Maury A. Buster, *Alabama State Personnel Department*.

***RESEARCH BRIEF, FROM PAGE 11*-----**

under many circumstances (one caveat being that differential weights might deserve attention when there is evidence that latent weights differ substantially [e.g., by factors of 10 to 1]).

The authors then review a recent court case (*Reynolds v. State of Alabama*) in which the application of unit-weights in five work sample examinations was challenged (both in terms of validity and adverse impact). In its decision, the court wrote that basing a weighting system on the KSAs underlying an exercise (i.e., leading to a system of differential weights) does not make that system more content valid than one using unit-weights, and that such differential weights might suffer from "pseudo-precision" (i.e., noted by the authors to be a level of precision that goes beyond that inherent in the original data). The court also noted that the choice to score the exams using unit-weighting did not diminish their content validity.

In sum, based on prior literature, existing empirical literature, a meta-analysis, and a court decision, the authors state that a strong case can be made for the use of unit-weights in content validation, and potentially many other research, settings. They call for more research that investigates the boundaries of this possibility. The reader is encouraged to obtain and read the full text of the article for a more complete exposition and explanation.

Source

Bobko, P., Roth, P., & Buster, M. (2007). The usefulness of unit-weights in creating composite scores: A literature review, application to content validity, and meta-analysis. *Organizational Research Methods*, *10*, 689-709.

-- PTC

Research Briefs

In the spirit of staying up to date in the research literature and promoting scientist-practitioner collaboration, PTC/MW invites members and colleagues to submit "Research Briefs." Research Briefs are focused summaries (1,000 words or less) of published journal articles, conference papers, and/or technical reports written to inform personnel assessment professionals of best practices and emerging solutions to important issues in the field.

If you are interested in submitting a Research Brief for an upcoming issue of the PTC/MW Quarterly, please contact PTC/MW Newsletter Editor Mike Ingerick at (703) 549-3611 or mingerick@humrro.org.

PRESS RELEASE

EEOC Issues Report on Federal Employment of Individuals with Targeted Disabilities

New Report Provides Sobering Statistics and Roadmap for Agencies to Improve Hiring and Advancement

Tuesday, January 15, 2008

WASHINGTON, DC – The U.S. Equal Employment Opportunity Commission (EEOC) today issued a comprehensive report addressing strategies to reverse the declining participation rate of federal employees with targeted disabilities. The full text of the report, *Improving the Participation Rate of People with Targeted Disabilities in the Federal Work Force*, is available on the EEOC's web site at www.eeoc.gov/federal/report/pwtd.html.

Despite initiatives from numerous administrations, the percentage of federal employees with targeted disabilities has declined each year since reaching a peak of 1.24% in fiscal years (FYs) 1993 and 1994. In FY 2006, the participation rate of people with targeted disabilities declined to 0.94% of the federal government's total work force, the lowest participation rate in more than 20 years. Targeted disabilities include deafness, blindness, missing extremities, partial or complete paralysis, convulsive disorders, mental retardation, mental illness, and distortion of the limb and/or spine.

The EEOC report reiterates the call for the federal government to be the nation's model employer, providing equal opportunity to all Americans, including those with disabilities. The report incorporates the best practices and innovative measures taken by agencies that have embraced the issue. The report also addresses agency policies and practices that may serve as barriers for individuals with disabilities.

"We undertook this review to examine impediments in the federal sector to the hiring and advancement of people with targeted disabilities, as well as to showcase agency best practices that are making a real difference," said Carlton Hadden, Director of the EEOC's Office of Federal Operations (OFO), which prepared the report. "Our goal is to ensure that the federal government is the employer of first choice for individuals with disabilities."

In June 2006, under the leadership of Commissioner Christine M. Griffin, the EEOC launched the LEAD Initiative (Leadership for the Employment of Americans with Disabilities). Through LEAD, the EEOC is reaching out to agency leaders, HR personnel and hiring officials,

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to encourage them to hire and advance more individuals with targeted disabilities.

Commenting on the prolonged shortage of federal employees with targeted disabilities, Commissioner Griffin said, “This decline of individuals with severe disabilities employed by the federal government is into its second decade. Under the Rehabilitation Act of 1973, federal agencies have an affirmative action requirement to hire and advance individuals with disabilities, yet 35 long years later there is little progress. Agency leaders must make this issue a priority.”

Griffin, a legal expert and long-time advocate for the disability community, continued: “The federal government is supposed to be the model employer. Some agencies have embraced this concept when it comes to individuals with targeted disabilities, but most have not. Very few agencies are actually setting hiring goals or making concrete plans to meet those goals. This must change.”

“This report offers practical, concrete solutions that federal agencies can immediately implement to improve their recruiting, hiring, and retention of people with severe disabilities. OFO has provided agencies with a great tool. Now it’s up to agencies to use it.”

-- PTC

PRESS RELEASE

Judge Grants Final Approval for $6.2 Million Partial Settlement of Historic Union Discrimination Case

Sheet Metal Workers’ Local 28 Discriminated Against Blacks and Hispanics for Years, Suit Says

Tuesday, January 15, 2008

NEW YORK – A federal court has granted final approval for a $6.2 million partial settlement for black and Hispanic sheet metal workers who suffered discrimination by their union, the U.S. Equal Employment Opportunity Commission (EEOC) announced today.

The EEOC and the State and City of New York, along with the Lawyers’ Committee for Civil Rights Under Law in Washington, DC and the New York law firm of Debevoise & Plimpton LLP representing the minority members, had sued Local 28 of the Sheet Metal Workers’ International Association in New York City (Local 28) for providing fewer job opportunities to the workers because of their race or national origin for many years. Such alleged conduct violates Title VII of the Civil Rights Act of 1964, which prohibits race and national origin discrimination by labor organizations. The partial settlement was reached through intense negotiations between the plaintiffs and Local 28.

Judge Robert L. Carter of U.S. District Court for the Southern District of New York granted final approval of the settlement, which would compensate minority members of Local 28 for lost wages for the years 1984 to 1991. The parties have also agreed to significant changes in the union’s job referral system as well as monitoring systems aimed at equalizing members’ access to job opportunities. Litigation of the remaining claims of union members who suffered discrimination after 1991 continues, as do settlement negotiations, in an effort to obtain a prompt and fair resolution of those remaining claims.

“We hope that these developments are an indication that, with the recent change in leadership, the union has decided, after many years of costly litigation, to work with the court and the plaintiffs in obeying the court orders and to begin to resolve the outstanding claims against it,” said Spencer Lewis, the District Director of the EEOC’s New York office.

“We are thrilled that our clients are finally on the path to receive compensation for some of the discrimination they suffered,” said Michael L. Foreman, Director of the Employment Discrimination Project of the Lawyers’ Committee. “Without the tireless commitment of our co-counsel at Debevoise & Plimpton, who have devoted significant time and resources to this pro bono case, this outcome would not have been possible.”

“We are extremely pleased that such a substantial settlement has been preliminarily approved for this set of claims, and we are eager to continue working toward resolution of remaining claims and issues,” said Jyotin Hamid, a partner with Debevoise & Plimpton.

“This is a significant step forward in what has been a decades-long process to end discrimination against black and Hispanic members of Local 28 and restore their lost wages,” said Joshua Rubin, Senior Counsel at the New York City Law Department. “We will continue working to ensure good practices at the union going forward and to help others reclaim their compensation.”

-- PTC

☑ ***Mark Your Calendars***

APRIL LUNCHEON

“State of the Art and Science of Logic-Based Measurement”

Mary Ann Nester, Ph.D. and
Robert Simpson, Ph.D.
U.S. Customs and Border Protection

Wednesday, April 23, 2008
11:30 a.m. – 1:30 p.m.

PRESS RELEASE

OPM Issues Status Report on Performance-Based Pay Systems in the Federal Government

Tuesday, January 29, 2008

WASHINGTON, DC – The U.S. Office of Personnel Management (OPM) has released a 2007 status report on performance-based pay systems within the federal government, which currently support over 298,000 federal employees. The report, Alternative Personnel Systems in the Federal Government - A Status Report on Demonstration Projects and Other Performance-Based Pay Systems, includes information based on agency data, evaluations and studies, and it demonstrates performance-based pay systems "work."

"This report shows performance-based pay systems drive improvements in managing performance, recruiting and retaining quality employees, and achieving results-oriented performance cultures," said OPM Director Linda M. Springer.

The report also includes profiles of demonstration projects currently operating under OPM authority, as well as independent and executive pay systems where employee pay is linked to performance.

Independent systems cover approximately 246,700 federal employees, with more than half working under the Department of Defense's National Personnel Security System (NSPS). In May 2007, OPM issued an assessment of NSPS, concluding the program is being implemented effectively.

Executive pay systems cover more than 8,600 employees in the Senior Executive Service (SES) and the Senior Foreign Service (SFS). Demonstration projects currently cover about 42,500 federal employees. OPM continues to manage the certification process for SES pay systems and has seen marked improvements in agency implementation of performance-based pay for executives.

For a copy of the report, please go to http://www.opm.gov/aps/reports/index.asp.

-- PTC

Get Involved in PTC/MW

Opportunities to get involved in PTC/MW activities abound!

To learn more, contact PTC/MW President Martha Hennen at Martha.E.Hennen@USPS.gov or (202) 268-6831.

Job Announcements

Research Scientist. The American Institutes for Research (AIR) (www.AIR.org) is one of the largest behavioral and social science research organizations in the world. Our research-based approach to organizational problem solving is built on the best theories and methods in the behavioral, social, and organizational sciences, and is enhanced by AIR's multidisciplinary approach.

We are currently seeking a Research Scientist to support our national security and intelligence practice area. These staff will support current and future project efforts in a variety of areas such as job analysis, personnel selection and certification, test development and validation, performance management, program evaluation, workplace surveys, training needs assessment, and training evaluation. You will work as part of a research team on one or more projects to include designing and conducting training course or program evaluations, conducting workforce analyses, planning and conducting quantitative analyses; organizing and documenting analytical results and research procedures; preparing technical reports and journal articles; designing and conducting research projects for federal and private sponsors; and writing or contributing to competitive proposals for applied social science research. Periodic travel may be required.

Qualified candidates will have a Bachelor's or Master's Degree or equivalent experience in a behavioral or social science research field (e.g., industrial/organizational psychology, organizational development, human resources). Knowledge of SPSS and a TS/SCI clearance and full scope polygraph are required.

AIR offers an excellent compensation and benefits package. For more information, please visit our website at www.air.org. TO APPLY, go to http://jobs-airdc.icims.com and reference job number **5228**. EOE.

Staff Industrial-Organizational Psychologist. Fields Consulting Group (www.fields-consulting-group.com), located in McLean, Virginia, has been awarded several new testing and training projects with enormous scope. As a result, Fields is seeking individuals with experience or interest in test development to join our company. Individuals should minimally have a Master's degree in Industrial/Organizational Psychology, or a related field.

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Interested individuals should be detail-oriented, have strong interpersonal and written communication skills, and be able to work in a dynamic, fast-paced, demanding environment. At Fields, these individuals will have an opportunity to employ extensive initiative and innovation in creating complex testing and training products. FCG offers full benefits, flexible work hours, and potential for career growth. Some travel is required. Salary is competitive and commensurate with experience. Send resume to Laura Fields at Laura.Fields@fcgtesting.com or fax to (703) 506-8666.

Project Manager. Fields Consulting Group, located in McLean, Virginia, has been awarded several new testing and training projects with enormous scope. As a result, Fields is seeking individuals with experience in test development or project management to join our company. Individuals should minimally have a Master's degree in Industrial/Organizational Psychology, or a related field. Individuals should have knowledge of validation procedures and have strong interpersonal and written communication skills. Individuals must have experience in conducting job analysis, and have experience in either project management or test development. In order to achieve success in this position, individuals must be detail-oriented, have team leadership skills, and be able to work in a dynamic, fast-paced, demanding environment. FCG offers full benefits, flexible work hours, and potential for career growth. Some travel is required. Salary is competitive and commensurate with experience. Send resume to Laura Fields at Laura.Fields@fcgtesting.com or fax to (703) 506-8666.

Program Manager, Personnel Selection and Development Program. The Human Resources Research Organization (HumRRO) (www.HumRRO.org) is seeking an individual to plan, direct and manage its Personnel Selection and Development Program. Primary responsibilities involve project work, business development, and staff management. Project work generally involves directing research projects and being part of project teams. Business development involves designing and marketing the program; monitoring the market; and establishing and maintaining contacts with potential sponsors to identify project opportunities and contribute to the maintenance and expansion of the HumRRO client base. Staff management involves, but is not limited to, developing staff capabilities; providing contract oversight and technical supervision of project staff; and working with project directors and clients to ensure client satisfaction and obtain continuation and expansion of contracts.

This individual will report to a HumRRO Vice President.

Individual should have:

- Ph.D. degree or equivalent experience in I/O psychology or closely related field.
- 10+ years post-Ph.D.-level experience in applied contract research.
- Demonstrated skill in planning, conducting, and managing applied research and development activities.
- Mastery of a wide range of concepts, principles, and practices in I/O psychology, with an emphasis on personnel selection, promotion, and employee development.
- Excellent interpersonal and communication skills to establish and maintain effective relationships with employees, clients and partners.
- Passion for product quality, service, and performance.

Individual must be willing and able to obtain a security clearance. This position is located in HumRRO's headquarters in Alexandria, VA.

For more information and to apply online, please visit: http://www.humrro.org/corpsite/employmentview.php?pva/071201. When applying, please refer to Job Announcement **DEC07-01**. EOE.

Research Scientist. The Human Resources Research Organization (HumRRO) (www.HumRRO.org) is seeking one or more Ph.D.-level I/O Psychologists for its Louisville, KY Center for Learning, Evaluation, and Assessment Research (CLEAR). CLEAR specializes in educational evaluation and assessment research. Education initiatives, particularly psychometric projects and validity studies, have expanded in recent years to include work with 12 states and the US Department of Education. Ongoing projects include: IRT scaling and equating, vertical scaling studies, validity and consequential impact studies of state assessments, differential item functioning (DIF) studies, item content analyses, quality assurance for the National Assessment of Educational Progress (NAEP), and curriculum alignment studies in light of the No Child Left Behind Act (NCLB). In addition to the growing education work, CLEAR I/O Psychology staff work closely with the I/O Psychology staff in other program areas in more traditional I/O projects.

The ideal candidate is flexible and creative and has interests in and can offer contributions to education and I/O projects. The candidate should possess a Ph.D. (or be nearing completion) in I/O psychology, or a closely

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JOB ANNOUNCEMENTS, FROM PAGE 15-----

related discipline. The candidate must be well versed in measurement principles, test construction, and test validation. The position requires strong foundation skills in measurement, applied research design, methodology and statistics, and programming experience with statistical packages (notably SAS). Mathematical and analytic skills are required to identify unique solutions to research problems and to conduct statistical/ psychometric analyses.

Work to be performed in Louisville, KY.

For information on applying, please visit: http://www.humrro.org/corpsite/employmentview.php?pva/080104. When applying, please refer to Job Announcement **JAN08-04**. EOE.

Research Scientist/Senior Scientist. The Human Resources Research Organization (HumRRO) (www.HumRRO.org) prides itself on creating high-quality examinations and research and cultivating sustained relationships with clients. HumRRO is a national leader in providing customized solutions to issues related to strategic human resource management, program evaluation, educational research, program policy and analysis and numerous other areas that have broad impact.

Individual needed to be part of a research team working on projects. Project work may include but not be limited to conducting job analyses; designing and developing assessments for selection, promotion, credentialing, performance evaluation, and career development; designing and implementing research projects; analyzing data; writing reports; and preparing and delivering presentations.

Ph.D. with relevant experience in I/O psychology or closely related field. Statistical programming (e.g., SAS, SPSS) is a strong plus. Effective written and oral communication skills and ability to work independently a must. Salary commensurate with education and experience.

For information on applying, please visit: http://www.humrro.org/corpsite/employmentview.php?pva/080103. When applying, please refer to Job Announcement **JAN08-03**. EOE.

Senior Scientist/Senior Staff Scientist. The Human Resources Research Organization (HumRRO) (www.HumRRO.org) prides itself on creating high-quality examinations and research and cultivating sustained relationships with clients. HumRRO is a national leader in providing customized solutions to issues related to strategic human resource management, program evaluation, educational research, program policy and analysis and numerous other areas that have broad impact.

Individual needed to be part of a research team working on behavioral science research projects. Project work may include but not be limited to job analysis, performance management, competency modeling and gap analysis, proposal writing and oral presentations, leadership development, person-organization match, instrument development, data analysis, survey development, research design, project management, report writing and other related duties.

Ph.D. in I/O Psychology, Organizational Behavior or highly related field with at least 3 years of work experience preferred, or Master's in one of these fields and at least 5 years of work experience. Experience with project management, marketing and proposal preparation is preferred. Project management duties will depend on experience. Experience with applied research design and statistical analysis (e.g., SPSS, SAS) is a strong plus. Effective written and oral communication skills and the ability to work independently is required. This is a senior position.

Salary commensurate with education and experience.

For information on applying, please visit: http://www.humrro.org/corpsite/employmentview.php?pva/080102. When applying, please refer to Job Announcement **JAN08-02**. EOE.

Research Assistant. The Human Resources Research Organization (HumRRO) (www.HumRRO.org) prides itself on creating high-quality examinations and research and cultivating sustained relationships with clients. HumRRO is a national leader in providing customized solutions to issues related to strategic human resource management, program evaluation, educational research, program policy and analysis and numerous other areas that have broad impact.

Individual needed to be part of research team efforts on behavioral science research projects. Duties may include, but are not limited to, assisting in the development of survey, testing and training materials; collecting, entering and cleaning data for analyses; performing basic qualitative and/or quantitative analyses; and assisting with implementation projects in the areas of employee selection, promotion, employee development, program evaluation, workforce planning, and/or training. Individual will also be required to perform some administrative duties.

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BA or BS in behavioral science (i.e., I/O Psychology, Human Resources Mgmt., Educational Research) or highly related field.

One to two years of work experience desirable. Ability to relate effectively with others and work in a project team environment is most important; effective verbal and written communication. Ability to complete tasks independently, effectively and on time. Ability to manage multiple simultaneous task assignments. Must be willing to undertake new challenges. Previous experience with MS Word and MS Excel needed. Knowledge of Access a real plus. Experience with MS PowerPoint, SPSS and/or SAS desirable.

Salary commensurate with education and experience. For information on applying, please visit: http://www.humrro.org/corpsite/employmentview.php?pva/080101. When applying, please refer to Job Announcement **JAN08-01**. EOE.

-- PTC

Your Job Ad Here

PTC/MW publishes job and internship announcements in its quarterly newsletter (March, June, September, December) and on its web site at no cost for positions related to Industrial/Organizational (I/O) Psychology, Human Resource Management (HRM), and Testing.

To publish a job announcement in the newsletter and/or online, please send the announcement (250 words or less) to PTC/MW Newsletter Editor Mike Ingerick at MIngerick@HumRRO.org or (703) 549-3611.

Write for PTC/MW

PTC/MW is now accepting submissions for its June Quarterly Newsletter. The theme for the issue is "Selection and Placement Policies and Practices." The deadline for submissions is Wednesday, May 1st.

If you are interested in writing an article or submitting content, please contact PTC/MW Newsletter Editor Mike Ingerick at MIngerick@HumRRO.org or (703) 549-3611.

Member News

Welcome New Members!

Regular Members

Nicole Anne Benn, Federal Management Partners

Jeff Foster, Hogan Assessment Systems

Shannon Willison, Human Resources Research Organization (HumRRO)

Transitions and Appointments

John ("Jack") Jones, formerly President of IPAT, Inc., has accepted a new position as Vice President and Chief Scientist at Vangent, Inc. (www.Vangent.com), a Washington DC-based contractor and professional services firm that is a recent spin off-of Pearson and currently owned by Veritas Capital. Jack will work out of Vangent's Human Capital Division in Chicago, IL, where he will oversee the Personnel Selection Inventory, Reid Report, Employee Safety Inventory, Thurstone Mental Ability Test, and LH-STEP, and other assessments. Jack may be contacted at bpri2000@aol.com.

January 1, 2008 brought significant change for several PTC/MW members working at the Human Resources Research Organization (HumRRO). **Laurie Wise** stepped down as HumRRO President and moved from its Alexandria, VA headquarters to his new position as a Principal Scientist in the Monterey, CA office. **Bill Strickland** was promoted from his previous position as a Vice President to President. **Deirdre Knapp** and **Suzanne Tsacoumis** have joined **Beverly Dugan** as Vice Presidents directing HumRRO's research divisions, and **Steve Sellman** continues as vice president for strategic planning. **Cheryl Paullin** was promoted to manager of HumRRO's Assessment Research and Analysis Program.

Have news to share with your fellow PTC/MW members? The Member News section is the perfect forum to announce job transitions, awards and honors earned, presentations and publications, interesting projects completed, and more.

*If you have news to share with your fellow PTC/MW members, please contact PTC/MW Newsletter Editor **Mike Ingerick** at (703) 549-3611 or MIngerick @HumRRO.org.*

-- PTC

PTC/MW QUARTERLY NEWSLETTER POLICY

Approved by the PTC/MW Executive Committee, 27 October 2006

Policy. PTC/MW shall have a written policy regarding the content, format, and style of its newsletter the PTC/MW Quarterly. The Executive Committee shall review the newsletter policy periodically and publish the current policy in the newsletter at least annually.

Schedule and Deadlines. The newsletter shall be published four times a year (March, June, September, December). The deadlines for submitting content to the Quarterly are as follows: March (February 1st); June (May 1st); September (August 1st); December (November 1st). All submissions should be sent electronically to the Newsletter Editor as a Microsoft Word document or as text file.

Content. Each Quarterly Newsletter shall include (a) the President's Message, (b) information on the upcoming Luncheon/Workshop (i.e., speaker, title, abstract), (c) announcements and/or updates on other PTC/MW business and activities, (d) job announcements, (e) Member News, (f) the Professional Calendar, (g) other professional announcements, and (h) articles and other submissions on topics that are relevant to PTC/MW or the field of personnel measurement and selection. The newsletter shall be open to the expression of informed professional opinions and to presenting opposing views on controversial issues in any form (e.g., as Letters to the Editor, as an article, etc.). In all cases, the newsletter will strive to provide facts and opinions in an accurate, complete, and fair manner. Publication of items in the newsletter shall not necessarily imply the endorsement of PTC/MW. PTC/MW reserves the right to decide whether content submitted for publication is of sufficient merit and interest to be printed in the newsletter.

Letters to the Editor. Individuals and organizations may submit Letters to the Editor expressing informed professional opinions, views on current issues and trends, and commentary on specific articles published in newsletter. When comments are received on specific articles, the newsletter shall provide the articles' author(s) an opportunity to submit a response for publication in newsletter. Each Letter should be submitted to the Newsletter Editor electronically, with a limit of 500 words.

Articles. Individuals and organizations may submit articles for publication in the newsletter. All articles must serve a useful educational purpose. Articles based on research and/or professional opinions presented in a referred journal or at a professional meeting are welcome. Each article should be submitted to the Newsletter Editor electronically, with a limit of 1,750-1,800 words.

Member News. Individuals and organizations may submit personal and professional news (transitions and appointments, retirements, awards and recognition, deaths, etc.) about or of interest to current and former PTC/MW members for publication in newsletter.

Advertisements. PTC/MW shall not solicit nor accept paid advertisements.

Job Announcements. Individuals and organizations may submit job announcements related to Industrial/Organizational (I/O) Psychology, Human Resource Management (HRM), and Testing for publication in the newsletter. There will be no restrictions on location; jobs can be located in the Metropolitan, DC area or elsewhere. There will be no charge for publishing job announcements. Announcements will be published in alphabetical order according to the name of the organization. Announcements should be submitted to the Newsletter Editor electronically and are limited to 250 words.

Other Professional Announcements. Individuals and organizations may submit non-job related announcements that are professional in nature for publication in the newsletter. Such announcements may include requests for information, calls for papers and presentations, and calls for nominations. Other professional associations who share PTC/MW's mission to promote personnel measurement and selection may submit calls (e.g., for papers and presentations) and announcements of professional meetings (i.e., conferences, conventions, training courses, and workshops) officially sponsored by the association that would be of interest to PTC/MW members. Announcements of meetings, conferences, conventions, training courses, and workshops not sponsored by a professional association shall be restricted to the "Professional Calendar" section of the newsletter. PTC/MW reserves the right to decide whether announcements submitted for publication meet these criteria and are of sufficient interest to be printed in the newsletter. There will be no charge for publishing announcements. Announcements should be submitted to the Newsletter Editor electronically with a limit of 100 words.

Authorship. The person(s) responsible for the content of each article or announcement shall be identified by authorship. Both the name and employer of the author(s) shall be listed with the article. Footnotes may be used to provide additional information, as needed (e.g., disclosure of relationships that could affect article content; author's contact information if not in the Membership Directory). Footnotes may not be used simply for advertising purposes.

Editing. PTC/MW reserves the right to edit submissions to comply with newsletter requirements for style, format, and length. PTC/MW will contact the senior author prior to publication if major editing is needed. All items submitted to the newsletter become the property of PTC/MW.

Copyright. PTC/MW shall put the copyright notice on each issue of the newsletter. This notice shall read, "The Personnel Testing Council of Metropolitan Washington encourages other groups to reprint articles from the PTC/MW Quarterly, provided that credit is given to the author and to the PTC/MW Quarterly."

Administration. The Newsletter Editor shall administer and interpret the newsletter policy, subject to review by the Executive Committee.

PROFESSIONAL CALENDAR

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

MAR 5 ***PTC/MW. SPECIAL EVENT! BREAKFAST WORKSHOP (8:30-11:30 am). Dr. Kevin Murphy, Pennsylvania State University. "Content Validity and the Easter Bunny." Featured Exhibitor: PreVisor. Pier 7 Restaurant, Washington, DC. Contact: www.PTCMW.org.***

Mar 6-8 American Psychological Association. Conference. "Work, Stress, and Health." Washington, DC. Contact: Wesley Baker, APA, 202-336-6033 or www.apa.org/pi/work.

Mar 7 HR Leadership Forum. Kathy Granger. "Measuring the Quantitative and Qualitative Impact of Learning." Arlington, VA. Contact: www.hrleadershipforum.org. Reservations required.

Mar 10-12 Society for Human Resource Management. Conference. "Employment Law & Legislation." Washington, DC. Contact: SHRM, 703-548-3440 or www.shrm.org.

Mar 13 Federal Employment Law Training Group. Symposium. "Federal Employment Law." Washington, DC. Contact: FELTG, 877-303-3584 or www.feltg.com.

Mar 14-16 Colorado State University. IO-OB Graduate Student Conference. Denver, CO. Contact: www.ioob.net or www.colostate.edu/Depts/Psychology/io/ioob.shtml.

Mar 20-21 Institute for Objective Measurement. Workshop. "Introduction to Rasch Measurement: Theory and Applications." New York, NY. Contact: Dr. Everett Smith, 312-996-5630 or www.rasch.org.

Mar 20-21 PTC Northern California. Annual Conference. Concord, CA. Contact: www.ipmaac.org/ptcnc.

Mar 22-23 Data Recognition Corp & Journal of Applied Measurement Press. International Objective Measurement Workshop. New York, NY. Contact: www.datarecognitioncorp.com.

Mar 24-28 American Educational Research Association. Annual Meeting. New York, NY. Contact: AERA, 202-223-9485 or www.aera.net.

Mar 25-27 National Council on Measurement in Education. Annual Meeting. New York, NY. Contact: NCME, 202-223-9318 or www.ncme.org.

Mar 27 Metropolitan New York Association of Applied Psychology. Dinner Meeting. Robert Hogan & Joyce Hogan, Hogan Assessment Systems. "The Dark Side of Leadership." Contact: www.metroapppsych.com.

Mar 31 – Apr 2 Society for Human Resource Management. Global Conference. Boston, MA. Contact: SHRM, 703-548-3440 or www.shrm.org.

Apr 4 HR Leadership Forum. Michelle Freiburg, Hewitt Associates, and Lisa Meadows, Capital One. "Top Companies for Leaders." Arlington, VA. Contact: www.hrleadershipforum.org. Reservations required.

Apr 9-12 Society for Industrial and Organizational Psychology. Annual Conference & Workshops. San Francisco, CA. Contact: SIOP, 419-353-0032 or www.siop.org.

Apr 14-16 Society for Human Resource Management. Conference. "Staffing Management." Nashville, TN. Contact: SHRM, 703-548-3440 or www.shrm.org.

APR 23 ***PTC/MW. LUNCHEON MEETING. Drs. Mary Ann Nester and Robert Simpson, U.S. Customs and Border Protection. "State of the Art and Science of Logic-Based Measurement."*** **Pier 7 Restaurant, Washington, DC. Contact: www.PTCMW.org.**

Apr 30 Metropolitan New York Association of Applied Psychology. Dinner Meeting. Victor Vroom & John Searle, Yale University. "Pursuing an Idea to Its Logical (Illogical) Conclusion: A Half-Century of Research on Leadership Styles." Contact: www.metroapppsych.com.

Future SIOP: San Francisco, April 10-12, 2008. New Orleans, April 2-4, 2009. Atlanta, April 8-10, 2010. Chicago, April 14-16, 2011.

PERSONNEL TESTING COUNCIL OF METROPOLITAN WASHINGTON

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www.PTCMW.org

PTC/MW Elected Officers, 2008				
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Recorder	Ryan O'Leary, Ph.D.	Personnel Decisions Research Institute	(703) 812-3054	ryan.oleary@pdri.com

PTC/MW Committee Chairs, 2008				
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Deadline for the June Quarterly is May 1, 2008.

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