International Personnel Assessment Council

Assessment Council News (ACN)

December 2010

Presidential Message

By Mike Willihnganz, President

Happy holidays IPAC members! The arrival of the holiday season signifies a wrap to the 2010 IPAC year. Reflecting back over the past 11 months, I believe IPAC's second full year in existence has been highly successful. Our very first solo conference, planned and executed exclusively with volunteers, was well attended and the program received rave reviews. We conducted two terrific webinars this year and expanded the content of our quarterly newsletter, the *Assessment Council News*. Our membership is growing and our treasury is stabilizing. All in all, it has been a very good year.

The success we have enjoyed and the accomplishments we have realized in 2010 are the result of the dedication and hard work of the IPAC Officers, Board, and a throng of volunteers. As I approach the conclusion of my term as IPAC President, I would like to publically acknowledge and thank our fabulous Officers and Board (**Julia Bayless, Reid Klion, Christine Parker, Warren Bobrow, Bryan Baldwin,** and **Shelley Langan**). Because of the countless hours they have invested and their unwavering commitment to establishing an independent organization after parting ways with IPMA-HR, I believe IPAC is well-positioned to be the leading association of assessment practitioners for years to come.

Two of our esteemed Board Members, **Shelley Langan** and **Bryan Baldwin**, will be completing their terms of office at the end of the calendar year. Please join me in expressing appreciation for their time and contributions. I trust that they will continue to be actively involved in the organization.

Thank you to everyone who took the time to vote in the recent IPAC election. Congratulations are in order for President-Elect **Jeff Feuquay**, Secretary **Marianne Tonjes**, and Board Member **Lee Frier**. IPAC's 2011 slate of Officers and Board Members will consist of:

- President: Julia Bayless
- President-Elect: Jeff Feuquay
- Past President: Mike Willihnganz
- Financial Officer: Reid Klion
- Secretary: Marianne Tonjes
- Board Members: Warren Bobrow, Lee Frier, Christine Parker

Speaking of 2011, if you have not yet renewed your membership for the upcoming year, please take a minute and do so. Membership dues are only $75. Student membership is available for $25. Visit the IPAC webpage (www.IPACweb.org) to renew on-line.

Planning is well underway for the 2011 IPAC Conference on Personnel Assessment. The 2011 conference will be held at the Dupont Hotel in Washing-

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ton D.C. from July 17th through the 20th. General session speakers **Wayne Camara**, **Elaine Pulakos**, **Eric Dunleavy**, **Mike Aamodt**, and **Dave Cohen** have already been confirmed. The call for papers/presentations is scheduled to be released on January 3rd. It is not too early to begin making plans to join us in Washington D.C. next summer. The D.C. area makes an excellent family vacation spot, I might add.

Finally, as I pen my final Presidential Message, I would like to say it has been an honor and a privilege to serve as IPAC President over the course of the last two years. Little did I know when I agreed to run for the office of President-Elect for IPMAAC in 2007 that our world would be changing so dramatically and that I would be presiding over the formation of a new, independent, professional association. The last two years have been extremely rewarding and enjoyable because of all of the IPAC Officers, Board Members, and volunteers that I have had the pleasure of working with. When the hard work of transitioning from IPMAAC to IPAC needed to be done, these folks eagerly stepped up so that our vision of a self-sustaining, independent IPAC could be realized. For everyone involved during these formative years, the mantra continued to be "failure is not an option." Words cannot describe my gratitude and appreciation for all of the hard work, assistance, and support I received from the Officers, Board Members, and other volunteers. As I mentioned earlier in this article, because of their collective efforts and resolve, I think IPAC has a very bright future. I am grateful I had the opportunity to play a small role in helping to launch the organization.

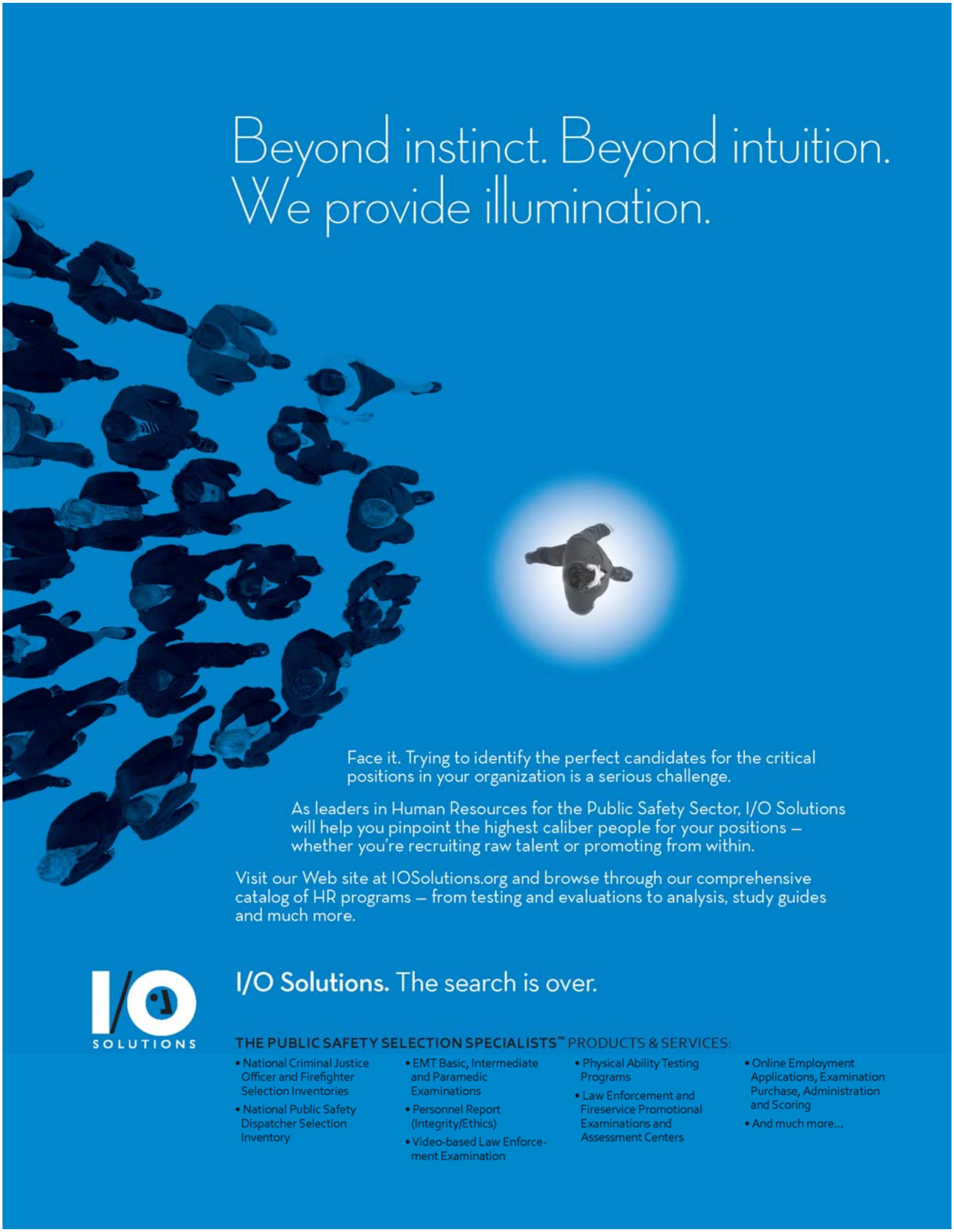
I wish you all a very happy holiday season and I look forward to working with you in the capacity of Past President in 2011.

THE ACN NEEDS YOU!

As we plan for the 2011 publication year we would like to invite you to contribute an article to the ACN – a research project at school or at work, a summary of a presentation you are preparing or have given, or a topic in the field you have an interest in. This is a great opportunity to share your expertise with the IPAC membership!

To learn more, please contact the ACN editor, Jay Polaki

@ jpolaki@mdta.state.md.us or call (410) 537-7557


Beyond instinct. Beyond intuition.
We provide illumination.
Face it. Trying to identify the perfect candidates for the critical positions in your organization is a serious challenge.
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• Physical Ability Testing Programs
• Law Enforcement and Fireservice Promotional Examinations and Assessment Centers
• Online Employment Applications, Examination Purchase, Administration and Scoring
• And much more...

Membership News……Renew Today!

By Julia Bayless, Membership Chair and President Elect

What a year it's been! 2010 has been a growth year for IPAC in many ways…in terms of membership, the services and benefits provided, and the reach of the organization. We are looking to 2011 with the expectation of continued expansion. Speaking of which, it's membership renewal time! If you have not already done so, please take a few moments to renew your membership at www.ipacweb.org. Once you log in to the members-only area you can simply click to renew your membership. With our new membership management system you also have the flexibility to update your own information – any time!

Our membership rates remain at the same low $75 for regular members for the calendar year, and just $25 for student members. Membership benefits include access to the current issue of the *Assessment Council News (ACN)*, discounted fees for the annual conference, free participation in IPAC's webinar series, access to IPAC monographs, conference presentations, and much, much more! Visit the IPAC website to learn more about current events and resources the organization has to offer.

We have an ambitious goal to drive our membership up by at least 20% this year, and we need your help to do it! Please take one or more of the following actions to help us meet our goal:

- Pass it on! Send IPAC membership information to a friend or colleague who you think would benefit from belonging to our organization
- Refer a friend! Provide anyone in the IPAC leadership (listed on the website and on the last page of the ACN) with contact information for any person, persons, or organizations who you think would benefit from being aware of and involved in IPAC
- Get involved! Join one of IPAC's standing committees, help plan the upcoming 2011 conference, contribute to the *Assessment Council News* – there are lots of ways for you to get involved and to get others involved too!

Look for many exciting events in the coming months, including the Call for Proposals for the 2011 conference; the call will be open from January 3-31st and the conference will be held July 17-20, 2011 in Washington, DC. Additionally, we will be continuing the IPAC webinar series in the early part of 2011 – stay tuned for details!

Please contact any of the IPAC Board Members or Committee Chairs (listed on the IPAC website) with any questions or suggestions – thanks for your continued support!

IPAC 2011 Conference

July 17 — July 20, 2011

Dupont Hotel

Washington, D.C.

Please mark your calendars and plan to join us for two and a half days of concurrent sessions, featured speakers, and social events, plus pre-conference workshops.

Pre-conference workshops 7/17/11 (Sunday)

Plenary and concurrent sessions 7/18/11 — 7/20/11 (Mon-Wed)

Hotel Reservations:
Call 202-483-6000 or 866-534-6835
(Mon-Fri 7:30am–9pm; Sat and Sun 9am–5:30pm)
IPAC Rate $170/night for up to four nights (7/16/11 through 7/20/11)
Reference “IPAC 2011 Annual Meeting” when making your reservations
Visit the Dupont Hotel website to learn more!

Our *Call for Proposals* for the conference is forthcoming.

Sponsorship and Exhibitor Information is available now.

Center for Corporate Equality Releases Technical Advisory Committee Report on Best Practices in Adverse Impact Analysis

By David Cohen, Mike Aamodt, and Eric Dunleavy
The Center for Corporate Equality

Although determining whether selection, promotion, and termination decisions result in adverse impact is an important topic for organizations, there is little guidance about the proper way in which these analyses should be conducted. To help provide the assessment and equal employment opportunity (EEO) communities with technical "best practice" guidance on how to conduct adverse impact analyses, the Center for Corporate Equality (CCE) organized a Technical Advisory Committee (TAC) consisting of 70 of the nation's top experts in adverse impact analyses. This committee was tasked with creating a set of best practice recommendations that consider scientific standards, practical considerations, and an underlying goal of mirroring the reality of employment decisions that are under scrutiny in impact analyses.

TAC members consisted of a wide variety of EEO experts including Industrial-Organizational psychologists, labor economists, plaintiff and defense attorneys, HR practitioners, and former OFCCP and EEOC officials. Current federal agency staff were invited, but declined due to obvious conflicts of interest. I-O Psychologists were well represented (about 38% of members) on the TAC, and included a diverse group of academics and practitioners.

The TAC began by creating an extensive survey asking members to indicate how they would handle a variety of data, statistical, and legal interpretation issues commonly encountered in conducting adverse impact analyses. Sixty-four of the 70 TAC members participated in this survey, and results were used to identify topics where there was strong agreement and disagreement. Results of this survey were used to structure the agenda for an in-person meeting.

Forty-five of the TAC members then gathered at Georgetown University Hotel & Conference Center in Washington, D.C. for a two-day face-to-face meeting to discuss responses to the survey and make general recommendations. At the meeting, TAC members were placed in one of three focus groups: data issues, statistical issues, and legal/policy issues. Each focus group covered a list of pre-determined topics where there was some disagreement in survey results. Each topic was discussed, and all focus group participants were given the opportunity to weigh-in on each topic. At the end of the discussions, TAC members made a general 'best practice' recommendation on each issue. In some instances no formal recommendation could be made, and it was noted that experts strongly disagreed on certain topics.

Together, expert survey results and documented discussion from focus groups were used to create a best practice document, which was reviewed in detail by a sub-committee of TAC members. The revised best practices report was distributed without cost to the public on September 15, 2010, and is available at http://cceq.org/.[1]

This report is likely of interest to the IPAC community for a number of reasons. For example:

- Many IPAC members in private and public industry are responsible for data used for impact analyses, for the development/choice of selection procedures, and for conducting impact analyses and validation research.
- Other IPAC members who work in test vendor organizations develop assessments that are often challenged in EEO scenarios, and conduct adverse impact analysis during test development and pilot testing.
- Other IPAC members participate in EEO settings as consultants and/or expert witnesses where adverse impact analyses are a probative phase in EEO scenarios (e.g., OFCCP audits, Title VII litigation, EEOC investigations, etc.).
- Some IPAC members in academic settings conduct research on adverse impact analysis, and teach about this topic to future I-O psychologists.

The best practices document is over 100 pages long, and also includes detailed appendices with survey results and TAC member biographies. If you are interested in the topic of adverse impact analysis we strongly recommend reading the report. The following issues (and many others) are considered:

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[1] If you have any questions or comments about the TAC, please contact at Eric Dunleavy at edunleavy@dciconsult.com.

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- What is the difference between a job seeker and a job applicant?
- What are the criteria for considering someone an applicant in an adverse impact analysis?
- How should applicants who submit more than one application for an open position be treated in an adverse impact analysis?
- Should organizations "guess" the gender or race of applicants who do not self-identify their race and/or gender?
- Should applicants who are offered a job be counted as a selection regardless of whether they actually accept the offer?
- How should internal and external candidates be treated in adverse impact analyses?
- Should measures of both statistical and practical significance be included in determining the existence of adverse impact?
- Which statistical significance tests and practical significance measures should be used in certain situations?
- What factors should be considered when deciding whether to aggregate data across jobs, locations, or requisitions?
- When is it appropriate to control for factors such as education and experience using logistic regression analysis?
- Are adverse impact analysis comparing "total minorities" to "non-minorities" and other subgroup aggregate comparisons appropriate for analyses?
- What is the difference in analyses between pattern or practice scenarios and adverse impact scenarios?
- Have any recent court cases influenced how adverse impact analyses should be conducted?

Another version of this article also appears in the December 2010 Quarterly Newsletter of the Personnel Testing Council of Metropolitan Washington (PTC/MW, www.PTCMW.org) and on the SIOP and other websites. It is being re-printed with the authors' permission.

James C. Johnson Student Paper Award Competition

The International Personnel Assessment Council (IPAC) is sponsoring its annual *James C. Johnson Student Paper Award* competition in order to recognize the contributions of students in the field of personnel assessment. The winner of the 2010-2011 competition will be invited to present his or her paper at the 2011 IPAC Conference to be held in Washington, DC, July 17-20, 2011. The winner will receive up to $600.00 in conference-related travel expenses, free conference registration and a one-year membership in IPAC. In addition, the University Department in which the student completed his or her research will be awarded a $500 grant, as well as a plaque commemorating the student's IPAC award achievement.

Submission may be based on any type of student paper including a thesis or dissertation. The deadline for receipt of entries is **March 21, 2011**. Papers should be submitted via e-mail to Dr. Lee Friedman (leefriedman1406@yahoo.com). IPAC Student Paper Competition cover sheets (***see following pages***) should be mailed hard copy directly to Dr. Friedman at the work address below.

NOTE: Students do not need to be a member of IPAC to enter.

For further information or for submission of materials, please contact please contact Dr. Lee Friedman, LMI, 13481 Falcon View Court, Bristow, VA 20136. Email: leefriedman1406@yahoo.com. Phone: (571) 331-1388.

THE ANNUAL JAMES C. JOHNSON STUDENT PAPER COMPETITION (2010 -2011)

COMPETITION RULES

Papers must be theses, dissertations, or other student papers that describe original research conducted by the author while a student. Papers submitted must have been written within two years of the entry deadline, may not have been previously submitted to this competition, and must have been written as a student. Papers should address either substantive or methodological issues in areas such as the following:

- Personnel Selection
- Employment Tests
- Job Analysis
- Employee Performance Evaluation
- Assessment of Productivity or Organizational Effectiveness
- Assessment of Training Outcomes
- Other Related Topics

DEADLINE

All manuscripts for the **2010-2011** competition must be **e-mailed** no later than **March 21, 2011** to:

Dr. Lee Friedman
LMI
13481 Falcon View Court
Bristow, VA 20136
Tel (571) 331-1388
Email: leefriedman1406@yahoo.com

PROCEDURE FOR SUBMISSION

A. The following must be included in each entry in order to be accepted:

1. A **hard copy** of a completed cover sheet mailed to Dr. Friedman's work address ***(see following page)***
2. An electronic version (**soft copy**) of the paper e-mailed to Dr. Friedman.

B. Submissions **are not to exceed 20 double-spaced pages of text** (not including references or tables.) All papers should include a description of each of the following:

1. Research Problem
2. Methodology
   a. Research Problem
   b. Sampling
   c. Instruments Used
3. Data Analysis
4. Findings/Conclusions

JUDGING OF ENTRIES

The papers will be reviewed anonymously by a panel of academicians and practitioners. Papers will be judged on the contribution to the field of personnel assessment, including an evaluation of the scientific merit as well as the degree to which the research addresses issues of practical importance to the practice of personnel assessment.

AWARDS

- Winner presents paper at 2011 IPAC Conference
- Up to $600 reimbursement for travel to Conference
- Free Conference registration
- Free one year IPAC membership
- Recognition in IPAC's newsletter
- $500 grant awarded to winner's university
- Plaque awarded for winner's achievement

2010-2011 JAMES C. JOHNSON STUDENT PAPER COMPETITION

COVER SHEET

Please mail this cover sheet directly to Dr. Lee Friedman, LMI, 13481 Falcon View Court, Bristow, VA 20136. Please e-mail your paper to leefriedman1406@yahoo.com

Deadline: March 21, 2011

Name ____

Address____

____

____

Daytime Telephone Number (______) ______ - ______________ Fax (______) ______ - ______________

E-mail: ____________________

College or University where paper was done. (Indicate whether graduate or undergraduate).

____

____

Date paper was completed ______________________________

Title of paper____

____

Who else worked with you on this paper and in what capacity? (Include your advisor's name)

____

I certify that the paper being submitted represents my own original work and that I was primarily responsible for the research design and execution of the research described therein. I also understand that presenting this paper in person at IPAC is as important a factor in being the Student Paper Competition winner as having been selected as the winner. Therefore, if my paper is selected as the winner, I will prepare a presentation based upon it to be given by myself at the IPAC Conference in Washington, DC, July 17 - 20, 2011. In turn, I will make all necessary arrangements to present my paper in person whenever it is scheduled at the Conference.

______________________________ ______________________

Signature Date

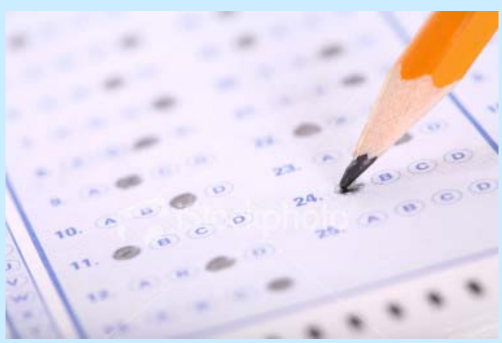
Professional and Scientific Affairs Committee Column

By Dennis Doverspike, Professional and Scientific Affairs Committee Chair

By way of introduction, my name is **Dennis Doverspike** and I serve as the Chair of the Professional and Scientific Affairs Committee (If anyone would like to be on the committee, please feel free to email me at the dennisdoverspike@gmail.com address). I will be writing an expert column for the quarterly ACN (the term "expert" being used very loosely). So, to help me out, if you have any topics you would like to see addressed, please feel free to send them to me via email.

One topic I was interested in pursuing, and I would like to see your comments on, is the issue of whether IPAC should look at some type of certification for assessment professionals. I believe there is a critical need for the continued professionalization of our field and I believe that the IPAC should play an important role in the continued development of our field. Our old parent, IPMA-HR had developed a certification model; I wonder if IPAC should consider the certification of professionals in the area of public sector assessment. At this point it is just a question I ask myself, but I intend to pursue this in a future column, so if you have any comments on this issue, please feel free to forward them to me.

In other news, the journal *Applied HRM Research* has published a winter issue. There was a hiatus in publishing, so it is wonderful to see the journal back in action. You can find the journal online at http://www.xavier.edu/appliedhrmresearch/2010-Winter.html. I would also like to encourage IPAC members to submit to the journal.



STANDARDS FOR EDUCATIONAL AND PSYCHOLOGICAL TESTING

The Joint Committee for the Revision of the Standards for Educational and Psychological Testing is anticipating release of a revised draft of the 1999 Standards for Educational and Psychological Testing (AERA, APA, & NCME) during the week of January 10, 2011. The revised draft Standards will be posted at http://www.teststandards.net. An on-line template will allow individuals and organizations to **review and comment** on the draft document. All comments and recommendations concerning the draft Standards must be submitted to the Joint Committee through this website, and will be **due by April 20, 2011**.

Innovations You Can Use: A New Angoff Method

Congratulations!

2010 Innovations in Assessment Award Winners

By Warren Bobrow, Innovations in Assessment Award Chair

Each year IPAC gives an award at the annual conference for an innovation in our field. This year's award was given to **Cal Hoffman**, **Chy Tashima** (LA County Sherrif's Department) and **Gypsi Luck** (Cal State University San Bernardino) for their paper on modifying Angoff ratings. In their paper they argue that the task of estimating the proportion of *minimally qualified* persons who would answer the question correctly is cognitively difficult. Though reliable, this difficulty can call into question the validity of the process. There have been several attempts to modify the Angoff process in order to make it an easier and more valid.

Bowers and Shindoll (1989) compared different modifications to the Angoff method, including providing the expert raters with normative item feedback. Their results found that providing the normative test information improves the correlations between individual item difficulty estimates and overall test difficulty estimates, item difficulty estimates and actual item difficulty, and the average test difficulty estimate and actual item difficulties. Note that to provide the normative feedback information you must know about an item's characteristics before conducting the Angoff ratings.

In their study, Hoffman, et al looked at a promotional exam for those wanting to move from deputy to sergeant. They used item statistics for 9 items from the previous exam (none to be used on the new exam) to provide normative information on relative item difficulty. Items with *p*-values between .20 and .97 were presented to Angoff raters in ascending order of difficulty. A panel of 10 SMEs was given training on the Angoff method. Practice items were provided. The SMEs then provided difficulty estimates for the proposed test items on the new test.

The reliability for the 10 raters' Angoff ratings was estimated to be .73 (using Spearman-Brown prophecy formula). The correlation between mean item Angoff ratings and actual *p*-values was .71 for items on the original test and .80 for items on the new test (corrected for attenuation).

There was still variation in intra-rater reliability (-.09 to .79) and in the correlation between ratings and actual item difficulties (.10 to .51). As you would expect, when the data was averaged across raters the correlation between item ratings and difficulty was higher (.63). This correlation dropped even when the least reliable judge's ratings were removed.

The authors conclude that the modification led to high rater reliability and "validity" (correlation between Angoff estimates and true difficulty). This is potentially driven by lowering the cognitive load of the task, or by at least providing context to the raters about the general difficulty of test items in the real world.

What makes this innovation so useful is that it uses existing data. This information then makes for an easier task for your Angoff panel (for which they will thank you). The lightening of the cognitive load then leads to higher reliability and "validity", hence more accurate cut-scores. What's not to love?

A full version of this paper will appear in an upcoming edition of International Journal of Selection and Assessment.

Job Analysis: Tips from the Task Trenches Summary of October 5, 2010 IPAC Webinar

By Julia Bayless, Sodexo

IPAC held the second in its webinar series on October 5, 2010 with a presentation entitled *Job Analysis: Tips from the Task Trenches*. The full recording from this webinar and the slides are available to members free of charge on the IPAC website (www.ipacweb.org).

This webinar focused primarily on sound planning practices in the design and execution of job analysis studies. Familiar, yet critical, questions can be used effectively to ensure a job analysis study is as successful and efficient as possible. If these planning questions are thoroughly answered, it is very likely that the job analysis will result in sound data required for the organization to develop and implement the desired outcomes. The job analysis planning questions are:

- **Why?** Why am I conducting this job analysis? What do I need to get out of it?
- **What?** What job (or jobs) am I analyzing? What will make this job analysis study fair, representative, and defensible?
- **Who?** Who are my stakeholders? Who are the incumbents and other Subject Matter Experts (SMEs) for the job(s) of interest?
- **How?** How will I collect data - what resources do I have (people, time, money) to conduct this job analysis? What are the most appropriate and feasible methods of data collection?
- **When?** Practically…Are there other organizational initiatives I need to be aware of or sensitive to in conducting this job analysis? Philosophically…what is the focus of analysis – current or future state of the job(s) or organization?
- **Where?** Are the participants geographically dispersed? Are there multiple business lines or other demographic variables that impact where I can collect job analysis data?

In addition to the planning process, the potential uses of job analytic data were discussed. Some of the uses to which job analysis data can be put include the development of position profiles, defining competencies and competency models, development of selection systems and instruments, the development of performance management and succession planning processes and tools, and curricula development for target audiences.

Examples of job analysis practices and outcomes were discussed throughout the webinar presentation. The webinar concluded with a summary of some pragmatic best practice tips in conducting job analysis studies. Some of these best practices are:

1. Know the "why" of your job analysis first. Planning should start with why the job analysis needs to be conducted inorder to make the best possible use of resources and the resulting job analysis data.
2. Carefully define "who" for your study. Not just the participants in the study, but who else needs to be involved and included in order for the study to be a success.
3. Be realistic about the what, where, when, and how elements of the job analysis study plan.

Gather as much information as possible from as many people as possible and with the broadest possible applications. Job analysis data are often a reference point for future organizational activities – the more broadly the job analysis data can be applied, the longer shelf life it will have.

Additionally, some recommendations were made regarding planning and conducting job analysis studies, such as communicating as much as possible with participants and stakeholders, shortening job analysis studies whenever possible, keeping people involved and informed throughout the planning and execution of a job analysis study, and capitalizing on existing infrastructure and technology whenever possible. Finally, the facilitator recommended keeping a "top ten" list of things that happen throughout the planning and execution of any job analysis study…oftentimes the top ten list turns into the "lessons learned" for the next time!

References for more detailed information on job analysis:

Farr, J.L. & Tippins, N.T. (2010). *Handbook of Employee Selection.* New York, NY: Routledge/Taylor & Francis Group.

Guion, R.M. (1998). *Assessment, Measurement, and Prediction for Personnel Decisions*. Mahwah, NJ: Lawrence Erlbaum Associates.

Sanchez, J.I. & Levine, E.L. *The analysis of work in the 20th and 21st centuries.* In Anderson, Neil; Ones, Deniz S.; Sinangil, Handan Kepir; Viswesvaran, Chockalingam (Eds.) (2002). Handbook of industrial, work and organizational psychology, Volume 1: Personnel psychology, (pp. 71-89). Thousand Oaks, CA: Sage Publications.

Report of Work-Family Issues of Classified Employees of Kansas State University

By Ronald G. Downey and Neena Gopalan, Department of Psychology, Kansas State University

In the spring of 2009, Dr. Ronald G. Downey (Professor, Department of Psychology, Kansas State University) and his graduate student, Neena Gopalan administered a survey to nearly 1,000 classified (exempt) employees of KSU. These include all support staff in the University and do not, therefore, include academic faculty or individuals in the management positions. The purpose of this research was to study some of the issues potentially influencing work-family experiences of the classified employees of Kansas State University. Employees were emailed surveys, with almost 30% returning usable results. The following is a brief summary of the results.

Of the final data we analyzed, 83% were women, 91% identified themselves as Caucasian and 71% reported themselves as married.

Different aspects in the work life of classified employee were studied: 1) role of one's spouse in coping with work stress 2) role overload in one's job 3) satisfaction in one's job 4) general satisfaction with one's life 5) conflict that one's work or personal life may create in each other, and 6) the role one's confidence can play in dealing with work and life demands. Findings for each of these are detailed below.

The team found that employees who had greater work load tended to report lower job satisfaction and more issues in meeting one's family demands. Interestingly, those employees who reported more family demands also found their job demands as more taxing and overall lower life satisfaction. Having an understanding spouse tend to mitigate some of the strains experienced at work and at home and were able to more effectively deal with stresses.

We also found that being emotionally tired at work lowered one's overall job satisfaction and reduced the resources that employees could otherwise bring home. We also found that if employees felt that they had some control over their job requirements or if they felt that they were capable of fulfilling the job requirements, they experienced relatively less job dissatisfaction.

Finally, we found that when employees experienced issues at work affecting their family life they experienced lower job and life satisfaction. An example was when employees were busy at work, it affected their family lives. Conflict at work tended to occur as a result of role overload (too many requirements) and being emotionally tired at work.

Having family demands tended to affect one's work life resulting in lower satisfaction at work. They also tended to report not giving adequately of themselves at work. Conflicts at work and at home tended to be reduced if one has greater control over duties at home or at work.

Dr. Downey and his student aim to use these results to draft future studies looking at factors that can potentially reduce the negative impact of work-family conflict and family-work conflict. Ms. Gopalan, in her doctoral dissertation, is attempting to study some of the factors that can increase the positive aspects of work life that can spillover to one's family life and vice versa.

IPAC

WHAT'S ON YOUR DOCKET?

By Richard Tonowski, Equal Employment Opportunity Commission (EEOC)

The U.S. Supreme Court's new term has started. About 75 cases will be heard during the 2010-2011 term. As always, the Court's docket provides a fascinating look at knotty legal issues affecting American society. Among the cases to be heard, there are several that should attract the attention of HR and employee assessment professionals. Here are the most relevant ones, with their docket numbers.

NASA v. *Nelson* (09-530) involves the Federal government's right to impose background checks on Federal contractors. The contractors thought that the checks were intrusive and unnecessary; so did the Ninth Circuit, noting a constitutional privacy issue. The government has a concern about upholding its background checks in general. There was a specific focus on drug treatment and counseling questions, which may allow the case to be resolved on specific content of the inquiry, rather than requiring sweeping conclusions about background checks. The big theoretical matter is the nature, or even the existence, of a constitutional right to privacy.

Chamber of Commerce v. *Whitney* (09-115) challenges the Arizona law that cracks down on the licenses of businesses employing immigrants unauthorized to work in the USA. This case is related, but not identical, to the challenge to Arizona law against illegal immigrants. One can be a foreign national legally in this country, such as a tourist, but be restricted from holding a job here. Licensing and regulating businesses, unlike laws more directly related to immigration status, might be seen to involve less potential conflict with Federal law. How the Court rules on this case will be watched for its broader implications.

Federal pre-emption will come up in *AT&T Mobility* v. *Concepcion* (09-893): Does the Federal Arbitration Act trump California law, under which a lower court found that a waiver of class action in an arbitration agreement was unenforceable? A divided Court has been pro-arbitration, a sentiment not always shared with lower courts, or with the pre-2010 election Congress.

Staub v. *Proctor Hospital* (09-400) examines the workings of the "cat's paw" theory, whereby an employer official with discriminatory intent influences a decision-maker without bias to make a biased personnel decision. The key issue will likely be the degree to which the discriminating official exercised influence, and the plaintiff's burden to prove it.

Thompson v. *North American Stainless LP* (09-291) is the case where the fiancé of a party charging discrimination allegedly suffered retaliation. "Associational retaliation" goes beyond the letter of the law in Title VII that protects those who "oppose" discrimination or "participate" in another's EEO complaint. The Court's recent decisions have crossed ideological lines in getting tough with retaliation.

Another retaliation case is *Kasten* v. *Saint-Gobain Performance Plastics Corp*. (09-834). The Seventh Circuit held that the anti-retaliation provisions in the *Fair Labor Standards Act* apply to written complaints filed with a judicial or administrative body. Oral complaints to the employer are not protected activity. The underlying theme of the case, like several other cases that have reached the appellate level with mixed results, centers on the balance between keeping the judiciary out of every employee-employer dispute versus the need to protect employees who stand up to unlawful actions that impact themselves or others.

In line with that theme, the Court will take up *Borough of Duryea* v. *Guarnieri* (09-1476). Police Chief Guarnieri was fired and won an arbitration award to be reinstated. In a subsequent retaliation suit under § 1983 the chief was awarded punitive and compensatory damages. The Third Circuit upheld the compensatory damages but tossed the punitive damages. The borough is fighting the compensatory damages. The question is whether the U.S. Constitution's First Amendment clause regarding the right to petition government for redress of grievances applies to government employees only if they speak out on a matter of public concern, rather than seek redress on a personal matter.

A case still pending before the Court is the Big One: *Dukes* v. *Wal-Mart* (10-277). The respondents (plaintiffs) filed a brief urging the Court not to grant certiorari on October 21, 2010, arguing that it was premature for the Court to get involved in the case.

Details on these and other cases can be found on-line at www.scotusblog.com/case-files. Click the "Cases This Term" menu.

Finally, here are several relevant cases that did not get cert. The docket number and the Court of Appeals decision left standing are indicated.

Go Daddy Software Inc. v. *EEOC* (09-1071; 9th Cir. 581 F.3d 951). The Ninth Circuit affirmed a split decision jury verdict in favor of EEOC from a Federal court in Arizona. The case hinged on the employee's "reasonable belief" that he had suffered harassment based on religion and national origin – the subsequent loss of his job in a restructuring was retaliation for complaining about it. The employer had argued that, since harassment had not been established, there was no discrimination to complain about. Accordingly, there was no protected activity, and, hence, there could be no unlawful retaliation. EEOC had argued that this was not a harassment case, where the harassing behavior would need to be shown to be as severe and pervasive as to alter conditions of employment – it was a retaliation case where the subsequent change in conditions of employment (i.e., no job) was obvious.

Yant v. *U.S.* (09-1100; Fed. Cir., 588 F.3d 1369). One classification of workers (mostly female) and another classification (mostly male, and better paid), although doing similar work, are not comparable for pay purposes because the first group is

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on a regional pay scale, and the second is on a national pay scale. There was no evidence of sex discrimination historically or currently in how the scales were established.

Reine v. *Honeywell International Inc.* (09-1455, 5th Cir., 1/21/2010, unpublished). An "equal opportunity harasser" defeats a sexual harassment charge.

Brzak v. *United Nations* (09-1481, 2nd. Cir., 597 F.3d 107). The UN and its officials have diplomatic immunity regarding sexual harassment charges.

This article first appeared in the December 2010 Quarterly Newsletter of the Personnel Testing Council of Metropolitan Washington (PTC/MW, www.PTCMW.org). It is being re-printed with the permission of Dr. Tonowski and PTC/MW. Dr. Tonowski also writes a monthly column, Legal Update, that is published on the PTC/MW website around the first of each month.

IPAC 2010 CONFERENCE PHOTOS

JULY 18-21, 2010
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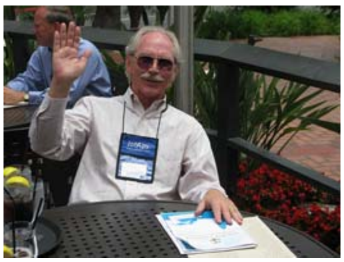
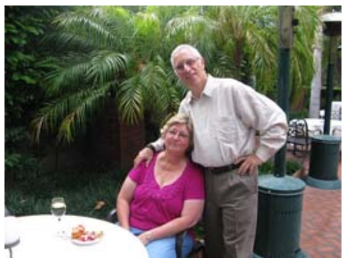
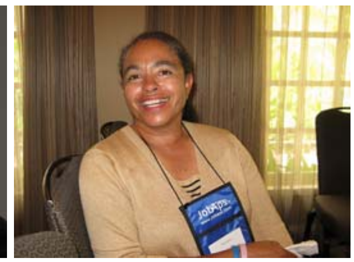
Select photos from the 2010 IPAC Conference. Please pardon any omissions as I've included ones that we could label appropriately (with the correct spelling!) .



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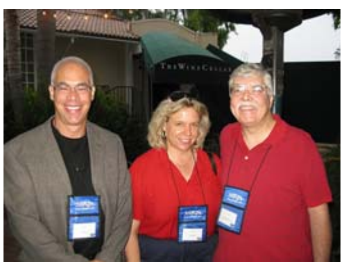

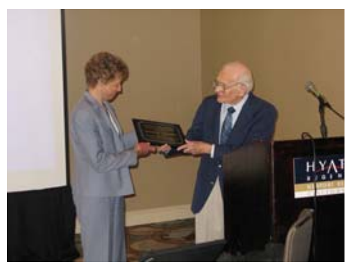
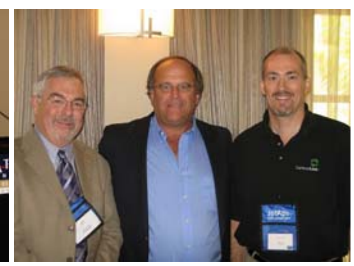

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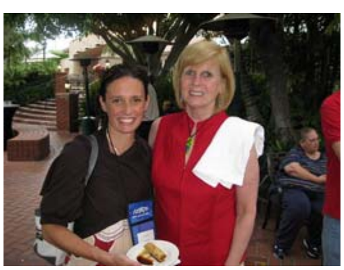
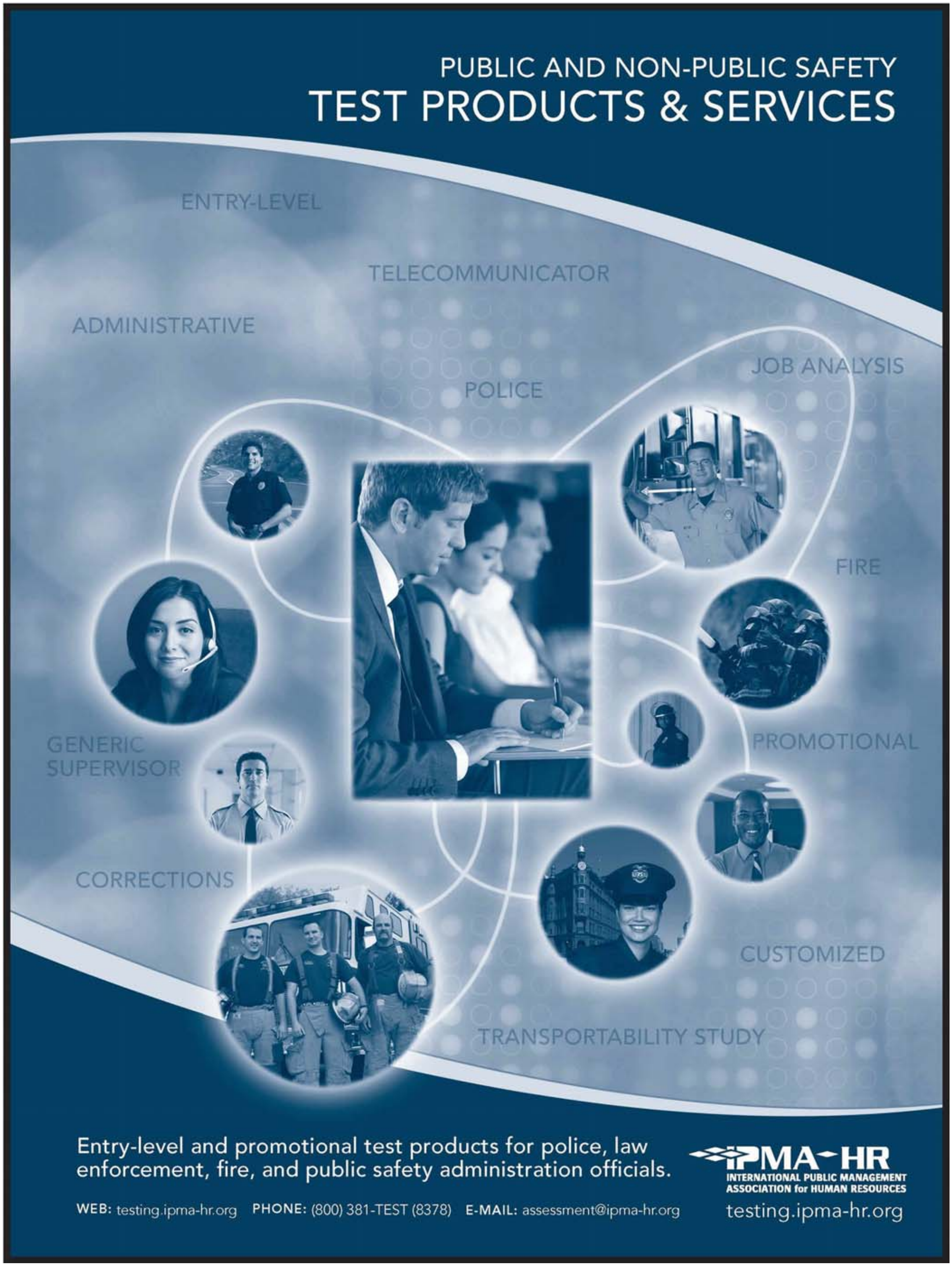



Top (Left to Right): Chris Parker and Carla Swander; Warren Bobrow, Oscar Spurlin, and Julia Bayless; Ines Frankel and David Campbell; T. R. Lin and Dennis Doverspike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News of the Councils

American Psychological Association (APA) — The 2011 conference will be held May 19-22 in Orlando, FL. For more information, visit their website at www.apa.org.

Chicago Industrial/Organizational Psychologists (CI/OP) — CI/OP is a society of human resources professionals from the Greater Chicago area who meet to discuss current issues in I/O psychology. CI/OP generally has Friday afternoon sessions from 1:00 p.m. to 5:00 p.m. featuring several speakers addressing a topic. For more information and to confirm meeting dates and topics, visit their website at www.ciop.net.

Gateway Industrial-Organizational Psychologists (GIOP) — GIOP is a group of psychologists and human resources professionals in the metropolitan St. Louis area. The group offers programs and conferences on a wide range of topics. For more information, visit the GIOP website at www.giop.org.

International Public Management Association for Human Resources (IPMA-HR) — For more information, visit the IPMA-HR website at www.ipma-hr.org.

Metropolitan New York Association for Applied Psychology (METRO) — For more information, call the MetroLine at (212) 539-7593 or visit METRO's website at www.metroapppsych.com.

Mid-Atlantic Personnel Assessment Consortium (MAPAC) — MAPAC is a non-profit organization of public sector personnel agencies involved and concerned with testing and personnel selection issues. For details on MAPAC, visit the MAPAC webpage at www.ipacweb.org.

Minnesota Professionals for Psychology Applied to Work (MPPAW) — MPPAW is an organization consisting of a broad range of practitioners, consultants, and professors who meet to encourage an open exchange of information relevant to psychology as applied to work and human resources management. For more information, visit the MPPAW website at www.mppaw.org.

Personnel Testing Council of Metropolitan Washington (PTC/MW) — PTC/MW offers monthly luncheon programs and publishes an informative newsletter. See the 2011 calendar for scheduled luncheon speakers or visit the PTC/MW website accessible through the IPAC website at www.ipacweb.org.

Personnel Testing Council of Northern California (PTC/NC) — PTC/NC offers monthly training programs addressing topics and issues that are useful and relevant to personnel practitioners of all

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levels of expertise. The monthly programs are typically scheduled for the second Friday of each month and alternate between Sacramento and the Bay area. The monthly programs feature speakers who are active contributors to the personnel assessment field. For more information regarding PTC/NC programs, visit the PTC/NC website accessible through the IPAC website at www.ipacweb.org.

Personnel Testing Council of Southern California (PTC/SC) — PTC/SC serves as a forum for the discussion of current issues in personnel selection and testing; encourages education and professional development in the field of personnel selection and testing; advocates the understanding and use of fair and non-discriminatory employment practices; and encourages the use of professionally sound selection and testing practices. For more information regarding luncheon meetings, workshops, upcoming conferences, or membership, visit the PTC/SC website accessible through the IPAC website at www.ipacweb.org.

Society for Human Resource Management (SHRM) — Contact www.shrm.org/education for a current listing of seminars and conferences.

Society for Industrial/Organizational Psychology (SIOP) — The 2011 conference is scheduled for April 14-16, Chicago, IL. For more information, visit the SIOP website at www.siop.org.

Western Region Intergovernmental Personnel Assessment Council (WRIPAC) — WRIPAC comprises public agencies from the western region of the United States who have joined together to promote excellence in personnel selection practices. WRIPAC has three meetings each year that are typically preceded by a training offering. Additionally, WRIPAC has published a monograph series and job analysis manual. Additional information may be obtained by visiting WRIPAC's website at www.wripac.org.

Western Region Item Bank (WRIB) — WRIB is a cooperative organization of public agencies using a computerized test item bank. Services include draft test questions with complete item history, preparation of "printer ready" exams, and exam scoring and item analysis. Membership includes more than 160 agencies nationwide. For more information, call (909) 387-5575. For more information, visit the website at www.co.san-bernardino.ca.us.

Upcoming Conferences and Workshops

JANUARY

7 HR Leadership Forum. Breakfast Meeting. Steve Denning & Seth Kahan Authors. “Making Radical Management Happen: Putting the Human Back in Human Resources.” Arlington, VA. Contact: www.hrleadershipforum.org. Reservations required.

27-28 National Multicultural Conference and Summit. “Unification through Diversity: Bridging Psychological Science and Practice in the Public Interest.” Seattle, WA. Contact: www.multiculturalsummit.org.

FEBRUARY

24-26 Society of Psychologists in Management. Annual Conference. Napa, CA. Contact: www.spim.org.

27– Mar 1 Association of Test Publishers. Annual Conference. "Innovations in Testing." Phoenix, AZ. Contact: www.testpublishers.org.

MARCH

4-6 IO/OB Graduate Student Conference. San Diego, CA. Contact: cchandler@alliant.edu.

11-15 American Society for Public Administration. Annual Conference. Baltimore, MD. Contact: www.aspanet.org.

If you have regional organization news or an item to add to the calendar, please contact the Editor by e-mail at jpolaki@mdta.state.md.us or by telephone at (410) 537-7557.

(Some of the information in this calendar was reprinted with permission from the PTC/MW Newsletter which was compiled by Lance W. Seberhagen, Seberhagen & Associates.)

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About the ACN

The *ACN* is the official newsletter of the International Personnel Assessment Council, an association of individuals actively engaged in or contributing to the professional, academic, and practical field of personnel research and assessment. It serves as a source of information about significant activities of the Council, a medium of dialogue and information exchange among members, a method for dissemination of research findings and a forum for the publication of letters and articles of general interest. The Council has approximately 300 members.

The *ACN* is published on a quarterly basis: March, June, September, and December. Respective closing dates for submissions are February 1, May 1, August 1, and November 1.

Submissions for Publication: Prospective authors are invited to send in their articles, research reports, reviews, reactions, discussion papers, conference reports, etc., pertaining to the field of personnel research and assessment. Topics for submission include, but are not limited to:

- Technical
- Practical – lessons learned, best practices
- Legal
- Technology/Tools
- Statistics/Measurement
- Book reviews
- HR-related cartoons (with permission to copy)

Articles and information for inclusion should be submitted directly to the Editor via e-mail, at jpolaki@mdta.state.md.us. Articles will be accepted only by electronic submission (Word compatible). Submissions should be written according to the *Publication Manual of the American Psychological Association*, 5th edition. The editor has the prerogative to make minor changes (typographical/ grammatical errors, format, etc.); substantial changes will be discussed with the author. Submissions more than 1500 words should include an abstract of maximum 100 words, preferably with three keywords.

If you have questions or need further information, please contact the editor.

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