

Assessment Council News (ACN)

Presidential Message

By Julia Bayless, President

Hello IPAC! Welcome to the first issue of our 2011 quarterly newsletter, the Assessment Council News (ACN)! I am honored to serve as your IPAC President and to welcome you to an exciting year of IPAC events! Under the expert editorial guidance of **Jayanthi Polaki**, the ACN offers in-depth articles on key assessment-related issues as well as comprehensive updates on the IPAC organization and activities in the assessment field. In addition to the monthly IPAC communiqué, the ACN is a primary communication tool expressly for IPAC members.

Special welcome to our new and returning Board Members and Committee Chairs – the members of the 2011 IPAC Board are **Warren Bobrow, Jeff Feuquay, Lee Frier, Reid Klion, Chris Parker, Marianne Tonjes, and Mike Willihnganz**. Committee chairs include Jayanthi Polaki (ACN), Deborah Whetzel (Conference), Jeff Feuquay (Continuity), Bill Waldron (Electronic Communications Network), Warren Bobrow (Innovations in Assessment), Mike Willihnganz (Nominations/Bylaws), Lynne Jantz (Policies and Procedures), Dennis Doverspike (Professional and Scientific Affairs), Lee Friedman (University Liaison/Student Paper) and me (Membership and Bemis Award). Whew! We have a talented and enthusiastic team of leaders to keep the momentum and goals of the organization moving forward!

Speaking of goals...to start off the ACN year, I'd like to reflect on our value proposition: *IPAC is the premier organization of assessment professionals who develop and deliver state-of-the-science testing and measurement services within the HR community.* IPAC provides:

- **educational opportunities**,
- **a forum for expertise sharing**,
- **best practices and research in the field**, and
- **resources that demonstrate value-added ROI of assessment in organizations**

In 2011 we are continuing to demonstrate our commitment to our membership and to the field...here are just some of the ways we're supporting our values:

⇒ Educational Opportunities

Planning is well underway for the 2011 **IPAC Conference: Capital Ideas in Assessment** to be held July 17-20 in Washington, DC! We have lined up keynote speakers including **Elaine Pulakos** speaking about hiring reform, **Wayne Camara** speaking about the revisions to the *Standards*, and **Mike Aamodt, David Cohen, and Eric Dunleavy** debating *Ten Controversies in Adverse Impact Analyses*. In addition, we will have a line-up of pre-conference workshops presented by experts in the field and two and a half days of general and concurrent sessions on everything from adverse impact to validity – stay tuned for more details!



March 2011

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⇒ **Forum**

IPAC offers several opportunities to share expertise, including the listserv, which is a great resource for seeking and offering guidance on a wide array of assessment practices. In addition, there are several IPAC committees to get involved in that allow for great networking opportunities as well as contributing to the field. For example, you could participate in conference planning, work on the professional and scientific affairs committee, or help with the membership committee – visit the IPAC website for a full listing of committees as well as contact information for committee chairs!

⇒ **Best Practices**

The ACN is a great tool for keeping up to date on the assessment field, and the annual conference is a tremendous opportunity to learn from, share with, and network with assessment professionals across a breadth of topics and from all kinds of organizations. Along with the other opportunities like webinars and monographs, we continue to provide the outlets for

sharing best practices as well as access to a network of professionals with expertise in the field.

⇒ **Resources**

One of the goals of IPAC is to make sure our members have access to timely and valuable tools and resources, made available through our updated website with a members-only portion. There you can find the current issue of the *Assessment Council News*, monographs published by IPAC, recordings of webinars offered (currently available – social networking and recruiting, job analysis, and ROI!), and the most recent conference presentations.

IPAC remains dedicated to advancing great assessment practices, and we count on your active participation to continue our evolution as the premier assessment organization. Please contact me or any of the board members or committee chairs if you have any suggestions or would like to become more involved. Thank you for your ongoing support of IPAC!



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 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.



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Note from the Editor

By Jayanthi Polaki, IPAC Assessment Council Newsletter

Greetings IPAC!

Hope all is well!

Welcome to the first edition of the *Assessment Council Newsletter (ACN)* this year! Our editorial columns have tons of good information this issue. **Dennis Doverspike** kicks off a new column, **Professional and Scientific Affairs**, and provides a basic toolkit for the new public sector assessment professional. **Rich Tonowski**, as always, provides a very informative **Legal Update** related to employment discrimination cases.

Also, **Anna Forsberg** and **Amy Gurjian's** article focuses on the growing practice of using social media to attract and retain top talent. They present us with an experiential account of the use of various social media networking tools at the Los Angeles Unified School District in Los Angeles, CA.

We are planning our annual conference for Washington, DC next July. This issue of the *ACN* has lots of information to help you have a stellar IPAC conference experience — and it's our second annual conference as IPAC! Make sure you sign up by June 1st to avail our advanced registration fees!

Hope to see you all in DC! Enjoy this issue of the *ACN*!



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facebook

www.tinyurl.com/ipacfb

Join us on
LinkedIn

www.tinyurl.com/ipaclinked

Membership News...2011 is Here!

By Julia Bayless, Membership Chair and President

Thanks for your participation in IPAC – we are delighted to have you as members for 2011! Our membership campaign has been very successful in attracting new and retaining members. Our efforts are ongoing to recruit new and returning members to enjoy the benefits of IPAC membership! Spring is a time of growth, and IPAC is no exception. We are committed to our goal of increasing membership by 20% and we appreciate your support in helping to reach that goal:

- Participate! 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!
- Recruit! Send IPAC membership information to a friend or colleague who you think would benefit from belonging to our organization, or provide anyone in the IPAC leadership with contact information for any person, persons, or organizations who you think would benefit from being aware of and involved in IPAC.

Stay tuned to the ACN and the IPAC website (www.ipacweb.org) for updates on the 2011 Conference, new monograph publications, more in the IPAC webinar series, and much, much more! 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!



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Talented People. Innovative Minds.

Do you know where to find them?

By Anna Forsberg & Amy Gurjian, Los Angeles Unified School District

It's about connections, fans and retweets. Public agencies are now engaging with the public. NASA – with over 600,000 followers on Twitter, and The White House – with 900,000 fans on Facebook, were both reported to have *Digital IQs* in the Genius rank in 2010 (www.i2thinktank.com). Social media has become a powerful tool for organizations to make the human connection in every aspect of their business. In this article we will share with you how Los Angeles Unified School District (LAUSD) is branding itself as being at the forefront in implementing social media to drive organizational excellence and enhance staff recruitment in the public education system. We will briefly discuss branding to point out its importance in the social media world. We will share what we have accomplished so far in digital marketing, how we have used social media platforms, and the lessons learned. We hope you will “like” it!

Welcome to Recruitment 2.0 – A world of endless interactive opportunities for free social media marketing that will offer a cost effective and powerful alternative to your recruiting needs.

According to NAS Recruitment Communications (<http://www.nasrecruitment.com>), the top three reasons recruiters are using social media networking is to reach passive job seekers, control costs, and source candidates for specialized, hard to recruit positions. If you are just starting on the social media endeavor for your organization, you are not alone. A 2010 Social Media Marketing Industry Report released by Social Media Examiner (www.socialmediaexaminer.com), an excellent source on how to navigate the “media jungle,” noted that 65% of companies surveyed are just starting to use social media. Most companies reported that they used about 4-5 hours per week to monitor and maintain their social networking sites. Once your sites are established, there are easy-to-use online tools (see www.nutshellmail.com) to manage all your social network activity in one place. If you want to build or enhance your social media strategy, you will

Brand Awareness & Social Media Strategy

One of the first steps in building a social media strategy is to recognize and understand your employer brand. What are prospective candidates thinking about your organization or HR department? Does your employer brand matter? In a 2008 study published by SHRM (www.shrm.org), 74% of HR professionals report that employer brand is critical in developing a talent pipeline. Your organization may have an employer brand and not know it. Your brand, intentionally or not, can define what prospective candidates think about your organization. It represents the way you do business and the promise you make to your customers – as perceived by your customers.

As indicated in the 2010 Social Media Marketing Industry Report, 81% of companies agree that social networking plays a key role in building brand reputation (www.socialmediaexaminer.com).

There are a vast number of applications and online tools to measure brand awareness, Google Alert, SocialMention.com and OpenBook.com to name a few. Our new slogan, **Talented People. Innovative Minds. Bringing Excellence to the Business of Education**, reflects our recruitment needs in the classified (non-teaching) arena. When job seekers think of LAUSD as a potential employer, they may not realize that we have over one thousand non-teaching job titles, from skilled workers to technical professionals, community champions, and executives. As the second largest school district in the country, our employees can be faced with some of the toughest challenges in the business of education. We are looking for talent who can be innovative in this environment and lead the way with a sense of integrity, accountability and pride. Our vision statement elaborates on this promise to all our stakeholders, most importantly our 600,000 plus kids of Los Angeles. With a new website design underway at www.lausdjobs.org, we are incorporating this vision and using the social media platforms discussed below to enhance our recruitment efforts.

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The Big 5

There are many social media platforms available (e.g., Four-square, YouTube, Digg, MySpace, LinkedIn, Flickr etc.). The Social Media Examiner (www.socialmediaexaminer.com) reports that most organizations tend to focus on the “Big 5” (Facebook, Twitter, Blogs, LinkedIn, and YouTube). We incorporated three of these platforms into our repertoire of recruitment and branding tools in 2009 and have been actively using them ever since. Below is a brief explanation of the platforms we are using at LAUSD, including an overview of how we have used them and what we have learned.

LinkedIn: Relationships Matter

LinkedIn is the “largest professional network on the Internet” according to LinkedIn’s official website (www.linkedin.com). The site reports having more than 90 million members spread throughout the world, making it an optimal channel for networking, recruiting, branding, showcasing jobs, and news sharing.

How we use LinkedIn at LAUSD

LinkedIn has been by far the most suitable and effective social media platform for our needs at LAUSD. Our Social Media Team, consisting of three recruiters, has created and maintained several LinkedIn groups, as well as their personal LinkedIn profiles, to showcase different jobs within the LAUSD classified service, advertise employment opportunities, and broadcast news about LAUSD.

Although LinkedIn offers a fee-for-service recruitment tool, we use it infrequently, and instead focus our social media efforts and branding strategies on networking opportunities that are free of charge.

LAUSD LinkedIn Groups

At LAUSD, we have taken advantage of the groups feature in LinkedIn. To date, we have three active groups with unique purposes and target audiences:

⇒ **Recruitment & Branding**

Our recruitment/branding group is called “Career Opportunities at LAUSD (Non-Instructional).” The “non-instructional” label was added to distinguish our group from our counterpart, the LAUSD certificated service (teachers and administrators), which maintains its own LinkedIn career group.

This group was formed for the sole purpose of spreading the word about our employment opportunities in the LAUSD classified service, showcasing specific jobs, and interacting directly with current and prospective employees in a manner that is aligned with our branding strategy. Additionally, we also post “fun facts” (interesting facts about a specific LAUSD job or department) to draw attention to positions that are either hard to fill or have a large number of vacancies. To date, this group has 293 members, along with a steady flow of new members every week.

⇒ **News Updates**

As the second largest school district in the country, LAUSD is constantly in the news. For this reason, we recently created a group to serve as a central forum to post and discuss LAUSD news. This group is called “WE ARE LAUSD,” which is the slogan for our District as a whole. The news is obtained through Google Alerts and appropriate news alerts are posted on the discussion board as is. To date, this group has 56 members. Most of the members are already connected to the District, including several executives and board members.

⇒ **Professional Development**

At the Talent Acquisition & Selection Branch, we pride ourselves on being at the forefront of trends and innovations that help us recognize and quickly adopt best practices that improve our service to our internal and external stakeholders. Our professional development group is called “Future HR – News & Trends in Human Resources.” This group seeks to attract progressive thinkers and HR pioneers so that the group serves as a vehicle for sharing new developments and innovative strategies that improve our services. To date, this group has 123 members. New members join every week.

Twitter: *The best way to discover what’s new in your world.*

Twitter is a “real time information network” with 175 million registered users who are responsible for 95 million “tweets” per day according to the official Twitter website (www.twitter.com). A “tweet” is a short message (<140 characters) that can be instantly shared with your followers. As a Twitter user, you can also “follow” people or organizations that interest you and get their “tweets.” A Twitter account is simple to set up, can be customized to match your brand, and is user-friendly.

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www.twitter.com/lausdjobs

At LAUSD, we have been actively using Twitter to “tweet” our job openings and other pertinent information that benefit existing and prospective employees or enhance our brand. Our Twitter name is “lausdjobs.” To date, we have 412 followers. We, in turn, follow four organizations.

Twitter is a very effective tool for quickly sending short pieces of information to many people. A single “tweet” will instantly reach all your “followers,” and it very likely will show up on your “follower’s” mobile device since it is so easy to use. For this reason, we found Twitter to be best suited for sharing job openings. We include a link to our website in each “tweet” to counter the platform’s character limitations. Further, Twitter can easily be synchronized with your LinkedIn profile, enabling one message to be sent across two social media sites. This feature makes Twitter and LinkedIn a great time saving combination.

Facebook: Make the world more open and connected

Facebook hardly needs an introduction. It is the number one social network with over 500 million active users who collectively spend over 700 billion minutes on Facebook every month (www.facebook.com). Contrary to the professional aptness of LinkedIn, Facebook is tailored more towards personal use and a social agenda. This is the platform for sharing casual pictures of friends, discussing family events, and effectively shutting out any unwanted “friends” by using customizable privacy settings.

There are several types of accounts available on Facebook – the “personal page” and the “fan page.” A personal page cannot exceed 5,000 friends. Hence, it is advisable that larger entities start a fan page right away to avoid converting format once the fan base has been established.

We launched our Facebook fan page in 2010. The name of the page is “Los Angeles Unified School District Careers.” To date, we have attracted over 400 fans, and our fan base is growing by the day. Part of the fan base has been established by using ads, whereas some people reach out to us on their own by “liking” our page.

Since Facebook is a very interactive social network, and very different from LinkedIn and Twitter, we had many questions about

how its unique features could best benefit our organization’s needs. Some of our main questions were: What would make a person “like” our fan page? Will people want to link their personal profile to ours? Are we, as an organization, ready to be publicly interactive? How will we handle sensitive and negative comments from our fans? Does Facebook really have potential as an effective branding, recruitment, news sharing, or networking tool?

So far, Facebook has provided a valuable tool for enhancing our branding image. Meanwhile, we continue to fine-tune our content strategy. We are sharing information about our non-teaching jobs, showcasing hiring departments, and promoting our employee reinvestment programs – with the goal of transforming the public image of LAUSD as a “slow moving machine bureaucracy” to a progressive, cutting edge, public agency that every professional with a passion for urban education would want to be part of.

The importance of monitoring your social media

One of the advantages of social media is the interactive component. Basically, anyone who wants to publicly express an opinion about your brand is certainly able to do so. This interactive feature can be very positive, as it creates an inclusive and transparent environment in which anyone can participate. However, if not closely monitored, it can potentially hurt your brand.

Shortly after launching our Twitter account, we realized that our “followers” were not only job seekers. Amongst our followers, we found news stations, bargaining units, private companies, community stakeholders, and political constituents. This made us acutely aware of the importance of our social media communication being appropriate, free of grammar and spelling errors, politically correct, and non-offensive in any way. We also realized quickly that anything in writing from a school district of our size, even “a tiny tweet,” could potentially be scrutinized by any of our stakeholder groups, broadcasted in media, and could be discoverable in a legal arena. This awareness made us realize the importance of constantly monitoring our social media channels at all times, including after hours and weekends, and taking necessary actions if needed (e.g., removing inappropriate comments, responding publicly or privately to questions, etc.).

So far, we have not had any major problems with the interactive process in terms of negative comments or sensitive topics. The comments that are most commonly removed are those that were meant to be private, or contained information related to

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specific individuals, but were accidentally placed in public view by our followers. If we determine that it is necessary to remove a comment, it is our practice to explain our reasoning to the person who made the comment.

Social media etiquette

To proactively guard against potential problems, some companies have developed a social media policy to set expectations and to guide the interactive process. Intel, for example, has a thorough policy that outlines the company's expectations regarding social media communication (http://www.intel.com/sites/sitewide/en_us/social-media.htm). At LAUSD, we are in the policy development stages of social media etiquette. We have posted guidelines of social engagement on our Facebook page, which warns that inappropriate or offensive comments may be flagged or removed.

Further, as social media becomes increasingly more popular and integrated in business, HR marketers will also have to work closely with other organizational departments, such as IT, Com-

munications, and Legal, to establish a social media strategy that is aligned with the organization's communication guidelines and policies. With legal issues in mind, it is advisable to get some clarification regarding employee privacy rights (e.g., when an employee is using one social media platform for both private and professional use) by consulting with your legal department.

Where do we go from here?

Social media is undoubtedly a great tool for HR professionals and it is becoming increasingly incorporated in our professional and private lives. It is probably safe to predict that we have only seen the very beginning of what social media has to offer. We encourage any agency that has not embarked on this journey yet, to get on board as soon as possible to explore first-hand the endless opportunities of this tool.



*If you have any comments or questions related to this article, please feel free to contact the authors directly.
Anna Forsberg @ Anna.forsberg@lausd.net; 213.241.5399
Amy Gurjian @ Amy.gurjian@lausd.net; 213.241.5419*

GET INVOLVED IN IPAC!

Opportunities to get involved in IPAC activities abound!

For further information, please contact

IPAC President, Julia Bayless at

Julia.Bayless@sodexo.com or (301) 987-4343

2011 IPAC Conference: Capital Ideas in Assessment

By Deborah Whetzel, Conference Chair

Things are heating up for our summer conference – July 17-20 in Washington, D.C.! The program committee received a record number of outstanding submissions for the conference; notifications will be made to presenters in early March. More information about program content – tracks, topics, pre-conference workshops – will be available soon on the [IPAC website](#). Registration for the conference and the workshops will be available in early March also through the IPAC website.

We'll be starting each day of the conference with an exciting line up of invited speakers, including:

- Elaine Pulakos from PDRI discussing the Federal hiring reform initiative
- Wayne Camara from the College Board talking about the revised *Standards*
- Mike Aamodt, David Cohen, and Eric Dunleavy from the Center for Corporate Equality presenting the top ten controversies in adverse impact analyses

In addition to the program committee, lots of other volunteer committees are busy at work to make this conference experience a true networking and learning environment for all attendees. There are lots of prospects for getting involved and having a presence at the conference – please get in touch with us at conference@ipacweb.org for more information on conference sponsorship, volunteer, and attendance opportunities!

Special attention for our student members – don't forget the James C. Johnson Student Paper Award deadline is March 21st!

We also have an Innovations in Assessment Award so watch for the call for nominations!

Visit the IPAC website for current information on all conference-related activities – see you in DC!





IPAC 2011 Conference

Capital Ideas for Assessment

July 17, 2011 - July 20, 2011

Washington, D.C.

IPAC is the premier organization of assessment professionals who develop and deliver state-of-the-science testing and measurement services within the HR community. Building on the rich tradition of IPMAAC's 30+ year history, IPAC is hosting its second annual conference as an independent organization.

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 (Sunday)

Plenary and concurrent sessions: 7/18 - 7/20

Keynote speakers will include Elaine Pulakos, Chief Operating Officer from PDRI; Wayne Camara from the College Board who will speak on the most recent revisions to the *Standards*; and a trifecta from the Center for Corporate Equality - Eric Dunleavy, Mike Aamodt and David Cohen who will provide a presentation entitled - *Ten Contemporary Controversies in Adverse Impact Analyses of Selection Rates*.

IPAC 2011 Conference (Contd.)

Location — Dupont Hotel:

http://www.doylecollection.com/locations/washington_dc_hotels/the_dupont_hotel.aspx

Call for Proposals — available until January 31.

Student Paper Award — submit by March 21.

IPAC is offering the James C. Johnson Student Paper Award that will recognize the achievements of students in the field of personnel management. Graduate, undergraduate, and former students are invited to submit research papers to be judged on the basis of their contribution to the field. The award winner will present the winning paper at IPAC's Annual Conference in Washington, DC, July 17-20, 2011. The winner will receive up to \$600 in conference related travel expenses, free conference registration, one-year membership in IPAC, and recognition in the widely read IPAC newsletter. In addition, the University Department where the student's research was completed will receive a \$500 grant and a plaque commemorating the student's IPAC award achievement. See the website for more details.

Sponsorship and Exhibitor Information is available now

<http://membership.ipacweb.org/Resources/Documents/2011%20IPAC%20Conference%20Vendor%20Information.pdf>



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EARLY REGISTRATION CLOSES JUNE 1!

CONFERENCE FEES

Conference	Member	Non Member
Advanced (until June 1)	\$250	\$350
Standard (June 2 – July 11)	\$300	\$400
Workshop	Member	Non Member
Whole Day Workshop	\$150	\$195
Half-Day Workshop	\$75	\$125

Other Rates:

- Presenter = \$225; deadline June 1
- Student = \$100; must be engaged in full-time study
- Student Volunteer (with at least four hours of conference staffing time) = \$0; on a first-come, first-served basis until the limited spaces are filled
- Administrative fee of \$25 will be charged for all onsite registrations at the conference



A BASIC LIBRARY FOR THE NEW PUBLIC SECTOR ASSESSMENT PROFESSIONAL

By Dennis Doverspike, Professional and Scientific Affairs Committee Chair

You are a new public sector assessment professional! Welcome to your first day and to our exciting profession. No doubt, you have many questions and one of them is what do I need to know to do this job. In this month's column, I will offer my suggestions as for some basic material or readings that should serve as the foundation for your knowledge. This will include books you should have on your bookshelf and at least one blog. This is of course only a beginning, but I hope a useful place to start the journey as a public sector assessment professional.

A Basic Starting Point

If you are looking for a basic introductory guide, a good place to start is with a resource offered by the U.S. Department of Labor and ONET. The title of this document is *Testing and Assessment: An Employer's Guide to Good Practices*. You can find the guide at www.onetcenter.org/dl_files/empTestAsse.pdf. Unfortunately, although an excellent guide, it does not appear to have been updated since 2000. Intended for managers and professionals, the guide is written in an easy to understand format and can be used with individuals with varying degrees of expertise.

In addition, the U.S. Office of Personnel Management also offers a hiring toolkit. This website-toolkit offers a great deal of information and an amazing number of links to resources. You can find the toolkit at www.opm.gov/hiringtoolkit.

Three Guidelines

You will also want to be familiar with three sets of guidelines. Some of the guidelines are currently under revision, or in the opinion of some should be. The guidelines are:

- EEOC Uniform Guidelines (1978). Available online. www.access.gpo.gov/nara/cfr/waisidx_00/29cfr1607_00.html. Also at www.uniformguidelines.com.
- Society for Industrial and Organizational Psychology, Inc. (2003). *Principles for the validation and use of personnel selection procedures (Fourth Edition)*. Author. Available online at www.siop.org/Principles/principlesdefault.aspx.
- American Educational Research Association, American Psychological Association, and National Council on Measurement in Education (1999).

Standards for educational and psychological testing. Washington, DC: Author. Often referred to as the APA Standards.

A Selection Book

You should have at least one personnel selection textbook. There is no single authoritative text. I will recommend two:

- Gatewood, R. D., Field, H. S. & Barrick, M. (2010). *Human Resource Selection (7th Edition)*. Mason, OH: South Western.
- Cascio, W. F., & Aguinis, H. (2010). *Applied psychology in human resource management (7th Edition)*. Upper Saddle River, NJ: Prentice Hall.

A Psychometrics Book

Unfortunately, there has not been a really good text since Jum Nunnally's. Also, textbooks in this area do not seem to be updated often enough and quickly become out of date. There are many decent textbooks out there and I will again recommend two:

- Kline, T. J. B. (2005). *Psychological testing. A practical approach to design and evaluation*. Thousand Oaks, CA: Sage.
- Crocker, L. M. & Algina, J., (1986). *Introduction to classical and modern test theory*. New York: Holt, Rinehart, & Winston. Obviously dated, but still a good text.

Job Analysis

You can find chapters on job analysis in the selection textbooks I mentioned earlier. I would also recommend a recent chapter, not yet published, entitled:

- Doverspike, D. & Arthur, W. A., Jr. (2010, in press). The role of job analysis in test selection and development. In G. Alliger. *The Handbook of Work Analysis in Organizations: The Methods, Systems, Applications, & Science of Work Measurement in Organizations*. Routledge.

Item Writing

The classic books and articles are by Haladyna including:

- Haladyna, T. M. (2004). *Developing and validating multiple-choice test items*. Third Edition. Mahwah, NJ: Lawrence Erlbaum.

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A Blog

I am going to suggest you subscribe to at least one blog and it is an excellent one. The blog is that offered by Bryan Baldwin. The blog is titled "HR Tests - Recruitment, assessment, and personnel selection." The audience is the public assessment professional and Bryan does an excellent job of reviewing the literature and recent developments in the field. I am not sure how Bryan finds the time to accomplish as much as he does with his blog, but to me it is a must read and if you are new to the field you should definitely subscribe. You can find his website and information on the blog at <http://hrtests.blogspot.com/>.

Personal Addendums

- Note: This was my first official Professional and Scientific Affairs Committee column as my initial offering was a simple introduction. However, I received no responses to that initial column. So I will repeat that if anyone would like to be on the Professional and Scientific Affairs Committee, please feel free to email me at the dennisdoverspike@gmail.com address. If anyone has suggestions or questions for future columns,

please let me know. I have no problem coming up with ideas for columns. It is quite easy to generate boatloads of creative ideas that no one else will care about. However, the more difficult problem is coming up with topics that interest me and also might interest some portion of the audience. I could add the criterion that the audience understand the mind-altering, elegant points that I am making, but I long ago gave up on anyone else seeing the inner beauty in the chaos that can be my thoughts. So, if you have questions, ideas, suggestions, I welcome any contributions.

- Thanks to Winfred Arthur, Jr., for some recommendations, advice, and assistance with this column.
- On March 10th, I will be speaking at the PTC- Northern California, Silver Anniversary Program. The title of the program is "HR Challenges-Real World Solutions." My topic is *Identifying Item Idiosyncrasies: Scrutinizing Sensitivity and Future Test Implications*. You can find more information at <http://www.ptcnc.org>. Other speakers include Deborah Whetzel, Harry Brull, and Rod Freudenberg.
- Next issue I will take a look at resources for developing tests utilizing the new technologies.



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**.

2011 IPAC Conference: Capital Ideas for Assessment Invited Speakers

The 2011 IPAC Conference will feature an all-star line up of invited speakers to start off each day of the conference with thought-provoking, informative, and expert insights into some of the most significant issues in the assessment field.



Our first speaker on July 18th will be **Elaine Pulakos** with a presentation on “*Hiring Reform: The Role of Unproctored Assessment in Achieving Maximum Quality and Efficiency of Hiring*”. Dr. Pulakos is the President of PDRI, an shI Company, and is a Fellow of American Psychological Association and Society for Industrial and Organizational Psychology (SIOP). Dr. Pulakos is a recognized expert in the areas of hiring and performance management. In addition to several published articles, she has written a recent book, *Performance management: A new approach for driving business results*, and edited two others: *The changing nature of performance: Implications for staffing, motivation, and development*, and *Implementing organizational interventions: Steps, processes, and best practices*. At the request of the Society for Human Resources (SHRM) Foundation, Pulakos also prepared guidelines on performance management and hiring

processes to educate HR practitioners about best practices in these areas. A Past President of SIOP, Pulakos recently earned SIOP’s Distinguished Professional Contributions Award and has spent her career conducting applied work in organizations, where she has designed, developed, and successfully implemented all types of human capital systems and interventions.



On Tuesday morning we will hear from Dr. **Wayne J. Camara** on the recent revisions to the *Standards for Educational and Psychological Testing*. Wayne Camara is vice president for Research & Development at the College Board, responsible for managing research and assessment development for programs including the SAT and AP. Dr. Camara expanded the R&D functions at the College Board from less than six staff to over 75 researchers, psychometricians and content specialists, with offices in Newtown, PA and New York since 2000.

A fellow of APA, APS, AERA and SIOP, he is completing his term as president of NCME. Dr. Camara is past president of APA’s Division of Evaluation, Measurement & Statistics, past chair of the Association of Test Publishers, and has served as an associate editor or the editorial board of journals in education and industrial psychology. He has served on technical groups including the DOD’s ASVAB Committee, the NCAA research committee, and currently serves on the Department of Education’s National Technical Advisory Committee, technical advisory panels for PSI Inc., the AICPA (CPA examination), Achieve Inc., Common Core State Assessment consortium (PARCC), USC’s Center for Enrollment Research and four state technical advisory committees.

Before joining the College Board, he directed scientific affairs at APA, overseeing policy, federal funding and advocacy for behavioral sciences. At APA he initiated and directed the revision of the 1999 Joint Standards and currently serves as chair of the management committee for the Standards. He has often testified and served as an expert witness in testing cases (e.g., *Gratz v. Bollinger*). Dr. Camara was a research scientist at HumRRO, and received his Ph.D. from the University of Illinois at Urbana-Champaign.

Rounding out the invited speaker experience at IPAC will be a trio of presenters from the Center for Corporate Equality, **Dave Cohen, Mike Aamodt, and Eric Dunleavy**, debating the “*Ten Contemporary Controversies in Adverse Impact Analyses of Selection Rates*”.

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David Cohen is the founder and President of DCI Consulting Group, Inc. He provides consulting services to employers and management law firms on a wide range of human resource risk management strategies, particularly in the areas of EEO/affirmative action program development, systemic compensation statistical analyses, comprehensive human resources self-audits, and employee selection and test validation. Mr. Cohen is also the Senior Vice President for The Center for Corporate Equality, a national nonprofit association dedicated to promoting affirmative action, equal employment regulatory compliance and other human resource management strategies to create diverse organizations free from workplace bias.

Recognized as a national EEO and affirmative action compliance expert, Mr. Cohen speaks frequently before corporate leaders from *Fortune* 500 companies, and at regional and national ILG conferences and OFCCP events. In 2006, he co-authored a book entitled "Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals," which was published by Wadsworth. Mr. Cohen is also the Associate Editor of the *Applied HRM Research*. He also created DCI's *HR Equator*[™] salary equity software, which enables companies to conduct systemic and other compensation analyses to comply with OFCCP and EEOC requirements. Mr. Cohen has a M.S. degree in Industrial and Organizational Psychology from Radford University and B.A. degree in Psychology from West Virginia University. He is also an adjunct faculty member at University of Maryland Baltimore County at Shady Grove.



Michael G. Aamodt, Ph.D., is a Principal Consultant at DCI Consulting Group. He provides consulting services to employers and management law firms on a wide variety of human resource risk management issues, particularly in the areas of compensation analysis, employee selection, and test validation. Prior to joining DCI full-time, Mike spent 26 years as a professor of Industrial and Organizational Psychology at Radford University in Virginia, where he taught courses in employee selection, job analysis, employee training and development, compensation, and forensic psychology. He also provides staff services to The Center for Corporate Equality (CCE), a national nonprofit association dedicated to promoting affirmative action, equal employment regulatory compliance and other human resource management strategies to create diverse organizations free from workplace bias.

Dr. Aamodt has published over 50 articles in professional journals and presented over 100 papers at professional conferences. He is also the author of "Industrial/Organizational Psychology: An Applied Approach," the author of "Research in Law Enforcement Selection", the coauthor of "Human Relations in Business," and the coauthor of "Understanding Statistics: A Guide for I/O Psychologists and Human Resource Professionals." He has extensive editorial experience, serving on the editorial boards of *Applied HRM Research*, *Assessment Council News*, *Journal of Business and Psychology*, *Public Personnel Management*, and *Journal of Police and Criminal Psychology*. Dr. Aamodt is a former IPMAAC board member and has been a member of IPMAAC/IPAC since 1985. He is also a member of many professional organizations including SIOP and SHRM. Dr. Aamodt has a Ph.D. and M.A. degree in Psychology from the University of Arkansas. He received his B.A. degree in Psychology at Pepperdine University.



Eric M. Dunleavy, Ph.D., is a Senior Consultant at DCI Consulting Group, where he is involved in OFCCP audit and litigation consulting. His primary areas of expertise are in selection procedure validation research and statistical methods. He also serves on staff with the Center for Corporate Equality, which is a national nonprofit research association based in Washington, DC, whose mission is to promote proactive affirmative action, equal employment regulatory compliance, and other human resource management strategies to create diverse organizations free from workplace bias. Before joining DCI, Eric was a Senior Research Scientist at the American Institutes for Research (AIR), where he worked as a statistical analyst on Title VII litigation. Most

of his recent work has focused on employment test validation research and complex adverse impact analyses in the context of OFCCP audits.

Eric received his doctorate in Industrial/Organizational Psychology with a concentration in data analysis from the University of Houston. He is the Past President and former President, Vice President, and Legal Chair of the Personnel Testing Council of Metropolitan Washington, D.C., and on the editorial board of *The Industrial-Organizational Psychologist* as co-author of the "On the Legal Front" column. Eric has published articles in the *International Journal of Selection and Assessment*, *Journal of Business and Psychology*, *EEO Insight*, and [Industrial and Organizational Psychology: Perspectives](#).

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[tives on Science and Practice](#). He is currently an adjunct faculty member of George Mason University and the University of Maryland at Baltimore County, where he has taught graduate courses in multivariate statistics and legal issues in Personnel Selection.

Please join us in Washington, DC July 17-20th to learn from these experts and to share your own expertise with professionals in the assessment field. Stay tuned for more detailed information on the programming for the concurrent sessions and networking opportunities at the conference!





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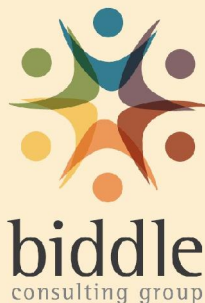
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THE BEST OF TIMES, THE WORST OF TIMES (FOR DISCRIMINATION CASES)

By Richard Tonowski, Equal Employment Opportunity Commission (EEOC)

EEOC's news release of 1/11/2011 announced an all-time high in private sector workplace discrimination charges for Fiscal Year (FY) 2010 (ending 9/30/2010). A total of 99,992 charges were filed with the EEOC in FY 2010, up 7.2% from the previous FY. However, the inventory of charges increased by only 570, to 86,338, pending charges. In sum, more charges were resolved before being formally investigated by the EEOC. One potential explanation for this trend is that increased staffing is having (positive) results on the caseload. Private sector case resolution was 104,999. The caseload included 465 systemic investigations involving over 2,000 charges. Employee assessment cases likely would involve systemic investigations. However, most systemic investigations have nothing to do with employee assessment. The number of current investigations involving "real assessments" (in contrast to screening measures like credit and criminal histories) is uncertain, but is likely fewer than ten. There may be more employee assessment-related charges lurking in the inventory waiting to be processed.

Charges were generally up in all major discrimination categories – except for sexual harassment, which hit its lowest level since FY 1997. One might hope that this decline indicates better behavior in the workplace. However, the alternative explanation is that people with jobs are reluctant to file a charge during the recession. Conversely, the recession gets credited with a rise in the other categories – when people are laid off or fail to be hired, the only redress open to them in many cases is through EEO laws. For the first time, retaliation led the discrimination categories (36,258 charges), edging out the traditional leader, race discrimination (35,890 charges). The rise in retaliation charges likely confirms speculation that recent U.S. Supreme Court decisions would encourage filing of retaliation charges. Likewise, an increase of 17% for disability discrimination charges likely reflects the amendments to the Americans with Disabilities Act (ADA).

For the Federal sector, there were 7,213 requests for hearings and over 4,600 resolved appeals, an increase of about 400 from the previous FY.

The EEOC filed 250 lawsuits and resolved 285. The EEOC generally has around 300 substantive suits during any given year, as well as subpoena and settlement enforcement actions. The number of current substantive suits involving employee assessments (subject to change without notice) is zero.

There was a record 9,370 mediation resolutions. FY 2010 was also a record-setting year for obtaining relief for charging parties: \$404M from enforcement (settlement without the EEOC filing suit), mediation, and litigation combined.

The trend figures and detailed breakdowns from FY 1997 to FY 2010 can be found on-line at <http://www.eeoc.gov/eeoc/statistics/enforcement/index.cfm>.

Why the Rise in Discrimination Charges? The Story Behind the Numbers

Charges are only part of the story. The figures below compare the number of EEOC private sector charges for FY 2001-2010 (Figure 1) with the number for Federal "civil rights-employment" suits and appeals for *calendar* 2001-2010 (Figure 2).¹ Suits and appeals include actions filed by the EEOC and other Federal agencies. Charges started rising in FY 2005 and took off the following FY. Suits also rose, starting in 2007, albeit at a slower rate. Appeals have continued to decline.

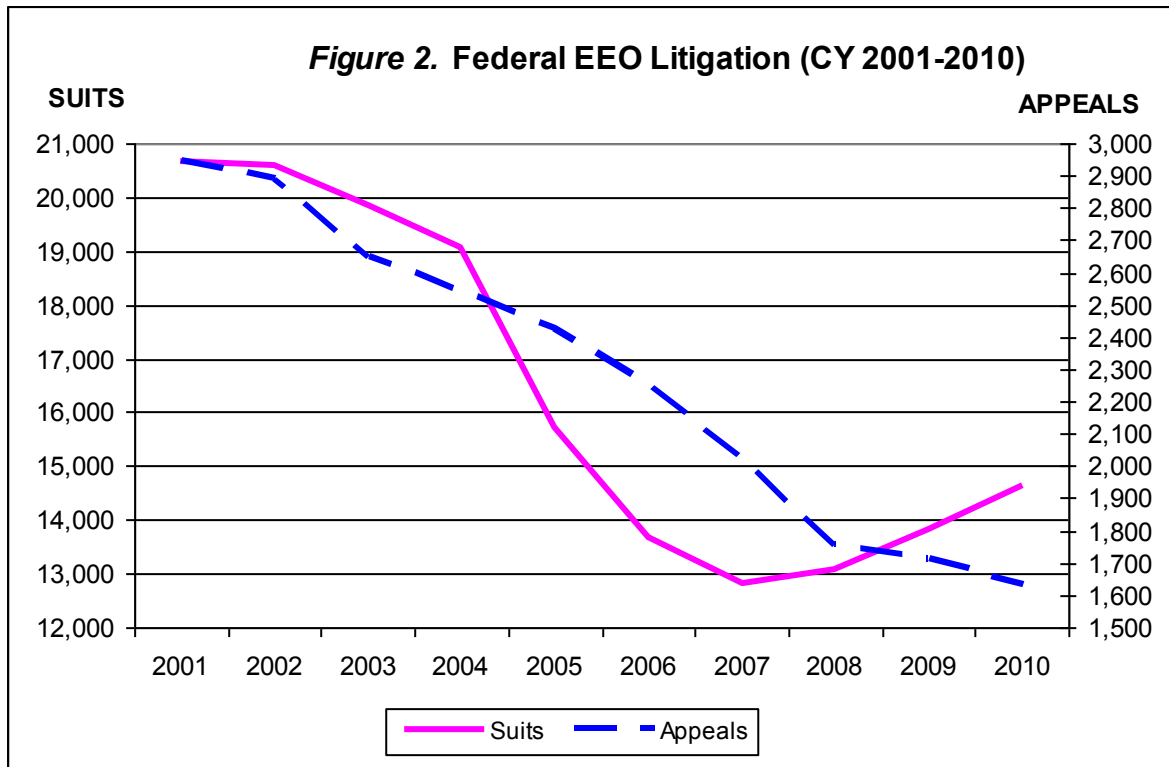
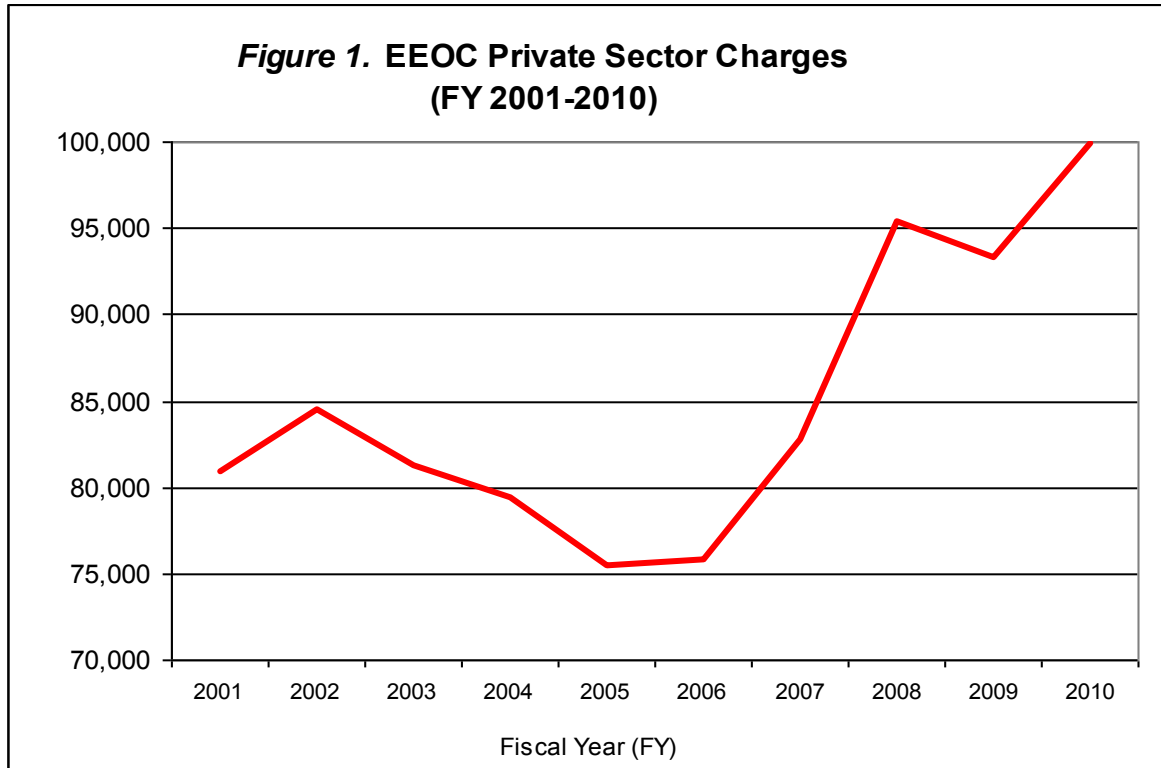
A crude index of the proportion of charges that become suits, and suits that become appeals, is shown in Figure 3. Relatively more charges became suits after 2008. However, the increase is slight and then levels off. Relatively fewer suits became appeals from 2006 on.

It would be good to know how plaintiffs fare in these cases. However, publicly available data on outcomes do not seem to be available after 2008. Further, the data are known to have coding problems. The trends for EEOC's finding of cause or no cause may provide insight into the quality of charges being filed, if not the quality of charges being litigated. Figure 4 indicates a rise in no cause findings starting in FY 2008. Cause findings had a slight decline since 2005, although that decline has leveled off in recent years.

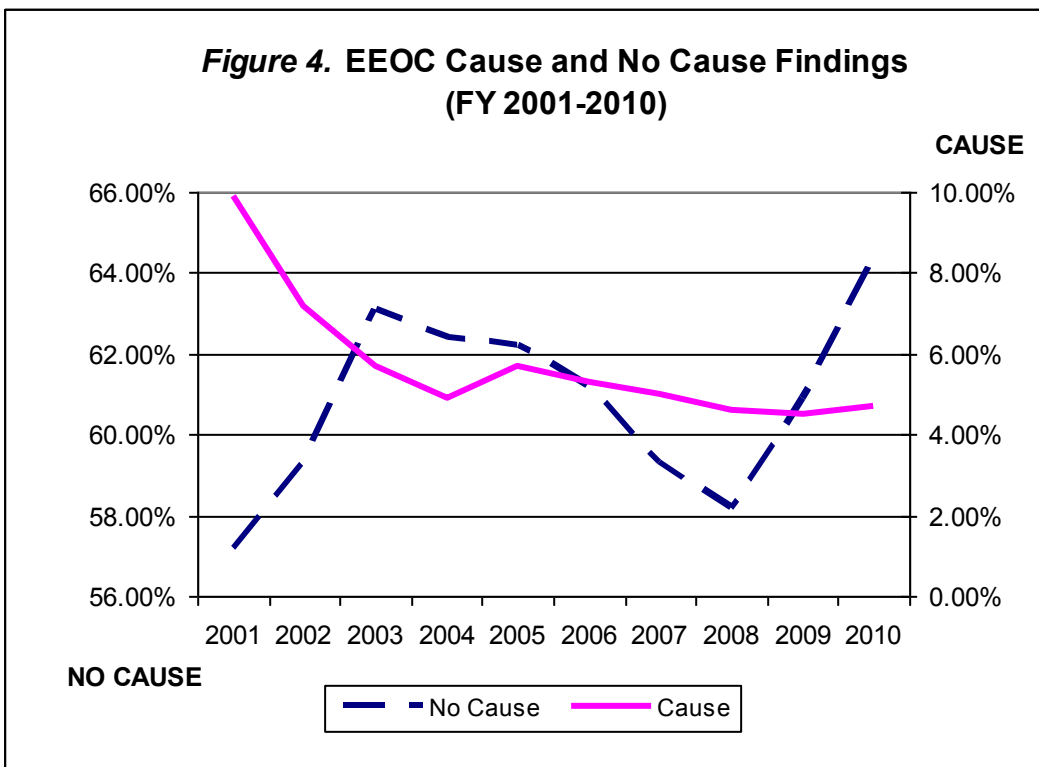
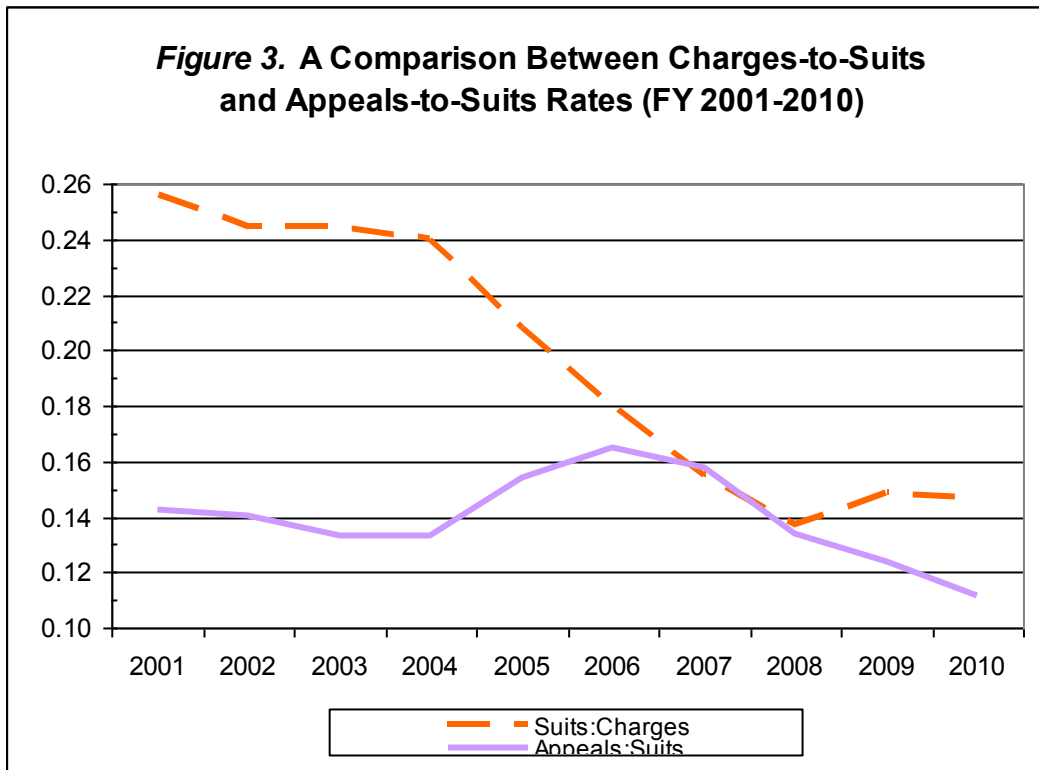
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¹ My apologies, but there is no easy way to place the two sets of numbers on the same time scale.

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Concluding Remarks

The explosion in workplace discrimination charge filings can hardly be seen as good news. On the other hand, inferences that there has been a corresponding explosion in employers' discriminatory behavior (or practices) may be premature. Employer-side advocates have pointed to the obvious frustration of good workers losing their jobs in the recession and have speculated that a discrimination charge may be insurance against a layoff, since the layoff could be seen as retaliation. Of course, an alternative hypothesis is that some employers are taking the opportunity to rid themselves of demographic undesirables. Yet a third hypothesis is that the dramatic increase in discrimination charges reflects a combination of both factors. At this stage, it's difficult to tell, based on the available data.



This article first appeared in the March 2011 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.



Would you like to serve on the ACN editorial team?

To learn more, please contact IPAC-ACN Editor,

Jayanthi Polaki at jpolaki@mdta.state.md.us or

(410) 537-7557.

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.metroapppsy.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 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 speak-

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ers 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) — The 2011 conference is scheduled for June 26-29, Las Vegas, NV. 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

April

- 7-11** National Council on Measurement in Education. Annual Meeting. New Orleans, LA. Contact: www.ncme.org.
- 8-12** American Educational Research Association. Annual Meeting. New Orleans, LA. Contact: www.aera.net.
- 14-16** Society for Industrial and Organizational Psychology. Annual Conference & Workshops. Chicago, IL. Contact: www.siop.org.
-

May

- 19-22** American Psychological Association. Conference. "Work, Stress, and Health: Work and Well-Being in an Economic Context." Orlando, FL. Contact: www.apa.org/wsh.
- 22-25** American Society for Training & Development. Annual Conference. Orlando, FL. Contact: www.astd.org.
- 26-29** Association for Psychological Science. Annual Convention. Washington, DC. Contact: www.psychologicalscience.org.
-

June

- 2-4** Canadian Society for Industrial and Organizational Psychology. Annual Conference. Toronto, Canada. Contact: www.psychology.uwo.ca/csiop.
- 26-29** Society for Human Resource Management. Annual Conference. Las Vegas, NV. Contact: www.shrm.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.)



2011 IPAC Officers

President

Julia Bayless

Director, Talent Development
Sodexo
9801 Washingtonian Blvd, Suite
106
Gaithersburg, MD 20878
(301) 987-4343
(301) 987-4177 (fax)
Julia.Bayless@sodexo.com

President-Elect

Jeffrey P. Feuquay

I/O Psychologist & Attorney
Managing Consultant, Psychol-
ogy-Law Center, LLC
108 W. Walnut
Nevada, MO 64772
(417) 667-5076
JFeuquay@PsychLawCenter.com
m

Financial Officer

Reid Klion

Chief Science Officer
pan—A TALX Company
11590 North Meridian St., Suite
200
Carmel, IN 46032
(317) 814-8808
(317) 814-8888 (fax)
financial@ipacweb.org

Secretary

Marianne Tonjes

Executive Director
CODESP
20422 Beach Blvd. Suite 310
Huntington Beach, CA 92648-
4377
(714) 374-8644
marcodesp@aol.com

2011 IPAC Board Members

Warren Bobrow

All About Performance, LLC
5812 W. 76th Street
Los Angeles, CA 90045-1616
(310) 670-4175
(501) 635-9850 (fax)
warren@allaboutperformance.biz

Christine Parker

PDRI, a PreVisor Company
1300 N 17th Street, Suite 100
Arlington, Virginia 22209
(202) 243-9314
(443) 445-6911 (fax)
chris.parker@pdri.com

Lee Frier

Owner/Consultant
Smart Solutions Consulting LLC
9132 E. Calle Diego
Tucson, AZ 85710
(520) 225-0052
lfrier@ssconllc.com



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2011 IPAC Committee Chairs

Assessment Council News Editor

Jayanthi Polaki

Recruitment and Examinations Unit
Office of Human Resources and Workforce
Development
Maryland Transportation Authority
305 Authority Drive
Baltimore, MD 21222
(410) 537-7557
(410) 537-7555 (fax)
jpolaki@mdta.state.md.us

Electronic Communications Network

Bill Waldron

President
Waldron Consulting Group, LLC
4111 Canoga Park Drive
Brandon, FL 33511
(813) 413-1682
elcomnet@ipacweb.org

Policy and Procedures Committee

Lynne Jantz

Director, Selection & Classification
Las Vegas Metro Police Dept
101 Convention Center Dr.
Suite P 200
Las Vegas, NV 89109
(702) 828-3981
(702) 828-3980 (fax)
L2899J@lvmpd.com

Bemis Memorial Award Nomination

Julia M. Bayless

Director, Talent Development
Sodexo
9801 Washingtonian Blvd, Suite 106
Gaithersburg, MD 20878
(301) 987-4343
(301) 987-4177 (fax)
Julia.Bayless@sodexo.com

Innovations in Assessment Award

Warren Bobrow

Principal
All About Performance, LLC
5812 W. 76th St.
Los Angeles, CA 90045
(310) 670-4175
warren@allaboutperformance.biz

Professional and Scientific Affairs Committee

Dennis Doverspike

Professor of Psychology
Psychology Department
University of Akron
Akron, OH 44325
(330) 972-8372
(330) 972-5174 (fax)
dd1@uakron.edu

Continuity Committee

Jeffrey P. Feuquay

I/O Psychologist & Attorney
Managing Consultant, Psychology-Law
Center, LLC
108 W. Walnut
Nevada, MO 64772
(417) 667-5076
JFeuquay@PsychLawCenter.com

Membership & Committee Services

Julia M. Bayless

Director, Talent Development
Sodexo
9801 Washingtonian Blvd, Suite 106
Gaithersburg, MD 20878
(301) 987-4343
(301) 987-4177 (fax)
membership@ipacweb.org

University Liaison/Student Paper Committee

Lee Friedman

Principal Consultant
SpecTal
13481 Falcon View Court
Bristow, VA 20136
(571) 331-1388
leefriedman1406@yahoo.com

Conference Chairperson

Deborah L. Whetzel

Manager, Personnel Selection and Development
HumRRO
66 Canal Center Plaza, Suite 700
Alexandria, VA 22314-1591
(703) 706-5605
(703) 548-5574 (fax)
dwhetzel@humrro.org

Nominations/Bylaws Committee

Mike Willihnganz

Chief, Human Resources
CalPERS Human Resources Division
(916) 795-0636
(916) 795-4001 (fax)
Michael_Willihnganz@calpers.ca.gov



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

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.

Editor

Jayanthi Polaki

Recruitment and Examinations Unit
Office of Human Resources and
Workforce Development
Maryland Transportation Authority
305 Authority Drive
Baltimore, Maryland 21222
Tel 410-537-7557
Fax 410-537-7555
jpolaki@mdta.state.md.us

Associate Editors

Legal Update

Richard F. Tonowski

Chief Psychologist
Office of General Counsel/Research
and Analytic Services
U.S. Equal Employment Opportunity
Commission
131 M Street NE Room 5NW16H
Washington DC 20507-0003
Tel 202-663-4752
Fax 202-663-4196
richard.tonowski@eeoc.gov

Professional and Scientific Affairs

Dennis Doverspike

Professor of Psychology
Psychology Department
University of Akron
Akron, OH 44325
(330) 972-8372
(330) 972-5174 (fax)
dd1@uakron.edu
dennisdoverspike@gmail.com



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