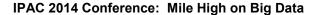# International Personnel Assessment Council

Assessment Council News (ACN)

President's Message

By Michael Blair, President

Welcome fellow IPACers to another edition of our quarterly Assessment Council News! As we approach the mid-point of 2014, your IPAC board has been busy on several fronts to further our organization and the value we bring to you and other assessment professionals.

IPAC 2014 Conference: Mile High on Big Data

Registration for the 2014 conference is now open! Please register by **June 23, 2014** to take advantage of the early registration rate. Registration for the workshops is well underway and judging by the early rush on the Embassy Suites for rooms for Saturday night, the workshops will be popular! (Note: We are working with the hotel to expand the number of rooms available on Saturday July 20th at both the government and conference rates.)

Prior conferences have set the bar high with great content, exceptional speakers, and fabulous locations. I'm happy to report that thanks to the efforts of Kathlea Vaughn, Rebecca Fraser, and the local host committee, the 2014 conference will continue this tradition of excellence. The 2014 conference will be an outstanding opportunity for students and assessment professionals to network with one another, absorb content, learn about and share best practices, and, as is our custom, do so in a friendly and fun environment. We have a terrific slate of keynote speakers, pre-conference workshops, concurrent sessions, and social events designed to encourage a wide variety of learning experiences.

I've had a few folks ask about big data as a theme, especially when many of our members and contributors come from smaller organizations or local government and/or education offices. My response – why not big data? IPAC, dating back to our days as IPMACC, has consistently strived to lead the field of assessment and advance our profession. Our organization was one of the first to embrace computer-based testing, and subsequently web-based testing. Big data, while a catch phrase for pop culture and business consultants, is here to stay. Our organization is rooted in data and the science of selection. In fact, without data, there would be no science in selection! IPAC members are uniquely suited to drive the big data wagon. We are among the few who can ensure that analytics are used to enhance the field of assessment and advance the science of selection. Truth be told, we have always been big data users (e.g., surveys, criterion validation, meta-analysis), the amount and volume of the data has simply grown as our world has become intricately more interconnected and computing power has increased exponentially. However, fear not. While we have a healthy dose of big data scattered throughout the conference agenda, we also have a full slate of excellent, and more traditional, assessment content for your perusal. On the next page are a few highlights for 2014.

(Continued from page 1)

Pre-Conference Workshops on Sunday July 20, 2014:

- [Test Construction Principles & Practices](), full-day workshop from 8:00-5:00, led by James Austin and Robert Mahlman, The Ohio State University.

- [Integrating Assessment into Leadership Development](), half-day workshop from 8:00-12:00, led by Alix Autrey, Jaron Holmes, and Kelly Sorensen, U.S. Office of Personnel Management.
- [Big Data, Analytics, and the Opportunity for I/O to Support More Effective Talent Management](), half-day workshop from 1:00-5:00, led by Eugene Burke, Corporate Executive Board.

- [Adverse Impact: A Primer on What You Need to Know](), half-day workshop from 1:00-5:00, led by John Ford, Chris Hornick, and Kathy Fox, CWH Research, Inc.

Plenary Speakers:

- Fred Oswald, Rice University - *Under the Hood of Big Data in Personnel Selection*. Monday, July 21, 9:00 AM.
- Kurt Kraiger, Colorado State University - *Training and Development: Opportunities and Challenges Arising from Technological Developments and Big Data,* Monday July 21, 3:30 PM.
- Eden King, George Mason University - *The Data Science Revolution and Personnel Psychology,* Tuesday, July 22, 9:00 AM.
- Ken Lahti, Corporate Executive Board - *The State of the Art in Selection for High-Volume Roles,* Tuesday, July 22, 3:30 PM.

(Continued from page 2)

- Kevin Murphy, Pennsylvania State University - *Let Me Off the Big-Data Merry Go Round,* Wednesday, July 23, 10:30 AM.

For full conference details, including plenary speaker bios, workshop and keynote abstracts, the preliminary conference schedule, and registration and hotel information, please see the conference page on the IPAC website (www.ipacweb.org).

2014 Award Nominations

- Thanks to Dennis Joiner and Warren Bobrow for coordinating submissions for the Bemis Award and Innovations in Assessment Award , respectively. Thanks also to those of you who submitted nominations and papers for these prestigious awards!
- I'd like to express a special thank you to In-Sue Oh for orchestrating the final ratings and recommendation for the Student Paper Competition. When our colleague and friend, Lee Freidman passed away unexpectedly earlier this year, In-Sue jumped in to ensure the Student Paper Competition would come to fruition in 2014.

Before closing, a few reminders on how you can be an active contributor to IPAC year-round:

John Ford, the Assessment Council News (ACN) editor, needs your submissions! ACN continues to bring us up to date, cutting edge, and innovative content that expands the field of assessment. It is a great venue to follow-up on a presentation or session from a previous IPAC conference or build on a poster or paper presented at SIOP or elsewhere. For issue archives and information on how to submit an article, please see the website (http://ipacweb.org/acn).

Scott Highhouse will be preparing for submissions to the official IPAC journal, *Personnel Assessment and Decisions* in the coming weeks. The journal continues to take shape nicely and now includes a full editorial board. Scott will be providing more information soon, so keep your eye out!

Join our members and readers in one or both of IPACs discussion forums (http://ipacweb.org/discuss). Our listserv, continues to be a viable outlook for communication and knowledge sharing in today's world of blogs and tweets and our LinkedIn group continues to offer a growing discussion format.

To contact me directly, feel free to send an email or connect with me on LinkedIn:

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LEGAL WATCH

**By Ryan O'Leary, PDRI a CEB Company
and Brian O'Leary, U.S. Government Retired, Independent Consultant**

Social Media in the Workplace

On March 12, 2014 a panel of attorneys testified at an open meeting of the EEOC on the topic of social media in the workplace. Testifying were Jonathan Segal of Duane Morris. LLP representing the Society for Human Resource Management (SHRM), Renee Jackson of Nixon Peabody, LLP who counsels employers, Lynne Bernabei of Bernabei and Wachtel, PLLC who litigates for plaintiffs, Carol R. Miaskoff the Acting Associate Legal Counsel at the EEOC, and Rita Kittle, senior trial attorney at the EEOC. The purpose of the meeting was to inform the EEOC about the growing use of social media and how it impacts laws that the EEOC enforces. Testimony focused on social media in hiring, social media in the workplace, and social media as a source of discovery in employment discrimination cases.

Defining Social Media. All presenters agreed there is no standard definition of social media and that what constitutes social media is constantly changing and expanding. For the purpose of the meeting, Jackson stated that "social media" will refer to any websites or mobile device applications ("apps") that allow users to create, post, upload, comment on, interact with, or share content with other users (including the user's own network, networks of others, or members of the public). Jackson went on to indicate that social media includes things such as:

- Social or professional networking platforms such as Facebook and LinkedIn, which allow users to connect with family and friends and build professional networks;
- Blogs such as HuffingtonPOST, TMZ, and Gawker, and micro-blogs such as Twitter, which operate as online journals, news aggregators, and places for public commentary; and
- Video, image, and text sharing platforms such as YouTube, Instagram, Snapchat, Pinterest, and Confide, where users upload, view, exchange, and comment on videos, images, and text.

Segal indicated that employers use social media for several different purposes: employee engagement and knowledge sharing, such as having a corporate Facebook page or blog to keep employees in remote offices aware of new programs or policies, marketing to clients, potential customers and crisis management, as well as for recruiting and hiring of new employees.

Social Medial and Hiring. It is increasingly common for employers to use social media to recruit and obtain infor-

mation about prospective employees and for applicants to use social media to find and apply for jobs. Segal shared a survey done by SHRM showing that 77% of companies reported they used social networking sites to recruit candidates, up from 34% in 2008. Jackson indicated that some of the activities employers use social media include:

- Identifying and sourcing potential candidates;
- Improving the candidate experience by allowing applicants to apply directly through social media;
- Learning more about the candidates who have applied to or who are interviewing with the company;
- Validating an applicant's candidacy against job criteria;
- Validating an applicant's resume against their professional network profile;
- Evaluating an applicant's potential organizational "fit";
- Identifying an applicant's professional qualifications, communication skills, and well-roundedness; and
- Disqualifying applicants based on negative information found.

Reese v. Department of Interior (National Park Service) is an example at the federal level of a complaint related to identifying and sourcing candidates via social media presented by Miaskoff. In this case, the complaint alleged that she was not selected for a Park Ranger position due to her age (61) and sex (female). She asserted that the agency's recruitment of younger people for this position through Facebook and other social media put older workers at a disadvantage, because they use computers less often than younger people, and therefore using social media had a disparate impact on workers protected by the Age Discrimination in Employment Act. On appeal, the EEOC affirmed that the complainant had not put forth evidence of disparate impact or preference for younger applicants linked to the agency using social media for recruitment.

Miaskoff noted that recruitment, selection, and employment activities are subject to EEO laws, regardless of the media the employer uses. She indicted that "the EEOC laws do not expressly permit or prohibit the use of specific technologies…. the key question….is how the selection tool are used." As Bernabei indicates, surveys of hiring managers show that they are increasingly using social media to screen applicants and that employers make determinations on applicants' suitability. Of course social media websites also display "non-job relevant information that could be used inappropriately for evaluating applicants, resulting in

(Continued from page 5)

biased hiring decisions." A person's profile on many sites include gender, age, sexual orientation, and political philosophy, all of which are protected characteristics under various state or federal laws. Moreover, there is very little data to indicate whether social network derived data accurately predicts job performance.

Several presenters recommended that employers use a third-party consumer reporting agency or a designated individual within the organization (who does not make hiring decisions) to conduct the social media search and filter out any protected class information. As we have previously reported, a number of states have passed legislation (and many states have such laws pending) to prevent employers from requiring access to personal accounts on social media. Maryland was the first state to pass such a law. The law prohibits an employer from requesting or requiring an employee or applicant to disclose a user name or password and permit access to personal social media accounts. Moreover, it prohibits an employer from discharging, disciplining, or otherwise penalizing an employee or applicant for failing to comply with the employer's request. There are several proposals before Congress to do the same thing at the federal level.

Use of Social Media in the Workplace. Use of social media in the workplace is pervasive. Employees use social media throughout the workday on both computers and mobile devices. The use of personal social media accounts may impact workplace harassment cases. As Bernabei indicates, even if employees post harassing or derogatory information about coworkers away from the workplace, an employer may be liable for a hostile work environment if it was aware of the postings, or if the harassing employee was using employer-owned devices or accounts. As an example, in Guardian Civic League v. Philadelphia Police Department, plaintiffs alleged that the police department created a hostile work environment by allowing white police officers to operate a racist website and to post racially offensive comments while on and off duty. The case against the police department settled for $152,000 plus injunctive relief. In another example, at the federal level, an air traffic controller asserted that he was subject to a hostile work environment based on race and sex, after he found that a co-worker made disparaging remarks about him on Facebook, after he made an office "food run" to Chick-fil-A (Knowlton v. Department of Transportation, Federal Aviation Administration). The employee, who didn't have a Facebook account learned about it from other co-workers who inferred the alleged harasser was upset that food was ordered from Chick-fil-A because of its purported anti-gay reputation. Later the employee alleged that his regular trainer, who was friends with the alleged harasser, reassigned him to another trainer who began harassing him. The agency dismissed the case, stating that the initial Facebook post was insufficient evidence of a hostile work environment. On appeal, the EEOC reversed the agency's decision, stating that the negative work atmosphere the employee alleged – including the harassment during training was part of a series of incidents dating to the initial Facebook post.

Social Media in the Discovery Process. There are times when an employee or former employee brings suit against an employer and the employer seeks to gain access to the employee's social media. Although many of the postings may not be relevant to the litigation some may be relevant such as information that may be embarrassing to the employee or postings that my contradict facts the employee is using to support his claims. Bernabei indicated that if an employee's "public" postings raise suspicions or red flags sufficient to demonstrate that the employee's private posts may lead to discovery of admissible evidence, that will often be enough to tip the balance in favor of the rest of the employee's social media account to be discoverable. Kittle noted that increased efforts to access private social media accounts may deter people from pursuing a charge or lawsuit in the future.

New York City Fire Department Lawsuit Settled

We have reported on *US and Vulcan Society, Inc. v. City of New York* in previous articles. On March 18, 2014 New York City settled this long-running lawsuit in which the Vulcan Society claimed that the city fire department intentionally discriminated against minority applicants. The case was scheduled to go to trial March 31, 2014. The original lawsuit was filed in 2007 by the US Department of Justice and the Vulcan Society, a fraternal organization of black firefighters. The suit claimed that the fire department's hiring exams and practices excluded minorities from firefighter jobs. In 2011, a federal judge agreed and ordered the creation of a new exam and reforms in hiring practices, including the recruitment of some applicants who failed exams given in 1999 or 2002. However a federal appeals judge ruled in May that the district court went too far in forcing the department to revamp its hiring process. It did leave in place many of the remedies ordered by the lower court, including the appointment of a court monitor. While the city did not dispute the lower court ruling that the exam was discriminatory, it challenged the notion that the discrimination was intentional.

(Continued from page 6)

Under the agreement, which must be approved by a federal judge, the city will pay $98 million in back pay, including $6 million in medical benefits, to African American and Hispanic applicants who took the exam to become firefighters in 1999 and 2002. The fire department will create a Chief of Diversity and Inclusion who will report to the Fire Commissioner as well as a Diversity Advocate who will monitor hiring practices and cadet training for discrimination. The fire department will also work with the city's Department of Education and local colleges to recruit minority applicants.

Same-Sex Decimation Suit Settled

Under a consent judgment in *EEOC v. Boh Brothers Construction Co. LLC*, Boh Bros. Construction Co. agreed to pay $125,000 in compensatory damages to a former employee in a same-sex discrimination case brought by EEOC. The original suit was filed in 2009 in the Eastern District of Louisiana. New Orleans-based Boh Bros. is a major construction company that operates in the New Orleans and Gulf South areas. The suit charged that a male company supervisor harassed a male ironworker with verbal abuse and taunting gestures of a sexual nature. The supervisor admitted that he harassed the ironworker because he thought the employee was feminine and did not conform to the supervisor's gender stereotype of "rough ironworkers". A jury in district court found that Boh Bros. violated Title VII by permitting hostile work environment sexual harassment. Boh Bros. appealed the district court's ruling. A three judge panel of the Fifth Circuit Court of Appeals reversed the jury verdict. Noting that there was no evidence that the ironworker was homosexual or effeminate, the panel found that the evidence did not establish that Boh Bros. had harassed the ironworker "because of sex", which is the standard under Title VII of the Civil Rights Act.

The EEOC, noting that this interpretation of Title VII conflicts with Supreme Court law asked the full en banc Fifth Circuit Court to rehear the case. (The Supreme Court recognized that the stereotyping of gender norms in the workplace could constitute actionable Title VII discrimination in *Price Waterhouse v. Hopkins*, 1989.) The en banc Fifth Circuit agreed to rehear the case and heard arguments on rehearing in May 2013. A 10- judge majority of the deeply divided 16 judge court concluded that EEOC could use evidence that Boh Bros. supervisor viewed the ironworker and alleged harassment victim as "insufficiently masculine" to make its Title VII claim. The majority held that harassment "because of sex" is based on lack of conformity with gender stereotypes. The issue is whether the harasser considered the victim to deviate from gender stereotypes, and not whether the victim fails in fact to conform to those stereotypes. What mattered was that the supervisor saw the ironworker as "unmanly" – not whether the ironwork was actually "feminine" in some objective sense. The case was remanded to the District Court for further proceedings, including setting the proper amount of emotional damages in light of the appellate decision. The parties thereafter reached an agreement for consent judgment.

Collective Bargaining by Graduate Research Assistants

In a case (*Toth et al. v Callaghan et al.*) that may be of interest to our graduate students, a Michigan federal judge ruled in February 2014 that a 2012 Michigan state law which barred graduate research assistants at public universities from unionizing was unconstitutional. The judge ruled that the law violated a clause in the state constitution that guards against "surreptitious legislative activity". The case goes back to 1981, when the Michigan Employment Relations Commission ruled that while graduate teaching assistants and staff assistants were public employees under the Public Employment Relations Act (and thus had collective bargaining rights), graduate student research assistants were not considered public employees. The University of Michigan graduate research assistants have attempted to unionize and the university's board of regents supports the students but their efforts were derailed by the passage of this 20012 law. The judge ruled that the provision of the law related to graduate research assistants were in a bill that was originally drafted to address powers of emergency managers. That original bill was designed to empower emergency managers to do away with or modify collective bargaining agreements at the local and school district level. Union representatives stated after the ruling that the law was "rammed through" because 2,200 graduate research assistants were poised to unionize.

Are You an I or E?
Selection Based Upon Intrinsic vs. Extrinsic Attributes

By Dennis Doverspike, Professional and Scientific Affairs Committee Chair

Are you an I-oriented or an E-oriented assessment professional? No, I am not asking for your Myers Briggs' personality type. Instead I am referring to whether you embrace selection models that rely upon variables that are either *extrinsic* or *intrinsic* to the individual.

In my last two columns (*Holiday Stocking Stuffers: Some Rare Nuggets* and *A Small, Quick Commentary on Big Data and Predictive Analytics*), I provided my thoughts on HR and Big Data. In doing so, I promised to come back to the issue of the distinction between intrinsic and extrinsic predictors. I am sure there have been many columns in the past where I indicated that I planned a future column on topic X and then never did return to the topic. Well, this time I am going to keep my promise and discuss what I see as the distinction between extrinsic and intrinsic selection models and why the choice of models has important implications for assessment.

Intrinsic Versus Extrinsic Models

Bass and Barrett in their classic Industrial/Organizational textbook, *People, Work and Organizations*, argued that there were 5 basic models of personnel selection. Of course, an organization could use a combination of models. The 5 models were:

1. Probationary Model.
2. Random Selection.
3. Quota System.
4. Probability of Success Based on Empirical Considerations.
5. Probability of Success Based on Intrinsic Attributes.

For our purposes, we are concerned primarily with the last two models.

The probability of success based on intrinsic attributes model assumes that there are individual attributes that predict success on the job. The concept of intrinsic attributes is similar to the notion of a psychological or latent trait. Although the relationship between intrinsic attributes and job performance can be established empirically, there is also the presence of an underlying theory or rationale.

Intrinsic attributes are seen as existing within the psychological make-up of the individual. Common intrinsic attributes would include intelligence, personality, job knowledge, and integrity; basically, knowledges, skills, abilities, and competencies. In my view, merit is an intrinsic attribute,

although that is a topic for another column.

Critically and practically, intrinsic attributes have the following properties, they are usually:

1. Measured using tests.
2. Measured with some error or imprecision. Thus, one's conscientiousness can vary as assessed by various tests or at different times of measurement.
3. Malleable. Although traits may be fairly stable, they can usually be improved by training or through some other type of effort on behalf of the individual. Thus, although it may be difficult, one can improve one's score on intelligence or personality tests. Through study, a candidate can score better on a job knowledge test.

Although Bass and Barrett refer to *empirical considerations*, I prefer the term *extrinsic variables*, as these are attributes, characteristic, or behaviors, which are usually seen as external to the individual. As noted by Bass and Barrett, the question with extrinsic variables is whether there is any type of empirical relationship to job performance. Extrinsic variables include demographic variables, geographic variables, data on one's parents, and socio-economic status. Although debatable, I would classify most bio history data as extrinsic variables because 1) the relationship is usually established empirically; and 2) bio data fail to meet the three properties stated above for intrinsic attributes; in particular, bio data are not malleable in that once I commit a crime, I can improve my integrity but I cannot undue the criminal act.

Practical Implications

Beyond the impact of an organization's philosophy on assessment methods, what other implications are there of choosing between an intrinsic and extrinsic model? Well, clearly selection based upon many demographic criteria has long been considered illegal under various laws. However, in addition, in recent years there has been much more opposition to selection based on extrinsic models than based on intrinsic models. As evidence, and in support, I would offer recent initiatives to restrict selection based upon:

• Past history of unemployment.
• Past criminal or arrest record.
• Educational background.

(Continued from page 9)

Tying all of this back to previous columns, Bass and Barrett give an excellent example of the extrinsic model when they state that "if an investigation has shown that single, blue eyed females whose parents come from Albania and who lived no more than five miles from the plant were the most successful workers, then the organization would attempt to hire individual with those characteristics (p. 305)." One could easily substitute the words *big data, predictive analytics study* for *investigation*. From my viewpoint, the problem with any approach based on extrinsic data is that such approaches are often viewed negatively in the current political climate. In part, it may be due to the lack of error and malleability, we like to believe that on any given day anyone can somehow achieve a great test score and obtain a desired job; I cannot change extrinsic variables. My probability of obtaining a job is already given and there is very little I can due to change matters. A lot of people may not like tests, but it appears there is more opposition to selection based on extrinsic attributes, even those of a bio history nature.

In conclusion, my preference is toward models that select based upon intrinsic attributes. Certainly, models incorporating extrinsic attributes can be very useful, especially when supported by solid and adequate empirical studies. However, the public and politicians seem to have a problem with selection based upon empirical attributes, whether such objects are valid or not. In particular, for the public sector, selection based upon intrinsic attributes may be seen as more compatible with the idea of merit, although as noted that is a topic for a future column.

Additional Notes on Other Important Matters:

Goodbye to Lee Friedman. It is with great sadness that I share that IPAC lost a great friend and very hard working volunteer with the recent death of Lee Friedman. I did not really know Lee personally, but had served for many more years than I care to remember on the Student Paper Committee. It was Lee's hard work and dedication that led to the resurrection of the award and his drive that kept it relevant. I know that Lee devoted a great deal of his personal time and energy to all aspects of the Student Paper Award. I am sure he was often frustrated with my inability to return reviews on time. I will miss him, as will IPAC.

GLEAN Conference. The first Great Lakes Employment Assessment Network (GLEAN) conference was a great success and the second mini-conference has been announced. The second event will be held on June 2, 2014 at the Bowling Green State University Levis Commons. If you are in the Great Lakes area, please plan on attending. If you are a member of IPAC and live in the Great Lakes geographic area, please consider joining GLEAN. If you are interested in being added to our mailing list, you can email me at dd1@uakron.edu or contact Liz Reed. We also have a Facebook page and a LinkedIn page, search for GLEAN.

My New Blog. I am writing a new blog for the IPMA-HR Assessment Products Division, Assessment Service Review (ASR). So, if you are on IPMA-HR member, or Assessment Products user, I hope you will read even more thoughts. If you have any ideas for either column, please email them to me.

Notes:

Dennis Doverspike is the Chair of the IPAC Professional and Scientific Affairs Committee. He is a Full Professor of Psychology at the University of Akron, Senior Fellow of the Institute for Life-Span Development and Gerontology, and Director of the Center for Organizational Research. He holds a Certificate in Organizational and Business Consulting from the American Board of Professional Psychology (ABPP) and is a licensed psychologist in the State of Ohio. He is a long term public employee and university professor. He can be reached at dennisdoverspike@gmail.com.

Human Resources Expertise:
Strategic Thinking AND Technical Competence

By Doug Nierle an Allison Wiley, U.S. Merit Systems Protection Board

For many years prior to 2002, leaders of the federal human resources (HR) community sought a seat at the agency decision-making table. The Chief Human Capital Officers Act of 2002 granted that wish—or at least created a seat that could be filled by a suitably forceful and strategic HR executive. However, as we discuss in this article, it is not enough for the HR function to be "strategic."

Ongoing Merit System Protection Board (MSPB) research reinforces the need for the HR function and its staff to be technically competent—and for agencies and managers to value that technical competence. For example, knowledge of federal HR laws and regulations governing hiring, the ability to conduct a thorough job analysis, and the ability to develop and administer good applicant assessments are essential to the timely hiring of highly-qualified employees, to fulfilling the merit system principle of fair and open competition for federal jobs, and in guarding against favoritism in personnel decisions. The need for HR competence is not limited to staffing. Federal agencies that lack the expertise to properly use pay flexibilities, administer work/life programs, and resolve problems in employee conduct or performance will pay a price in organizational effectiveness and may well run afoul of law and regulation.

The current environment may pose some particular challenges to maintaining and utilizing HR expertise. These include:

- Pressure on HR staff to bend rules or compromise principles for reasons of expediency or efficiency;

- Reductions in HR staff levels or training;

- Managers lacking (or losing) access to trusted and knowledgeable HR staff; and

- Over-reliance on technology.

Agency leadership should recognize that HR expertise is essential to an effective, strategic HR function and, if needed, address these challenges. The first step is to foster an organization that values the merit-based management of people. Second, leaders should ensure that HR staff receive the training and resources needed to be functional experts. Third—echoing a theme from further MSPB research related to whistleblowing—HR staff must be sup-

ported by their immediate managers and by higher-level leaders when they disclose problematic or prohibited personnel practices. Fourth, agencies with contractor-supported HR should facilitate open and ongoing communication between vendors and serviced organizations. Finally, leaders must hold managers and HR staff accountable for any violations of merit system principles or instances of prohibited personnel practices.

Some observers have called for transformation of the federal HR function from "administrator" to "strategic partner" under a belief that federal HR offices merely pushed paper or blindly followed rules and procedures. Strategic human capital management—aligning workforce plans and agency HR policies with agency missions and agency cultures—is indeed important. But strategy means nothing without execution. The Federal Personnel Manual may be gone, but the need for people who can competently carry out HR programs and processes endures—as does the need for people who understand what federal HR law requires, prohibits, and permits.

Note:

Doug Nierle and ***Allison Wiley*** are Senior Research Analysts in MSPB's Office of Policy and Evaluation. They conduct research to assess the soundness of federal merit employment systems and offer recommendations for their improvement to the President, the Congress, and other federal decision makers. MSPB research reports are available at www.mspb.gov/studies.

Announcing an Online Version of the PCBS

Police Candidate Background Self-Report

Free Introductory Offer for One Recruit Class

The Police Candidate Background Self-Report (**PCBS**) is an online tool to facilitate the background investigation, final interview, and psychological screening process, improving both efficiency and effectiveness.

The PCBS is an 800 question self-report developed with psychometric sophistication. It yields "red flag" listings and 9 scale scores.

Free use of the PCBS is being offered to qualified users, for one recruit class, as an introduction to the online version of the instrument. More information is available by telephone or email:

Joel Wiesen, Ph.D., Director of Testing
jwiesen@aprtestingservices.com
(617) 244-8859

Upcoming Conferences and Workshops

June

June 2-5   American Council on International Personnel. Symposium. Washington, DC. Contact: www.acipsymposium.com

June 3-6   American Association for Affirmative Action. Annual Meeting. Nashville, TN. Contact: www.affirmativeaction.org

June 4   University of Connecticut. Workshop. Dr. Tania Huedo-Medina, University of Connecticut. "R Project for Statistical Computing." Storrs, CT. Contact: www.datic.uconn.edu/2014-workshops/meta-analysis-using-r

June 5-6   University of Connecticut. Workshop. Dr. Tania Huedo-Medina, University of Connecticut. "Meta-Analysis Using R." Storrs, CT. Contact: www.datic.uconn.edu/2014-workshops/meta-analysis-using-r

June 5-7   Canadian Psychological Association & Canadian Society for Industrial and Organizational Psychology. Annual Convention. Vancouver, Canada. Contact: www.cpa.ca/convention

June 6   HR Leadership Forum. Breakfast Meeting. Sergey Kislyak, Ambassador of Russian Federation to USA. Topic to be announced. Arlington, VA. Contact: www.hrleadershipforum.org

June 10   International Society for Performance Improvement, Potomac Chapter. Dinner Meeting. Richard Rummler, Performance Design Lab. "Rediscovering Value." Washington, DC. Contact: http://ispi-dc.org

June 11   PTC/MW. LUNCHEON MEETING (11:30 am – 1:30 pm). Dr. Andrew Bega, JetBlue Airways, Long Island City, NY. "Using Big and Small Data to Make Better People Decisions." GMU, Arlington, VA. Contact: www.ptcmw.org

June 11   International Society for Performance Improvement, Potomac Chapter. Conference. Halethorpe, MD. Contact: http://ispi-dc.org

June 11-13   Human Capital Institute. Conference. "Strategic Talent Acquisition." Boston, MA. Contact: www.hci.org

June 19-21   International Coach Federation. Global Conference. Cleveland, OH. Contact: www.coachfederation.org

June 19-21   Work and Family Researchers Network. Conference. New York, NY. Contact: http://workfamily.sas.upenn.edu

June 22-25   Society for Human Resource Management. Annual Conference. Orlando, FL. Contact: www.shrm.org

July

July 9   PTC/MW. SPECIAL EVENT! BREAKFAST WORKSHOP (8:30 am - Noon). Dr. Charles Handler, Logi-Serve, New Orleans, LA. Topic to be announced. GMU, Arlington, VA. Contact: www.ptcmw.org

July 18-19   Chicago School of Professional Psychology. IOOB Conference. Los Angeles, CA. Contact: www.ioob2013.com

July 20-23   International Personnel Assessment Council. Annual Conference. "Mile High on Big Data." Denver, CO. Contact: http://ipacweb.org

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

Upcoming Conferences and Workshops

July (continued)

July 21-25   Psychometric Society. Annual Meeting. Madison, WI. Contact: www.psychometricsociety.org

July 30-31   Oracle Corporation. e-HRM Conference. New York, NY. Contact: www.ehrm2014.com

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August

Aug 1-5   Academy of Management. Annual Conference. Philadelphia, PA. Contact: www.aomonline.org

Aug 2-7   American Statistical Association. Annual Convention. Boston, MA. Contact: www.amstat.org

Aug 5-8   Industry Liaison Group/OFCCP. National Conference. Washington, DC. Contact: http://nationalilg.org

Aug 7-10   American Psychological Association. Annual Convention. Washington, DC. Contact: www.apa.org

Aug 13   PTC/MW. LUNCHEON MEETING (11:30 am – 1:30 pm). Speaker to be announced. GMU, Arlington, VA.
                   Contact: www.ptcmw.org

September

Sep 11-14   Council on Licensure, Enforcement & Regulation. Annual Conference. New Orleans, LA. Contact:
                   www.clearhq.org

Sep 12-13   Institute of Coaching. Annual Conference. "Coaching in Leadership and Healthcare." Boston, MA. Contact:
                   www.instituteofcoaching.org

Sep 14-19   Linkage, Inc. Global Institute for Leadership Development. Palm Desert, CA. Contact: http://mylinkage.com/
                   events/global-institute-for-leadership-development-gild

Sep 18-20   Center for Culturally Responsive Evaluation and Assessment. Conference. "Forging Alliances for Action: Cul-
                   turally Responsive Evaluation and Assessment Across Fields of Practice." Oak Brook, IL. Contact:
                   http://education.illinois.edu/crea/conference

**If you have regional organization news or an item to add to the calendar, please contact the Editor by e-mail at johnf@us.net
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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: January, April, July, and October. Respective closing dates for submissions are December 1, March 1, June 1, and September 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 johnf@us.net. 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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