

Assessment Council News (ACN)

Presidential Message

By Mike Willihnganz, President

Greetings IPACers! It certainly was terrific seeing many of you in Newport Beach at IPAC's first independent conference. Those of you who were in attendance will agree that the conference was a tremendous success. The general sessions were lively and thought-provoking, the concurrent sessions informative, the social events exquisite, and networking in the villa was most pleasurable. I don't think we could have asked for a better conference venue or a more positive conference experience.

Our first independent conference was quite an accomplishment. In 2009, IPAC's first year in existence as an independent, self-supporting, professional association, the IPAC Board realized that we lacked the organizational infrastructure and financial resources required to conduct our own conference. Consequently, we partnered with IPMA-HR and held the joint IPAC/IPMA-HR conference in Nashville, Tennessee in September of 2009. Although that joint conference was highly successful, the IPAC Board never wavered from its goal of getting back on track and conducting its own conference, much like IPMAAC had done for 32 years. Our very first IPAC conference was indeed a monumental event. We certainly set the bar at a lofty height for future conferences.

What is most remarkable about the 2010 conference is the fact that it was planned and conducted solely by volunteers. Volunteers who have real day jobs, I might add. The success of the conference is the result of their hard work and dedication. I would like to take this opportunity to express my gratitude and appreciation to the IPAC Board (**Julia Bayless, Reid Klion, Ann Gontner, Bryan Baldwin, Shelley Langan, and Chris Parker**), our conference host, **Marianne Tonjes**, the co-chairs of the conference social committee, **Marianne Tonjes** and **Lynne Jantz**, and the throng of volunteers who made our first conference a reality.

I would also like to recognize the recipients of several awards which were presented at the conference in Newport Beach. Congratulations are in order for **In-Sue Oh**, recipient of the James C. Johnson Student Paper Award; **Bryan Baldwin**, recipient of the Clyde J. Lindley Exemplary Service Award; **Deborah Gebhardt**,



September 2010

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who received the prestigious Stephen E. Bemis Memorial Award; and, the Innovations in Assessment Award winners **Cal Hoffman**, **C. Chy Tashima**, and **Gypsi Luck**. Kudos to all of you!

Conference presentation materials (e.g., handouts, PowerPoint slides) are being posted to the “members only” section of the IPAC webpage (IPACweb.org). Access to conference materials is one of the “perks” of IPAC membership. I encourage you to take advantage of these resource materials.

With IPAC’s biggest event of the year, the annual conference, now behind us, we look forward to other activities scheduled through the remainder of the calendar year. One of these activities is the annual election. Nominations are now being accepted for the office of President-Elect as well as three seats on the IPAC Board. You may self-nominate or you may nominate other IPAC members. I encourage you to get more involved in IPAC by running for

a leadership position. The time commitment is not extraordinary and the experience is very enjoyable and rewarding.

On October 5th, current IPAC Board Member and President-Elect **Julia Bayless** will be presenting a webinar on job analysis. The webinar is being offered at no charge for IPAC members. The cost for non-members is \$75. I hope you will take advantage of this free training opportunity.

Finally, with fall upon us, membership renewal is just around the corner. Remember, IPAC operates on a calendar year membership cycle. Consequently, notices regarding membership renewal for calendar year 2011 will be delivered to your e-mail box shortly. Membership dues will remain at \$75 for 2011. Do us a favor and reduce the burden on our IPAC membership committee volunteers by renewing your membership promptly when the renewal notices are sent out.

Thanks for your support of IPAC!



Would you like to serve on the ACN editorial team?

To learn more, please contact the ACN editor, Jay Polaki at
jpolaki@mdta.state.md.us or (410) 537-7557

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Dr. Deborah Gebhardt 2010 Bemis Memorial Award Winner

IPAC is pleased to announce **Dr. Deborah Gebhardt** as the winner of the Stephen E. Bemis Memorial Award. The Bemis Award is presented annually to a current or retired assessment professional who emulates the three primary qualities for which Steve Bemis is fondly remembered:

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

Dr. Deborah Gebhardt is President of Human Performance Systems, Inc., and has three decades of experience developing and validating physical performance tests, medical guidelines, and evaluation systems for private, public, and military organizations. She has served as an expert witness in class action (Title VII) litigation and arbitrations regarding medical and ADA issues and for the defense of physical performance tests. Dr. Gebhardt holds Fellow status in the Society of Industrial and Organizational Psychology (SIOP) and in the American College of Sports Medicine (ACSM).

Dr. Gebhardt's research efforts have focused on evaluating the work demands for private (e.g., natural gas, electric, telecommunications, freight) and public sector organizations (e.g., FBI, U.S. Senate, Federal Air Marshals, City of Chicago) and developing assessment systems that evaluate the physical, medical, and cognitive aspects of performance. She has developed methodologies for measurement of occupationally related physical capacities and injuries. This research has resulted in the implementation of physical, cognitive, and medical testing programs that are used for selection, promotion, and retention of workers. She has also published research in the areas of job analysis, test development, medical guidelines, injury reduction, and biomechanics.

Dr. Gebhardt received the 2003 Innovations in Assessment Award from the International Public Management Association – Assessment Council. She was also awarded the 2006 M. Scott Myers Award for Applied Research in the Workplace by the Society for Industrial and Organizational Psychology as a member of the research team that in 2002 developed the initial assessments for the Transportation Security Administration in Department of Homeland Security in the wake of 9/11. This research resulted in the largest peacetime mobilization since WWII by hiring over 50,000 federal security officers.

On behalf of the IPAC leadership and membership, congratulations Dr. Gebhardt!



I knew Steve Bemis and found him to not only be a knowledgeable practitioner who applied I/O principles and measurement paradigms to the work place, but who wanted others to gain the same skills. Steve cared about the new practitioner and was always willing to help provide a fresh perspective to a problem. He shared his experiences and made the rest of us better in the process. I am honored to receive this award and be considered as a person who has contributed to helping others understand the field of physical performance and the importance of integration of fields of study. — *Deborah Gebhardt*





Mark Your Calendars for the PTC/MW Fall Conference



Navigating the New Hiring Landscape: Innovations in Assessment and Selection

Thursday, October 21, 2010

Ronald Reagan Building, Washington, DC

The Personnel Testing Council of Metropolitan Washington DC (PTC/MW; www.PTCMW.org) is proud to announce that we will be holding a day-long conference this October. There has been much buzz about the Federal Hiring reform in response to the President's calling for a sweeping overhaul of recruitment and hiring practices. In response, PTC/MW has decided to replace our Fall Breakfast Workshop with an all day conference. The morning sessions will be focused on critical aspects of the Federal hiring reform efforts, while the afternoon sessions will target adverse impact research related to the hiring process. In addition, there will be several interactive roundtable discussions at lunchtime on key selection topics. This exceptional program will include several recognized thought leaders on these topics, professional networking and benchmarking opportunities, and an evening reception.

Who Should Attend

- ⇒ HR Leaders
- ⇒ Assessment/Selection Professionals
- ⇒ Policy/Oversight Professionals

Tentative Agenda

⇒ Plenary Presentations

- *Federal Hiring Reform*
 - ◇ Leslie Pollack, OPM
 - ◇ Joshua Joseph, Partnership for Public Service
 - ◇ David Orr, HR Consultant and Retired Federal HR Director
- *Adverse Impact Research*
 - ◇ Dennis Doverspike, University of Akron, and Gerry Barrett, Barrett and Associates

⇒ Interactive Roundtable Discussions

- *Federal Hiring Reform*; Leslie Pollack, OPM and Ted Hayes, OPM
- *Landing and Succeeding in Your First I/O Job*; David Hamill, TSA (PTC/MW President Elect)
- *Latest Trends in Leadership Assessment and Development*; Seymour Adler and Ernie Paskey, Aon
- *Legal Update*; Eric Dunleavy, DCI Consulting (PTC/MW President)
- *Strategic Human Capital Strategies and Technologies*; Elizabeth Kolmstetter and Ann Quigley, ODNI
- *Un-proctored Assessments*; Elaine Pulakos and Ryan O'Leary, PDRI, and Laurie Wasko, HumRRO

More information and event registration will be available soon on our web site: www.PTCMW.org. Please contact David Hamill (David.Hamill@DHS.gov) with any questions. If your organization would like to help sponsor this event, please contact Rose Hanson (Rose.Hanson@PDRI.com) for more information.

Membership News...

By Julia Bayless, Membership Chair and President Elect

The *2010 IPAC Conference: Making the Case for Assessment* was a great success! Thanks to everyone who made it possible – planners, presenters, volunteers, attendees – it was a terrific gathering in Newport Beach! Many of the conference presentations are available on the members-only section of the IPAC website (www.ipacweb.org).

One of the sessions at the 2010 conference was a business meeting where we reported the current status of IPAC membership. Here are some of the highlights from that report:

- Current Membership:
 - ◇ 234 members as of 7/16/10
 - ◇ We have 80 new members for 2010!
 - ◇ Membership has increased almost 5% from 2009
- Future Focus:
 - ◇ Notices for membership renewals for 2011 will begin in October
 - ◇ We need volunteers for the Membership Committee – call or e-mail Julia Bayless if you would like to participate!

We are already starting the planning process for the 2011 Conference – mark your calendars for July 17-20 in Washington DC! We will be at the [Dupont Hotel](#); call 202-463-6000 now to make your reservations at the IPAC group rate...just \$170/night!

We will be hosting the second webinar in the 2010 IPAC Webinar Series – this webinar will be on job analysis and will be held on October 5th. Check the IPAC website for details and registration information. The webinar will be free for IPAC members and just \$75 for non-members.

If you have any comments, suggestions, thoughts, concerns, or want to volunteer to help out, please contact any of the Board Members or Committee chairs (contact information listed on the IPAC website, www.ipacweb.org, click on About/Join > IPAC Leadership). Thank you for your continued support!



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2010 IPAC Conference Excerpts

The *2010 IPAC Conference: Making the Case for Assessment* was a riveting success! Many of the conference presentations are available on the members-only section of the IPAC website (www.ipacweb.org).

Here are some excerpts:

Title: Assessment and Strategic HR: If the Glove Fits then You are Probably Guilty.

Presenter and Affiliation: Jeff Feuquay, Psychology-Law Center, LLC

The presentation discussed the relationship between HR Planning and Organizational Strategic Planning. The speaker provided a synopsis of how HR scorecards and metrics should focus on four areas: goals, measures, targets, initiatives. He also discussed research in the area that ties HR metrics and performance indicators to the effectiveness of the workforce in meeting the organization's goals.

Title: Online Item Banking - Using a Consortium Approach to Make the Most of Limited Resources

Presenters and Affiliation: Marianne Tonjes, Amy Tompkins, Paul Deines – CODESP, and Mark Ashley – Santa Clara County Office of Education

During economic downturns, public agencies are forced to reduce human resource budgets and staff. A consortium of agencies can alleviate the strains of increased workload and diminished resources by offering test items and post-test statistics from a multiple choice item bank. The session addressed procedures to develop a variety of custom, job related tests in online or paper and pencil test format from a consortium based computerized item bank.

Participants were provided with information on the benefits of a consortium through discussion of the increased efficiency that pooling testing resources from a large group of human resource practitioners can provide. Additionally, by using consortium provided technology to assist in the development and delivery of employee selection materials, operational costs can be minimized. The presenters shared lessons learned as consortium coordinators and technology providers including their experiences overseeing the item bank and developing assessment related software.

Title: The Many Uses of Succession Planning Data

Presenters and Affiliation: Julia M. Bayless and David M. Pollack, Sodexo

This presentation provided an overview of Sodexo's succession planning system and focused on the varied uses of succession planning data in this large, decentralized organization. Some of the critical areas impacted by succession planning data include recruitment, career and organizational development, employee retention, and market growth. Of key discussion was on the contribution succession planning makes to the organization, including and beyond the identification of talent needs. Some of the applications of succession planning data include enhancing our sales teams, identification of talent for international positions, and the development of curricula for key organizational occupations.

Title: Biodata and Development of Recruitment Strategy: A Good Fit

Presenters and Affiliation: Julia M. Bayless and David M. Pollack, Sodexo

A biodata instrument was developed and administered to an incumbent population in order to develop recruitment strategies for a hard-to-fill set of managerial positions at Sodexo. The biodata instrument was developed in-house and administered online to a sample of incumbents; 400 complete responses were received. Results have been used to develop tools, resources, and strategies for identifying highly qualified candidates for these difficult to fill management positions. Practical tools for recruiters and hiring managers have been developed and implemented at Sodexo based on the results of this biodata project; applications of this approach to a variety of situations, organizations, and industries as well as future directions were also discussed.





IPAC WEBINAR



TOPIC: JOB ANALYSIS

WHEN: October 5, 2010

12:00 PM — 1:00 PM (EDT)

This webinar will focus on the fundamentals of job analysis, primarily with regard to: a). the planning of job analysis studies, and b). the uses of job analysis data. The planning of a thorough job analysis involves answering some foundational questions such as why the job analysis is being conducted, how it will be done, who should be involved, what is at stake, and when and where it should be conducted. The outset of a job analysis needs to start with the “why” – what are the projected outcomes the job analysis needs to serve? In addition to an in-depth discussion of the planning process, we will discuss some of the uses of job analytic data – position descriptions, minimum qualifications, selection assessment development, performance standards, classification – just to name a few! This session is intended for those who are new to the world of job analysis, are on the threshold of developing a job analysis project plan, in the midst of an ongoing job analysis project, or those who would benefit from a refresher on the nuts and bolts of job analytic efforts. Reference, best practices, and additional resources will be provided, and questions and open dialogue are welcome!

PRESENTER

Julia M. Bayless is a Director of Talent Development with Sodexo, a food service and integrated facilities management service provider with clients in the public sector, health care, education, and private sector corporations. Her work at Sodexo focuses primarily on selection, performance management, and succession planning. Prior to her position with Sodexo, Julia worked in assessment and selection for U.S. Bureau of Customs and Border Protection (CBP) in the Department of Homeland Security (DHS), for the former INS, for the FBI in Washington, D.C., and for Michigan Consolidated Gas Company in Detroit, MI. Julia earned her Ph.D. in Industrial/Organizational Psychology at Wayne State University in Detroit, MI. She is also the current President Elect of IPAC, has served on the IPAC board for several years, and has served in leadership capacities and presented frequently at SIOP, PTC/MW, and APA.

COST

Free for current IPAC members (but registration is required); **\$75** for non-members (**please note that *no refunds* of this fee will be made.**)

A Rose by Any Other Name is...The Uniform Guidelines

By Richard Tonowski, Equal Employment Opportunity Commission (EEOC)

In my July Legal Update column, I discussed the Obama Administration's EEO enforcement activities. One of the points made in that discussion was that although agency budgets have expanded, there was little indication of specific, coordinated policy initiatives given existing workloads and competing priorities. However, it's become clear that the President has staked out gender-related pay equity as *his* issue, as evident from the recommendations of the White House Equal Pay Enforcement Task Force, issued on July 20. Some provisions are already in progress, at least as pilot program. So, this is not just a discussion of what might be.

The task force brings together the traditional federal EEO enforcement agencies: Equal Employment Opportunity Commission, Department of Justice (DOJ), Department of Labor (DOL), and Office of Personnel Management (OPM). Five challenges need to be addressed by these agencies. They are, with some highlights:

Challenge #1. The agencies have distinct responsibilities regarding pay discrimination, but these responsibilities are not consistently coordinated.

EEOC is getting more involved with investigating state and local government entities, an area where DOJ has jurisdiction to file suit. EEOC is cross-training with DOL's Wage and Hour Division and sharing information on investigations. DOL's Office of Federal Contract Compliance Programs (OFCCP) is acting as EEOC's agent in accepting and investigating charges, and can seek monetary damages in conciliating contractor cases.

OFCCP will involve DOJ in enforcing class cases against contractors, and DOJ can conduct independent investigations and suits against contractors on OFCCP recommendation.

Challenge #2. More data than is currently available is needed to combat pay discrimination.

The problem is to define what data and how to obtain it in a way that is not burdensome to all concerned. The annual EEO reports that organizations file have broad job categories. However, only the version for state and local entities currently attempts to collect pay data. EEOC will commission an outside study – the National Academy of Sciences (NAS) has expressed interest.

Challenge #3. Employers and employees are insufficiently educated with respect to pay discrimination.

EEOC, DOL, and DOJ will "evaluate the possibility" of developing guidance on evaluating pay disparities with regard to equal pay for equal work and occupational segregation. Conspicuous by its absence, here and throughout the task force discussion, is the issue of comparable worth.

EEOC and OFCCP will step up efforts to inform employees of their rights.

Challenge #4. There is an 11 cent wage gap between men and women in the Federal workforce.

This point references the General Accounting Office (GAO) report issued April 28, 2009 (<http://www.gao.gov/products/GAO-09-621T>) that indicated an 11 cents gap on each dollar of salary, of which 7 cents could not be explained by their study. EEOC and OPM will huddle with GAO on how to analyze and close the gap. As a "model employer" exercise, this should be instructive.

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Challenge #5. Existing laws do not provide adequate tools to fight wage discrimination.

This expresses support for the *Paycheck Fairness Act*, passed by the House of Representatives in 2009 and sitting in the Senate with an uncertain prognosis.

One provision of the act would reinstate OFCCP's Equal Opportunity (EO) Survey, required of Federal contractors to submit detailed information annually on their organization's hiring activities, compensation practices and tenure of workers from 2000 to 2006.¹ In line with this, OFCCP plans to solicit input from stakeholders on data to be collected and hire a labor economist to work with NAS on data for compensation discrimination.

In addition to these concerted activities, the agencies are undertaking individual supporting actions:

- EEOC will use Commissioner Charges and Directed Investigations, which do not require a specific charging party, to pursue discriminatory patterns and practices. The agency will update its staff training on handling wage disparity cases.
- OFCCP will rescind its 2006 standards regarding systemic compensation discrimination and replace them with new standards, to be determined. OFCCP will also rescind orders against on-site audits involving fewer than ten alleged discrimination victims and lift the limitation on the number of contractors eligible for a full audit review at any one

time. An additional 200 employees, mostly Compliance Officers, will be hired.

- OPM will pursue a diversity initiative regarding the Senior Executive Service (SES).

Not mentioned but in the background for EEOC is caregiver discrimination, a "sex plus" matter that is seen as differentially impacting women and contributing to pay disparities.

To this writer, the most interesting implication of these developments is the prospect of a concerted effort led by the Federal government, with full use of outside professional expertise (professionals and their associations please take note), to get a handle on pay equity, propose a standard methodology to examine issues, and provide best practices to achieve equity. Such an effort could be a step beyond the assumption of unexplained differences being due to unlawful discrimination, superficial apples-to-oranges comparisons across occupations, and the competing regression models offered during litigation. It could deal with possible discrimination inadequately detected and addressed at present. It could lead to Federal enforcement policy clearly stated and adhered to by all agencies, with clear guidance on what is expected of employers. I can envision a name for the document that does this... *Uniform Guidelines*.

¹ In rescinding the survey OFCCP, acting on an external study, indicated that the EO Survey was a tool that failed to meet its objectives and often misidentified violators.



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

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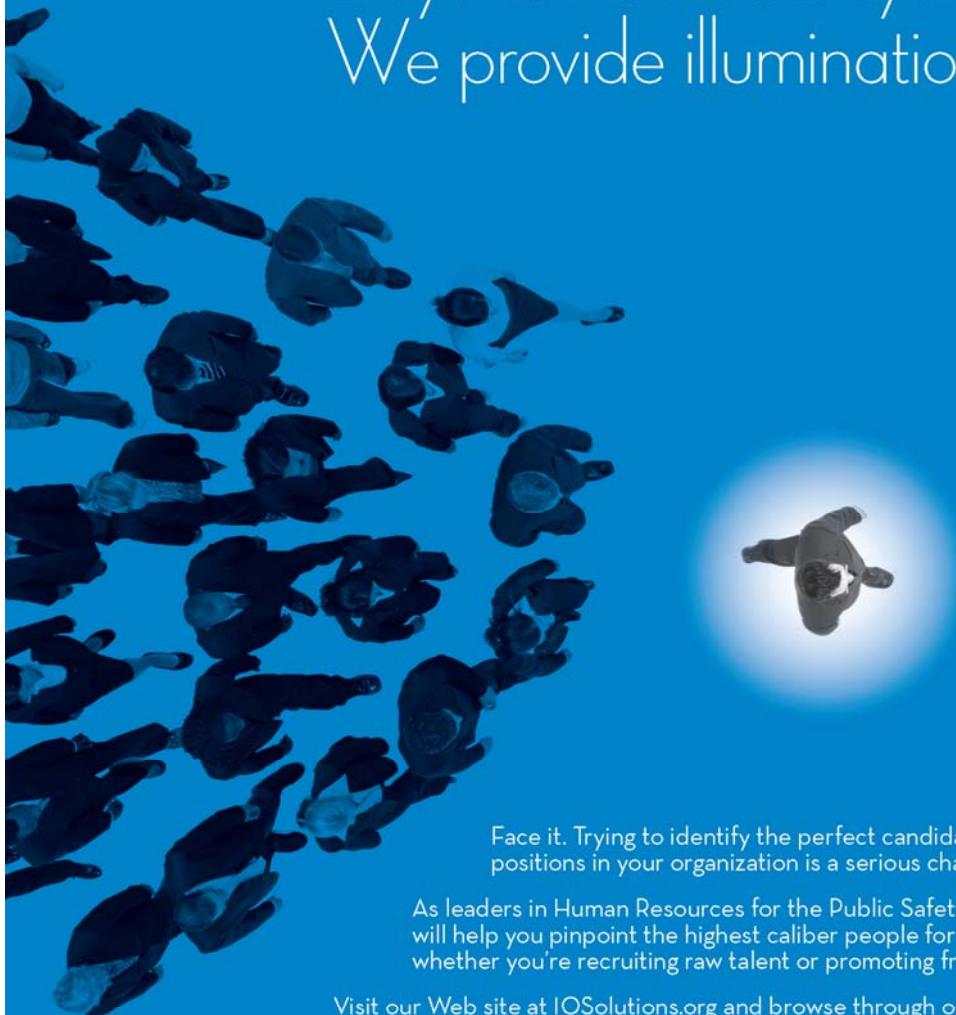
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News of the Councils

American Psychological Association (APA) — The 2010 conference will be held August 12-15 in San Diego, CA. For more information, visit their website at www.apa.org.

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

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

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

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

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

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

Personnel Testing Council of Metropolitan Washington (PTC/MW) — PTC/MW offers monthly luncheon programs and publishes an informative newsletter. See the 2010 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 speakers who are active contributors to the personnel assessment field. For more information regarding PTC/NC programs, visit the PTC/NC website accessible through the IPAC website at www.ipacweb.org.

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

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

Society for Industrial/Organizational Psychology (SIOP) — The 2010 conference is scheduled for April 8-10 in Atlanta, GA. 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

OCTOBER

- 2-6** International Public Management Association for Human Resources. Annual Conference. Seattle,
- 6-8** Society for Human Resource Management. "Strategy Conference." San Antonio, TX. Contact: www.shrm.org.
- 11-13** Society for Human Resource Management. "Diversity Conference." New Orleans, LA. Contact: www.shrm.org.
- 17-20** Organization Development Network. Conference. New Orleans, LA. Contact: www.odnetwork.org.
- 19-21** Development Dimensions International. International Congress on the Assessment Center Method. Singapore. Contact: www.assessmentcenters.org
- 21** PTC/MW SPECIAL EVENT! FALL CONFERENCE (8:30 am – 5:00 pm). Reagan Bldg, Washington, DC. Contact: www.ptcmw.org.
- 22-23** Society for Industrial and Organizational Psychology. Leading Edge Consortium. "Developing and Enhancing High-Performance Teams." Tampa, FL. Contact: www.siop.org.

NOVEMBER

- 5** HR Leadership Forum. Breakfast Meeting. Peter Mulford, BTS USA, Inc. "Test-Driving the Impact of Business Model Change." Arlington, VA. Contact: www.hrleadershipforum.org. Reservations required.
- 10** PTC/MW LUNCHEON MEETING. Speaker to be announced. GMU, Arlington, VA. Contact: www.ptcmw.org.
- 12-13** SEAK, Inc. Conference. "Advanced Testifying Skills for Experts." Naples, FL. Contact: www.seak.com.
- 15-17** Worldwide Business Research, Inc... Conference. Human Capital Management Federal. Vienna, VA. Contact: www.wbresearch.com/hcmfusa/

DECEMBER

- 8** PTC/MW. LUNCHEON MEETING. Dr. Eric Dunleavy, DCI Consulting, Washington, DC. PTC/MW Presidential Address. GMU, Arlington, VA. Contact: www.ptcmw.org.
- 10** HR Leadership Forum. Breakfast Meeting. Alan Gregerman, Author. "Surrounded by Geniuses: Unlocking the Brilliance in Yourself, Your Organization, and the World Around You." Arlington, VA. Contact: www.hrleadershipforum.org. Reservations required.

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

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



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About the ACN

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

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

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

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

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

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

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